

Annual Report



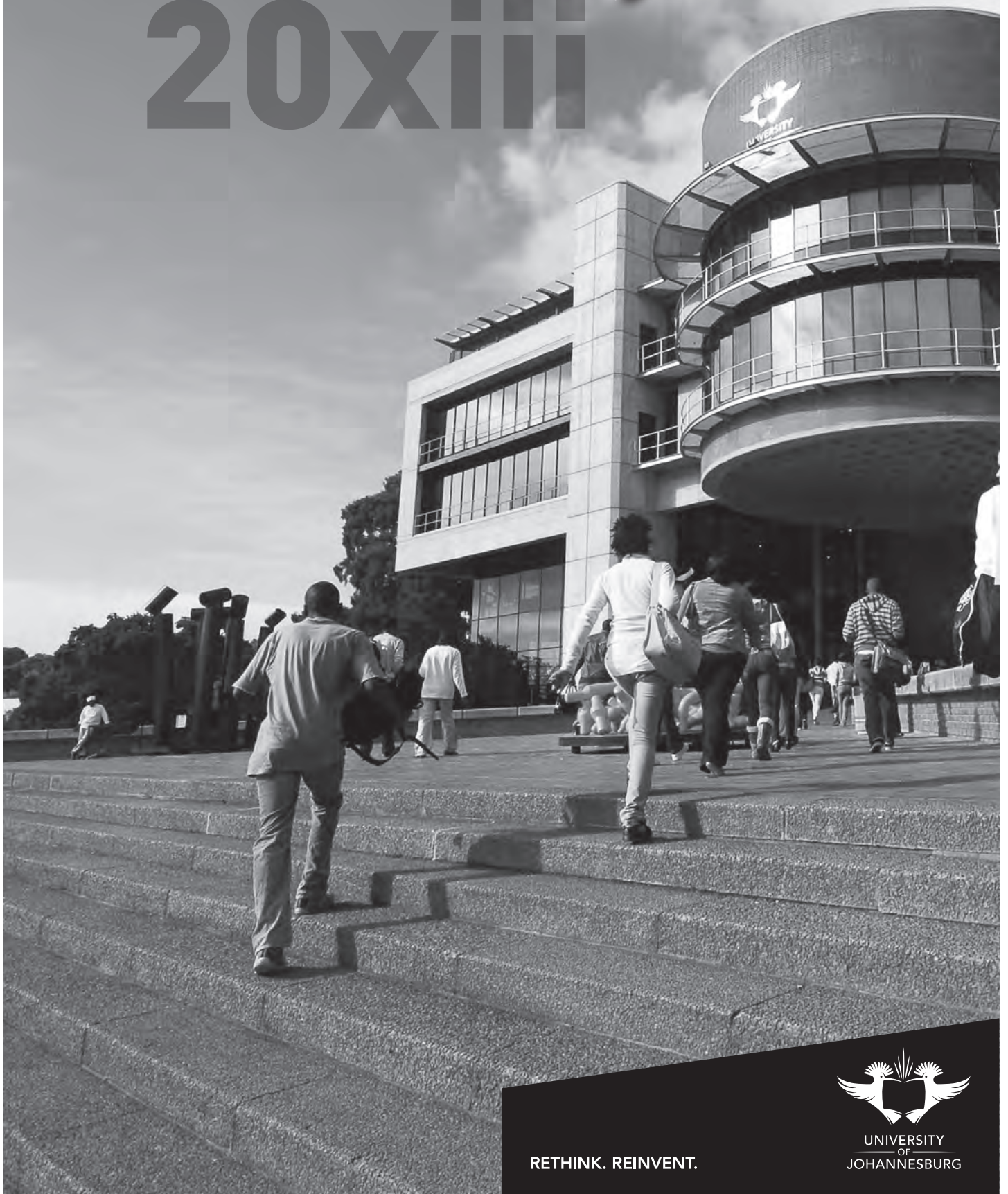
20xiii

RETHINK. REINVENT.



UNIVERSITY
OF
JOHANNESBURG

Annual Report 20xiii



RETHINK. REINVENT.



LIST OF ACRONYMS AND INITIALISMS

AAT	Association of Accounting Technicians
ABASA	Association for the Advancement of Black Accountants of Southern Africa
ACCA	Association for Chartered Certified Accountants
ACT	Arts and Culture Trust
ACT	Against Crime Together
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADS	Academic Development and Support
AED	Automated External Defibrillator
AIDS	Acquired Immune Deficiency Syndrome
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APQC	Academic Planning and Quality Committee
APRM	African Peer Review Mechanism
APS	Admission Point Score
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARS	Academic Rating System
ARWU	Academic Ranking of World Universities
AVE	Average Value Estimate
AULAI	Association of University Legal Aid Institutions
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
BASA	Biokinetics Association of South Africa
BBBEE	Broad-based black economic empowerment
BET	Bachelor of Engineering technology
BI	Business Intelligence
BMI	Body mass index
BMS	Building Management System
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
CA	Chartered accountant
CAA	Central Academic Administration
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPS	Curriculum and Assessment Policy Statement
CASE	Council for the Advancement and Support of Education

CAT	Centre for Academic Technologies
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CDIO	Conceiving, Designing, Implementing, Operating
CE	Community engagement
CEE	Council for Economic Education
CENLED	Centre for Local Economic Development
CEPR	Centre for Education Practice Research
CERT	Centre for Education Rights and Transformation
CESM	Classification of Educational Subject Matter
CFA	Chartered Financial Analyst
CfAR	Centre for Anthropological Research
CFMS	Computerised Facilities Management System
CHE	Council for Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CICLASS	Centre of International Comparative Labour and Social Security Law
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLICS	community learning and investigative circles
CLINGS	community literacy and numeracy groups
CO ₂	carbon dioxide
CPASD	Centre for Professional Academic Staff Development
CPD	Continuous professional development
CPSF	Consultative and Problem Solving Forum
CPWD	Committee for People with Disabilities
CSDA	Centre for Social Development in Africa
CR	community research
CSBD	Centre for Small Business Development
CSIR	Council for Scientific and Industrial Research
CSR	Centre for Sociological Research
CTS	Central Technical Services
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa

ED	Executive Director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EE	employment equity
EI	Education International
ELG	Executive Leadership Group
EME	Exempted Micro Enterprises
EMS	Emergency Medical Services
ERC	East Rand Campus
EU	European Union
EUNIC	European National Institute for Culture
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
FHDC	Faculty Higher Degrees Committee
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FTE	Full-time equivalent
FYE	First-Year Experience
GCRO	Gauteng City Regional Observatory
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
HACCP	Hazard Analysis Critical Control Point
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
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Quality Standards Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education
HIV	Human immune-deficiency virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of SA
HR	Human Resources

HRCC	Human Resources Committee of Council
HRIS	Human Resources Information System
HTC	Health Training Clinic
IABC	International Association of Business Communicators
IACLEA	Interational Association of Campus Law Enforcement Administrators
IAESB	International Accounting Education Standards Board
ICS	Information and Communication Systems
ICT	information and communications technology
ICTR	International Criminal Tribunal for Rwanda
IDEP	Institute for Economic Development and Planning
IEDC	International Economic Development Council
IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
ILMS	Integrated Library Management System
IMSSA	Institute of Mine Surveyors of South Africa
IOHA	Institutional Office for HIV and AIDS
IP	Intellectual Property
IPDE	Initial Professional Development of Educators
IPET	Institute of Professional Engineering Technologists
IPM	Institute of People Management
ISA	International Standards on Auditing
IT	Information Technology
ITC	Initial Test of Competence
ITE	Initial Teacher Education
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JCPMT	Journal of Construction Project Management and Innovation
JDA	Johannesburg Development Agency
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KIC	Knowledge Interchange
KNUST	Kwame Nkrumah University of Science and Technology
KPA	Key Performance Areas
KPI	Key Performance Indicators
LEAD	Legal Education and Development
LGBTI	Lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law

LSA	Log Service Award
MACE	Council for Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MCTS	Metal Casting Technology Station
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRMC	Management Executive Committee: Risk Management
MECTC	Management Executive Committee: Transformation Committee
MOU	memorandum of understanding
MQC	Mining Qualifications Authority
MRC	Medical Research Council
NAFSA	National Association of Foreign Student Advisors
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
NFVF	National Film and Video Foundation
NGO	Non-governmental organisation
NMMU	Nelson Mandela Metropolitan University
NPO	Non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NWU	North West University
OHS	Occupational Health and Safety
OMIGSA	Old Mutual Investment Group of South Africa
OO	organised outreach
O:PwD	Office: People with Disabilities
PAR-Q	Physical Activity Readiness Questionnaire
PCE	Portfolio Committee on Energy
PDP	Professional Development Plan
PDRF	Postdoctoral research fellowship
PET	Positron emission tomography
PG	postgraduate
PGC	Postgraduate Centre
PHC	Primary Healthcare
PISA	Plastics Institute of South Africa
PPE	personal protective equipment

PQM	programme qualification mix
PRCC	Planning and Resource Committee of Council
PsyCaD	Centre for Psychological Services and Career Development
PTC	Professional Test of Competency
PTIP	Photovoltaic Technology Intellectual Property
PVMAC	Property Valuation and Management Advisory Committee
PWD	People with Disabilities
QE	Qualifying Examination
QSE	Qualifying Small Enterprises
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
RAU	Rand Afrikaans University
RC	Resolution Circle
REC	Regional Economic Communities
RFP	Request for Proposal
RICS	Royal Institute of Chartered Surveyors
RIMS	Research Information Management System
RLS-F	Rule of Law Stabilisation – Formal
RMC	Risk Management Committee
ROSC A&A	Report on the Observance of Standards and Codes, Accounting and Auditing
SA	South Africa
SA&RL	Student Accommodation and Residence Life
SAAHC	South African Accounting History Centre
SABS	South African Bureau of Standards
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
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institute of Civil Engineers
SAIDS	South Africa Institute for Drug-free Sports
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SARChI	South African Research Chair Institute
SARS	South African Revenue Services
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASPE	Southern African Social Protection Experts Network

SAULCA	South African Universities Law Clinic Association
SCEBE	School of Civil Engineering and the Built Environment
SE&JS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self Evaluation Report
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SHDC	Senate Higher Degrees Committee
SHRM	Society for Human Resources Management
SL	Service learning
SL&G	Student Life and Governance
SLA	service level agreement
SLP	short learning programme
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	Small, medium and micro-sized enterprises
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure
SQP	Staff Qualifications Project
SRC	Student Representative Council
SRSA	Sports and Recreation South Africa
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSE	Senior Student Experience
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SWC	Soweto Campus
SWD	Students with Disabilities
SWUFE	South-western University of Finance and Economics
SYE	Senior-Year Experience
TFST	Thin-film solar technology
THE	Times Higher Education
TMF	Transformation Managers' Forum
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO&C	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWR	Technikon Witwatersrand
UCCF	University Chairs of Council Forum

UCT	University of Cape Town
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
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UNISA	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
URC	University Research Committee
US	University of Stellenbosch
USSA	University Sport South Africa
UVP	Ulster Volunteer Force
VANSA	Visual Arts Network of South Africa
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WIL	work-integrated learning
Wits	University of the Witwatersrand
WRC	Water Research Commission



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 2013 and highlights development and performance for the calendar year. The report is available at 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).

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;
- the Institutional Risk Register approved by Council.

We are committed to focusing on the performance and achievements in 2013 in relation to the Institutional Performance Plan (Strategic Thrusts), the Pre-determined Objectives (Institutional Scorecard of 2013, as approved by Council) and the Institutional Risk Register approved by Council.

After having debated the format and content of the 2013 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.

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Kinta Burger (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 2013

Strategic Goals		Wgt	Target	Score
Teaching Effectiveness & Enrolment Mgmt		15%	8	9.93
1	Honours, Master's and PhD Enrolments		5 730	9.8
2	Graduate Output: Honours, Master's and Doctoral		1 900	10.0
3	Graduate Output: Undergraduate		8 500	10.0
Research Output and Research Profile		15%		9.55
1	Accredited Research Output		720	10.0
2	% of International to National Publications		68%	10.0
3	Number of Active Researchers		550	10.0
4	Number of Publications on Scopus and InCites		1 315	7.8
5	Institutional Citations		1 100	10.0
Technology Innovation and Technology Transfer		10%		7.00
1	Technology and Innovation Thrust		9.0	7.0
2	TFST Turn Key Solution Secured		9.0	7.0
Finance (Stability)		15%		10.00
1	Financial Stability (Operating Surplus/Loss) (R'm)		8.00	10.0
2	Council Controlled Reserves (as disclosed to DoHET) (R'm)		750.00	10.0
Resource Generation, Institutional Efficiency, Effectiveness and Sustainability		10%		8.75
1	Fundraising Projects for DFC (R'm)		25.00	10.0
2	DFC and APK Project Delivery		8.0	7.0
3	Energy Management		7%	8.0
4	Waste Management		8%	10.0
Culture and Intellectual Capital		10%		7.80
1	Staff Profile – % Black Academic Staff		35%	7.0
2	Institutional Culture and Satisfaction Surveys (Students)		65.0%	8.0
3	Number of Staff Registered for Doctoral Qualifications		130.0	8.4
Brand, Community Engagement and Alumni		15%		9.22
1	Voluntary Student Participation in Community Development		4 000	10.0
2	Percentage of Academic Programmes Incorporating Service Learning		5%	10.0
3	Assessment of Brand Stature		8	8.0
4	Number of Active Alumni		4 000	10.0
5	% of Undergraduate Registrations with M scores at least 20 or APS at least 35		28%	7.3
6	Graduate Employment		8.0	10.0
Governance and Leadership		10%		8.40
1	Governance Review (by Council)		8.0	8.8
2	Leadership Development		8.0	8.0
Total Weight and Score		100%		9.00

PERFORMANCE REPORT EXECUTIVE SUMMARY

CHAIRPERSON OF COUNCIL REPORT



It is pleasing to note that in spite of challenging conditions the University continued on its growth path and surpassed all its key strategic objectives for the year. In every facet of the academic project the University has improved its standing as a uniquely positioned academic institution within the South African and global environment. On the research front in particular, it is pleasing to note considerable gains in the University's stature with an increased publications output, moving the University's rating closer to some of the leading South African universities.

Perhaps the most significant achievement has been international ratings accorded to the University. Within the African and international academic sectors, the University of Johannesburg is now recognised as a prominent academic institution. Full details pertaining to the global standing will be highlighted in the Vice Chancellors report; however, Council notes with extreme pleasure the willingness on the part of the institution to pit itself against the key global academic institutions. The decision to submit the credentials of the University for international evaluation shows courage and above all a commitment and belief in the institution and its people.

Council continues to have a professional relationship with the institution's executive management. It is important to highlight this relationship particularly in the light of the findings from the reports compiled by the administrators of those universities who were put under administration. These findings indicate that one of the primary reasons for the breakdown was due to an unhealthy relationship between the Council and executive management. To this extent Council is conscious of the dangers of involving itself in day-to-day administrative matters, which are clearly in the domain of executive management, and is appreciative of the professional relationship that exists.

In parallel with its oversight role in terms of the strategy and financial integrity of the institution, Council decided that it would play an active role in the newly formed University Chairs of Council Forum (UCCF). This body was established as a result of an interaction between Chairs of Council and the Minister of Higher Education and Training. Similar bodies exist in a number of countries and have proven to be very useful forums. UCCF's primary focus is on appropriate governance of the publicly funded education institutions in South Africa. The forum concerns itself with the key strategic issues that face the institutions and has played an active role in designing a programme aimed at educating members of Council as to their roles and responsibilities within the institution. It also provides a useful platform for the exchange of best practice.

During the year under review, the Vice-Chancellor has played a key role in a number of critical working groups centered on key challenges facing the tertiary education sector. He has also played a very crucial role in bringing about a closer relationship between the sector and the Minister of Higher Education and Training and has been instrumental in suggesting the establishment of working groups to bring about constructive dialogue. This

pivotal role played by the Vice-Chancellor has had the full support of Council who has recognised that his courageous stand on key issues is already having tangible benefits for the sector.

In addition to the Vice-Chancellor's South African activities, the Council is appreciative of the international partnerships which the Vice-Chancellor and his team have forged with a number of reputable international universities. These relationships are starting to bear fruit in a number of collaborative ventures and have been instrumental in UJ being included in a number of distinguished academic forums.

The funding challenges facing universities is uppermost on the agenda of the Council and management. It is clear that in order for the University of Johannesburg to continue on its growth trajectory, it cannot continue to rely solely on state funding and income from student fees. In this regard the University has set itself targets in the form of third-stream income and has established its first major "commercial" venture in the form of a research, development and training company designated as Resolution Circle. This is an important development within the University and the concept is taking shape in terms of creating the necessary infrastructure and support base to assist students to gain the necessary practical experience to complete their qualification requirements, as well as providing a useful interface between the University and private and public sector organisations seeking to develop appropriate technologies for a wide range of applications in South Africa.

In recognising the failure of similar commercial ventures within universities, the Resolution Circle governance model was designed to avoid such problems. A decision was taken to structure a board of directors, which is dominated by experienced business people from the private sector. Further, the University has appointed Mr Mike Myers, an experienced businessperson, to chair the board with the specific requirement that this fledgling operation is to be nurtured to ensure that it meets not only its commitment to students but also becomes financially viable in the short term. The decision by Council to approve the purchase of the Auto and General Building on Empire Road is indicative of Council's commitment to ensure that this operation becomes a key generator of third-stream income.

Staffing remains a challenge in all South African universities. The war for talent is almost at fever pitch. In its oversight role, Council has been engaged with management on a number of important strategies aimed at meeting some of these challenges which includes employment equity, recruitment and retention, and the need to develop academic staff from within. There are encouraging signs that these strategies are paying off.

Throughout this report it will be noted that significant developments have been achieved across all sectors of the University. These developments have not been by accident; they have been achieved through a highly interactive and sophisticated planning process. Here is an institution, unlike many institutions in South Africa, which on an annual basis commits to a strategy and ensures that these commitments are honoured.

Council is extremely grateful for the role which management has played in uniquely positioning the University. This is a team of highly committed and hardworking individuals who have gone out of their way in crafting the way forward. The institution is on a safe financial footing, it is noting record growth in key areas of academic prowess and boasts a graduate employment level of over 90%. The accolades speak for themselves.

Council is blessed with a group of South Africans who have generously given their time and willingly offered sound advice and guidance in support of the University. To all our colleagues, I wish to express my gratitude. You play a vital role and through your counsel UJ is that much richer.

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 with great pride at the strides that the University has made towards its 2020 Vision during the year under review. In this regard, I am pleased that the University has made excellent progress, and I am confident that given its now well-established focus and momentum, the University of Johannesburg (UJ) will continue to exceed expectations.

I am deeply grateful to the Council, under Professor Marcus' guidance, for its stewardship, Senate for its companionship and academic wisdom, the Institutional Forum and the Student Representative Council (SRC) for their partnerships, 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 national goals for higher education. Our progress is made particularly prominent by the continued passion and dedication of our heads of academic schools and departments, directors and senior managers of our professional and support divisions, and our general staff, students and leaders of our student and staff labour organisations.

I remain privileged and honoured to be able to continue to make many personal contributions to UJ's evolution into a truly fine university. I am indebted to Council for our extraordinary partnership, one that differentiates UJ, and for our shared passion for its continuous renewal and innovation, so essential for UJ's further development and for our nation's progress and prosperity.

2013: much expected, much achieved

2013 was a year of great challenge and great reward. We successfully introduced our groundbreaking online late applications system, achieved our overall enrolment targets, exceeded by far our target success rates, beat our graduate output targets, surpassed our research output goals, significantly grew our global footprint and academic reputation, achieved an outstanding 93% graduate employment level within 12 months of graduation, and successfully hosted President Barack Obama in his Pan African Town Hall conversation with young people across Africa. In terms of global position, we are the fastest mover in the University Rankings by Academic Performance (URAP) from position 1 038 to 788, we achieved a fantastic top 4% rank in the QS World Class Universities Ranking, ranked a superb 61st in the QS BRICS World Class Universities Ranking, stewarded our financial and physical resources with great efficiency, effectiveness and care, sustained our position as South Africa's Number Two university brand, and for the first time, more than 5 000 undergraduate students provided substantial voluntary services to our communities.

Furthermore, during 2013, we implemented a three-year plan, including a succession plan, to fill all existing and future executive vacancies, with the right calibre of diverse candidates, including inducting and mentoring new appointees into the UJ organisation and culture. We secured a smooth admission and registration process within the approved enrolment plan and secured an additional R30 million in National Student Financial Aid Scheme

(NSFAS) funding from the Department of Higher Education and Training (DHET), while continuing to work on a long-term solution to the ongoing NSFAS shortfall.

We also ensured the implementation of the Strategic Academic Projects Initiative (SAPI), for the period 2013 to 2015, aimed at deepening, broadening and taking to scale critical teaching and learning, research, and internationalisation initiatives; continued to steward the UJ brand to excellence and stature; established the UJ Research, Innovation, Technology Transfer and Commercialisation Eco-system (through Resolution Circle), and in particular, established the semi-commercial PTIP-IP plant; implemented specific advancement programmes to grow the alumni network, and to raise funds to develop the Doornfontein Campus; continued to evolve the UJ culture into one that is inclusive, transformational, conversational and collegial, while simultaneously, being vision-, mission-, values- and goals-driven; and we continued to provide leadership inside and outside of UJ, and inside and outside of South Africa.

2013 was also the year in which we sadly lost the founder of our nation, Nelson Rolihlahla Mandela. Our beloved Madiba will remain a true inspiration to us all. In the words of the UJ alumnus President Barack Obama, “let us pause and give thanks for the fact that Nelson Mandela lived – a man who took history in his hands, and bent the arc of the moral universe toward justice”.

Climbing global excellence and stature

Much of the focus during the year under review within Council, Senate, MEC, ELG and the Senior Leadership Group (of heads of school and departments, academic and support) has been on how to raise our global excellence and stature over the period leading up to 2025, with the final proposals deliberated upon and approved by Council at its November 2013 meeting. With the full and active support of the Chairperson of Council, it has been a privilege for me to steward this crucial process of collective conversation and debate about the future of the University, now that it has established itself as a formidable national and African university. Thus, our initial concerns for shifting our identity and brand from ‘Accessible Excellence’ to ‘Global Excellence and Stature’ has led to a much more substantial conversation about the desired future for UJ, and the development and approval of a Global Excellence and Stature Initiative that is focused on the University making considerable new investments through the recruitment of a critical mass of distinguished professors, distinguished visiting professors, and exceptional postdoctoral fellows, master’s and doctoral students in our flagship teaching and research programmes. An extraordinary outcome of this process has also been the review of the 2020 Strategic Plan, and the development of the new 2025 Strategic Plan, anchored in the single strategic goal – Global Excellence and Stature.

Our Global Excellence and Stature Initiative also seeks to nurture globally astute graduates. In this regard, a landmark initiative, for which preparations started during 2013, is the phased introduction of the University-wide use of tablets and notebooks for teaching, learning, assessment and research. 2014 sees all first-year undergraduate students participate in this programme, and the University will provide 2 000 indigent students with the required devices.

These deliberations and the development of plans to implement and secure our push toward global excellence and stature, were elevated by our October 2013 QS World University Ranking that placed UJ in the 600-650 position of 16 250 universities. Our remarkably improved ranking from 1 038 to 788 in the research-only focused University Rankings by Academic Performance (URAP) placed UJ – a comprehensive university without a medical school – 9th overall in Africa, an exceptional position for a nine-year old university.

Giving new meaning to ‘world-class’

Yet, at UJ we take the view that global excellence and stature, on its own, should not dampen our drive for national responsiveness, and it is our firm resolve to pursue both of these goals simultaneously. In this manner, we believe that we give new meaning to what is a truly world-class university: one that is nationally responsive, and enjoys global stature and recognition.

The single-minded pursuit of improved global rankings can have the detrimental consequence of rankings driving institutional strategy and planning to the detriment of the very important concerns for national responsiveness as typically reflected in the diversity of student and staff populations, and of national priority programme offerings, especially at undergraduate levels.

Regarding UJ, the University is seeking over the medium term, to improve its ranking from the top 4% to the top 3% (QS World University Rankings), which we believe will provide an excellent global ranking, while enabling the University to respond actively and fully to national university and developmental concerns.

In this regard, our significant undergraduate enrolment and graduate output mirrors our national demographic profile, while close to 20% of our first-year undergraduate class come from the poorest schooling communities as measured by Quintiles 1 and 2. During 2013, we also provided top-up loans, via the National Student Financial Aid Scheme, to the tune of R48 million to 1 100 financially indigent students who would not have been able to commence, continue or complete their university studies. We also provided significant further funding to enable 2 100 indigent students to receive two fully balanced meals per day. As a consequence, and because of the scale of our annual graduate output, we are also positively impacting on the demographics of key professions. For example, during 2013, 23% of all black candidate chartered accountants were UJ graduates, the achievement of which we are all extremely proud.

Moreover, UJ staff continue to work with colleagues at peer institutions to enable them to achieve professional programme accreditation, such as with the South African Institute of Chartered Accountants, and in this regard, UJ staff have worked closely with the Universities of Fort Hare and Limpopo to secure accreditation, while we are currently doing the same with the University of Venda. UJ staff are also helping our peer institutions secure valuable research capacity, such as when the University of Venda won two prized National Research Foundation Chairs during 2013.

Furthermore, at the request of the Department of Higher Education and Training (DHET) in 2012, the UJ Faculty of Education offered the BEd in Foundation Phase Teaching in Mpumalanga, commencing in 2013 on its Siyabuswa Campus. The Faculty will hand over responsibility for the programme offering to the University of Mpumalanga once the first cohort of students has graduated. A total of 99 students enrolled in 2013, with the first cohort to graduate as UJ students. Subsequent cohorts will graduate as University of Mpumalanga students. This implies that UJ will be instrumental in helping to deliver many of the first graduates of the University of Mpumalanga.

UJ is also actively involved in creating new models for the renewal of our schooling system, and the Faculty of Education is the guardian of South Africa's leading mathematics and science school, the UJ Metropolitan Academy (UJMA). The school once again obtained excellent matric results – a 100% pass rate, with an 87.5% bachelor's and a 12.5% diploma endorsement. This means that all the matriculants achieved well enough to study at tertiary level. A total of 178 distinctions plus 10 distinctions in the third Mathematics paper were obtained by the 88 matriculants. One learner achieved eight distinctions, four learners each achieved seven distinctions and six learners each achieved six distinctions. Furthermore, UJ students undertake service learning at the school and the Faculty piloted the 'teaching school' concept in Mathematics and Science at the school in 2013.

The Funda UJabule School on the Soweto Campus is not only a research and teaching school, the first of its kind in Africa, but, as a public school, it also serves the surrounding community in terms of childhood education. The school is a partnership between the Gauteng Department of Education and UJ. UJ students enrolled in the BEd in Foundation Phase Teaching programme participate in classroom activities, learning about the practice of teaching in the school. The school also serves as a social laboratory that is unique in South Africa. Research includes groundbreaking longitudinal work in knowledge of mathematics learning in the early years of school, early literacy and pre-school competence in Grade R.

The University also contributes to national skills development programmes through continuing education, and the Faculty of Management, for example, has grown continuing education enrolment at an average of 10% per annum – in 2013 some 4 912 public and private sector employees received continuous education (CE) certification

from UJ. The Department of Transport and Supply Chain Management's portfolio included a partnership with Transnet Freight Rail in designing and delivering a tailor-made training programme supporting Transnet's R300 billion infrastructure. Similarly, the Department of Industrial Psychology and People Management presented a two-year BCL Leadership Development Programme in Botswana and a Senior Leadership Development Programme to Pioneer Foods.

UJ is also an active contributor to improving the lives of its surrounding communities, for example through the various community engagement activities of UJ's Faculties of Education and of Science – the Soweto Campus-based Education Leadership Institute and the Science Centre – and our partnership with the Gauteng Department of Education, aimed at improving Grade 12 Mathematics and English results, has seen the pass rates in the target schools in the Central District improve significantly in 2013.

And through our three Law Clinics at the Soweto, Doornfontein and Auckland Park Kingsway campuses, 241 of our students who were registered for the subject Applied Legal Studies performed clinical work in the Law Clinic, while 1 997 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free and life-changing legal services rendered by our law students when considered against an average bill-out rate of R800 per hour in a private attorneys' practice, amounts to R 15.42 million.

Risks arising from policy and regulatory changes in higher education

During the course of 2013 I advised both Senate and Council that the new emergent legislative and regulatory environment for universities was fundamentally eroding the carefully crafted balance between institutional autonomy, academic freedom and public accountability, and that this erosion placed the former two at peril. In this regard, I circulated to Senate and Council an editorial opinion piece of mine which was published in the Business Day and which had received the full endorsement of fellow Vice-Chancellors. This editorial opinion received a considerably negative response from the Ministry. Nonetheless, following extensive private engagements with Minister Nzimande and his department that I initiated and that was subsequently taken up by Higher Education South Africa (HESA), an acceptable agreement has been reached on a revised set of reporting guidelines for universities. This is a positive development for 2013, following our fractious relationship with the Minister.

However, regarding the HESA calls for the revision of the Higher Education Amendment Act of 2013, this has been met with more resilience on the part of the Ministry, whose view is that in light of the new White Paper on Post School Education and Training of 2014, and their desire for a comprehensive twenty-year review of higher education policies, laws and regulations, and progress made since 1994, a fundamental rather than 'minor' review of the legislation is due. This review is to be concluded only at the end of 2014 and revised legislation is only to be introduced during the course of 2015. In the meanwhile, all university leaders and staff are challenged to be vigilant in defending institutional autonomy and academic freedom, here at UJ and in the university sector more broadly.

It is also important to acknowledge that the conduct of some university managements and Councils paint a picture of neglect, mismanagement and governance failure that fashion the conditions for essential state intervention. These individual failures can erroneously be projected as a system-wide failure. Thus, at UJ and across our peer institutions, much more vigilance is required to achieve, sustain and protect good governance, leadership and management of our prized institutions.

Managing institutional risks and financial sustainability

As we record in the statements on Risk Management and Financial Sustainability, the Finance Division of the University 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 Risk Management Committee (MEC 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 deleterious 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, the updated Risk Register, as well as the institutional 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, as well as all executive deans and executive directors. The University's risk management process requires the Registrar, and each executive dean and executive director, formally to consider and evaluate his/her respective identified risks, the related ratings, and 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.

Regarding 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 indices of the University.

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council (ARCC), which provides written principles for the overall risk management. The ARCC 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 ARCC 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.

Sustainability and corporate citizenship

There is a growing global awareness of the significance and greater coherence of the concept of corporate citizenship, and the acknowledgement that corporate citizenship goes hand-in-glove with corporate accountability. Global universities, such as UJ, are challenged to take up to their corporate citizenship responsibilities, for example measuring and putting in place steps to reduce their carbon footprint. Corporate citizenship comprises of 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/sustainability, and importantly, we 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 our Statement on Environmental Sustainability, we report that in the short term our approach continues to be focused on improved energy, water and waste management, and that the total carbon footprint for 2013, based on the energy consumption from various sources, is down by approximately 5% to 55 872 tons of CO₂. This is despite increases in University infrastructure and people.

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

2020 Strategic Thrusts and the 2013/2014 Institutional Scorecard (or Pre-determined Objectives) and Key Performance Indicators

In order to steward, monitor and review institutional progress, the Council has in place a well-established tradition of predetermining short- and long-term institutional goals. The former is captured in the annual Council-approved Institutional Scorecard, the results of which are externally audited, while the latter is captured in the 2020 Institutional Thrusts, and for future years in the new UJ 2025 Strategic Plan. Furthermore, to purposefully work toward reaching these institutional goals, the University has a well-established system of performance contracting, incentivisation, monitoring and reporting of and by its executives, senior and middle managers, supervisors and all other members of staff.

Similar to 2012, the 2013 Institutional Scorecard includes eight Key Performance Areas, 27 Key Performance Indicators, their respective weightings, measurement units, and score or actual performance. Notably, the 2013 Institutional Scorecard signals the shift from input to output indicators in a number of instances. Overall, the University has once again sustained previous years' high performance and performed well against its combined targets, recording an overall achievement of 90% (2012: 90.8%).

Areas of relative overachievement are: Graduate Output (honours, master's and doctoral; Graduate Output (Undergraduate); Accredited Research Output (2012 Audited); Percentage of International to National Publications; Number of Active Researchers; Number of Publications listed on Scopus and InCites™; Financial Stability (Operating Surplus/Loss); Council-controlled Reserves as disclosed to the DHET; Waste Management; Voluntary Student Participation in Community Development; Percentage of Academic Programmes Incorporating Service Learning; Number of Active Alumni; and Graduate Employability.

Areas of relative underachievement are: Technology and Innovation Thrust; TFST Turnkey Solution Secured (namely the full commercialisation of UJ's Photo-Voltaic IP); Funding Projects for DFC; DFC and APK Project Delivery; Staff Profile: Percentage of Black Academic Staff; and Percentage of Undergraduate Applicants Registered with M-scores of at least 20 or APS scores of at least 35.

This Vice-Chancellor's review provides a summative overview of these achievements, while further detail is provided in the remainder of this Annual Report.

Teaching, research, community engagement and internationalisation

In respect of these two strategic thrusts, Council approved the following areas of key performance: sustained excellence of teaching and learning, and academic development; sustained excellence of research, and international profile of scholarly output and institutional reputation; sustained excellence of community engagement; international profile of staff and students; and the effective and successful implementation of the Strategic Academic Priorities Initiative (SAPI).

Council also approved several key performance indicators. Faculties are recognised domestically and globally for excellence and stature of programmes and research; enrolment management plan, outlining the institution's short- and medium-term size, shape, throughput, graduation rate and income trajectory; HEQF Programme Reviews; active retention and recruitment of top academic talent; academic employment equity profile; resources allocated to achieve core academic teaching and research mandates; quality improvement plan arising from institutional audit regularly reviewed and updated; leadership that meets and exceeds expected performance; sustainability strategies and optimal faculty research staffing and postgraduate student profiles; campus programme profiles and equity; institutional differentiation, positioning and competitiveness; research and innovation environment; expansion of academic programmes incorporating service learning; coherent and impactful community engagement programme; expansion of student community service; effective implementation of the Student Values and Qualities Charter; focused programme implementation underway to grow the international student body, and study abroad programme; effective and focused international relations and partnerships, with special focus on Africa, Universitas21 and QS Rankings; and a high profile at important international forums.

In respect of selected areas of performance the following highlights are recorded:

- Enrolment Management, and Academic Development and Support

Tutors, senior tutors and residence academic advisors, totalling 1 437, were appointed and trained and are working with undergraduate students to sustain improving success and graduation rates. Of this number, and as part of the Strategic Academic Priorities Initiative (SAPI), 537 tutors are working specifically with first-year undergraduate students to sustain improving success and graduation rates, and social acculturation. As part of SAPI, a total of 112 undergraduate students have participated in our first concerted outbound international study abroad programme.

The quality improvement plan arising from the University's institutional audit has now been signed off by the Council on Higher Education, bringing to a conclusion the UJ Institutional Audit, while faculty reviews have now been completed by international panels for the Faculties of Humanities and Health Sciences, whereby faculties have showcased their outstanding achievements to these panels. The results have been shared internally with the faculties, and improvement programmes are being developed.

The University's Enrolment Profile is in line with the approved Enrolment Plan, with enrolment at 48 289 or 99% of target of 48 722, with the undergraduate/ postgraduate enrolment mix on target at 86:14. The CESM mix is also in line with the Enrolment Plan, with Business Studies at 39.5% (target: 40.7%), SET at 30.8% (target: 31.1%), Education at 6.2% (target: 5.5%) and Other Humanities at 23.5% (target: 22.8%).

While the number of international students enrolled in formal curricular programmes show a pleasing growth of 18.4% since 2009, total enrolment reached in 2013 of 2 309 is below that of 2012 (2 417). The number of inbound and outbound study abroad students reached new highs of 168 and 112 respectively.

Honours, master's and doctoral enrolments exceeded the target of 5 730 reaching 5 833, while output reached 2 322, also ahead of the target of 1 900 graduates. This means that honours, master's and doctoral output is now up 6.7% on 2012, and up 30% since 2009.

Undergraduate output on the other hand has reached 8 981, ahead of target of 8 500, and up 11.1% since 2009, which is the result of improved module success rates that have now reached a new peak of 83.2% (2012: 82.1%). Our academic development support, as captured in UJ's nationally leading First-Year Experience Programme, has also seen first-year success rates improve to 81.4% (2012: 80%). Regarding the graduate output in diploma and certificate programmes, these are down over the last five years, mainly due to the conversion of many programmes to degree programmes arising from the requests of various professional boards.

In addition to the evident improvements, these achievements relieve pressure on subsequent years of study, as 14.7% fewer modules are carried into the following year of study, creating a lighter load and thereby increasing degree throughput. The consequence is that Total Graduate Output reached 11 410, already ahead of the 2020 target.

Now, the graduation rate is an expression of the percentage of graduates in a programme relative to the total current enrolments in that programme, and is thus subject to intervening variables such as the variability of annual enrolment, and the graduation of candidates who were enrolled long before 2010. A simpler (and for UJ, more impressive) indicator is derived from more precise cohort analyses that show the percentage of students who enrolled for the first time in 2010, and who graduated in 2012. For the three-year undergraduate bachelor degree this percentage is 45.5%, and the attrition rate is 31%. A sector analysis of the 2006 three-year undergraduate bachelor's degree, provided in the CHE Proposal for the four-year undergraduate degree, indicates that there was a 29% graduation rate and a 37% attrition rate in regulation time. The 2006 sector analysis and the 2012 UJ analysis are admittedly four years apart, but the UJ achievement is an impressive 64% better than the sector average on graduation rate, and 11.5% better on attrition. Bearing in mind that attrition is increasingly the result of insufficient funds for the continuation of studies, the University's efforts are unfortunately unable to completely eliminate the problem.

During 2013, the Centre for Psychological Services and Career Development (PsyCaD) endeavoured to support UJ students in achieving their personal and academic goals through psychological and career services, and a total

of 16 586 students benefited from these services. The aim of providing these services is to promote mental and emotional wellness, optimise interpersonal relationships, enhance academic performance and ease students' transition to university life in order for them to achieve their career goals and enter into the world of work.

- Changing the culture of late applications

UJ has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University decided not to allow any physical walk-ins. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the relevant deadlines and to inform them that no walk-ins would be allowed on any campus in January. For this purpose the CLEAR campaign (Choose, Learn, Earn, Apply and Register) was developed. Furthermore, a dedicated application enquiry system, accessible via mobile devices with internet connection, was developed for late enquiries/applications. Applicants without internet access could access information via an extended call centre. Thus, immediately after the release of the National Senior Certificate (NSC) results, UJ calculates the final admission status of first- and second-choice applications, as well as declined applicants whose Grade 12 results had improved. All category applicants were informed via SMS of their final admission status. These statuses were also available on the UJ website homepage.

- UJ Library and Information Centre

2013 was in many ways a groundbreaking year for the UJ Library and Information Centre, with many of the strategies developed in 2012 bearing fruit and substantial progress made with: renovating and upgrading all campus libraries; improving compliance with financial and health and safety rules and regulations; upgrading the IT infrastructure as well as the Integrated Library and Information Centre Management System to Sierra; in line with our objective of becoming an e-smart environment we enhanced the Google-like information discovery tool, UJoogle; and central authentication was made available to staff and students – this means that clients can now log into the Library and Information Centre services using the same credentials as elsewhere in UJ.

The Library and Information Centre 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. Thus, the libraries were very well used during 2013, with the combined virtual and physical visits coming close to five million. The fact that both the virtual and physical visits to the Library and Information Centre increased during 2013 is an indication that the full range of facilities and collections are relevant to students and staff.

- Research and postgraduate studies

The focus in 2013 remained on sustained excellence in research and postgraduate studies while providing outstanding strategic and operational support for research and postgraduate studies. As a consequence and for the third year running, accredited research output significantly exceeded target, increasing to 873.91 units, and was up 12.86% on the previous year's 774.35 units. Journal publications reached 738.64 units, books reached 45.83 units, and conference proceedings reached 103.91 units, while the share of international publications reached 73%, exceeding the target of 68%. While the accredited research output increased significantly, the number of active researchers has increased from 460 in 2010, to 622 in 2011, and 647 in 2012, which is most gratifying, given that the target is 550. The 2013 numbers of active researchers are subject to DHET approval, but indications are that there will be a further impressive increase. In addition, the number of publications listed on Scopus during 2013 reached 1 849, ahead of target of 1 315, while institutional citations during 2013 were on target at 1 100.

As measured by the number of DHET accredited research output units, the top five areas of research at UJ are: Social Science, Physical Science, Business, Economic and Management Studies, Engineering, and Education. On the other hand, as measured by the Scopus and Web of Science documents, the top five research areas at UJ are: Social Science (this includes Education), Physics and Astronomy, Engineering, Material Science, and Chemistry. Thus in the instances of Business, Economic and Management Studies, much remains to be done to raise the profile of these research areas to a global level.

In terms of overall research output as measured by Scopus for the period 2010 to 2013, UJ publications increased to 2 955, authors to 1 488, citations to 8 837, and citations per publication to 3.0. UJ's share of publications that are within the top 1% of most cited journals fell marginally from 4% to 3% in 2013, while our share of the top 10% of most cited journals increased to 20% from 15%. In terms of research collaboration, 38.4% of UJ publications were co-authored with institutions in other countries, 15.5% with national institutions, 25.8% within the institution and 20.2% were single authored publications. UJ's top collaborating institutions are: the University of the Witwatersrand (377 publications), the University of Wisconsin, U.S.A. (251), the National Institute for Nuclear Physics (INFN), Italy (245), the Royal Holloway University of London, U.K. (239), the University of Melbourne, Australia (237), the University of Oxford, U.K. (236), the University of California at Irvine, U.S.A. (236), Moscow State University, Russia (235), the University of Tsukuba, Japan (234), and the University of Edinburgh, U.K. (234).

Generally, staff with master's or doctoral qualifications drive research in an institution, and at UJ there are sustained initiatives to encourage staff to obtain master's or doctoral qualifications in order to enhance the quality of teaching and to increase the pool of active researchers. During 2013 the number of academic staff undertaking doctoral studies reached 163, ahead of the target of 130, while 38 members of staff completed their doctoral studies. (See 'UJ Staff Establishment', below, for statistics of staff qualifications.)

The National Research Foundation (NRF) operates a researcher evaluation and rating system to promote research excellence and grow the country's research capacity, and thus 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 establish themselves as research-intensive institutions. UJ has in place a programme for identifying and assisting new and potential applicants for rating, and for others to move from a lower rating to a higher one, and this is yielding good results. Thus during 2013, rated researchers increased from 115 to 133. The increase in the number of rated researchers was attributed mainly to new ratings rather than to new staff joining the University. Also of significance is the gain in the number of C- and Y-rated researchers.

Importantly, and as part of nurturing a culture of postdoctoral research, in 2013 UJ awarded 120 postdoctoral research fellowships, with plans to expand this number to 200 by 2020. The majority of these postdoctoral fellowships were held in the Faculties of Science and of Humanities, with approximately 30% funded by the NRF.

The establishment of two new research institutes – Telecommunications, and Chemistry: Economic Catalysis – has been approved and alongside the seven UJ NRF Chairs, these two new research centres should be fully operational at the beginning of 2014.

All of these efforts are underpinned by substantial growth in the total investment in our research activities. Total investment, comprising NRF and other external and internal funding, has increased to R153 million (2012: R138 million), having more than doubled since 2009, when total investment was R68 million.

- Community engagement

Notable achievements in our community engagement programme in 2013 are the successful initiation of sixteen new community engagement projects in faculties and support divisions, and five new institutional flagship partnerships introduced with major players in the South African communities and sectors, while the percentage of academic programmes incorporating service learning reached 8.1%, ahead of the 5% target. Furthermore, the number of students participating in voluntary community service/development reached a new high of 7 121, exceeding target of 4 000 students.

- Internationalisation

2013 was a successful year for internationalisation at UJ. The successes so far garnered bode well for further internationalising the University, and towards the success of the newly adopted Global Excellence and Stature project. One key focus is growing and retaining international student numbers. During 2013, progress was realised on all targets: international academic staff reached 12% of all academic staff; international partnerships picked up mainly in terms of quality and activity, with the notable admission of UJ as the only African university

into the prestigious Universitas 21 group; international student numbers registered a 0.6% growth; a record 280 students participated in the study abroad mobility programme encompassing student exchange, and a set of new Pan African executive courses with our major partners, IDEP and SOAS was developed. Much work also went into setting up a one-stop shop for international students which has been achieved with the incorporation of the Unit for International Admissions into the Internationalisation Division. Importantly, UJ became a member of the International Student Exchange Programme (ISEP) from which we began sourcing funded inbound students and through which we are putting in place a more targeted and broadened outward mobility programme.

Three significant international conferences were hosted by UJ with key partners: QS MAPLE, in partnership with Nanyang Technological University; a construction engineering conference in partnership with Kwame Nkrumah University of Science and Technology; and an international law conference in partnership with the International Criminal Tribunal for Rwanda (ICTR). UJ and the Council for the Development of Social Science Research in Africa (CODESRIA) jointly hosted a Pan-African Comparative Research Network Methodology Course, being the first of our partnership activity. UJ also hosted five Carnegie-funded King's College Leadership Fellows, a result of the UJ-African Leadership Centre collaboration, while the President of the United States of America, Barack Obama, hosted a Pan African Town Hall meeting with youth, and accepted an honorary doctoral degree from UJ.

Several international academic engagements, with an Africa specific focus, were conducted, including important visits to peer institutions in Nigeria, Ghana, Senegal, China and Singapore.

Stature and quality of scientific and technology programmes and scientific and technology-driven research, innovation and technology transfer

The Council-approved key performance indicators for this strategic thrust/key performance area are: technology-driven innovation and technology transfer, and stature and quality of technological programmes.

- Technology-driven innovation and technology transfer

Resolution Circle Nano (RC) was successfully established as the hub for technology innovation and technology transfer, as well as for contributing to improving the stature and quality of technological programmes. Resolution Circle will move to its new and more spacious premises during the first half of 2014. A significantly enhanced Board is now in place to improve governance, and it is supported by the executive deans and executive directors who are responsible for driving the achievement of agreed results. Within the context of RC, specific activities focused on energy and automation are well underway, while those for water and telecommunications are in the development stage.

Regarding the full commercialisation of PTIP-IP, despite considerable effort this goal was not achieved, and more effort will be expended during 2014 to reach this goal. On the positive side, the establishment of the semi-commercial plant with an investment of R120 million from UJ, the Industrial Development Corporation and the Innovation Fund, allowing for enhanced marketing and market access to the solar panels, was, at year-end, nearing completion.

The expansion and redevelopment of the Doornfontein Campus into a world-class hub for the Faculties of Health Sciences, and Engineering and the Built Environment, is well underway. However it is expected to be ready for full occupation during the second term of 2014, and not at the opening of the new academic year as planned.

Supportive and engaged alumni, and a brand that identifies UJ with relevant, accessible and excellent higher education

The Council-approved key performance areas for these two strategic thrusts are: brand stature and supporting alumni and stakeholders, while the key performance indicators are: effective student marketing and recruitment; brand transition to excellence and stature implemented; informed and supportive internal and external stakeholders; grow the Alumni Network; and ensure an effective Convocation.

- Supportive and engaged alumni

Efforts by the Alumni Office are focused on building relationships with alumni from legacy institutions and alumni from UJ itself, and securing their active engagement within the University. At the same time, the Alumni Office works to prepare the student body through various initiatives to become active alumni once they graduate and to join the UJ Alumni body. Active alumni have now reached 10 914 (2012: 2 694) and ahead of target of 4 000. The revitalisation of Convocation has now been scheduled to commence at the first Annual UJ Alumni and Convocation Day in May 2014.

- Effective student marketing

Effective student marketing and recruitment, as measured by undergraduate registrations with M-scores of at least 20 and APS-scores of at least 35, reached 26%, up on 2012 (25%), but below the target of 28%, while the assessment of brand stature was on target with an 80% approval rating. For the fifth year running, and since the inauguration of the Sunday Times Generation Next Universities and Colleges Brand Review, UJ achieved the position of South Africa's second most admired brand. This position is also confirmed by the volume of applications for admission to UJ's undergraduate programmes, as well as the substantial increase in the number of applicants with APS-scores exceeding 40, known as UJ's Orange Carpet applicants.

- Brand transition to global excellence and stature

In light of the adoption by Council of the UJ 2025 Strategic Plan, and the Global Excellence and Stature Programme, the brand transition has crystallised and will now be rolled out at the beginning of 2014. In this regard, two brand agencies have been appointed to enable the brand transition from 'Cool and Accessible Excellence' to 'Accessible Global Excellence and Stature.'

- Graduate employment

Importantly, graduate employment within 12 months of graduation has now reached a new high of 93%, ahead of the target of 80%.

- Arts and Culture

UJ Arts and Culture produces and presents student and professional arts programmes aligned to the UJ vision of an 'international university of choice, anchored in Africa, dynamically shaping the future,' while our excellent arts and culture venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions, conferences and cultural events.

Sustainable resources management and utilisation, and campus equivalence

In respect of these two strategic thrusts, Council approved the following key performance areas: financial resources; risk management; information and communication services for teaching, learning, research and information management; sustainability of operations; Human Resources; equivalence of campuses; Higher Education Management Information System (HEMIS) Audit outcome and graduation errors; and sustained excellence of support to University governance committees.

Council also approved the following key performance indicators: sustainable strategy-driven resourcing culture, process and systems; cost consciousness and cost efficiency; approved income and expenditure outcomes; resources for DFC redevelopment; no external audit findings that have significant financial and reputational impact; implementation plan for external and internal audit findings; active and effective management of risks; ICS plan implementation underway; Occupational Safety; energy efficiency; waste management and recycling; Human Resources division performance; annual wage negotiations; a culture of transformation; employment equity; Staff Values Charter; infrastructure programme implementation underway for conclusion by end 2013; new APK lecture halls approved for conclusion of construction by June 2014; progressive implementation of approved programme profile and related enrolment growth; assurance of the transfer of the East Rand Campus

to the DHET; approval of the acceptable level of findings in HEMIS audit and errors by the Council Audit and Risk Committee; stature and acceptability rating of graduation ceremonies; and performance achievement as assessed by governance and key management committees. In respect of selected areas of performance the following is recorded:

- Audited annual financial results

Once more UJ's audit was completed on time (31 March 2014), reflecting outstanding performance of all concerned, and in particular that of the Finance Division. The 2013 Audited Financial Statements are unqualified and provide a set of excellent results. These results show an operating surplus of R79 million (2012: R147 million), against a budgeted operating loss of R22 million (2012: R57 million), and against the Council-approved Institutional Scorecard target budgeted operating loss of R8 million.

The main drivers for this pleasing achievement include a higher than anticipated state subsidy, a substantial NSFAS recoupment, a significant improvement in research income, and capping of operating expenses at a 4% growth year-on-year. In terms of tuition fee income, significantly, growth was only 5%, mainly due to a large decrease in application fees and student levies, totalling R53 million. In the instance of personnel costs, growth reached 12%, largely due to the annual salary adjustment of 7.25%, the decision to endeavour to retain UJ staff salaries at the 65th percentile of the market, the planned increase in the numbers of tutors and senior tutors, medical aid costs inflation, the declining staff vacancy rate, re-grading of selected posts, performance rewards, and the consolidation, for the first time, of the annual financial statements, including personnel costs, of all subsidiaries into the UJ Annual Financial Statements. Meanwhile, the Management Executive Committee has increased its vigilance in respect of staffing costs growth through planned savings and the abolition of long-term vacancies.

Accordingly, total income, including investment income, reached R3.216 billion (2012: R3.003 billion), while expenditure reached R2.915 billion (2012: R2.592 billion), resulting in a surplus of R301 million (2012: R411 million). Reserves free of provisions, liabilities and commitments exceeded target (of R750 million), reaching R1.1 billion (2012: R996 million). The University's investment returns are indicative of a most pleasingly effective investment strategy stewarded by Council's Investment Committee, and consequently, the value of the investments portfolio at the end of 2013 reached R2.968 billion (2012: R2.624 billion).

External funds commitments achieved, mainly from the mining industry, for the Doornfontein Campus redevelopment is a pleasing R32 million, and attention now shifts to fundraising for the UJ Libraries, student aid and flagship areas, and teaching and learning for the Global Excellence and Stature initiative.

As a result of all of these activities, state subsidies and grants constituted 40.5% of total income or R1.3 billion (2012: R1.22 billion, 40.7%), fee income 38.1% or R1.22 billion (2012: R1.17 billion, 38.7%) and third stream income (including donations and research, project, consulting and investment income) 21.4% or R688 million (2012: R619 million, 20.6%). Third-stream income excludes Other Comprehensive Income – fair value adjustments on available-for-sale financial assets, actuarial gains on defined benefit plans, and changes in IAS 19.64(a) limit.

- The UJ Trust

The UJ Trust, with the University of Johannesburg as its sole beneficiary, comprises independent trustees, external council members and senior and suitably qualified UJ staff (in ex officio capacity), and is chaired by Ms Trix Coetzer, the Chairperson of the Council Finance Committee.

The purpose of the UJ Trust is to support selected activities of the University and these are determined at the sole discretion of the trustees. Currently the Trust provides support for postgraduate bursaries, research development and assistance to indigent students.

The investments of the Trust are overseen by the University's Investment Committee and are managed by independent asset managers under approved mandates. The annual disbursement to UJ is calculated using a formula that ensures that the Trust achieves an annual real capital growth. In this regard, while the minimum

annual disbursement of R15 million was maintained, for 2013 the contribution to UJ was R23 million (2012: R26 million). Total disbursements made since 2005 is R288.5 million.

The audit of the Trust was completed and a set of Annual Financial Statements was issued that shows a surplus – before fair value adjustment of investments – of R90 million (2012: R34 million) and investments of R674 million (2012: R616 million, 2005: R403 million) and for the first time, these results are consolidated into the University's Annual Financial Statements.

- Risk Management

During the year under review the institutional Risk Register, as well as the Institutional Scorecard, was reviewed, updated and presented for deliberation to the Audit and Risk Committee, as were internal and external audit findings, while the ICS risk plan was also being implemented and monitored by the Audit and Risk Committee.

- Occupational safety and environmental sustainability

We sustained our occupational safety performance at a creditable 82%, while achieving an on-target energy saving of 7%, and a waste management recycling level of 14.2%, well ahead of the target of 8%.

- Campus safety and security

An analysis of the South African Police Service statistics for 2012/2013 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 our campuses, and especially students living off campus in private accommodation in the immediate vicinity of our campuses.

Notwithstanding this situation, the total number of crimes reported across all campuses decreased to 640 from 693 (in 2012), including a very serious incident of on-campus hijacking. Crime prevention and awareness programmes are in place to further reduce these incidents, while new campus access measures and significantly enhanced on- and off-campus surveillance and response systems will be implemented during 2014.

- Human Resources divisional performance

The Division succeeded in 2013 in consolidating 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 embedding of the basic HR functions into line management, the Division is well on its way to provide optimal service delivery. The HR Efficiency and Effectiveness Survey conducted in 2013 to measure HR efficiency and effectiveness confirms this.

The primary focus for the year 2014 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 drive, 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. The HR divisional performance is improving as measured by its scorecard reviewed by the Council Human Resources Committee, while annual wage negotiations were concluded within mandate for 2013 (7.25%), and for 2014 (6.9%).

- UJ staff establishment

During 2013 UJ's permanent academic staff establishment increased to 1 024 from 999 (2012), permanent professional/support staff declined to 1 977 from 2 036 (2012), while total permanent staff grew to 3 029 from 3 019 (2012). The University also employed the services of 2 737 part-time staff, up from 2 690 (2012), comprising in 2013 of 829 academic staff, and 1,908 professional/support staff. Thus, during 2013, total staff reached 5 766, comprising 1 853 academic and 3 885 professional/support staff.

The Staff Qualification Project functions to encourage and support staff in gaining higher degrees. At the end of 2013, 441 academic staff had achieved a master's degree (43% of the academic staff cohort) and a further 441

academic staff had achieved a doctoral degree (43% of the academic staff cohort). Thus, 882 academic members of staff, representing 86% of the academic staff cohort, have a minimum of a master's degree.

- Staff employment equity

The black permanent academic staff share of total staff is closely monitored by Council against its 2020 target of 40%. In 2013, black permanent academic staff reached 34% of all permanent academic staff, mainly due to black staff resignations equalling black staff appointments. This matter is one of considerable concern, and is now receiving more active and ongoing attention through quarterly Management Executive Committee status reviews.

Against the backdrop of the academic staff employment equity profile, the employment equity profile for permanent support and service staff at the end of 2013 show that black permanent staff reached 71%, while in respect of the total permanent staff (academic and support and service staff combined) black permanent staff reached 58%, white permanent staff totalled 37%, and foreign permanent staff 5%. This profile represents, on average, an improvement of 1% to 2% per annum in UJ's equity profile since 2009, the result of an active programme to diversify UJ's staff profile. Disabled staff made up 0.8% of UJ's staff total, behind our target of 1%.

- Diversity Week

During 2013, and as part of UJ's transformation programme, the Transformation Unit hosted a very successful Diversity Week (6 to 20 September) under the theme: Connecting at the Human Level. A day was set aside for each of the UJ campuses, which each had a specific programme to celebrate diversity, and the success achieved was due to the close co-operation and support, and the trademark community cohesion of all members of the UJ community.

- Leadership development

Several leadership development programmes were undertaken during 2013, most notably the global executive leadership programme, designed and implemented with GIBS, the 'Just-in time Leadership Capacity Building Programme' for senior managers (vice-deans, heads of academic schools and departments, directors and other senior managers), and the Emerging Leaders Leadership Development Programme. In collaboration with The Coaching Centre during 2013 we undertook a 360° Leadership Development Survey for Senior Managers to improve our leadership capacity and performance, and The Coaching Centre provided individual feedback to all participants and line managers. Line managers also received a high-level comprehensive report, which was reviewed at the Management Executive Committee. We continued to provide individual coaching to members of the Executive Leadership Group, as well as team coaching and team interventions.

Separately, the Staff Values and Ethics Charter is overdue for completion, and is now expected to be completed during the first half of 2014.

- Transfer of the East Rand Campus

With the support of the DHET, the transfer of the East Rand Campus to the Vaal University of Technology is now at an advanced stage for completion during 2014, and is being actively monitored.

- Academic Administration and support to Council and other executive committees

The HEMIS audit report showed fatal errors on student academic records at 47, better than target of 100 fatal errors. In respect of the registration processes, an 88% student satisfaction level was attained, while in the instance of graduation ceremonies and related governance matters, a 91% student satisfaction level was achieved.

A total of 30 academic programme reviews, including subsidised and non-subsidised programmes, were conducted, aimed at improving the depth, stature, quality and relevance of the UJ programmes. These reviews included self-evaluations followed by external panel reviews. Four support divisions also underwent similar quality reviews.

The performance assessment of the effectiveness of committee support services by University governance committees reached 100%. The Council Good Governance Review of the Management Executive Committee,

undertaken respectively by the Council Executive Committee, the Council Human Resources Committee, the Council Planning and Resources Committee, the Council Audit and Risk Committee and the Council Finance Committee, reached 88%, up from 87% in 2012, and ahead of target of 80%. Performance gaps identified are: Operations, and Information and Communication Services executive leadership; employment equity; and funds raised for the Doornfontein redevelopment and the Library and Information Centre.

- Student life, living, ethics and governance

Several campaigns focused on promoting academic diligence and a culture of ethics were conducted and the new residence academic advisors were trained and inducted into their important roles of assisting (principally) first-year students in residence to successfully make the transition from school to university. Student organisations, in particular RAG, mobilised students to participate in a range of outreach projects such as food and clothing donations, the provision of toiletries to children in orphanages, adoption of old age homes and orphanages, renovation and painting of homes and the provision of learning materials to pupils in the surrounding schools.

Several workshops focusing on self-awareness, conflict management and resolution, and ethics in leadership and corporate governance were conducted for SRC members, while the signing of the Student Charter was promoted and required of each student on registration. Effective measures to correct errant student behaviour were introduced through student discipline, alternative dispute resolution and awareness. Challenges of gender-based violence and social phobias were identified and workshops were conducted to combat these anti-social behaviours. Outdated and abusive traditions and practices in some residences were identified, and are actively being combatted.

Regarding UJ's benchmark Student Meal Assistance Programme and in partnership with Gift of the Givers, 2 100 students were provided with two meals per day, costing the university R10 million during 2013. In addition, 1 728 dehydrated meal packs were distributed weekly.

Due to perceived self-interest, lack of accountability, dishonesty and internal strife, as well as failure of SRC members to adhere to the SRC elections programme for 2013, the Council had no choice but to postpone the SRC elections to 2014, while it appointed an interim Student Advisory Council.

Personal performance contract and contributions

Annually the Vice-Chancellor agrees with the Chairperson of Council on his performance contract, and in this regard, the performance contract of the Vice-Chancellor provides for two areas of achievement. Firstly, it provides for the Vice-Chancellor to steward the University towards achieving the institutional goals as specifically codified in the Institutional Scorecard, and as determined annually by Council.

Secondly, the Vice-Chancellor's performance contract provides for the Vice-Chancellor to take personal responsibility for achieving the following goals: provide effective strategic direction, planning and institutional leadership; retain the services of executives while engaging in effective recruitment and succession planning; provide effective leadership in the areas of governance, risk management, statutory, regulatory, and policy compliance; actively engage internal and external stakeholders; and provide substantial individual value add. The remaining goals are: determine an appropriate goal for academic staff to student ratios, and determine how and by when UJ would reach this goal; retain and recruit top permanent and visiting academic talent; increase the number of UJ academic staff who are NRF-rated, the number of effective postdoctoral fellows, and the number of leading scholars who hold UJ professorships (visiting, etc.); maintain a high profile in leading global university networks; and, implement the institutional brand transition plan to one that foregrounds excellence and stature.

- Strategic direction, planning, institutional leadership and performance

As reported earlier in this overview, I actively stewarded the University community towards UJ's new 2025 Global Excellence and Stature Strategic Plan. This was undertaken over a two-year period and in a fully participatory manner, and has resulted in its adoption by Council in November 2013.

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 graduation ceremonies, long service staff awards, campus visits, Senate, and through awards functions such as the Vice-Chancellor Awards.

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, while the Senior Leadership Group (comprising heads of academic schools and departments, and directors of professional and support divisions) provides important opportunities to communicate with and to listen to the next layer of coal-face level heads and managers as we take the institution forward.

I also actively make use of all forums, especially the regular VC Campus visits, Senate meetings and meetings with the Senior Leadership Group to motivate a shared institutional leadership culture. In this regard I have now added walkabouts to and conversations with staff of various departments and divisions, and monthly 'Coffee/Tea with the VC' sessions.

Taking into consideration that universities are hubs of collegiality, and mindful of the value, and critique, to be derived from the practice of performance management, I continue to nurture at UJ a vibrant and active culture of performance development, support and management at Executive and Senior Leadership Group levels, a programme that was, in 2012, expanded fully to all members of staff.

- Executive retention, recruitment, induction, mentoring, coaching and development

As a result of the retirement of the Registrar, Prof. Marie Muller (at the end of 2013), the resignations of DVC: Research, Prof. Adam Habib and DVC: Finance, Prof. Henk Kriek (both during the first half of 2013) to take up senior positions respectively at the University of the Witwatersrand and King Abdullah University of Science and Technology, excellent progress was made with the demanding recruitment, selection and appointment processes for the new Registrar (internal candidate, Prof. Kinta Burger appointed), DVC Research (internal candidate, Prof. Tshilidzi Marwala appointed) and DVC Finance (internal candidate, Mr Jaco van Schoor appointed).

Additionally, following restructuring of the portfolios of the Management Executive Committee in line the pursuit of the goal of Global Excellence and Stature, the post of DVC: Internationalisation, Advancement and Student Affairs (IAS) was created, and following the recruitment, selection and appointment processes, an external candidate, Prof. Tinyiko Maluleke, was appointed. Further vacancies were filled in respect of the Executive Director: HR (external appointment, Dr Mala Singh), Executive Director: Research (external appointment, Dr Mandla Msibi), Executive Director: Advancement (external appointment, Mr Milcho Damianov), and Executive Director: Academic Development and Support (internal appointment, Prof. Rory Ryan). As a result of the internal promotions, early retirements and end of contract term, an executive search was completed for the Executive Dean: Science with an internal appointment, namely, Prof. Bheki Mamba, and Prof. Saurabh Sinha, an external candidate, was appointed as the Executive Dean: Faculty of Engineering and the Built Environment. Executive searches continue for the Executive Dean: Humanities, Executive Director: Financial Governance and Revenue, Executive Director: Student Affairs and Senior Director: Sport.

Executive leadership induction, mentoring, coaching and development continued within and through the MEC and ELG planning (February and September) and review meetings (May), and individual coaching sessions, while this year I commissioned a full psychological assessment and counselling review (October) to assess and manage individual and collective stress and burnout levels. Furthermore, the executive leadership development programme continues in 2014, in partnership with GIBS, with a focus on global executive leadership development, based in Singapore and Hong Kong (Group 1) and Singapore and Shanghai (Group 2), that will also provide opportunities to grow the knowledge, networks and partnerships for executives in these key territories.

- Successful revised Late Applications System and enrolment management

As noted earlier, I can record that a smooth and electronic-based late applications process was successfully implemented, and the process/technology used is now in demand among higher education institutions. In this regard, I was actively involved in observing, supporting and encouraging staff during the annual late applications process (3 to 12 January 2013).

I can also report that the University's admission and registration processes ran smoothly and effectively, within the approved enrolment plan, with total enrolment reaching 48 289 or 99% of target, and with postgraduate enrolment ahead of target, and international enrolment slightly behind target, although enrolment in the Management Faculty only reached 92% of target enrolment (or 700 students below target), a matter which is receiving attention for 2014 enrolment purposes.

- NSFAS shortfall

Regarding the forecast NSFAS shortfall of R78 million, and following my personal intervention, additional funding to the tune of R30 million was secured from the DHET, thus reducing UJ's exposure to a shortfall of R48 million. Significantly, the University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R48 million in 2013. This subvention is not a sustainable solution and will have to be limited to an affordable amount in the near future.

- Developing appropriate academic staff: student ratios

Work has now been concluded on understanding UJ's real Full-Time Equivalent Academic Staff: Student ratio (of 1:24), the determination of an appropriate medium- to long-term goal (of 1:20), its consequences, and actions to be taken in this regard. Important measures to be introduced during 2014 to 2016 include the creation of 75 new assistant lecturer positions (as per the Global Excellence and Stature Initiative), which will result in this ratio coming down to 1:21 over this period, while further measures are being considered to bring this ratio down to the desired level (of 1:20).

- Retaining top talent

The matter of retaining/recruiting top global talent is actively ongoing, and this work will take on even greater proportions when the Global Excellence and Stature Initiative is implemented over the period 2014 to 2020.

- NRF-rated staff and postdoctoral research fellowships

As previously reported in this overview, NRF-rated members of staff have increased to 133, the highest ever, against our 2020 target of 200 staff. Importantly, for the very first time, postdoctoral research fellows reached 120, while leading scholars holding UJ visiting professorships continue to grow, and much more progress is expected since joining Universitas 21, and on the implementation of the Global Excellence and Stature Initiative.

- Brand transition, alumni and DFC fundraising

In light of the current communications agency concluding its contract with UJ at the end of 2013, I took the view that the brand transition campaign be held back until 2014, and that the 2012 campaign be re-run during 2013. This was the right decision since Council and the various University forums concluded discussions only at end 2013 on steps to raise UJ's global excellence and stature, and this work should now feed into the brand transition campaign.

I can report that specific advancement programmes are being implemented to grow the Alumni Network, while fundraising efforts to develop the Doornfontein Campus were completed, with commitments of R32 million realised toward this effort. Fundraising efforts for the Library are currently underway.

- Science and technology drive

I can also report that implementation of UJ's science and technology drive, the implementation of the UJ

Research, Innovation, Technology Transfer and Commercialisation Eco-system (through Resolution Circle), is now well underway. However, efforts to secure IDC partnership to commercialise PTiP-IP continue.

- Stakeholder engagement

I continue to hold informal yet vitally important meetings with our labour organisations, NEHAWU and SAPTU-NTEU, that meet the Council-determined 20% membership threshold for recognition, 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 NEHAWU and SAPTU-NTEU, with respect to annual salary adjustments for 2014, were successfully concluded within mandate last year. In respect of tuition fee adjustments for 2014, we were able to achieve our shared goals successfully, and Council has given its approval in this regard.

- International work and profile

I maintain a high profile in important international university forums, e.g. keynote speaker at the Annual General Meeting of the Rectors/Vice-Chancellors of the European University Association (Ghent, Belgium), panellist at the German-South Africa Rectors Forum (Leipzig, Germany), plenary guest speaker at the U21 Annual Meeting of University Presidents (Vancouver, Canada), panel chairperson at the Global University Summit (London, U.K.), opening plenary speaker at QS-World Class (Seoul, South Korea), co-host (with the President of Nanyang Technological University, Singapore) of the prestigious QS-MAPLE (Johannesburg), opening plenary speaker at the World Academic Summit 2013 (Singapore). Furthermore, 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). Finally, I was a speaker at the U21 Country Rankings Symposium (Shanghai, China).

I led senior university delegations to peer institutions in Ghana, Senegal and Nigeria where important collaborations were agreed. I paid courtesy visits to partner universities Shanghai Jiao Tong (fellow U21 member) and Shanghai Normal, to lay the foundations for extended and deepened collaboration. In Beijing, I met with the Director General of the Hanban Institute to lay solid foundations for the establishment of a Confucius Institute at UJ.

Other important international achievements: an IDEP-UJ short learning programme in minerals policy with 30 senior African leaders; a UJ-SOAS short learning programme with senior SADC parliamentarians and civil society leaders; and, the “cherry on top”, hosting the highly successful Obama Pan-African Townhall meeting, and negotiating the complex and controversial matter of the conferral of an honorary doctorate on President Obama.

Following my dedicated and considerable effort, backed up by the excellent commitment of Dr Pinkie Mekgwe, Executive Director: Internationalisation, UJ became the only African university to take up membership of the prestigious Universitas21, thus affording staff and students of UJ extraordinary mobility and development opportunities.

All of these networking, speaking and hosting efforts have raised UJ's global presence and reputation considerably, and opened the doors for deepened global collaboration and partnerships in research, and in staff and student mobility.

- Regional and domestic leadership roles

In the Southern African Regional Universities Association (SARUA), I served as chairperson until the end of 2013, and have successfully stewarded the organisation through a financially challenging time, to a membership-paying organisation with a secure future. I remain a member of the SARUA Executive Committee.

Domestically, I am chairperson of Higher Education South Africa's (HESA's) important Differentiation Committee. Further, I am an active commissioner of the National Planning Commission, where I am chairperson of the Human Capabilities and Social Development Working Group. I am Co-Chairperson (with the Deputy Minister of Basic Education) of the National Education Council, while in civil society, I am active in several committees and councils, including South Africa's leading literacy NGO, the READ Trust, where I am chairperson.

- Personal donations to various causes

Finally, in light of the generous remuneration that I receive, I have made donations totalling R650 000, including R200 000 toward UJ's Needy Student Fund that provides meals to our needy students; R170 000 toward the cost of a postdoctoral fellowship whose focus is on the contemporary evolution of higher education systems, policies and institutional cultures; and R280 000 towards various NGO-related outreach activities and capacity development.

A handwritten signature in black ink, appearing to read 'Ihron Rensburg', written over a light blue circular stamp.

Ihron Rensburg (Prof.)
Vice-Chancellor and Principal



STATEMENT ON GOVERNANCE

OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: pre-determined objective;
- Declaration of interests and positions of trust;
- 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's (SRC) Report to Council;
- the Student Services Council's Report to Council;
- the Convocation Report to Council.

CORPORATE GOVERNANCE PRE-DETERMINED OBJECTIVE (INSTITUTIONAL SCORECARD)

As far as governance efficiency is concerned, the Institutional Scorecard for 2013 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – a target of 8 (out of 10), with a floor of 7 and a ceiling of 9. An average score of 8.4 was allocated, thus reflecting sustained excellence in this regard.

DECLARATION OF INTEREST AND POSITIONS OF TRUST

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 for all structures/committees. A report on agenda-based interests declared by members of Council is compiled by the Registrar for submission to the external auditors annually.
- The principle of annual declaration of interests and positions of trust by employees at the University was developed in 2012 and successfully implemented in 2013, reflecting a compliance rate of 99.4%.



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 2012 Institutional Statute, is reflected in Table 1 of this report. The following four members of Council (representing a broad spectrum of competencies in accordance with the Institutional Statute) were re-appointed for a third term of office: Mr T.J. Dikgole, Dr W.P. Rowland, Mr K.B. Sibiya and Mr C.R. Gebhardt. One vacancy in this constituency still exists following the resignation of Professor G. Ellis (senior academic with an A NRF rating).

Professors H. Abrahamse and C. Landsberg were elected as Senate representatives to replace Professors R.P. Ryan and J.C. Sonnekus. Mr K. Thomas was elected as academic representative replacing Mr D.H. Joubert. Dr J. Manyaka was elected as non-academic representative (replacing Ms T. Kwinana) and Mr D. Bvuma was re-elected for a second term of office.

The UJ Institutional Statute of 31 March 2012 is applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute. The procedure developed for the appointment of members of Council for a further term of office was operational in 2013.

Professor I.C. Burger was appointed as Registrar Designate commencing 1 April and acted as the Registrar during the Registrar's special leave in September.

Table 1: UJ Council Membership Status 2013

Statute requirements (Clause 10-22)	Member status	Term of office
Five external persons appointed by Minister	Prof. R.D. Marcus (5 years) Ms K. Mokhobo-Amegashie (Nyoka) (5 years) Dr D.S.S. Lushaba (5 years) Ms T.A. Chaka (5 years) Mr G. Khosa (5 years)	1 July 2009 – 30 June 2014 (2 nd term) 1 August 2010 – 31 July 2015 (2 nd term) 1 July 2012 – 30 June 2017 (2 nd term) 1 July 2012 – 30 June 2017 1 July 2012 – 30 June 2017

Three members convocation	Mr J.P. Burger (5 years) Ms G.M.B. Coetzer (5 years) Mr D.M. Manganye (4 years)	1 August 2012 – 31 July 2017 1 July 2009 – 30 June 2014 (2 nd term) 1 August 2012 – 31 July 2017 (2 nd term)
Ten members who collectively represent a broad spectrum of competencies	Mr T.J. Dikgole (5 years) Dr P. Mjwara (5 years) Mr M.J.N. Njeke (5 years) Dr W.P. Rowland (5 years) Mr K.B. Sibiya (5 years) Mr C.R. Gebhardt (5 years) Mr F. Baleni (5 years) Mr M. White (5 years) Mr M.S. Teke (5 years) Vacant (senior academic following the resignation of Prof G. Ellis at the end of 2012)	1 July 2008 – 30 June 2013 (2 nd term) 1 July 2013 – 30 June 2018 (3 rd term) 1 July 2009 – 30 June 2014 (2 nd term) 1 July 2009 – 30 June 2014 (2 nd term) 1 August 2008 – 31 July 2013 (2 nd term) 1 August 2013 – 31 July 2018 (3 rd term) 1 July 2008 – 30 June 2013 (2 nd term) 1 July 2013 – 30 June 2018 (3 rd term) 1 August 2008 – 31 July 2013 (2 nd term) 1 August 2013 – 31 July 2018 (3 rd term) 1 August 2009 – 31 July 2014 1 January 2011 – 31 December 2015 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 Prof. A. Parekh Mr J. van Schoor	13 March 2008; membership by virtue of office; resigned 31 March 2013 1 October 2011; by virtue of office (2 nd term of office) 20 September 2013; by virtue of office
Two members of Senate	Prof. R.P. Ryan (3 years) Prof. J.C. Sonnekus (3 years) Prof. H. Abrahamse (5 years) Prof. C. Landsberg (5 years)	1 August 2010 – 31 July 2013 1 August 2010 – 31 July 2013 (2 nd term) 1 August 2013 – 31 July 2018 1 August 2013 – 31 July 2018
Two academic employees	Mr D.H. Joubert (3 years) Prof. M. Modiba (3 years) Mr A. Mohammadali-Haji (5 years) Mr K. Thomas (5 years)	1 September 2010 – 31 August 2013 1 October 2009 – 30 September 2012 1 October 2012 – 30 September 2017 1 September 2013 – 31 August 2018
Two non-academic employees	Ms T. Kwinana (3 years) Mr D. Bvuma (3 years) Mr D. Bvuma (5 years) Dr J. Manyaka (5 years)	1 September 2010 – 31 August 2013 1 September 2010 – 31 August 2013 1 September 2013 – 31 August 2018 1 September 2013 – 31 August 2018
Two students – SRC	Mr L. Masete Mr R. Pasha	2013 2013
Co-opted member	Vacant	
Registrar (Secretariat)	Prof. M. Muller	Membership by virtue of office
MEC members (invited)	Prof. A. Habib Prof. D. van der Merwe Prof. T.S. Maluleke Prof. I.C. Burger Prof. T. Marwala Mr J. van Schoor	1 October 2012; membership by virtue of office (2 nd term of office); resigned end of February 2013 1 January 2006; membership by virtue of office 1 April 2013; membership by virtue of office 1 April 2013 (appointed as Registrar Designate) 1 May 2013; membership by virtue of office 1 June 2013; appointed as member of Council 19 September 2013
Adviser to the Vice-Chancellor and Principal (invited)	Vacant	

QUALIFICATIONS AND SKILLS OF EXTERNAL MEMBERS OF COUNCIL

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

Table 2: Qualifications and skills/experience of Council members December 2013

Name	Qualifications	Experience and skills
Prof. H. Abrahamse	BSc Biochemistry and Psychology (RAU); BSc Hons Biochemistry (University of Stellenbosch); MSc Medical Biochemistry (University of Stellenbosch); PhD Biochemistry/Molecular Biology (Wits); BSc Hons Psychology (UNISA)	Lecturing, course coordination, and curriculum development; Research and supervision of postgraduate students; Research management and administration; Grant applications and reviews; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research
Mr M.F. Baleni	BA Development Studies; Build on Talent; Various Certificates	Executive Management: NUM; Involvement in NUM's Development Projects and Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions)
Mr J.P. Burger	BCom Hons; CA (SA)	Graduated from University of Johannesburg in 1983 and qualified as a chartered accountant after serving articles with PricewaterhouseCoopers. Joined Rand Merchant Bank in 1986 and was appointed an executive director in 1995; In January 2009 appointed to the board of FirstRand Ltd as Financial Director and assumed the additional role of Group Chief Operating Officer in June 2009
Mr D. Bvuma	National Professional Diploma in Education (Unisa); Emergency Pre-Hospital Care course Level 3; Security Course Grade (A)	Student Development Practitioner; Leadership skills; Chairperson of Nehawu at the University of Johannesburg
Ms T.A. Chaka	Master of Management (Public and Development Management) (Wits); Postgraduate Diploma in Public Policy and Development Administration (Wits); BA (Wits)	Moved from Research Intern to Senior Researcher at the Centre for Education Policy Development; 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; Skills acquired include: communication/ interpersonal skills, research skills, monitoring and evaluation skills, project management skills, organisational skills, computer skills and admin skills
Ms G.M.B. Coetzer	BCom (Acc) (UP); BCom (Acc) Hons (UJ); CA (SA)	CFO of various companies: Simba, Foodcorp, Vanda, BHP Billiton (Chrome), BHP Billiton (Coal); COO for ABSA Corporate and Business Bank; CFO SARS; Senior lecturer (RAU); Lectured at the UOFS Business School

Mr T.J. Dikgole	BCompt; Management Advancement Programme; Executive Director Programme (EDP); MBA; Financial & Accounting	Management; Governance; Leadership; Teaching; Strategy Development and Implementation; Business Administration; Internal Auditing; Human Resource Management; People Development
Mr C.R. Gebhardt	National Diploma Chemical Technology (TWR); National Diploma Production Engineering	Successful entrepreneur in chemical and glass industry; Project and Construction Management; Quantity surveyor
Mr G. Khosa	Masters in Management; Post Graduate Diploma in Public and Development Management; BA Hons (Geography); BA (Education)	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher
Prof. C. Landsberg	BA; BA Hons (RAU); MA (International Studies) (Rhodes); DPhil (International Relations) (Oxford); Hamburg Fellow (Stanford University).	Professor; Head of Department; SARChI Chair; Visiting Lecturer; Editor; Member of a number of Boards
Dr D.S.S. Lushaba	BSc Hons (UZ); MBA (Wales); DBA (UKZN); Postgraduate Diploma in Company Direction (GMIT and IOD)	Divisional Executive (NSB); Assistant Regional Manager (Spoornet); Commercial Manager (Spoornet); Executive Manager (Spoornet); General Manager (Spoornet); Chief Executive (Rand Water); Vice-President (Lonmin); Managing Director (Talent Growth Partners); Facilitator (Institute of Directors); Director of many companies
Dr J. Manyaka	BA (Ed); BA Hons; MA; PhD	Language expertise; Facilities Management; Project Management
Dr P. Mjwara	PhD	Executive management and leadership in government (Director General); Former Secretary-General Academy of Sciences of South Africa; Former lecturer and researcher on Solid State Physics
Mr D.M. Manganye	National Diploma (Information Technology); BTech (Information Technology); Various Certificates	Management Consultant to fifteen companies: inter alia: Malawi Government, Department of Trade and Industry, Moret Ernst & Young, Electronic Data Systems, KZN Agriculture; Skills: executive management, strategy and value, innovation and planning, planning and management of business transformation programmes, compliance management, risk management and internal control

Prof. R.D. Marcus (chairperson)	BSc (Eng); MSc (Eng); PhD (Wits)	Dean of Engineering (Wits); Honorary Professor (UP and UJ); Business Consultant; Chief Executive of several companies; Founder and Chairman of Da Vinci Institute for Technology Management; Chairperson UJ Council
Mr A. Mohammadali- Haji	BCom (Acc); BCom Hons; MCom (Acc)	Technical financial accounting; auditing experience
Mrs K. Mokhobo- Amegashie	BSoc Sci	Strategy and Change Management Consultant
Mr J.J. Njeke	BCom; BCompt Hons; CA (SA); HDiptax	Previously Partner of Price Waterhouse Coopers; Managing Director at Kagiso Trust Investments (1 June 1994 to 30 June 2010); Director of Arcelor Methal, SASOL, MTN, Barloworld, SAQA, MMI Holdings
Prof. I.L. Rensburg (Vice-Chancellor and Principal)	PhD International Comparative Education; MA Political and Organisational Sociology; B Pharmacy	Vice-Chancellor and Principal of UJ; Chief Executive: Strategic Corporate Services SABC and President Southern Africa Broadcasters Ass (2001 to 2006); Deputy Director General DoE (1995 to 2001); Commissioner National Planning Commission; Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation; Chairperson of READ Education Trust
Dr W.P. Rowland	BA; BA Hons; MA (UNISA); PhD (UCT)	National Executive Director of SA National Council for the Blind; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at World Bank and World Health Organisation
Mr K.B. Sibiya	Diploma in Journalism	Personnel Officer, Journalist, Editor, Editor-in- chief and Unionist in the media industry; Director of companies; Chairman of M-Net and Supersport Int (Pty) Ltd; Chairman of Supersport Ltd, Football Club; Lead Director of Multichoice; Chairman of Litha Healthcare Ltd
Mr M.S. Teke	BA (Ed) BEd BA Hons MBA	HR specialist; Corporate Governance and Management; Leadership; Business Management
Mr K. Thomas	BCom Acc (Wits); B Accountancy (Wits); MCom (Financial Management) (UJ); CA (SA)	Lecturing in the area of Financial Management and/or Financial Strategy.

Mr M. White	BCom (Acc) C.I.S.A.	Fifteen year experience in profession services environment, focusing on matters relating to IT, the strategic application of IT to business, internal controls, IT governance as well as ERP systems
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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 interest 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 during the reporting year is compiled by the Registrar for submission to the external auditors.

ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES

The overall attendance of Council meetings was excellent, reflecting an attendance rate of 87% (absenteeism of 15 cases during the reporting year). Despite this excellent attendance rate, the quorum requirements for Council as reflected in the Institutional Statute (that at least 60% of those present must be external members of Council), has become a challenge. Following an analysis of various institutional statutes by the Registrar, as well as consulting the legal expert at the Department of Higher Education and Training (DHET), it was decided to amend the Council quorum requirements in the Institutional Statute in the following year to make provision for a quorum requirement of at least 50% of those present to be external members.

The attendance of Executive Committee of Council was also excellent (84%). The attendance of other Council committee meetings was excellent with the exception of one external member of Council not attending two of the three Finance Committee meetings. The Audit and Risk Committee's meeting attendance was exceptional, reflecting 90% attendance by the members.

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.

Council had four ordinary quarterly meetings. The Council functions within sections 10 to 22 of the UJ Statute. Council held four meetings: 14 March, 13 June, 19 September and 22 November 2013. The Council annual

review session (review presentations by members of the Management Executive Committee) took place on 21 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 2013, based on the guidelines for the review of each structure (aligned with the Institutional 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 9, governance compliance 9 and committee administration 10.
- Council Executive Committee: execution of functions 8.7, governance compliance 10 and committee administration 10.
- Audit and Risk Committee of Council (ARCC): execution of functions 8.7, governance compliance 10 and committee administration 10. It was recommended that a legal compliance checklist should be presented before the ARCC can evaluate the item.
- Ellen Kuzwayo Committee (Joint Council and Senate Committee): execution of functions 9.2, governance compliance 10 and committee administration 10. The absence of external Council members is challenging.
- Finance Committee of Council (FCC): execution of functions 9.4, governance compliance 10 and committee administration 10. A comment was made that the financial of authority delegation is done by the FCC, compliance is monitored by the ARCC. Furthermore the comment was made that the ARCC is the first line of reporting; they refer reports to the FCC for noting and action, where applicable.
- Honorary Degrees Committee: execution of functions 9, governance compliance 9.0 and committee administration 10. The comment was made that the Committee should endeavour to nominate more female candidates, as well as candidates who represent the 'broader African footprint'. The absence of external Council members is challenging.
- Human Resource Committee of Council (HRCC): execution of functions 9.3, governance compliance 10 and committee administration 10. It was recommended that the institutional Risk Register should in future be included as a reference document in each HRCC agenda.
- Institutional Forum (IF): execution of functions 8, governance compliance 9 and committee administration 10. General comments included that members do not always adhere to principles of good governance; a quorum is not always present at meetings; sufficient time allowed for debate/discussion depends on the actual meeting (some forum meetings are considered more important than others); the IF is not sufficient and robust enough for relevant recommendations to Council; the Chairperson must allow more participation and more robust engagement and could provide an opportunity for the quiet members.
- Investment Committee: execution of functions 9, governance compliance 10 and committee administration 10.
- Naming Committee: execution of functions 8.6, governance compliance 10 and committee administration 10.
- Planning and Resource Committee (PRCC): execution of functions 8.3, governance compliance 9 and committee administration 10. The following recommendations were made: the Occupational Health Report should also be submitted to the PRCC with effect from 2014; the PRCC should be provided with a Disaster Management Plan and Report; a report reviewing the state of infrastructure and physical assets of UJ should be submitted to the PRCC bi-annually; strategic projects should be addressed at the first PRCC meeting in 2014.

Some general recommendations related to the restructuring of the performance review instruments were made (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

To enable decision making in between scheduled meetings, three round-robin processes were initiated, with reports on the decisions being circulated on the following dates in 2013:

- 15 May 2013
- 20 June 2013
- 12 December 2013

Matters of significance discussed, considered and approved by the Council

- Council Governance:
 - re-appointing the following Council members for a third term of office:
 - Mr J. Dikgole;
 - Mr C. Gebhardt;
 - Dr W. Rowland;
 - Mr K. Sibiya;
 - mandating the Executive Committee of Council to finalise the appointment of a senior external academic member to Council (Exco appointed Prof. L. Richter, but she did not accept the nomination);
 - constituting a Council Membership Committee to provide advice to Council on persons nominated for possible appointment as Council members (charter to be finalised in 2014);
 - noting that Prof. C. Landsberg and Prof. H. Abrahamse have been elected as Senate representatives on the Council for a five-year term of office, commencing on 1 August 2013;
 - noting that Mr K. Thomas has been elected as academic representative on the Council for a five-year term of office, commencing on 1 September 2013;
 - noting that Dr J. Manyaka and Mr D. Bvuma have been elected as non-academic representatives on the Council for a five-year term of office, commencing on 1 September 2013;
 - approving the recommendation that, in future, the two Deputy Vice-Chancellors (nominated by the MEC and appointed by Council) should serve on the Council and Council Exco should be the DVC: Finance and the DVC: Academic;
- making the following changes to statutory committee membership:
 - appointing Mr M. Teke as Chairperson of the Human Resources Committee of Council;
 - re-appointing Mr C. Gebhardt as Chairperson of the Planning and Resources Committee of Council for a third five-year term of office, commencing 1 August 2013;
 - appointing Prof I.C. Burger as Chairperson of the Institutional Forum from 1 January 2014;
 - appointing Prof. H. Abrahamse (internal Council member) to serve on the Planning and Resources Committee of Council;
 - noting that Council Exco approved that the person who would fill the vacancy on Council in the category 'Members who collectively represent a broad spectrum of competencies' would be appointed to serve on Senate;
- Council Committee Charters approving amendments to the following committee charters:
 - Audit and Risk Committee of Council;
 - Institutional Forum;
- approving the UJ Strategic Plan and Indicators 2025;
- approving the 2014 operating budget and the 2014 capital expenditure budget;
- approving Scenario 2 as the financing model for Global Stature and Excellence Initiative, subject to financial triggers being built into the project;
- approving the Rules for Effective Meetings;
- approving the re-appointment of PricewaterhouseCoopers as UJ's external auditors for 2014;
- approving that instead of constructing a new building on a property across from the APK Campus to house Resolution Circle, as had originally been planned, UJ should continue with the acquisition of the Auto & General Building in Empire Road, for use by Resolution Circle and for teaching and learning purposes;
- approving the UJ Enrolment Plan for 2014;
- approving the Strategy for the Management of Late Applications 2014;
- approving the Policy on the Offering of Joint Degrees at master's and doctoral Level with National and International Partner Higher Education Institutions;

- approving the Business Continuity Management Policy;
- approving the Employment Equity Plan, 2013 to 2015;
- approving that the contract of the Executive Director: Academic Development and Support be extended to 31 December 2013 and that a successor be appointed by 1 December 2013;
- approving that additional terms of office be offered to existing ELG members:
 - DVC: Academic;
 - Vice-Chancellor and Principal;
- approving the re-appointment of the Executive Dean: Faculty of Law for a second five-year term of office;
- approving the following new ELG appointments:
 - Prof. T. Marwala as DVC: Research, Postgraduate Studies, and Library and Information Centre for a five-year term of office;
 - Prof. T. Maluleke as DVC: Internationalisation, Advancement and Student Affairs for a five-year term of office;
 - Prof. B. Mamba as Executive Dean: Faculty of Science for a five-year term of office;
 - Dr M. Singh as Executive Director: Human Resources for a five-year term of office;
 - Mr J. van Schoor as DVC: Finance for a five-year term of office;
 - Prof. R. Ryan as Executive Director: Academic Development and Support for a five-year term of office;
 - Dr M. Msibi as Executive Director: Research and Postgraduate Studies for a five-year term of office;
 - Mr M. Damianov as Executive Director: Advancement for a five-year term of office;
 - Prof. S. Sinha as Executive Dean: Faculty of Engineering and the Built Environment for a five-year term of office;
- approving the revised Conditions of Service for Professional Development Staff in the Division: Academic Development and Support;
- approving the 2013 Institutional Scorecard;
- approving the 2012 Audited Annual Financial Statements;
- approving the institutional Risk Register;
- approving UJ's Enrolment Plan, 2014 to 2020;
- approving the recommendation of the Honorary Degrees Committee, supported by the Senate, to confer honorary degrees on the following individuals:
 - Mr B.H. Obama II (President of the United States of America) – unanimously supported by the Honorary Degrees Committee and two-thirds majority supported by Senate);
 - Prof. J.A. Schouhamer Immink;
- approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
 - Ms M. Westerberg (Faculty of Education);
 - Dr I. Sooliman (Faculty of Art, Design and Architecture);
 - Mr B. Pretorius (Faculty of Management);
- approving the recommendation of the Executive Committee of Senate that the following honorary professors be re-appointed:
 - Prof. J.U. Midgley (Faculty of Humanities);
 - Prof. P.M. Nienaber (Faculty of Law);
 - Judge F.R. Malan (Faculty of Law);
 - Prof. M.M. Martinek (Faculty of Law);
- approving an amendment to the Professorial Categories, in particular the appointment of honorary professors, resulting in Senex approving the appointment and the Council to concur with the approval;
- concurring with the Senex's decision to appoint Prof. S.E. van der Leeuw as Honorary Professor in the Faculty of Management;
- approving the revised Financial Delegation of Authority;
- approving the recommendation of the Executive Committee of Council that future MEC corporate governance reviews be conducted by the internal auditors;

- approving the UJ Council resolution on Ministerial intervention (i.e. Regulations for Reporting by Public Higher Education Institutions);
- approving the following recommendations of the HRCC:
 - that, as from 1 January 2014, recognition be given on a three-year basis to those unions that met the 20% membership threshold (duly audited);
 - that, in order to formally recognise the newly formed SAPTU/NTEU alliance as a union at UJ, the due date for the conclusion of the recognition agreement with the unions be extended from 31 December 2012 to 1 March/April 2013, and that this recognition agreement be valid until 31 December 2013;
- approving the UJ Annual Report for 2012 for submission to the Department of Higher Education and Training;
- approving the 2014 tuition fee increment as well as the additional matters included in the Memorandum of Agreement between the MEC and the UJ SRC;

Matters of significance noted by the Council

- noting the Vice-Chancellor's quarterly reports;
- noting the report on the 2013 late applications and walk-in process;
- noting the undergraduate registration and application/admission reports;
- noting the quarterly Management Accounts;
- noting the final 2012 Institutional Scorecard;
- noting the 2013 Institutional Scorecard, as approved by the Executive Committee of Council;
- noting reports from the Council committees;
- noting reports from Senate;
- noting reports from the Institutional Forum;
- noting quarterly security reports;
- noting progress reports on the UJ Campus Master Plan;
- noting updates on the East Rand Campus discussion with DHET;
- noting a report on photovoltaic technology intellectual property (PTIP)/Singulus financial arrangements;
- noting the feedback on the progress with the DFC and APK consolidation;
- noting the progress reports in respect of Resolution Circle;
- noting the proposals to take security at UJ beyond the status quo;
- noting the feedback relating to the following regulatory matters:
 - Regulations for Reporting by Public Higher Education Institutions;
 - Higher Education and Training Laws Amendment Act of 2013;
- noting the progress reports on the Siyabuswa site: Teacher Education Foundation Phase offered by UJ in 2013;
- noting the quarterly Employment Equity reports;
- noting the quarterly HIV and AIDS reports;
- noting the UJ SRC President's quarterly reports (operational issues to be taken up with the relevant DVC and executive director);
- noting the quarterly reports on Student Disciplinary Cases;
- noting a special report on disciplinary action regarding fraudulent medical certificates (2 to 15 November 2012);
- noting the Declaration of General Interest of Council members and invitees;
- noting the qualifications, skills and experience of Council members;
- noting the report on the 2012 performance review of Council and Council committees;
- noting the attendance of Council and Council committees for 2012;
- noting the 2013 year-to-date attendance of Council and Council committees;
- noting the report on the Council Annual Review and Planning Session for 2012;
- conducting a Council performance review for 2013.

COUNCIL ANNUAL REVIEW SESSION

The Council annual review session on 21 November focused on progress regarding the University's 2020 strategy. The 2020 strategy was revised to encapsulate a stronger focus on global excellence and stature and targets for 2020 as well as 2025 were determined. The draft pre-determined objectives for 2014 were debated and finalised for approval by Council at its meeting on 22 November 2013.

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

Roy Marcus (Prof.)

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 Teaching and Learning Committee;
- University Research Committee;
- Faculty Boards.

DECLARATION OF INTEREST

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 Institutional Statute, had 235 members in 2013. Attendance was excellent and all Senate meetings were quorate. Four meetings were held: 18 March, 10 June, 12 September and 14 November 2013. The attendance of Senate Committee meetings was satisfactory, varying between 84% and 92%.

PERFORMANCE REVIEW SENATE AND SENATE COMMITTEES

The revised 10-point scale performance review instrument that was developed in 2011 was used in 2013, 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 8.8, governance compliance 10 and committee administration 10. General comments include a need for extended discussion on matters that affect academic excellence; attention to

quorum throughout the duration of Senate meetings; a reaffirmation of the declaration of interest; detailed attention and in-depth discussion by all Senate members regarding the enrolment plan; sufficient attention to all agenda items, especially items late in the agenda.

- Senex: execution of functions 9.1, governance compliance 10 and committee administration 10.
- Senate Academic Freedom Committee: execution of functions 8.4, governance compliance 9 and committee administration 10.
- Senate Higher Degrees Committee: execution of functions 9, governance compliance 9 and committee administration 10. Comments include a monitoring of postgraduate research ethics at faculty level; examination results of theses should be submitted well in time for the agenda.
- Senate Teaching and Learning Committee: execution of functions 9.0, governance compliance 10 and committee administration 10. Comments include the rephrasing of criteria to reflect the monitoring of the implementation of the Teaching and Learning Strategy specifically; advocacy for resources for teaching and learning in view of the emerging debate on resources for global stature and excellence.
- University Research Committee: execution of functions 8.9, governance compliance 10 and committee administration 10. It was recommended that the criteria, *Monitors the quality of research and 'research enabling environment' within UJ and Monitors the supervision, research ethics process and research governance* are not applicable as these are the responsibilities of the faculties.

MATTERS OF SIGNIFICANCE CONSIDERED, APPROVED AND NOTED BY SENATE

Matters of significance discussed, considered, approved and noted by Senate

- the Vice-Chancellor's quarterly reports focusing on inter alia the following:
 - the shortage of funding from the National Student Financial Aid Scheme (NSFAS) to support eligible students, which was a serious cause for concern;
 - the increase in UJ's graduate output;
 - the increase in UJ's research output;
 - the implementation of the Strategic Academic Priorities Projects (2013-15) –University-funded research chairs in telecommunications employing emerging technologies, Condensed matter at extreme conditions, Catalyses – making useful material, Sustainable mega-cities, and the Scholarship of teaching and learning;
 - the finalisation of the investigation into alleged irregularities in respect of the internal rating of academics for National Research Foundation (NRF) purposes;
 - Council's approval on the recognition of the SAPTU-NTEU alliance effective 1 March 2013;
 - Council's approval that all unions that achieved the 20% membership threshold during 2013 would receive recognition from UJ and from 1 January 2014, for a period of three years;
 - Vice-Chancellor's Annual Overview Report on 2012 performance;
 - Policy and Regulatory Changes in Higher Education and the implications for the institutional autonomy and academic freedom;
 - beyond 2014: focusing on how UJ would transition itself from accessible excellence to global excellence and stature;
 - UJ's Stakeholder Report;
 - 2014 budget;
 - tuition fee adjustment;
 - the possibility of joint appointments on professorial level with peer institutions;
 - utilising the Equity Index to monitor, guide and drive transformation for South African universities;
 - a Vision of national responsiveness, global excellence and stature;
- supporting the following proposed UJ resolution to the Minister of Higher Education and Training regarding the South African Universities under Legislative Onslaught:
 - Higher Education South Africa (HESA) to be urged to engage expeditiously with the Minister of Higher

Education and Training on behalf of the University of Johannesburg and other higher education institutions:

- to articulate to the Minister the deep concerns experienced by the University of Johannesburg about the erosion of institutional autonomy the abovementioned Ministerial interventions have brought about (or have the potential to bring about);
- to request HESA to constitute an Advisory Forum of selected Vice-Chancellors to provide the Minister with advice on the legislative amendments contained in Act 23 of 2012, on the draft regulations currently under discussion and on the terms of reference of the MOCT, in order to propose a review of those legislative amendments that more appropriately reflects the delicate balance between institutional autonomy and public accountability articulated in the Preamble to the Higher Education Act and the Constitution;
- to ask the Minister to further consider an urgent review of his interventions in light of the advice received;
- if the Minister is unwilling to consider a substantive review of the Ministerial interventions in light of the articulated HESA concerns, for HESA to urgently seek alternative options;
- supporting the resolution of the Senex that the request for an investigation on the final outcome of a student's doctoral assessment in the Faculty of Humanities be denied;
- approving, subject to Council's approval, the following:
 - UJ's Enrolment Plan 2014 to 2020;
 - the Strategy for the Management of Late Applications 2014;
 - the conferral of a honorary doctoral degree to the following candidate:
 - Barack Hussein Obama II (President of the United States of America);
 - Prof J.A. Schouhamer Immink;
- approving the following departmental name changes/relocations:
 - establishing the Department of Philosophy in the Faculty of Humanities, at UJ, as home for the South African Centre for Phenomenology for the period of 2013 to 2015;
 - the name change of the Department of Radiography to the Department of Medical Imaging and Radiation Sciences in the Faculty of Health Sciences;
 - the name change of the Department of Public Governance to the Department of Public Management and Governance in the Faculty of Humanities;
 - the merger of the Department of Applied Mathematics and the Department of Mathematics to form the Department of Pure and Applied Mathematics in the Faculty of Science;
 - the merger of the Department of Biotechnology and the Department of Food Technology to form the Department of Biotechnology and Food Technology in the Faculty of Science;
 - combining the Department of Physics and Mathematics (DFC Campus) into the Department of Applied Physics and Engineering Mathematics;
 - the change in campus offering of the BCom Honours IT qualification from APK to APB;
- approving the following:
 - the location of the Active Citizenship Module in the Faculty of Humanities;
 - the phasing out of the Diploma in Financial Information Systems in the Faculty of Economic and Financial Sciences;
 - UJ's Quality Progress Report 2013;
 - the Charter for the UJ Committee to Enhance Applications for NRF Ratings;
 - amendments to the Higher Degree and Postgraduate Studies Policy;
 - the Academic Calendar 2014;
 - amendments to the point system for academic promotions of all faculties;
 - the APK Lecturing Timetable 2014;
 - the Academic Regulations 2014;
 - the Policy on Student Plagiarism;

- the Higher Education Quality Sub-framework (HEQSF) alignment of Continuing Professional Development (CPD) whole programmes;
- the Joint Degrees Policy;
- the Faculty of Management's Academic Promotion Criteria;
- amendments to Category "A" Doctoral Degrees;
- amendments to the Academic Career Paths, Academic Categories, Appointment and Promotion Criteria and Professorial Categories Policy;
- revised appendix to the UJ Policy on the Recognition of Prior Learning;
- approving the following formal subsidised academic programmes (to be submitted for external approval):
 - Postgraduate Diploma in Accounting, to be offered at APK;
 - Postgraduate Diploma in Accounting Science, to be offered at APK;
 - Bachelor of Commerce Honours in Quantitative Finance, to be offered at APK;
 - Bachelor of Commerce Honours in Treasury Management, to be offered at APK;
 - amendments to MCom in Development Economics, to be offered at APK;
 - MPhil Development Economics in Industrial Policy, to be offered at APK;
 - Bachelor of Environmental Health, to be offered at DFC;
 - Bachelor of Human Resource Management, to be offered at APK;
 - BA Design (Digital Media), to be offered at APK;
 - Postgraduate Diploma in Estate Planning, to be offered at APB;
 - Advanced Diploma in Financial Markets, to be offered at APB;
 - Postgraduate Diploma in Financial Management, to be offered at APK;
 - Master of Commerce in Local Economic Development, to be offered at APB;
 - Bachelor of Construction, to be offered at DFC;
 - Bachelor of Mine Surveying, to be offered at DFC;
 - Bachelor of Urban and Regional Planning, to be offered at DFC;
 - Bachelor of Engineering Technology in Chemical Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Civil Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Electrical Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Industrial Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Mechanical Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Mining Engineering, to be offered at DFC;
 - Bachelor of Engineering Technology in Physical Metallurgy, to be offered at DFC;
 - Bachelor of Engineering Technology in Extraction Metallurgy, to be offered at DFC;
 - Bachelor of Biokinetics, to be offered at DFC;
 - Master of Public Health, to be offered at DFC;
 - Bachelor of Commerce in Information Systems, to be offered at APB;
 - Advanced Diploma in Information Technology, to be offered at APB;
 - Doctor of Philosophy in Tourism and Hospitality, to be offered at APB;
 - Advanced Diploma in Retailing, to be offered at APB;
 - Bachelor of Science Honours in Physiology, to be offered at APK;
 - Advanced Diploma in Computer Applications Technology Education, to be offered at APK and APB;
 - Advanced Diploma in Mathematics Education, to be offered at APK and APB;
 - Advanced Diploma in Science Education, to be offered at APK and APB;
 - Advanced Diploma in Technology Education, to be offered at APK and APB;
 - Postgraduate Diploma in Higher Education, to be offered at APK and APB;
 - BA Honours (Industrial Design), to be offered at APB;
 - Postgraduate Diploma in Science and Technology Education, to be offered at APK/APB;
 - Bachelor of Education Honours in Childhood Education, to be offered at SWC;
 - Bachelor of Education Honours in Science and Technology Education, to be offered at APK/APB;

- Bachelor of Education Honours in Curriculum Policy and Values Education, to be offered at APK;
- Postgraduate Diploma in Inclusive Education, to be offered at APK;
- Diploma in Financial Services Operation, to be offered at SWC;
- approving, via the Senate's Vice-Chancellor's Circular, the offering of the following non-subsidised programmes:
 - to be offered by the Faculty of Economic and Financial Sciences:
 - Financial Planning Regulatory Environment (non-credit bearing);
 - Introduction to Financial Markets Operations (dual purpose);
 - Investment Management (dual purpose);
 - Financial Analysis for Economic Regulation (non-credit bearing);
 - Regulatory Economics (non-credit bearing);
 - Regulatory Law for Economic Regulators (non-credit bearing);
 - Strategic Planning and Knowledge Management in Economic Regulatory Entities (non-credit bearing);
 - to be offered by the Faculty of Management:
 - Just-in-time Senior Leadership Capacity Building (non-credit bearing);
 - Emerging Leadership Development (dual purpose);
 - Junior Leadership Development (dual purpose);
 - Senior Leadership Development (dual purpose);
 - Executive Leadership Development (dual purpose);
 - the Human Resources Business Partner Specialist Programme (credit-bearing towards a UJ qualification);
 - Human Capital On-boarding for Professionals (CPD Programme in association with a professional body);
 - Business Incubation Management (dual purpose);
 - Emerging Social Enterprise Management (dual purpose);
 - Research Methodology Online (credit bearing towards a UJ qualification);
 - to be offered by the Faculty of Science:
 - Forensic DNA Analyses (non-credit bearing);
 - Instrumental Analytical Techniques (non-credit bearing);
 - Semi-thin Sections for Histology (dual purpose);
 - Digital Forensics (credit-bearing in the Industry);
 - to be offered by the Faculty of Health Sciences:
 - Compounding and Dispensing (non-credit bearing);
- approving, via the Senate's Vice-Chancellor's Circular, amendments to the Continuous Assessment Policy of the Faculty of Health Sciences;
- approving, via the Senate's Vice-Chancellor's Circular, changes to the Category B programmes;
- approving, via the Senate's Vice-Chancellor's Circular, amendments to the Category "A" CESM Categories;
- approving, via the Senate's Vice-Chancellor's Circular, the applications for the amendments to the existing academic programmes/rules/regulations;
- noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- noting UJ's Registration Report for 2013;
- noting the 2012 Student Disciplinary Cases;
- noting the Reports of the Senate Committees;
- noting the Guidelines: Compulsory Attendance at Classes;
- noting the NQF Sub-Framework and HEQ Sub-framework;
- noting the Community Engagement Report;
- noting the 2012 Employment Equity Report;
- noting the Siyabuswa Progress Report;
- noting the Language Policy and Implementation Plan;
- noting the Professorial Inaugurations for 2013;
- noting UJ's Stakeholder Report;

- noting the Graduation Report;
- noting the student protest letter regarding the conferral of an Honorary Doctorate to President Barack Hussein Obama II;
- discussing and noting the outcomes of the 2012 performance reviews of the Senate and Senate committees meetings;
- conducting an electronic Senate performance review for 2013.

A handwritten signature in black ink, appearing to read 'Ihron Rensburg', written over a light blue rectangular background.

Ihron Rensburg (Prof.)
Vice-Chancellor and Principal
Chairperson Senate

REPORT OF THE MANAGEMENT EXECUTIVE COMMITTEE

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;
- Deputy Vice-Chancellor: Research, Postgraduate Studies, and Library and Information Centre;
- Deputy Vice-Chancellor: Finance;
- Deputy Vice-Chancellor: Strategic Services (Human Resources, Operations and Information Technology);
- Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs;
- Registrar;
- Registrar Designate (appointed on 1 April 2013).

Special arrangements were considered by the Vice-Chancellor and Principal to ensure adequate executive management of the different portfolios when the incumbent concerned was on special leave abroad. The Acting Vice-Chancellor and Principal was approved by Council when applicable.

DECLARATION OF INTEREST 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 2013:

- Management Executive Committee Academic (MECA): monthly meetings were changed during the second semester to quarterly meetings to focus on the academic strategic initiatives in accordance with the principles of global excellence and stature as reflected in the strategic thrusts;
- Management Executive Committee Operations (MECO): monthly meetings were changed during the second semester to quarterly meetings, also focusing on the relevant strategic thrusts;
- MEC People with Disabilities Committee;

- MEC Risk Management Committee;
- MEC Enrolment Management Committee;
- MEC Transformation Committee;
- HIV and AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS).
A quarterly HIV and AIDS report serves at all the statutory structures.

MEC MEETING DATES

A total of 10 ordinary and two special MEC meetings were held on the following dates in 2013:

- 22 January 2013;
- 19 February 2013;
- 12 March 2013;
- 14 May 2013;
- 4 June 2013;
- 23 July 2013;
- 20 August 2013;
- 17 September 2013;
- 17 October 2013, continued on 30 October 2013;
- 1 November 2013 (special);
- 13 November 2013 (special);
- 26 November 2013.

All meetings were quorate.

MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, NOTED AND APPROVED BY MEC

- Governance and related matters:
 - recommending to the Council Exco, for consideration, the possible appointment of the following Council members for a third term of office:
Mr J. Dikgole;
Mr C. Gebhardt;
Dr W. Rowland;
Mr K. Sibiyi;
 - recommending to the Council Exco, for consideration, possible candidates to be appointed to vacant positions on the Council;
 - recommending to the Council Exco, for consideration, possible Council members to serve on the various statutory committees;
 - recommending to the Council Exco, for support and recommendation to Council, for consideration, the possibility of amending the internal Council membership;
 - supporting and recommending, to Council Exco and to Council, for consideration, UJ's response in respect of the Draft Regulations for Reporting by Public Higher Education Institutions;
 - recommending to Council Exco that, in future, the two Deputy Vice-Chancellors, nominated by the MEC and appointed by Council to serve on the Council and on the Council Exco, should be the DVC: Academic and the DVC: Finance;
 - recommending to the Council Exco, for support and recommendation to the Council, for consideration, that in accordance with Clause 9.1 of the Charter for the Institutional Forum (IF), Prof. Burger be appointed as Chairperson of the IF for a four-year period from 1 January 2014 to 31 December 2017;
 - supporting and recommending to the Audit and Risk Committee of Council (ARCC), for support and recommendation to Council, for consideration, the revised Charter for the ARCC;
 - supporting and recommending to Council Exco, for approval, the honoraria payable to external Council members for attending and participating in meetings during 2013;

- approving the revised Declaration of Interest Form for Council members;
- approving the Employees' Declaration of Interest Form;
- approving the Draft 2014 Year Programme;
- approving the Guidelines for Faculty Annual Reports and Non-academic Annual Reports;
- approving the following charters:
 - approving the revised Charter for the Board of Governors;
 - approving the revised MECA Charter;
 - approving that the Alumni Dignitas Committee become a joint Council and MEC Committee, with the Charter to be updated accordingly;
 - the revised Charter for the MEC Transformation Committee;
 - supporting and recommending to the University Research Committee, for support and recommendation to Senate, for consideration, the draft Charter for the UJ NRF-rating Evaluation Committee;
- approving the MEC Schedule of Business;
- appointing employees as employer trustees/alternates to employer trustees on the UJ Pension Fund, the UJ Defined Benefit Pension Fund and the UJ Provident Fund;
- appointing, on the advice of MECA, Prof. L.G. Mpedi and Dr S. Nalla as academic representatives on the Naming Committee, for a three-year period, commencing 1 April 2013;
- appointing the Executive Director: Student Affairs to serve on the following committees:
 - o as non-academic representative on the Naming Committee (in line with Clause 4.9);
 - o as additional Executive Director on the MEC Risk Management Committee (in line with Clause 4.10)
- 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 initiate 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 outcomes of the 2012 committee reviews conducted by the Council (and committees), Senate (and committees) and MEC (and committees);
- discussing and noting the 2012 Annual Report, for submission to the Council, for consideration;
- determining the programmes for the MEC and ELG Breakaways and discussing and noting the reports thereof, and initiating the appropriate actions, as and when required;
- 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 initiate appropriate actions, as and when required;
- conducting the MEC performance review for 2013.
- Planning related matters:
 - supporting and recommending to the Council, for approval, UJ's Strategic Plan 2020/2025;
 - supporting the rollout of the Global Excellence and Stature (GES) initiatives;
 - supporting and recommending to the Council Exco, for support and recommendation to the Council, for consideration, the draft 2013 Institutional Scorecard;
 - requesting that an Institutional Barometer should be developed to measure, track and enable UJ's drive towards GES;
 - supporting the recommendation that UJ apply for QS ranking in 2013.
- Policies and processes:
 - approving the revised Policy on Policy Development;
 - approving the Policy on Internet Bandwidth Fair Use;
 - approving the revised Occupational Health Policy;
 - approving the Policy on Sabbatical Leave;
 - approving amendments to the Policy on Retirement;
 - approving the Policy on the Management of Deceased Students and Employees;
 - approving the Policy on the Management of Staff, Students and Patients who are exposed to Infectious Agents;

- approving the revised Policy on HIV and AIDS;
- approving the revised Policy on Records Management;
- approving amendments to the Rules for Effective Meetings (including the name change from Guidelines for Effective Meetings to Rules for Effective Meetings);
- approving the revised Job Evaluation Policy;
- approving the Policy on Access to Email Accounts;
- approving the revised Appointment Procedure for Executive Deans;
- approving the revised Appointment Procedure for Vice-Deans;
- supporting the Draft Language Policy and Implementation Plan, 2013 to 2020;
- supporting the Policy on the Process for Making Acting Senior Appointments;
- discussing the draft Rewards and Benefits Policy, and referring it to the Consultative Problem-Solving Forum, MECA and MECO, for comment, after which it will be resubmitted to the MEC;
- recognising that adequate provision has been made for recognising performance on an annual basis and therefore abolishing, effective 1 January 2014, the Policy on Salary Adjustments;
- Academic, research and academic administration and related matters:
 - supporting and recommending to Council Exco, for support and recommendation to the Council, for consideration, the Enrolment Plan, 2014 to 2020;
 - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the 2014 Enrolment Plan;
 - submitting to the Senex, for support and recommendation to the Senate, for consideration, the request for an investigation into the Faculty of Humanities' Postgraduate Assessment Committee and the Senate Higher Degrees Committees' decisions to fail a student instead of submitting it to arbitration;
 - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the Progress Report on UJ's Quality Improvement Plan;
 - supporting the draft Policy on the Offering of Joint Degrees at master's and doctoral Level with International Public Higher Education Institutions, subject to it being submitted to MECA for comment, after which it be submitted to the Senex, for support and recommendation to the Senate, for consideration;
 - approving that the recommendation to extend the last day of 2013 registrations to 8 February 2013, without charging a late registration fee;
 - approving the following chairs forming part of the Strategic Academic Priorities Initiatives (2013 to 2015):
 - Chair in Telecommunications Employing Emerging Technologies;
 - Chair in Catalyses: Making Useful Materials;
 - approving the duties of tutors/senior tutors forming part of the Strategic Academic Priorities Initiatives;
 - approving the proposal for establishing a Teaching and Learning Chair;
 - approving the terms of reference for the Investigation into UJ's role in the NRF-rating system prior to September 2012 and noting the report of the investigation;
 - approving the budget for the African Institute for Economic Development and Planning (IDEP)/UJ joint master's programme;
 - approving the proposal for the 2014 Academic Opening;
 - supporting UJ's response to the Council on Higher Education (CHE) proposal for undergraduate curriculum reform;
 - agreeing on the manner in which to support an academic employee being threatened with legal action, attributed to the statements made by the employee concerned in the context of research conducted while in the employ of the University (while the University did not necessarily associate itself with the statements made by academics in publications, it would exercise its obligation to protect the academic freedom of its academics to publish without fear or favour);
 - requesting the Senate Academic Freedom Committee to develop principles which outline academic freedom at UJ and that it should provide advice on how it should be determined whether UJ should support/not support a staff member;

- approving the panels and dates for the 2014 peer reviews of the Faculty of Economic and Financial Sciences and the Faculty of Management;
- discussing and noting the 2013 peer review reports of the Faculty of Health Sciences and of the Faculty of Humanities;
- discussing and noting the preliminary 2012 success rates;
- discussing and noting the 2013 Registration Report and the Management of Late Applications Workshop Report;
- discussing and noting the Graduation Report on the March/April and May/June 2013 graduation sessions;
- discussing and noting the report on the DFC lecturing timetable;
- noting the Siyabuswa academic progress reports;
- noting the centres of excellence, in which UJ would be an applicant (either primary or secondary), that would be submitted or the Department of Science and Technology/NRF Centres of Excellence Programme;
- reviewing the 2013 registrations;
- reviewing the 2014 application statistics;
- reviewing the 2013 Academic Opening.
- Finance and risk-related matters:
 - supporting and recommending to the Finance Committee of Council (FCC), for support and recommendation to the Council, for consideration, the updated Five-year Finance Plan, 2014 to 2018;
 - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposed budget for 2014;
 - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposed Capex budget for 2014;
 - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the analysis of the finance required for the GES initiatives, as well as the impact thereof on UJ's reserves;
 - supporting and recommending to the FCC, for discussion and noting, the 2012 Preferential Procurement Report;
 - supporting and submitting to FCC, for noting, the Financing Agreement between photovoltaic technology intellectual property (PTiP) and Singulus;
 - supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Strategic Risk Register;
 - supporting and recommending to the ARCC, for noting, the Business Continuity Strategy Report;
 - supporting and recommending to the ARCC, for consideration, the Business Continuity Management Policy;
 - supporting and recommending to the ARCC, for consideration, the revised IT Governance Framework;
 - approving the manner in which the unallocated NSFAS funds should be allocated to assist first year students;
 - approving that a cost-plus pricing be used for the catering services provided by the School of Hospitality and Tourism Management's (STH's) Commercialisation Unit in the VC Chambers;
 - supporting the proposal to top slice 10% of the faculties' portion of the research output subsidy to fund library books/periodicals and faculty bursaries;
 - discussing and recommending to the FCC, for discussion and noting, the quarterly Year-to-date Management Accounts;
 - discussing and noting the progress reports in respect of Resolution Circle;
 - discussing and noting the Internal Audit Progress Reports;
 - discussing and noting the external auditors' management letter to the ARCC;
 - noting the Internal Audit Coverage Plan;
 - noting the Memorandum of Agreement between the MEC and the SRC in respect of the 2014 tuition fee increment.

- Infrastructure development, ICT and related matters:
 - approving and recommending to the FCC and to the Planning and Resources Committee of Council (PRCC), for ratification, the Tender Committee's recommendation to award the tender for the extensions to the Funda UJabule School at SWC to Lemay Construction;
 - approving and recommending to the FCC and to the PRCC, for ratification, the Tender Committee's recommendation to award the tender for the A-Ring lecture venues to Robenco Construction (Pty) Ltd;
 - concurring and recommending to the FCC, for noting and to the PRCC, for recommendation to the Council, for consideration, the proposal to acquire the Auto & General Building in Empire Road to house Resolution Circle (RC) and to use for other lecturing purposes, at a maximum cost of R65 million (part of the funds approved by Council for the RC building across from APK Campus);
 - approving the re-allocation of funding from the C-Lab Project to fund the establishment of tutorial venues in the APK Library;
 - approving Ross & Van der Heim's final proposal for the upgrading of the entrance of Madibeng;
 - approving the Concept Design Proposal for the A-Ring Lecture Venues at APK;
 - approving that the Resolution Circle Nano Building be utilised as office space for postdoctoral fellows and postgraduate students;
 - supporting 8ta's proposal on the provision to students of ubiquitous and affordable internet access and data provision, subject to it entering into a non-exclusive agreement with UJ;
 - approving the Way-finding Concept Design Proposal;
 - approving the draft Protocol for Personal Websites;
 - approving the request to use UJ as a Warm Disaster Recovery Site for DHET, on the understanding that no indirect costs would accrue to UJ;
 - discussing and noting the progress reports on the DFC/APK Consolidation Project;
 - noting the new rules in respect of contingency funds:
 - the use of contingency funds exceeding 5% of the value of the contingencies of any capital project should be submitted to the MEC, for ratification and to the PRCC, for noting;
 - scope changes accumulating to 5% of the contingencies if any capital project should be submitted to the MEC for ratification and to the PRCC for noting;
 - discussing and noting the progress reports as well as the executive summary of the Campus Master Plan;
 - discussing and noting the report on the Provision of Handheld Devices;
 - discussing and noting the Compliance Report in respect of the UJ libraries;
 - discussing and noting the Report on the Feedback on Fire Drills;
 - discussing and noting reports on property management;
 - noting that a proposal to transfer the academic programme delivery at the East Rand Campus from UJ to the Vaal University of Technology has been submitted to the Minister of Higher Education and Training.
- Human resources and related matters:
 - supporting and recommending to Human Resources Committee of Council (HRCC) and to the Council Exco, for support and recommendation to the Council, for consideration, the Employment Equity Plan, 2013 to 2015;
 - supporting and recommending to the HRCC, for support and recommendation to the Council, for consideration, the revised Conditions of Service for Professional Development Staff in the Division: Academic Development and Support;
 - supporting and recommending to the HRCC, for support and recommendation to the Council, for consideration, the revised Employee Disciplinary Code;
 - supporting and recommending to HRCC and to the Council, for consideration, the 2014 Salary Mandate, with the advice that UJ will adhere to the Five-year Finance Plan and that the amount required to implement the increase will be sourced internally;
 - recommending to the HRCC, the Council Exco and the Council, for consideration, changes in the Executive Leadership Group (ELG) structure;

- recommending to the Remuneration Committee of Council that the bonus pool of the ELG members should be top sliced by R1 million to allow for a contribution to the GIBS Leadership Development Programme;
- supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the proposal to establish the Department of Philosophy as home for the South African Centre for Phenomenology;
- supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the application of the Faculty of Health Sciences to change the name of the Department of Radiography to the Department of Medical Imaging and Radiation Sciences;
- supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the application of the Faculty of Science to merge the following departments, effective 1 January 2014:
 - The Department of Applied Mathematics and the Department of Mathematics to form the Department of Pure and Applied Mathematics, with the MEC's advice that the name should either be the Department of Mathematics or, alternatively, the Department of Mathematics and Applied Mathematics;
 - The Department Biotechnology and the Department of Food Technology to form the Department of Biotechnology and Food Technology;
- approving recommended nominations of academic staff for excellence awards in terms of the Talent Strategy for Individuals with High Levels of Skill, Scarcity and/or Excellence;
- approving the recommended nominees for the VC Distinguished Awards;
- approving the change in the VC Award for Non-academic Employees for Service Beyond the Normal Call of Duty to the VC Award for Employees for Service Beyond the Normal Call of Duty;
- approving the recommended nominees for the VC Award for Employees for Service Beyond the Normal Call of Duty, and the financial reward for the recipients of the awards;
- approving the proposed restructuring of the School for Tourism and Hospitality Management to accommodate the new Diploma in Food and Beverage Operations from 2014 and to allow for the management of the VC Chambers Catering Facilities as a stand-alone commercial unit;
- approving the proposed restructuring of the Protection Services Division, for submission to the HRCC, for noting;
- approving the recommended salary adjustment applications for 2013;
- approving the recommended appointment of the Vice-Dean of the Faculty of Art, Design and Architecture;
- approving the recommended appointment of House Wardens;
- agreeing that Prof. Ryan, on his return from sabbatical leave, commence duties as Executive Director Designate: Academic Development and Support (October to December 2013) and that the Acting Executive Dean of the Faculty of Humanities, Prof R. Johl, continue in the position until a permanent appointment was made;
- appointing Dr K. Battle as the acting Executive Dean of the Faculty of Engineering and the Built Environment;
- approving the recommended candidate for the UJ Chair in the Scholarship of Teaching and Learning;
- approving the request of the Faculty of Science to create a position of Vice-Dean: Research;
- approving the 2013 salary increase of the National Education, Health and Allied Workers Union (NEHAWU) members and that a 0.25% once-off living wage payment be made to all staff members at Peromnes level 14 and 15;
- approving the transfer of four staff members from Central Academic Administration to the International Office;
- approving the request to combine two positions into one position in Central Academic Administration;
- approving the proposal for the amended performance allocations (Scenario No. 2), as well as the additional funding required to implement the scenario;

- approving the abolishment of positions vacant for 18 months and beyond as on 30 June 2013, on the understanding that the resourcing process that was already underway in respect of the vacant positions should continue and that the ELG members should be given until 30 September 2013 to finalise the process. If an employment offer letter had not been issued by 30 September 2013, the position(s) could be abolished;
- approving the abolishment of positions not actively resourced as at August 2013, to make provision for the funding required for the distinguished professorships and confirming the distinguished professorships that had been allocated (five for undergraduate flagship programmes, five for research institutes, one for postgraduate flagship programme, one for Institute in Advanced Studies);
- approving the GIBS proposal for an Executive Leadership Development Programme and selecting the senior female staff members to participate in the programme;
- approving the schedules for the 2014 GIBS Executive Leadership Development Programme;
- approving an application for sabbatical leave of a staff member of the Faculty of Humanities, based on, firstly, his excellence status as per the Talent Strategy for Individuals with High Levels of Skill, Scarcity and/or Excellence, and, secondly, on his term of office as Head of Department;
- approving an application of a staff member from the Faculty of Art, Design and Architecture for 12 months' unpaid leave;
- approving recommendations to assist in improving the working conditions of contracted auxiliary staff at UJ and noting the memorandum of the "Justice for Cleaners Campaign";
- approving the proposal for granting of post-retirement gymnasium facilities for retirees of UJ;
- considering requests to appoint family members in the same division/faculty;
- supporting the further roll-out of the 360-degree Leadership Survey for Senior Managers (directors, heads of departments and heads of schools) and executive directors;
- appointing individuals to serve on the Shortlisting and Selection committees for advertised ELG positions;
- agreeing on the principles relating to permanent and temporary positions;
- agreeing on the process to be followed to achieve an understanding of the vacancy profile, which should be reviewed on a quarterly basis;
- reviewing and moderating the 2013 performance review of the executive deans and the executive directors;
- threshold requirements for labour unions:
 - Informing the labour unions, in writing, that the Council decision that, in order to be recognised as formal labour unions at UJ from 1 January 2013 onwards, each union should have a membership of at least 20% of the total UJ staff complement, will be implemented with effect from 1 February 2013, and that the labour union membership would be reviewed annually to determine whether they met the threshold requirement;
 - De-recognising the labour unions that did not meet the threshold requirements and allowing the labour unions concerned consultation privileges on the Consultative Problem Solving Forum and the Employment Equity Forum;
 - Agreeing to approach the recognised labour unions to request their concurrence for the University to continue to deduct subscription fees from the members of the de-recognised labour unions;
- discussing and noting a report on temporary appointments at UJ;
- discussing and noting the quarterly Employment Equity Reports (2013), as well as the Annual Employment Equity Report (2012);
- discussing and noting the bi-annual Report on Compliance with the Employment Equity Targets;
- discussing and noting the Report on the 2012 Performance Management System and approving refinements to the system, for implementation in 2013;
- discussing and noting the bi-annual reports on non-designated appointments;
- discussing and noting the report on the downward management of remuneration;
- discussing the progress made with recruiting and shortlisting of candidates for vacant ELG positions;

- discussing and noting of the report on the treatment of temporary appointments in light of the labour law amendments;
- noting the reports of the Selection Committees on appointments at Peromnes level 5;
- noting the progress reports on the Development of a UJ Ethics Charter;
- noting the Programme for the 2013 UJ Staff Day.
- Student-related matters:
 - approving the establishment of an interim Student Advisory Council (for 2014), which should be in place until such time as the SRC election had taken place;
 - granting permission to continue with the Gift of the Givers' Meal Assistance Programme;
 - discussing the requirements of the draft National Policy on Student Housing at Public Universities and the Norms and Standards Applicable and concluding as follows:
 - city campuses (APB, APK and DFC): using the full-time equivalent (FTE) ratio of 0.5 and taking into account on-campus and off-campus accredited accommodation, UJ met the threshold and there was an oversupply of beds in off-campus accommodation. With the exception of accommodation for postgraduate students and postdoctoral fellows, there was no urgent need to build new beds or review the Policy on Off-Campus Accommodation or enter into off-take agreements.
 - SWC: using the FTE ratio of 0.8, UJ required 3 800 beds. The phased provision of on-campus accommodation would yield 1 000 beds and the accredited off-campus beds of approximately 400 (to be confirmed) would result in a shortfall of approximately 2 400 beds. UJ would have ten years to deliver the approximately 2 400 beds.
 - discussing and noting the report on the community meeting on accredited off-campus accommodation;
 - discussing and noting the report on the termination, until further notice, of bashes and related student functions.
- Other matters:
 - nominating Prof. A. Swart to represent UJ on the Ellispark Development Company;
 - approving the request for UJ to co-host a conference with the Desmond Tutu Diversity Trust;
 - approving the proposal for the 2014 Alumni Day and Convocation Annual General Meeting and agreeing that the Alumni Dignitas Awards be combined with the Council Dinner of November 2013;
 - approving DHET's request for assistance to the new University in Mpumalanga, on the understanding that it should not compromise the capacity of the divisions concerned;
 - approving the UJ Values Communication Campaign for 2013;
 - approving the UJ Brand Internalisation Campaign for 2013;
 - supporting, in principle, the proposal to create an Ombudsman's Office at UJ, initially a part-time position;
 - discussing and noting feedback from HESA board meetings;
 - noting the Report on the UJ – QS World University Rankings;
 - noting the Report on Recent Development Office Activities;
 - noting the report on the Kresge/Inyathelo: Capacity Building of the Advancement Division, with particular focus on the Fundraising and Alumni Offices;
 - discussing and noting the Report on the Proposals to take Security at UJ Beyond the Status Quo;
 - discussing and noting monthly security reports;
 - discussing and noting the quarterly reports on the following:
 - Occupational Health Practice;
 - Primary Healthcare;
 - HIV and AIDS;
 - noting the draft Constitution for the University Council Chairs' Forum.

GOVERNANCE PERFORMANCE MEC AND MEC COMMITTEES

The results of the annual performance reviews are as follows:

- MEC: execution of functions 8.4, governance compliance 10 and committee administration 10. Comments include that quarterly reviews, which provide specific and up-to-date information on KPIs, was required; that breakdowns in the effectiveness of controls had been experienced; that agenda items were not always

submitted in time; and that careful consideration of declaration of interest must always prevail.

- MEC Academic Committee: execution of functions 8.7, governance compliance 10 and committee administration 10. It was recommended that the functionality of central and faculty structures/committees related to academic and research is removed since the function is performed at faculty level.
- MEC Operations Committee: execution of functions 8.8, governance compliance 10 and committee administration 10. Although no comments were made, Item 5 of Section A, which takes decisions on behalf of the MEC regarding the operations of the institution, was rated as not applicable. Consideration should be given to the items and the charter and performance review instruments should be amended if required.
- MEC Committee for People with Disabilities: execution of functions 8.4, governance compliance 10 and committee administration 10. The wording of the following was recommended: facilitates access to applicable support related to the particular disability; brings the situation of every person who discloses a disability to the attention of the relevant part; and facilitates the advocacy and establishment of support groups for persons with disabilities.
- MEC Risk Management Committee: execution of functions 7.7, 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 interests of clarity.



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

STUDENT REPRESENTATIVE COUNCIL REPORT TO COUNCIL

OVERVIEW

The structure, functions and role of the UJSRC are provided for in the Student Representative Council (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. It needs to be emphasised that the SRC experienced significant leadership challenges during the reporting year.

Twenty-five members of SRC, including one who was suspended by the University due to ill-disciplined behaviour while performing the duties of SRC in Potchefstroom, were replaced by their respective organisations in 2013: four from UJSRC, six from APB, five from APK, four from DFC and six from SWC.

PERFORMANCE

Attendance of meetings

All SRC meetings as scheduled didn't take place. Challenges were experienced related to the election of the new UJSRC resulting in interventions by the Vice-Chancellor and Principal in this regard to appoint a Student Advisory Council while the SRC Constitution and SRC Electoral Policy were being revised for approval by Council in 2014.

Student Meal Assistance Programme

Approximately two thousand students were assisted daily through the meal assistance programme. In addition, approximately 2 000 dehydrated meal packs were distributed to students weekly.

SRC Trust Fund

UJSRC was allocated R5 million by the University Management to assist 217 students with tuition fees during the reporting year.

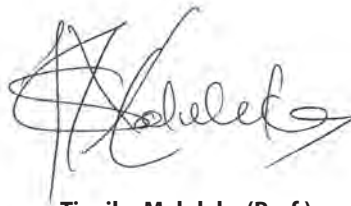
Student development

- In March 2013, the UJSRC hosted the SRC of Kwame Nkrumah University of Science and Technology.
- About 200 members of committees of different societies were introduced to the operating systems of the University. They also were trained with regard to leadership development.
- In April 2013 the Financial Literacy Programme was run for 100 students across all campuses.
- SRC Training and Capacity Building Workshop was conducted in June 2013.

- In July 2013, all campus SRCs and the UJSRC attended Review Workshops which were intended to evaluate the progress of the SRC and further realign programmes of action.
- One hundred female students attended a Woman of Worth Workshop in August 2013.
- Eighty students across all the campuses attended a Financial Literacy Workshop.
- In September 2013 the UJSRC President, Deputy President, Secretary-General and Treasurer-General visited the United Kingdom to learn about diversity and tolerance issues at universities and how student governance functions.

SRC events

- The UJSRC hosted the Fresher's Social Event on APK.
- All campus SRCs and UJSRC organised First-year Concerts.
- The APK SRC hosted the Gospel Festival.
- The APB SRC hosted a Women Empowerment Seminar.
- All campus and UJSRC hosted Miss UJ and Mr UJ.
- UJSRC organised participation in ATKV Debating Competition in April.
- The UJSRC organised the internal serenade competition in preparation for the national serenade competition which took place in Potchefstroom.
- The UJSRC participated in SADTU outreach programme in North-West Province.
- All campus SRC organised talent shows.
- APK SRC organised an Award Function for Residences.



Tinyiko Maluleke (Prof.)

DVC: Internationalisation, Advancement and Student Affairs

STUDENT SERVICES COUNCIL REPORT TO COUNCIL

OVERVIEW

The Student Services Council (SSC) operates within and in accordance of the provisions of the Charter for Student Services Council approved in 2009. The charter prescribes the composition, function and scope of the Student Services Council. SSC provides a platform for the structures of student leadership (SRC, house committees, student societies and RAG) and executive directors of different divisions of the University to consolidate views and develop proposals or advice to the University Management on student services and support issues.

There were four meetings scheduled for 2013 but one meeting had to be cancelled as substantial issues and reports were not ready by the time of the meeting. Only three meetings took place.

The meetings of the Student Services Council were co-chaired by the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs and the UJSRC President. The administrative and secretariat support of SSC were provided by Student Affairs, in particular the office of the Director of Student Life and Governance.

MATTERS CONSIDERED OR NOTED BY THE SSC

- A report of a survey of staff attitudes as to student behaviour with recommendations was considered by the SSC. The recommendations of the report were accepted but still had to be ascertained as to whose responsibility it was to implement the recommendations. Student leaders of the Student Services Council requested that a mechanism to ensure that the recommendations were not used to victimise student leaders should be put in place.
- A discussion document on compulsory class attendance was presented for SSC input and noting. It was indicated that Senate had approved the document.
- The draft Plagiarism Policy with the explanatory notes was presented for SSC consideration. It was agreed that the UJSRC would study the documents and submit its comments to Senex before the closing date of submission of agenda items. UJSRC was encouraged to play a role in ensuring that students were aware of the policy, its content and the implementation thereof.
- The concept design of a way-finding project was presented for SSC input. It was indicated that the rollout plan and the extent of the project depended on an approval by the University Management and availability of funds.
- The SSC noted a concern of student leaders that the renovations of the DFC Library were taking too long. The student leaders requested that a consideration should be made to open the libraries for 24 hours a day during test and examination periods. The request was noted. It was further suggested that the libraries, as much as they are not a warehouse for textbooks, should consider having more prescribed books and e-books.
- A verbal report regarding the conversion of Afslaan Residence into a sport residence was provided. It was reported that the University Management approved the plan. The Student Services Council welcomed the

decision. The phasing in of the plan would start in 2014 and would be completed over three years.

- It was reported that the SRC rejected all the proposals made with regard to amendments of the SRC Constitution and Electoral Policy. SSC recommended that a Policy Summit should be arranged to further discuss the possible amendments.
- It was reported that the process of reviewing the policies of Student Accommodation and Residence Life was completed. Student Accommodation and Residence Life was awaiting the approval of the Management. The meeting requested that the process should also be subjected to the proposed Policy Summit of the student leaders to allow for comprehensive and inclusive comments and inputs.
- The resolutions of the Residence Codesa were presented to SSC for consideration. SSC requested that the specific recommendations be tabled at the next meeting. The specific recommendations were presented at the next meeting but the respective student members of SSC raised a concern that some of the recommendations were not a true reflection of the discussions. The meeting referred the affected recommendations back to the Residence Forum for further discussions.
- A report on the Residence Forum was presented at the SSC for noting.
- A proposal was made that the University should reduce the fee of replacing a student card from R100 to R50, but such a fee should be waived for underprivileged students and in cases of acceptable reason, e.g. robbery. It was agreed that the proposal should be presented to the Management for consideration.
- A request to lift the ban of events with alcohol was presented for SSC to consider. It was agreed, after acknowledging that the Student Services Council was not authorised to take such a decision but only to recommend, that the SRC would consult all student stakeholders in this regard and a proposal would be compiled for a presentation at the following meeting.
- The SSC recommended that the UJSRC should schedule a meeting with the Director: Logistics to discuss the details of the challenges regarding the bus service. The report of such a discussion would be presented at the next meeting.
- The draft Campus Master Plan was presented for the input of the SSC. Members of the Student Services Council requested that the timelines with regard to the completion of the implementation of the plan should be indicated, especially with the Doornfontein Campus project. It was recommended that a continuous progress report in this regard would be provided.
- The UJSRC reported on its view and some decisions with regard to transformation at the University, e.g. students to use their student and identity numbers on test and examination answer sheets instead of their names. The UJSRC was requested to identify and inform Student Affairs of the issues of transformation which they would want to bring to the attention of the University Management. The following were the issues identified for follow up from the report of the UJSRC: perceived lack of transformation at Sport and Transport Divisions, perceived influence of racism in dealing with academic exclusions, clash of classes preventing the effective implementation of a compulsory class attendance and programmes on the fight against gender-based violence. SSC decided that the item of institutional transformation should remain on the agenda.
- A proposal on campus safety and security was tabled at the meeting. Students were invited and encouraged to provide input for the proposal.

CONCLUSION

Matters which could not be concluded by the first semester of the year were scheduled to be concluded in the second semester of the year, i.e. Review of the SRC Constitution and the Electoral Policy. Attendance of the meetings of SSC by members, especially the students, had improved compared to 2012.



Tinyiko Maluleke (Prof.)

DVC: Internationalisation, Advancement and Student Affairs

CONVOCATION REPORT TO COUNCIL

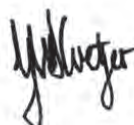
OVERVIEW

The Annual General Meeting of the Convocation was held on 28 February 2013 and the meeting was quorate. The President of the Convocation, G.M.B. Coetzer, presented her report, focusing on the UJ Strategic Thrusts approved by Council for the next decade, and the importance and role of the Convocation in this regard. She then focused on the achievements of the University as reflected in the 2012 Annual Report and important innovations and achievement thus far to mitigate the risks experienced during the previous academic year, i.e. that a virtual process was used for the management of late applications resulting in significant reputation management and positive media coverage. She also highlighted all the current benefits offered by the University to alumni.

The Vice-Chancellor and Principal, Prof. Ihron Rensburg, presented his report focusing on the achievements and highlights of the previous year and the strategic focus related to the current academic year:

- 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 the nine vacant positions to be filled this year;
- Board of Governors;
- Institutional Scorecard (pre-determined objectives);
- personal leadership roles.

The meeting proceeded with an additional item that was placed on the agenda: Day House Perpetuity. A document was submitted to the Vice-Chancellor and Principal, reflecting the challenges experienced and possible solutions in this regard.



Trix Coetzer (Ms)

President: Convocation

CONCLUSION AND WAY FORWARD

OVERVIEW

The above governance report confirms that the governance at the University is excellent and that the principle of sustained excellence has been achieved. It is expected that the revised Strategic Plan will take UJ and the governance of UJ to a next level of “global excellence and stature”.



Ihron Rensburg (Prof.)
Vice-Chancellor and Principal



Roy Marcus (Prof.)
Chairperson of Council

STATEMENT ON RISK MANAGEMENT

OVERVIEW

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.

OPERATING CONTEXT AND GOVERNANCE

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, the updated Risk Register as well as the institutional 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 and 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 2013 (with a rating of 15 or above). 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:

- postgraduate students throughput rate;
- succession planning (expected and unexpected);
- decline in white students below the critical mass;
- not achieving enrolment targets;
- Doornfontein Campus (DFC) development and consolidation;

Institutional planning and business disaster recovery

- Central Management Information System – access, data integrity and development;
- Business continuity;

Financial risks

- real decline in government subsidy;
- impact of the funding review on UJ;
- national Student Financial Aid Scheme (NSFAS) shortfall and the shift in the socio-economic means of the University's students which may impact financial sustainability over the long term;
- centralisation of the NSFAS application process and the effect thereof on the administration capacity and business processes of NSFAS.

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.

Management of other risks

Each portfolio report reflects the management of the institutional risks, as well as the management of portfolio risks.

Business continuity

The MEC approved the UJ Business Continuity Management Implementation Roadmap, a three-phased approach was adopted and phase 1 was completed in 2013. Phase 1 consisted of the development of the UJ Business Continuity Policy and approval thereof by the MEC. Business Impact Analyses and risk assessments for Finance, ICS and Academic Administration were conducted and suitable and cost-effective Business Continuity Strategies were developed for the areas listed above. As a result of the Business Continuity Strategies, Business Continuity Plans were developed.

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 7 March, 6 May, 20 July and 3 October.

Composition and attendance

The MEC RMC is appointed by the 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: Financial Governance and Revenue;
- a risk management specialist nominated by the MEC;
- two executive deans nominated by the Management Executive Committee: Academic (MECA);
- two additional executive directors nominated by the Management Executive Committee: Operations (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:
 - impact of a funding review on UJ;
 - Centralisation of NSFAS application process;
- 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;
- agreeing, after having considered the compliance documents in relation to the 2013 UJ Open Day, that it complied with the Safety at Sports and Recreational Events Act, No. 2 of 2010;
- noting the report on the Management of Late Applications and Walk-ins for 2013;
- noting the Doornfontein Campus and Auckland Park Campus Project Steering Committee Meeting minutes;
- noting the results of the 2012 Food Hygiene Audit;
- noting the Uninsured and Uninsurable Risks for 2013;
- noting the Siyabuswa BEd Foundation Phase Progress Report;
- noting the Medical Response Arranged for Academic and Cultural Events;
- noting the new NSFAS system for application and the subsequent lack of funding as a result thereof;
- noting the Event Safety and Security Standard Operating Procedure;
- noting the Summary of Proposed Events by the Division: Student Life and Governance
- approving the following events arranged by the Student Leadership, in collaboration with the Directorate: Student Life and Governance:
 - Serenade Competition
 - APKRAG Comedy Night
 - Miss and Mr UJAPK Pageant
 - APBRAG Talent Show

- APKSRC Awards
- Student Affairs Colloquium
- SWCSRC Serenade
- SWCSRC Sport Tournament
- APKSRC Gospel Concert
- SASCO Memorial Lecture
- SWCRAG Queen
- noting the Infrared Thermographic Inspection Report on the Soweto Campus;
- supporting the Draft Business Continuity Management Policy to be submitted to the Audit and Risk Committee of Council for consideration;
- noting UJ's Business Impact Analysis, as prepared by Deloitte;
- noting the Information Technology Governance Framework;
- approving the Old Mutual National Choir Festival;
- noting the Strategy to Manage Late Applications and to Mitigate Walk-ins for 2014;
- noting the Insurance Claim Statistics;
- noting the Risk Registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Faculty of Management
 - Faculty of Law
 - Faculty of Education
 - Portfolio of the Registrar
 - Faculty of Art, Design and Architecture
 - Technology Transfer and Commercialisation Office
 - Division: Sport
 - Division: Information and Communication Systems
 - Division: Research and Postgraduate Studies
 - Division: Advancement
 - Division: Operations
- noting the following Internal Audit Reports:
 - General Computer Controls Review – E-learning Edulink system (October 2012);
 - Network Security – External Vulnerability Assessment (October 2012);
 - Network Security – Internal Vulnerability Assessment (October 2012);
 - Information Security – Follow-up on Technical Information Security Findings raised by Pricewaterhouse-Coopers (PwC) (October 2012);
 - Internal Management Report – Student Affairs (Phase 1) (October 2012);
 - Advancement Report (November 2012);
 - Facilities Management Report (January 2013);
 - Faculty of Humanities Report (January 2013);
 - Faculty of Law Report (November 2012);
 - Human Resources Management Report (March 2013);
 - Student Affairs Administration Phase 2 Report (February 2013);
 - Student Housing Report (November 2012);
 - Printing of Study Material Report (November 2012);
 - Supply Chain Management Report (November 2012);
 - Transformation – People with Disabilities Report (November 2012);
 - General Computer Controls and Application Controls – HEDA System Report (February 2012);
 - ITS and Oracle General Computer Controls Report (November 2012);
 - King III IT Assessment Report (January 2013);
 - Procurement and Contract Management Report (November 2012);

- Printing of Exam Papers Report (December 2012);
- Research Report (July 2013);
- Library Report (July 2013);
- EFT Report (July 2013);
- Advancement Report (June 2013);
- Transformation: People with Disabilities Report (July 2013);
- Procurement and Contract Management Report (July 2013);
- Student Housing Report (July 2013);
- Faculty of Law Report (July 2013);
- Faculty of Humanities Report (July 2013);
- King III Report (July 2013);
- General Computers Controls and Applications Controls: HEDA Report (July 2013);
- Edulink: ITGC and Application Controls Report (July 2013);
- Memorandum on the Management of Assessment of Marks System (MAMS);
- Information Technology: Information Resources Strategy and Planning Report;
- IT Disaster Recovery Planning Report (July 2013);
- ITS Oracle General Computer Controls Report (July 2013);
- Relationship with Outsourced Vendors and Application Systems Implementation and Maintenance Report (July 2013);
- UJ Fraud Risk Management Strategy Assessment;
- conducting an MEC RMC performance review for 2013;
- noting the outcome of the 2012 performance review.

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
 - a representative from the Office of the Auditor-General of South Africa
 - Additional internal member(s) of Council may be appointed by Council as invitee(s), as recommended by the Council Executive Committee and approved by Council
 - The Chairperson may invite persons to attend a meeting for a specified purpose related to the relevant agenda.

Meeting dates

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

- 24 April 2013
- 21 August 2013
- 9 October 2013.

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 2012;
- noting the schedule of additional services provided by the External Auditors (PwC);
- non-audit services to be performed by the external auditors, exceeding 20% of the total external audit fees, be submitted to the ARCC for approval;
- noting PwC's Management Letter;
- noting the MEC Risk Management Committee Report;
- supporting and recommending to the Council, for consideration, the re-appointment of Pricewaterhouse-Coopers (PWC) as external auditors for 2014;
- supporting and recommending to the Council, for consideration, the Strategic Risk Register;
- approving the Internal Audit Coverage Plan for 2013 and 2014;
- approving the External Auditor's Client Service Plan for the Year Ending 31 December 2013;
- 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:
 - Advancement;
 - ITS Oracle General Computer Controls;
 - Facilities Management;
 - Faculty of Humanities;
 - Faculty of Law;
 - General Computer Controls and Application Controls – HEDA system;
 - Human Resource Management;
 - Information Security – Remote Connectivity, Firewall Rule Base and Wireless Security;
 - King III IT Assessment;
 - Printing of Examination Papers;
 - Printing of Study Material;
 - Procurement and Contract Management;
 - Student Affairs Administration (Phase 2);
 - Student Housing;
 - Supply Chain Management Expenditure;
 - Transformation – People with Disabilities;
 - Pre and Post Implementation of Oracle Version 12;
 - Research;
 - Library;
 - EFT;
 - Memorandum on the Management of Assessment of Marks System (MAMS);
 - Information Resource Strategy and Planning;
 - IT Disaster Recovery Planning;
 - Relationship with Outsourced Vendors and Application System Implementation and Maintenance;
 - Short Learning Programmes – Faculty of Economic and Financial Sciences;
 - High-level King III review of Enterprise Risk Management Processes;
 - RIMS Application Control;
 - Network Design and Security (RedHat Linux);
 - Network Design and Security (Internal Penetration Testing);

- Network Design and Security (Oracle 11G Database);
- School of Tourism and Hospitality;
- Memorandum on the Management of Assessment of Marks System (MAMS) – Phase II;
- approving of the IT Governance Framework;
- noting the Information Technology (IT) Scorecard, with the request that it be aligned with the findings as contained in the Internal Audit Report on King III IT Assessment;
- noting the Operations Findings' Tracking Sheet in respect of Facilities Management;
- noting the Operations Risk Register;
- supporting and recommending to Council, for approval, the amendments to the Charter of the Audit and Risk Committee of Council;
- noting the Business Impact Analysis;
- noting the Business Continuity Strategy Report;
- supporting and recommending to Council, for approval, the Business Continuity Management Policy;
- approving the Internal Audit Charter, subject to certain amendments;
- discussing and noting the high-level tracking schedule of audit findings;
- discussing and noting the reports of the MEC Risk Management Committee meetings;
- discussing and noting the Institutional Scorecard;
- discussing and noting the reports of the MEC Risk Management Committee meetings;
- conducting an ARCC performance review for 2013;
- conducting an MEC Corporate Governance Review for 2013.

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.



J.A. van Schoor (Mr)
Deputy Vice-Chancellor: Finance



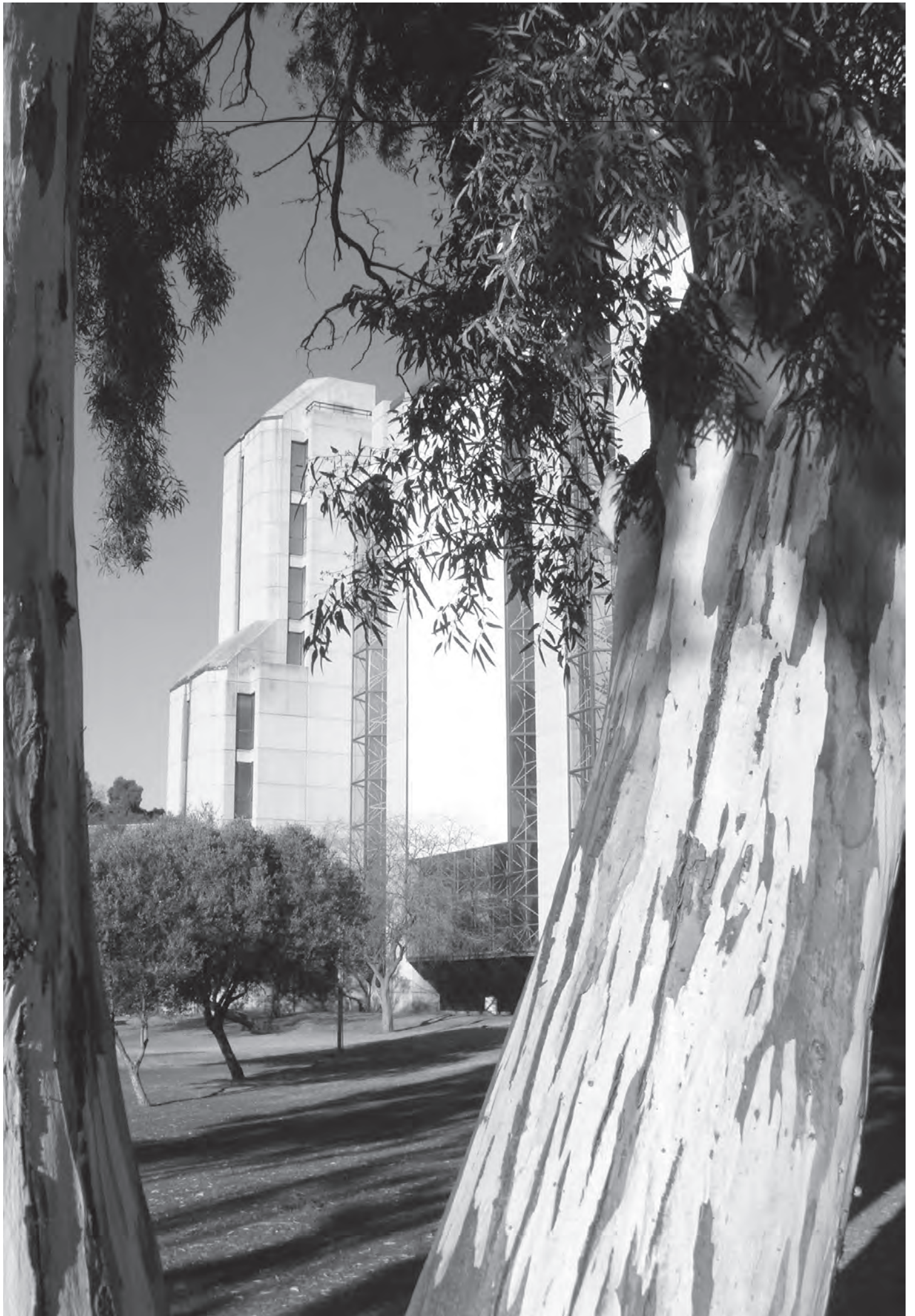
Ihron Rensburg (Prof.)
Vice-Chancellor and Principal



J.J. Njeke (Mr)
Chairperson: Council Audit and Risk Committee



Roy Marcus (Prof.)
Chairperson of Council



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 2013 energy consumption and extrapolated from the 2010 carbon footprint audit.

The 2013 carbon footprint audit determined the following energy consumption impact:

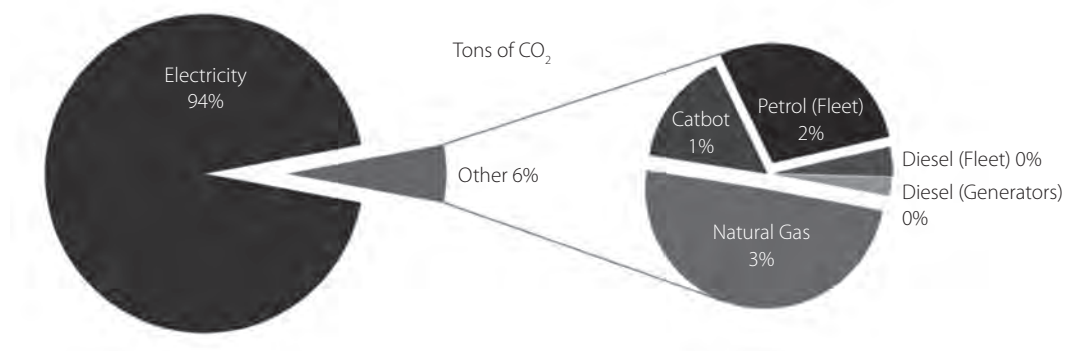


Figure 1: Percentage contribution of energy usage on carbon footprint

(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. In 2013 the figure reflected 94%, which highlights the University's reliance on electricity as a source of energy. The total carbon footprint for 2013, based on the energy consumption from various sources, is approximately 55 872 tons of CO₂ compared to 56 652 tons in 2012 in real terms. Reductions were mainly noted in electricity and gas consumption. An increase was noted in the CO₂ consumption for petrol and diesel.

Table 3: Carbon footprint based on 2013 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	UJ Island	Total CO ₂ Tons
Electricity	30 413 524	8 466 038	8 463 128	5 262 039	0	52 605
Natural Gas	1 026 793	479 387	113 198	0	0	1 619
Catbot	500 920	0	0	0	0	501
Petrol (Fleet)	286 758	29 275	105 371	85 730	427 942	935
Diesel Fleet	79 622	2 634	9 115	213	38 661	130
Diesel generators	63 032	0	2 652	15 708	0	813
Total kg of CO₂	32 370 650	8 977 334	8 693 464	5 363 689	466 604	55 872
Total Tons of CO₂	32 371	8 977	8 693	5 364	467	55 872

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.

UJ placed a strong emphasis on improved energy management practices during 2013. It was imperative to gain a better understanding of where the major consumers of electricity were and why consumption was high and to put corrective practices in place. An electrical smart metering system was put in place across all of the campuses in order to verify actual measurement on all of the substations. This will continue into 2014 in order to measure specific users such as residences and specific departments. Improved practices were also put in place for the central chiller plant at APK Campus in order to reduce electricity consumption.

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

The draft policy document for energy management requires ratification by the appropriate governance structures. This will be completed during 2014.

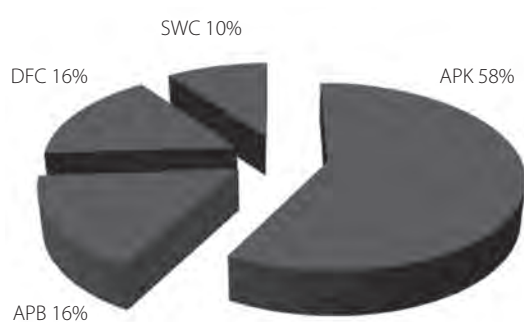
Energy consumption, base lining and target-setting

Actual 2013 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: 2013 Energy consumption and cost

Campus	Annual Energy Consumption (kWhr)	Total Cost
APK	29 527 693	R36 592 452
APB	8 219 454	R14 225 137
DFC	8 216 629	R13 476 629
SWC	5 108 776	R6 694 838
Total	51 072 552	R70 989 056

NB: Costs are expressed as per financial expenses for 2013

**Figure 2: Energy consumption distribution per campus****Figure 3: Energy cost distribution per campus**

The energy intensity index for 2013 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 (m2)	Energy intensity (kWh/m2)
APK	29 527 693	252 810	117
APB	8 219 454	110 945	74
DFC	8 216 629	165 353	50
SWC	5 108 776	79 366	64
Total	51 072 552	608 474	84

Year-on-year increase/reduction in energy consumption based on the 2011 baseline

The following table illustrates the year-on-year reduction in energy consumption per campus compared to the 2011 baseline. The figure makes allowance for the absolute usage, excluding the impact of structural changes.

Table 6: Year-on-year percentage energy reduction

	APK	APB	DFC	SWC	Total
Energy saving	7.38%	10.01%	5.64%	4.04%	7.17%

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

Reduction	Floor	Target	Celling
2013	5%	7%	10%

Notable achievements

During 2013, the key focus areas were on implementing energy savings on the various campuses. Energy savings initiatives implemented during 2013 included the following:

- Improved operating control procedures were put in place at the APK central chilling plant in order to reduce overall electricity consumption.
- Fifty-four electrical smart meters were installed across four main campuses to ensure accurate measurement of electricity.
- Maximum demand studies were initiated at all four campuses to determine Power Factor Correction requirements in order to reduce monthly maximum demand costs. This project is to be completed during 2014.
- Improved Building Management System (BMS) control practices were instituted at APK in order to reduce energy consumption.

It is envisaged that during 2014, more emphasis will be placed on projects and initiatives which will produce tangible results in order to meet the required targets.

WATER MANAGEMENT

Water is a key natural resource which is required to be monitored and managed closely at the University. Water is used mainly for domestic purposes in residences, high density student areas such as student centres, ablution facilities, offices, various faculties and irrigation across all four campuses.

Table 8: Water consumption per campus kL for 2013

Campus	kL
APK	187 130
APB	142 212
DFC	66 804
SWC	83 040

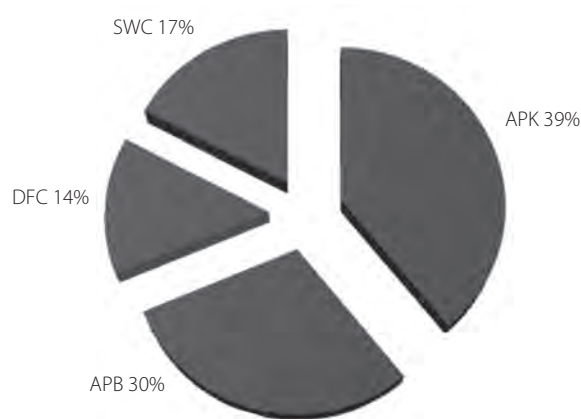


Figure 4: Water consumption per campus

A water monitoring system which operates on a web-based platform was installed during 2013. The plan is to upgrade existing water meters in order to automate the effective measurement of meters on this platform.

The University will endeavour to improve its efforts in resolving measurement and verification problems of water meters during 2014. Water audits will be conducted on each of the campuses to identify further opportunities for savings. Both water and energy use are inextricably linked and thus savings in water use will result in a reduction in energy consumption.

WASTE MANAGEMENT

Recycling statistics from January 2013 to December 2013 are reflected in the table below. The different types of waste recycled in the table below.

**Table 9: Types of waste recycled from January 2013 to December 2013
(Measured in tons)**

Common paper	White paper	Plastic	Cans	E- waste	Card Boxes	Glass	Scrap Metal	Build rubble	Fat	Garden Refuse	Total
39.46	40.14	18.03	10.01	1.21	37.81	18.79	7.36	93.13	14.20	136.5	416.64

Table 10: Recycling statistics

Total waste generated	Total waste recycled	Total waste recycled
2 361 Tons	416 Tons	17.6%

Table 11: Waste recycle target

	Floor	Target	Ceiling
2013	4%	8%	9.5%

CONCLUSION AND WAY FORWARD

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 and community engagement.

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



Cyril Gebhardt (Mr)

Chairperson: Planning and Resource Committee of Council



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal



Roy Marcus (Prof.)

Chairperson of Council

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. The IF 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 the Senate elected by Senate, two members representing permanent full-time academic employees who are not otherwise members of Senate, two members representing permanent full-time, non-academic employees, two members of the Student Representative Council, two members of each recognised union, one member representing employees with a disability, the Head of the Language Unit and the Manager of the Transformation Unit.

PERFORMANCE

The IF held three ordinary meetings, as well as four special meetings, to discuss the Language Policy and to consider recommendations from selection committees on senior management appointments and the Language Policy in order to provide advice to the Council on such recommended appointments. The dates of meetings were as follows:

- 7 February 2013;
- 7 March 2013 (special meeting);
- 8 May 2013;
- 11 June 2013 (special meeting);
- 6 August 2013;
- 11 September 2013 (on a round-robin basis);
- 7 November 2013 (special meeting).

The results of the performance review instrument of the IF were as follows: execution of functions: 8.0; governance compliance: 9.0; administration: 10.0. General comments included the following: members do not always adhere to the principles of good governance; a quorum is not always present at meetings; sufficient time allowed for debate/discussion depends on the actual meeting as some forum meetings are considered more important than others; the IF is not sufficient and robust enough for relevant recommendations to Council; the Chairperson must allow more participation and more robust engagement and could provide an opportunity for the quiet members.

The attendance of some members of the IF meetings was not satisfactory.

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

- supporting and recommending to the Council, for consideration, the Employment Equity Plan;
- supporting and recommending to the Council, for consideration, the amendment to the IF Charter regarding the composition of the Institutional Forum;
- 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;
 - Deputy Vice-Chancellor: Research, Postgraduate Studies and the Library, for a five-year term of office;
 - Deputy Vice-Chancellor: Finance, for a five-year term of office;
 - Executive Dean: Faculty of Engineering and the Built Environment, for a five-year term of office;;
 - Executive Director: Research and Postgraduate Studies, for a five-year term of office;
 - Executive Dean: Faculty of Science, for a five-year term of office;
 - Executive Director: Human Resources, for a five-year term of office;
 - Executive Director: Academic Development and Support, for a five-year term of office;
 - Executive Director: Advancement, for a five-year term of office;
 - Re-appointment of the Executive Dean: Faculty of Law, for a five-year term of office;
- noting the amendment to the Language Policy and Implementation Plan;
- noting the quarterly Language Unit Reports;
- noting the Leadership Development Programme Progress Report;
- noting the quarterly reports on the appointment/resignation/retirement of academic and non-academic staff;
- noting the Employment Equity Report for 2012;
- noting UJ's Vision, Mission and Values;
- noting the Cultural Survey Report;
- noting that the Minister had appointed a Ministerial Oversight Committee on Transformation in the South African Public Universities;
- noting the Quarterly Report of Staff Dismissals;
- noting the HIV and AIDS Annual Report 2012;
- noting the quarterly Transformation Unit Report;

CONCLUSION AND THE WAY FORWARD

The Institutional Forum is fulfilling its mandate to monitor transformation within the institution and operates in close collaboration with the Transformation Unit of the University.



Kinta Burger (Prof.)

Registrar

Chairperson: Institutional Forum

SENATE REPORT TO COUNCIL: ACADEMIC TEACHING AND LEARNING PERFORMANCE

OVERVIEW

The University of Johannesburg is a comprehensive university: academic programmes are offered from undergraduate diploma to doctoral qualifications. The strategic thrusts related to teaching and learning are to provide an outstanding student experience and global excellence in teaching and learning. The 2025 strategy of the university is to achieve global stature. In terms of teaching and learning, this will involve attaining and maintaining:

- Intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century;
- Pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process ;
- Outstanding achievements across our diverse student body;
- An enrolment profile with growth in Education and SET, with an increase in international students and a significant proportion of students from schools in the lowest two quintiles

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020, which is provided together with the key indicators as an Appendix.

FOCUS

The Institutional Scorecard for 2013, related to teaching and learning, reflects the following targets:

- honours, master's and doctoral enrolments: 5 730;
- graduate output honours, master's and doctoral: 1 900;
- graduate output undergraduate: 8 500;
- number of staff registered for a doctoral qualification: 130;
- 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 28%.

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
- 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.

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 2013
- 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

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 during the first semester of 2014.

Enrolment Plan 2013

The UJ Enrolment Plan for 2013 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 48 722;

- the total target of first-time entering undergraduates: 10 300 to 10 500;
- percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
- undergraduate diplomas: 34.2%;
- undergraduate degrees: 51.8%;
- undergraduate total: 86.0%;
- postgraduate below master's: 8.1%;
- master's and doctoral enrolments: 5.9%;
- doctoral enrolments: 1.4%;
- postgraduate total: 14.0%;
- percentage of headcounts per aggregate Classification of Educational Subject Matter (CESM) category:
- business and management: 40.7%;
- education: 5.5%;
- science, engineering and technology: 31.1%;
- other humanities: 22.8%.

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, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), the heads of academic schools (that are not otherwise professors), the heads of academic departments (that are not otherwise professors), two members of the Student Representative Council and invited members as determined by Senate. 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 three (Statement on Corporate Governance) of this report.

INSTITUTIONAL ACADEMIC PERFORMANCE

Student enrolment profile, performance and graduate output

Table 12: Enrolment figures per campus, 2008 to 2013

Campus	2008	2009	2010	2011	2012	2013
APB	8 120	10 157	10 132	9 521	7 763	6 375
APK	25 980	27 809	26 334	27 885	26 689	26 732
DFC	8 444	8 337	7 509	7 830	8 902	9 753
SWC	1 912	3 013	4 340	5 292	5 415	5 419
Total	44 456	49 316	48 315	50 528	48 769	48 279

The achieved enrolment headcount for 2013 was within 1% of the planned target (445 short) which is a credit to the fact that faculties take the enrolment planning process very seriously with three faculties meeting enrolment targets almost exactly. A drop in diploma enrolments was seen in the Faculties of Management

(394) and Engineering (174) and these two faculties were the subject of special analysis as they both showed declining numbers of first-time entering students. This group of students is critical to sustainability and the faculties have taken steps to ensure that declining patterns are halted. Management succeeded in arresting its overall declining trend and over-enrolled by 486. In the Faculties of Science and Education, which are both growth areas, targets were exceeded which is a very pleasing outcome.

Table 13: Headcount enrolment figures per faculty, 2008 to 2013

Faculty	2008	2009	2010	2011	2012	2013
Art, Design and Architecture	954	1 092	1 112	1 197	1 207	1 257
Economic and Financial Sciences	9 102	10 798	10 877	11 330	11 495	11 361
Education	5 197	5 000	4 957	5 051	3 886	3 515
Engineering and the Built Environment	7 715	8 436	7 871	8 368	8 323	8 352
Health Sciences	3 543	3 679	3 537	3 433	3 609	3 661
Humanities	5 206	5 392	5 601	5 781	5 738	5 847
Law	1 481	1 575	1 517	1 623	1 580	1 699
Management	8 863	10 328	9 898	10 195	9 407	8 839
Science	2 395	3 015	2 945	3 550	3 524	3 748
Total	44 456	49 315	48 315	50 528	48 769	48 279

The table below shows that the University has succeeded in maintaining a steady ratio of 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. In the most recent data-sets for peer institutions (2012), UJ compares very favourably in this regard.

Table 14: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2013	48 279	36 494.146	0.76
2012	48 769	37 348.712	0.77
2011	50 528	38 556.638	0.76
2010	48 315	37 270.580	0.77
2009	49 316	38 077.709	0.77
2008	44 456	33 782.746	0.76

The ratio of undergraduate to postgraduate enrolments has moved in the planned direction with 14% of enrolments now in the postgraduate programmes.

Table 15: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment Type	2008	2009	2010	2011	2012	2013
Under Graduate	85.3%	86.7%	86.9%	86.9%	86.1%	85.7%
Post Graduate	14.5%	13.1%	12.8%	12.8%	13.6%	14.0%
Occasional	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%

The enrolment of international students decreased marginally to bring the University to a 4,8% proportion of international students, which remains a concern as the University aims to increase this proportion significantly by 2020.

Table 16: International enrolments and percentage of total enrolments

2008	2009	2010	2011	2012	2013
1 870	1 950	2 216	2 351	2 417	2 309
4.2%	4.0%	4.6%	4.7%	5.0%	4.8%

In relation to the CESM mix, the Faculty of Science exceeded its target, but Engineering and the Built Environment was under-enrolled, resulting in a shortfall overall in the SET CESM category. The intention in long-term planning is to decrease the CESM proportion of BUS/MAN but this category decreased more rapidly than planned in 2013 from a planned proportion of 40.7% to 39.4%. The shrinkage of this category was intended to make space for growth in SET and EDU, and while EDU increased its share, the SET target of 31.1% was not achieved although there was marginal growth from 2012. Planning for growth in the SET category has previously been identified as posing some risks as it is dependent on what the school system can deliver by way of applicants with high scores in Mathematics and Science. There has been no improvement in NSC results in these subjects and therefore this strategy remains risky although it is endorsed by DHET.

Table 17: CESM mix

CESM Category	2008	2009	2010	2011	2012	2013
Business and Management	36.3%	38.2%	41.4%	40.9%	40.3%	39.4%
Education	11.0%	9.3%	8.6%	8.3%	6.7%	6.3%
Humanities/Law	20.9%	21.0%	20.5%	20.9%	22.6%	23.5%
SET	31.7%	31.5%	29.5%	29.9%	30.4%	30.8%

The University 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 remained stable, while the White share decreased by a further 1.3%. The cumulative effect of a steady decline in White enrolment over the past six years has resulted in a decrease from 22.8% to 12.5% in the overall enrolment.

Table 18: Student profile: Population group distribution

Race	2008	2009	2010	2011	2012	2013
African	69.2%	72.8%	74.3%	77.1%	78.7%	79.9%
White	22.8%	19.2%	17.7%	15.2%	13.8%	12.5%
Indian	5.0%	4.8%	4.8%	4.5%	4.5%	4.5%
Coloured	3.0%	3.2%	3.2%	3.2%	3.0%	3.1%

The undergraduate success rate once again has climbed, and has reached a very creditable 83.4%. These achievements will inevitably lead to improved graduate throughput. It must be noted that the success rates may soon reach a plateau beyond which any further expectations of improvement would be unrealistic.

In terms of graduate outputs, 2013 was overall a notable year. Undergraduate output increased marginally from 8895 in 2012 to 8918 in 2013. Honours graduate output increased from 1986 in 2012 to 2065 in 2013, an increase of 3,9%, while Master's output increased from 430 in 2012 to 514 in 2013, an impressive 19,5%. Doctoral output

unfortunately declined from 109 in 2012 to 78 in 2013, but it must be noted that 2012 was an exceptional year in terms of doctoral outputs, far in excess of the trend in previous years, and may thus be anomalous. The table below reflects the graduate output for the 2013 reporting (academic) year.

Table 19: Undergraduate success rates

Undergraduate Type	2008	2009	2010	2011	2012	2013
Undergraduate diploma and certificate	78.3%	75.1%	77.5%	80.9%	81.6%	84.1%
Undergraduate degree	77.3%	74.8%	78.8%	78.4%	82.4%	82.9%
Average undergraduate	77.7%	74.9%	78.3%	79.4%	82.1%	83.4%

Table 20: Graduate output subsidised qualifications

Qualification Type	2008	2009	2010	2011	2012	2013
Undergraduate: three years and less	7 493	7 505	7 515	8 145	8 202	8 067
Undergraduate: four years	548	521	519	639	683	851
Undergraduate Total	8 041	8 026	8 034	8 784	8 885	8 918
Postgraduate (pre-master's)	1 796	1 921	1 830	1 983	1 986	2 065
Master's	400	320	369	394	430	514
Doctoral	73	70	51	68	109	78
Postgraduate Total	2 269	2 311	2 250	2 445	2 525	2 657
Total	10 310	10 337	10 284	11 229	11 410	11 575

The University submitted its enrolment plan 2013-2019 to DHET at the beginning of the year, and this will continue to provide the broad parameters for planning over the next few years in terms of UG to PG ratio, CESM mix and other factors. DHET has yet to provide the higher education system as a whole with a Ministerial Enrolment Planning Statement.

Undergraduate Applications and Admissions

The number of headcount applicants for places in 2013 rose by 7% over 2012. In the Faculties of Art, Design and Architecture, Engineering and the Built Environment, and Management, there was a decrease in overall applications. While this report is for the 2013 academic year, it is useful to include the 2014 applications, as the majority of these occurred in 2013. The 2014 applications indicate a dramatic 54% over 2013. Applications in the Faculties of Education and Health Sciences more than doubled.

Table 21: Undergraduate Headcount Applications

	2008	2009	2010	2011	2012	2013	2014
Art, Design and Architecture	1 221	2 184	2 397	1 829	2 042	1 974	2 599
Economic and Financial Sciences	5 057	14 171	14 905	8 692	8 062	8 402	11 927
Education	1 561	6 106	4 162	3 726	3 299	3 363	7 540
Engineering and the Built Environment	2 499	12 947	13 167	7 637	7 784	7 081	9 765

Health Sciences	773	4 019	4 464	3 901	3 910	4 687	9 835
Humanities	3 484	9 072	10 788	6 307	6 571	7 825	12 359
Law	1 552	3 121	3 223	3 202	3 295	4 601	6 213
Management	3 403	1 2091	12 678	8 120	6 253	6 050	8 121
Science	1 503	4 388	5 052	3 980	3 819	4 537	6 445
Grand Total	21 053	68 099	70 836	47 394	45 035	48 520	74 804

The total undergraduate applications (first and second choices) rose by 11% in 2013, and by 50% in 2014.

Table 22: Total undergraduate applications (first and second choices)

	2008	2009	2010	2011	2012	2013	2014
Art, Design and Architecture	1 595	2 757	3 327	3 001	3 375	3 470	4 482
Economic and Financial Sciences	7 512	17 670	19 508	14 629	13 908	15 688	20 183
Education	1 772	6 415	4 598	4 544	4 364	4 840	10 777
Engineering and the Built Environment	5 326	15 820	17 872	11 165	12 832	11 606	15 815
Health Sciences	2 292	4 679	5 958	5 847	6 271	7 774	16 065
Humanities	4 446	10 008	13 294	10 213	12 052	14 533	23 334
Law	1 801	3 507	4 210	4 365	5 159	7 249	9 539
Management	5 577	14 241	15 870	14 911	12 075	11 603	16 452
Science	1 972	5 116	6 288	6 153	6 415	8 286	11 327
Grand Total	32 293	80 213	90 925	74 828	76 451	85 049	12 7974

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 base 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 **71.90%** of the applications were declined.

A total of **14 785** 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:

- **4 792** admitted;
- **7 557** conditional admission;
- **2 436** provisional.

Approximately **57 320** undergraduate applications were declined and referred to Further Education and Training (FET) Colleges reflected on the UJ distribution list.

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

Rory Ryan (Prof.)

Executive Director: Academic Development and Support

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

Angina Parekh (Prof.)

Deputy Vice-Chancellor: Academic

ACADEMIC DEVELOPMENT AND SUPPORT

OVERVIEW

The singular purpose of Academic Development and Support (ADS) and its multiple operations and interventions is to provide the best possible experience for the students whose intellectual and professional growth is entrusted into the care of the University. This singular goal has many facets, including psycho-social support initiatives to stabilise the personal environment of the student, academic support initiatives to maximise the deployment of individual learning energies, initiatives to deepen and broaden individual use of academic technologies, and opportunities for academic staff development in pursuit of profoundly influential teaching practice. Our collective institutional goal is to deliver, from our care, graduates who are confident and passionate, as intellectuals, professionals, citizens and innovators. In what follows, evidence will be provided of the multi-faceted interventions that comprise ADS, a work in progress that changes and grows in response to the needs of our students, the developments in best teaching practice and employment of academic technologies, and the pursuit of a complete support and development structure that responds effectively and swiftly to need.

The principal indicators of the effectiveness of the total UJ experience on each of our students are the success rate and the throughput rate. The undergraduate success rate, over five years, is reflected in the table below.

Table 23: The undergraduate success rate, over five years

2009	2010	2011	2012	2013
74.9%	78.3%	79.4%	82.1%	83.2%

This is the starkest evidence of a total student experience that not only succeeds, but continues to increase in effectiveness. The most noteworthy success has been in the multi-pronged and intense support and development provided to first-time entering students, from the first day they arrive on campus and begin the First-Year Seminar.

The collective efforts of the faculties and ADS have produced a success rate increase of 14.7%. In addition to the evident improvement, this achievement relieves pressure on subsequent years of study, as 14.7% fewer modules are carried into the following year of study, creating a lighter load and thereby increasing degree throughput.

Table 24: The first-year success rate over five years is as follows:

2009	2010	2011	2012	2013
66.7%.9%	75.1%	76.5%	80%	81.4%

However, graduation rate is an expression of the percentage of graduates in a programme relative to the total enrolments in that programme, and is thus subject to complicating factors such as the variability of annual enrolment, and the graduation of candidates that were enrolled long before 2010. A simpler (and for UJ, more impressive) indicator is derived from more precise cohort analyses that show the percentage of students who enrolled for the first time in 2010, and who graduated in 2012. For the three-year undergraduate bachelor degree this percentage is 45.5%, and the attrition rate is 31%. A sector analysis of the 2006 three-year undergraduate bachelor degree, provided in the Council of Higher Education (CHE) Proposal for the four-year undergraduate degree, indicates that there was a 29% graduation rate in regulation time, and a 37% attrition rate in regulation time. The 2006 sector analysis and the 2012 UJ analysis are admittedly four years apart, but the UJ achievement is an impressive 64% better than the sector average on graduation rate, and 11.5% better on attrition. Bearing in mind that attrition is increasingly the result of insufficient funds for the continuation of studies, the University is unfortunately unable to eliminate the problem.

Nurturing and optimising the development of our students is a collaborative effort across all faculties and many divisions. What follows is a brief account of how the division of Academic Development and Support contributes, with passion and energy, to this continuous endeavour.

ACADEMIC DEVELOPMENT CENTRE (ADC)

During 2013, ADC enjoyed a productive year characterised by important developmental shifts. These included building leadership capacity in the ADC management team; developing a team approach to managing the Centre and the creation of new internal financial and human resource systems. ADC also made considerable progress with regards to building productive partnerships with faculties as well as creating more equitable services tailored to varying campus needs. The ADC leadership team was also strengthened by the permanent appointment of a Director of ADC (Dr André van Zyl) and a Head of Professional Academic Staff Development (Kibbie Naidoo).

During 2013, the ADC leadership team initiated a strategic planning process to provide clear direction for ADC's future work. The strategic planning process resulted in a new ADC vision and mission statements as well as strategic goals. The change in strategic focus from student development to student and staff development, and the consequent realignment of strategic goals, has resulted in significant developments: Professional Academic Staff Development (PASD) formed the hub around which ADC is building its strategy to work more closely with academic staff. Dr Jennifer Keup, the Director of the American National Resource Centre for the First-Year Experience and Students in Transition, visited UJ during September 2013. She presented a number of seminars in faculties and departments, while delivering the keynote address at the UJ First-Year Experience (FYE) conference.

The continued growth of the UJ FYE initiative was strengthened by moving the post of the FYE coordinator into ADC at the end of 2013. UJ's leading role in the FYE movement in South Africa was further recognised by Dr van Zyl being invited to deliver a keynote address at the European FYE conference in Helsinki, Finland. During 2014 the UJ FYE will be strengthened and consolidated and UJ will be launching a first in South Africa, the Senior Student Experience (SSE) initiative.

ADC's extended diploma programmes, ADC Access, continued their excellent work. The work of ADC Access is mainly focused on the Doornfontein Campus but also extended to the Soweto Campus and the Auckland Park Bunting Road Campus during 2013. A highlight of the year was that ADC Access was nationally recognised by being used as an exemplar of a highly successful extended diploma qualification in the CHE Flexible curriculum proposal. During the year, ADC Access taught approximately 750 first-year students which consisted of 450

from The Faculty of Engineering and the Built Environment (FEBE), 225 from the Faculty of Management and 45 from the Faculty of Humanities. This included nine extended diplomas located in FEBE, five in the Faculty of Management and one in the Faculty of Humanities. ADC Access was also able to operationalise three new FEBE extended diplomas – Electrical Engineering, Civil Engineering and Operations Management – during 2013. In spite of the extended diploma students not meeting the regular entry requirements, the success rates of all the extended diploma students were impressive. For example, the combined group of FEBE extended diploma students had a success rate of 93.4% during 2013 compared to the mainstream success rate of 82.9%. The module success rates of 14 of the 15 extended diplomas were above 80%, with seven of them performing at above 90%.

The academic literacies, learning development and tutor development units are located in the newly re-named Academic Development Innovation (ADI) Department. The Learning Development Unit was involved in teaching MAPS to extended degree students in three faculties. Collaboratively developed specialised language development courses were offered for the Faculties of Economic and Financial Sciences, Science, and Law. Quarterly learning development workshops were held on each campus and a newly created online course containing modules on study skills, time management and exam-writing strategies received more than 10 000 visits by students. The Writing Centres on all four campuses were strengthened during 2013 and included approximately 5 000 individual undergraduate and 650 individual postgraduate consultations. Many other students were seen in small groups and the Writing Centre consultants worked with faculty academic staff to provide writing-intensive interventions. For example, the Writing Centre worked with Development Studies to assist more than 1 000 students in an integrated essay writing initiative. The Tutor Development Unit assisted and developing academic staff who work with tutors during 2013. This shift in focus occurred while still training 890 tutors with the generic training; 192 tutors for specialised training and 60 newly designated senior tutors. Later in the year, 716 tutors were developed during “check-in” sessions. As part of a pan-African initiative, ADI, in collaboration with the UJ International Office and the Institut de Développement Economique et de la Planification (IDEP), also provided training to 25 officials from the United Nations Economic Commission for Africa (Uneca).

Professional Academic Staff Development (PASD) was integrated into ADC during the last months of 2012 and during 2013 PASD became an integral part of ADC. Although PASD is under-staffed, it made a significant contribution to teaching and learning development at UJ. Some highlights from PASD include the successful completion of more than 700 module and/or teaching evaluations with their accompanying reports. The module and teaching evaluation process and instruments are also in a review process aimed at creating a more appropriate and robust measure of student experience. In addition, PASD, in collaboration with the FYE office, organised and hosted a highly successful FYE conference (attended by 150 delegates from institutions including the University of Cape Town, the University of the Free State, Wits University, the University of Pretoria and the Vaal University of Technology) at UJ during the second half of 2013. PASD also continued offering staff welcoming sessions for new academic staff attended by more than 100 staff members during 2013. A variety of other development activities for academic staff, as well as support for the Scholarship of Teaching and Learning (SoTL) initiatives, were undertaken. Leadership development was facilitated by organising a series of well-attended Head of Department Workshops.

The innovative nature and success of many of the initiatives undertaken in ADC make an increasingly significant impact on students’ experience and success at UJ. ADC has continued to develop and encourage innovative pedagogies and solutions to problems. These efforts, in conjunction with work conducted in faculties and by other support services, contributed to the improved UJ student success rates reflected at the end of 2013.

UJ First-Year Experience (FYE)

During 2013 the UJ First-Year Experience (FYE) continued to establish itself as the leader in the field of first-year transitions in South Africa. The FYE and its specific focus on first-year issues contributed to the academic project in the various UJ faculties, which in turn contributed to improving first-year success rates at UJ. The data-driven approach was continued with 5 185 Student Profile Questionnaire records collected to create a profile of the

newly entering UJ students. This was used to create a UJ profile report as well as faculty-specific reports. This was followed up with data from the Initial Student Experience Survey which provided a 'Week 6' snapshot of the experiences of students during their initial time at UJ.

To better communicate with the new generation students entering the University, the UJ FYE office created a stronger virtual presence by means of an FYE Facebook account, a Twitter handle and Blog. These social media were used to share information with first-year students in a relevant and just-in-time manner. The existing UJ FYE initiatives continued to strengthen as can be seen from the developments in areas such as the Residence Advisor Programme, the extended orientation, involvement in addressing students' material needs and the creation and strengthening of UJ FYE faculty committees. UJ's national leadership role in terms of FYE initiatives was evidenced by the fact that five other institutions consulted with the UJ FYE team about their own FYE initiatives.

The UJ FYE office, in conjunction with ADC, also hosted a highly successful South African FYE conference with the Director of the American National FYE Resource Centre, Dr Jennifer Keup, as the keynote speaker. The previous UJ FYE coordinator was also invited to discuss the FYE work being conducted at UJ as a keynote address at the European FYE conference. The relationship between UJ and the American National Resource Centre for the FYE and Students in Transition was strengthened during 2013 and a more formal working relationship will be sought during 2014.

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

All psychological services in South Africa are governed by the Health Professions Act 56 of 1974 and policies of the Health Professions Council of South Africa (HPCSA). As an HPCSA-accredited service provider, PsyCaD remained committed to delivering excellent psychological and career services to UJ students and staff during 2013, while adhering to all relevant legislation.

During 2013, PsyCaD endeavoured to support UJ students in achieving their personal and academic goals through psychological and career services. During 2013, a total of 16 586 students benefited from PsyCaD services. The aim of providing these services is to promote mental and emotional wellness, optimise interpersonal relationships, enhance academic performance and ease students' transition to university life in order for them to achieve their career goals and enter into the world of work.

The integrated structure and holistic approach of PsyCaD is unique among institutions of Higher Education in South Africa. PsyCaD is structured into six units, where psychologists work across functions and on all four campuses. These Units are: Career Services, Disability Services, Academic Counselling Services, Psycho-education and Psychometric Services, as well as Training and Development Services. All six service units are supported by the Shared Services Unit.

The transition and adjustment of first-year students remains a priority for the University and in this regard PsyCaD continues to play a collaborative and active role. Students were encouraged to develop themselves through a self-help online guide, titled *Kgati's journey to success*, which focused on 12 broad areas. Each guide covered different aspects of the topic and included several posts. During 2013, 1 335 individuals accessed the site, of whom 368 were new individuals who had not been on the site before. In addition, 68 adjustment /discussion groups designed and presented to 344 first-year students facing common concerns while attempting to balance the demands of university life, were facilitated by psychologists.

Developing and maintaining relationships with faculties and other stakeholders remains the cornerstone of PsyCaD services. In this regard faculty-dedicated psychologists maintain regular links with faculty members and act as the first point of contact. They continue to offer psychological advice and support to faculty staff concerned about the emotional and mental well-being of their students.

To expand our reach to students, alternatives to one-to-one counselling such as psycho-educational groups and workshops were facilitated to support and enhance student academic success. This included a support

initiative in collaboration with the Faculty of Humanities implemented for a group of at-risk first-year students identified through the University's Safenet early warning system. The intervention programme consisted of a set of five workshop sessions. To accommodate all the students, each workshop was made available three times per week, and a total of 574 students attended these workshops. A request for a psycho-educational workshop programme for 162 UJ Sports Bureau students and 450 registered UJ students funded by an external bursary funder, Gauteng City Regional Academy, was successfully fulfilled at short notice. A therapeutic support group was facilitated over five weekly sessions for third-year students from the Department of Social Work.

Students facing challenges with balancing their personal lives and maintaining their academic performance continue to seek psychological counselling. A total of 79 academically underperforming (F5) and academically excluded (F7) students referred by faculties were supported through individual counselling and psychometric evaluations, together with regular feedback reports provided to faculties where warranted. Of these 79 students, 50 were underperforming (F5) students in the Faculty of Education and 10 academically excluded (F7) students from the Faculty of Economic and Financial Sciences. The PsyCaD walk-in service continues to prove popular with our students and staff; in excess of 4 716 advisory sessions were conducted.

Working in partnership with other UJ support structures, PsyCaD also aims to address the diverse psychotherapeutic needs of UJ students and staff. During 2013, PsyCaD provided 4 761 psychotherapy sessions to individuals, groups and families, as well as conflict management sessions to UJ staff. Further therapeutic support groups, debriefing and crisis management were provided to individuals, groups and families of UJ staff members, following traumatic incidences. These included the passing away of a UJ student, the death of a UJ staff member during a hijacking incident, traumatisation following a hit-and-run incident involving a group of UJ students and the many emergency and walk-in referrals PsyCaD receives from Campus Health for students who have just been informed that they are HIV-positive or female students who find out they are pregnant.

There were 16 HIV support groups for the year, which took place on APK and SWC during 2013. In addition to this, PsyCaD psychologists provided HIV counselling and testing to UJ students and staff, as well as counselling for termination of pregnancies (ToP). In total 422 HIV counselling and testing and 13 ToP sessions were offered by PsyCaD's intern psychologists during 2013. The 24-hour Crisis Line continued to be well utilised by UJ students and staff, including some students from our neighbouring institution. During 2013, 283 crisis calls were received, of which 22 were suicide related.

The support of students with disabilities remains a specialised and complex activity. In line with UJ's strategic goal of an enhanced student experience and PsyCaD's strategic goal of advocating for and providing specialised services to persons with disabilities, the Office for People with Disabilities (O:PWD) serves as one of the central stakeholders to attain these strategic objectives. The O:PWD therefore aims to provide the specialised technological, learning and psycho-social support required by these students. During 2013, 441 such sessions were provided to 276 students with disabilities. These services require the Office to be equipped with not only specialised assistive technologies and devices, but also personnel who are highly skilled and trained in the support which students with disabilities require.

Psychologists in PsyCaD assisted faculties, Student Life and other UJ divisions with teaching and learning activities. During 2013, these activities comprised the provision of psychometric services to aid in the selection of students for professional academic programmes, Residence Academic Advisers' Workshops, psycho-educational workshops in residences, awareness campaigns, advocacy campaigns and a peer-helping system. PsyCaD has an excellent reputation for rendering psychometric services, and during 2013 psychometric services to external stakeholders included selection and placement assessments into schools and accredited NQF-level business courses. A total of 1 720 individuals were assessed during 2013, of whom 639 were external clients.

The PsyCaD Continued Professional Development (CPD) programme is very popular among psychologists, psychometrists and registered counsellors in the field. During 2013 a lively CPD programme was presented, comprising six workshops.

PsyCaD is an accredited internship training site for the training of intern counselling and educational psychologists, as well as intern psychometrists. The internship training programme is renowned for its excellence across universities in South Africa. During 2013, PsyCaD trained 14 intern psychologists and 20 intern psychometrists. We are proud of the exceptional pass rate of PsyCaD intern psychologists and psychometrists who write the national Board examination.

PsyCaD provides a range of career development and graduate recruitment services that support students in their career planning and transition to the workplace upon graduation. The career guidance, assessment and counselling programme interventions offered during 2013 comprised a diverse range of career development support modalities and approaches, including career guidance programmes designed to assist learners and prospective students to explore career and study options in the Career Resource Centre, as well as through online applications, quality career assessment and counselling interventions for individual prospective students, current students and adults in career transition. The four Career Resource Centres, situated across all four UJ campuses, were visited by 2 982 individuals during 2013.

During 2013, PsyCaD provided career assessment and career counselling to learners, school communities and prospective students. During 2013, a total of 103 Individual Career Assessments, and 576 Computerised Career Assessments were conducted. UJ students and UJ graduates participated in PsyCaD's Career Education programme to assist them in gaining job search skills. As part of the programme, 70 workshops were facilitated with 1 741 attendees. Students, companies and recruiters of UJ students also participated in the PsyCaD Recruitment Programme to facilitate recruitment of UJ graduates. Exhibitions were made by 107 companies, and 128 companies in total participated in the programme.

PsyCaD is uniquely situated to engage with threshold communities. During 2013, PsyCaD provided psychological services to Siyabuswa, and initiated and maintained a number of community engagement projects.

In addition to the marketing campaigns launched by PsyCaD during 2013, the social networking initiatives on Facebook, Twitter and YouTube increased significantly. These social networking initiatives are proving effective regarding developmental, preventative and curative work.

PsyCaD conducted an investigation into the resilience of the Executive Leadership Group (ELG) during the year. This project included 36 individual interviews, psychometric assessments, individual feedback sessions and individualised reports, as well as a composite report on the psychological wellness and resilience of the ELG.

PsyCaD is proud of its research culture and during 2013 this was further developed through the publication of three articles in accredited journals, the presentation of five high-quality national and international conference papers, and supervision in excess of eight master's and doctoral degree students.

Focus areas for improvement during 2014 will include a re-visioning of PsyCaD's Career Services to enhance relationships with faculties, relating to students' career development, and enhance employers' ratings of UJ graduates. PsyCaD will also launch an integrated holistic campaign named the U_Matter campaign. With this initiative, using all media and social media as well as the U_Matter Digispace, student wellness and relationships will be enhanced. During 2014, PsyCaD's interventions will be monitored and evaluated with the intention of improvement of our preventative and developmental interventions. Further enhancement of relationships with internal and external stakeholders will serve PsyCaD's ultimate purpose of increased student retention, throu

CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The core identity of the Centre for Academic Technologies (CAT) includes the provision of innovative and evolving technologies to academia (purpose) and to foster a 21st-century skilled academia (our vision) through the smart use of academic technologies (brand), supported by the values of innovation, openness, simplicity, collaboration and cross-pollination, adaptability to rapid change, and forgiveness. CAT's initiatives and innovations, under the leadership of Prof. Alan Amory and overseen by a process management approach, includes the following:

- Community Support and Development Services that provide scaffolded and just-in-time support and development;

- Teaching and Learning Consultancy Services that drive transformative learning practices;
- Technical Support and Development Services that promote the use of cross-platform applets.

Work undertaken by CAT members during 2013 included the development of a number of strategic objectives to guide the team over the next few years and a number of core projects, which are briefly detailed below. The strategic objectives that govern and direct all CAT initiatives include:

- promoting the introduction of emerging technologies to support teaching and learning at the University;
- fostering the use of authentic learning tasks that integrate the use of Information and Communication Technologies (ICTs) to support teaching and learning;
- advancing the use of ICTs for knowledge production rather than as merely a vehicle for information delivery;
- cultivating a learning with technology, rather than from technology, as a core principle for the use of ICTs in the classroom;
- creating a networked environment to foster the use of open access, open content and open source philosophies and practices;
- nurturing the use of social network services specifically designed for the classroom in teaching and learning;
- providing professional development workshops that include authentic learning tasks and ICTs to model contemporary teaching and learning practices;
- integrating learning analytics into the teaching and learning processes to support students, lecturers and administrative staff to support student development;
- raising awareness of the use of collaborative, technologically supported learning spaces that support formal and informal learning;
- promoting discussion of current innovative approaches to teaching and learning with technology to support the wider community;
- driving the development of appropriate policies and processes to support the ubiquitous use of ICTs in teaching, learning and research;
- encouraging the use of design-based research to investigate the use of ICTs in teaching and learning.

Core projects: community support and development services

Work undertaken by the team that supports the UJ community includes providing just-in-time support through uHelp (a web-based and phone app component), an integrated Help Desk, ICT skills development workshops for staff and students, and the development of training resources for computer lab assistants. uHelp was expanded during 2013 to provide support on the use of library resources and included ideas on how to integrate components of the CAT framework into learning activities. Staff and student queries via telephone calls, SMS, email and walk-ins are managed via our integrated Help Desk. Excluding telephonic queries, the 2013 help desk staff managed 2 500 help requests. During the First-Year Seminar, CAT staff members introduced over 3 000 students to computers and Blackboard on the four campuses. In addition, a new mechanism to support ICT literacy development for students and staff was introduced whereby individuals take responsibility for their own development by making bookings for scheduled training sessions via uLink, the institutional portal for staff and students. These training sessions were run two to three times a day during the first term. A total of 478 students availed themselves to these training opportunities. A training module to provide lab assistants with basic knowledge of the CAT's systems (uHelp and uLink) was developed.

Core projects: teaching and learning consultancy services

The development of academic professional development workshops on the use of the CAT framework, authentic tasks, social media, and technology in teaching and learning was undertaken. The workshop on the use of the CAT framework in teaching and learning was attended by 37 staff members. With the institutional support for the use of tablets and laptops in the classroom for first-year students in 2014, a workshop on the technical aspects of tablets and the pedagogical use of the devices in the classroom was presented (170 participants). Individual support on the use of Blackboard was provided to academic members of the community.

Core projects: technical support and development services

Technical developments undertaken included the move of Blackboard to a cloud-hosted system; the development of a new extended version of our app (UJ's uGo) and associated mobi site to include processes to support student application, admission, and registration; and a redesign of uLink to include a notification system. To support the use of tablets for first-year teaching and learning, from 2014 the uLink portal will replace the student and Edulink portals.

Other projects

Apart from the projects discussed above, CAT members participated in the following:

- CAT banners and signage;
- Up2U Conference (May 2013);
- writing support tools for students and academic members;
- Map App – GPS co-ordinates of UJ building;
- GPS co-ordinates for UJ bus routes;
- subject collections for the library – LibGuides software;
- announcements (uLink/Blackboard announcements);
- CAT Conference/Seminar/Showcase on academic technologies successes;
- online study skills modules: technical and critical reading skills;
- Online Journal Club;
- Faculty Engagement Project;
- study of Blackboard usage;
- developing PDF template for printing of students' academic records via uLink;
- Social Media for Higher Education (Mzansi Training Africa Conference);
- redesigning CAT's approach to FYS for 2014;
- a seminar programme to support the development of a CoP to encourage experimentation of the use of technology in teaching and learning;
- the Trail Blazer Project to identify lecturers who are using authentic learning and teaching principles;
- the Task Team on Technology for Learning Committee.

In conclusion, during 2013 CAT members played important roles in providing both students and staff with technical support, moved away from a training paradigm to one that supports professional development, and created technological solutions to support the institution as it moves into a mobile space aimed at providing better support to our students and to develop skills in teaching and learning with technology.

FIRST-YEAR SEMINAR (FYS)

The First-Year Seminar (FYS) at UJ took place from 21 January to 1 February 2013. In the run-up to FYS, regular FYS Committee meetings were held. These included all faculties, the Division of Academic Development and Support, the Library and Information Centre, support structures such as Campus Health, the Institutional Office for HIV and AIDS (IOHA) and Protection Services, and representatives of the other core 'January processes': Late Enquiries, Registration, Student Finances, Residences, NBT and the Official Opening and Welcome Team. A clickable FYS banner, *First-Year Student in 2013? Your head start to success: First-Year Seminar* was placed in a prominent position on the UJ homepage to promote the FYS, with the FYS website serving as a general information point with Faculty FYS programmes that could be downloaded.

One post-FYS feedback and reflection session was held, culminating in *Proposals for the First-Year Seminar for 2014*.

Innovations in 2013 included: faculty teams being involved in the planning; sending the actual A5 glossy FYS Programme out with the First-Year Registration packs (in the relevant faculty colour); ensuring that the 'mini' Open Day hosted by the Faculty of Humanities provided additional programme-specific information to students and parents; making use of the *How to Register Online* DVD instead of making use of the live presenter for these sessions; inclusion of IOHA in the FYS programmes; streamlined computer proficiency testing and computer

training; and formal academic processions at the Dean's Welcome sessions in some faculties.

Despite FYS being compulsory, attendance at the FYS sessions remained variable (especially in the big faculties), despite concerted efforts to market and promote the FYS. Arrangements for additional sessions for students were put in place. The way the Computer Proficiency and Training and the 'Typical First Lecture' would be provided in 2014 is to be reviewed. Venue constraints resulted in much duplication.

The FYS 2013 was deemed to be successful with recommendations were put in place for improvement to ensure greater effectiveness and better use of resources. The commitment of the FYS team to the process and to the academic and social integration as UJ students is appreciated.

WORK-INTEGRATED LEARNING (WIL)

The UJ WIL Forum promotes and advocates for WIL at UJ. Collaboration and partnership development for purposes of WIL student placement in industry is key to the success of WIL, as non-placement of student impacts on student success and throughput. The contribution of Departmental WIL Coordinators in this process is acknowledged.

UJ WIL keeps up to date regarding national developments in the realm of workplace learning, serving as a resource for UJ. The national skills development refrain for 2013 was, *Together, turning every workplace into a training space*. The promulgation of the White Paper on Post-School Education and Training has implications for higher education WIL, specifically as all students in technical and vocational education and training require various forms of workplace experience or WIL.

In support of UJ's objectives to grow its international student numbers, special support is provided to international WIL students: national skills legislation only benefits companies by skills rebates and other grants for training South African citizens.

The strategic objectives outlined in the report for 2014 and the ongoing routine WIL activities are focused on supporting UJ staff and students of WIL. Through involvement in the Southern African Society for Cooperative Education and through research and publications, UJ WIL is able to make a meaningful contribution to the general field of experiential education.

UJenius CLUB

In 2013 there were 225 UJenius Club members.

Table 25: UJenius Club members

Faculty	Members
FADA	11
FEFS	64
Education	6
FEBE	6
Health Sciences	21
Humanities	37
Law	29
Management	41
Science	10

In addition to the various faculty initiatives, activities and functions for their club members, a number of centralised ADS events occurred. A high-profile welcome event took place in the Sanlam Auditorium with guest

speaker Mr Arnold Malotana (Public Health). An online survey was conducted to determine the specific needs of the members and a Facebook site and a Gmail account were used to encourage networking. Twelve UJenius members were involved in the international Outbound Exchange Programme. A year-end function was held with guest speaker Billy Guy Bhembe.



Rory Ryan (Prof.)

Executive Director: Academic Development and Support

LIBRARY AND INFORMATION CENTRE

OPERATING CONTEXT AND GOVERNANCE

The UJ Library and Information Centre reports to the Deputy Vice-Chancellor: Research, Postgraduate Studies, the Library and Information Centre. The Executive Director of the Library and Information Centre is a member of the University's Executive Leadership Group.

The core function of the Library and Information Centre is the provision of information material and learning support to both students and academic staff through its network of libraries on all the UJ campuses. The Library and Information Centre is governed by a two-tier management structure with input from two advisory committees.

The work of the Library and Information Centre is divided into two main sections:

- decentralised client-facing services offered in five libraries on the four UJ campuses;
- centralised technical and support functions, which are situated on the Auckland Park Kingsway Campus in the Library and Information Centre tower block, next to the Campus Library and Information Centre.

In addition to the above, regular meetings with the Student Representative Council (SRC), Information Communication Systems (ICS) and the Centre for Academic Technology (CAT) took place to ensure that library initiatives met the needs of the students and were aligned to developments in both ICS and CAT. The Library and Information Centre also established a Friends of the Library and Information Centre group of volunteers. The Friends have a wide variety of skills and knowledge which they are willing to use in support of the Library and Information Centre.

RISK MANAGEMENT

During the reporting year the risks for the Library and Information Centre were the following:

Space, overcrowding and the maintenance of buildings

The use of the Library and Information Centre has increased steadily over the last five years from 2 915 911 visits in 2009 to 3 584 596 visits in 2013 – a growth of 18.6%. From 2012 to 2013 the increase in the use of the physical Library and Information Centre was 6% or 226 924 visits. Since 2012, a high priority was placed on mitigating the risks related to the Library and Information Centre as a physical place by planning for and securing funding for the renovation of all the campus libraries. During 2013 significant progress was made with redesigning and upgrading all the campus libraries, which brought some relief for congested areas.

Client satisfaction

Client satisfaction is monitored by regular contact with clients as well as the bi-annual LibQual client satisfaction survey. The 2013 survey indicated the following:

- the undergraduate student body is satisfied with the services offered, although they have complaints about

- overcrowding and the lack of quiet study areas.
- postgraduate students, researchers and academic staff indicated a high level of dissatisfaction with the Library and Information Centre as physical space as well as a concern about the level of research support offered by Library and Information Centre staff.

As stated in the above, the dissatisfaction with the physical space is being addressed through the building renovation programme. The concerns about the level of service offered to researchers will be addressed in 2014 through focused services to these groups in the newly developed research commons. A position for a Faculty Librarian: Research has been created and it will be filled as early as possible in 2014.

Collection development and utilisation

Collection development is done in partnership with the academic staff across all faculties; the selection of specific titles is the responsibility of academics. The Library and Information Centre manages the information budgets and gives guidance on available titles to the academic staff. To mitigate the risk of gaps in collections, the Library and Information Centre embarked on a process of analysing the collection and alerting faculties and departments to gaps in the collection.

To mitigate the risk of lack of growth of the collections, as well as the risk of a decreased information budget, unspent balances were made available to faculty librarians at the end of each quarter for discretionary spending on electronic journals back files.

The interface between the ILMS and ORACLE

During 2013 an audit by the University auditors (KPMG) identified one major risk: the Integrated Library and Information Centre Management System (ILMS) is not a finance processing system and it does not interface with ORACLE, the University's finance processing system. This situation causes risks for the management of the fines payable by clients for the late return of books. To mitigate the risk, the Library and Information Centre has identified and ordered a fines payment web service API that will provide an interface between ITS, ORACLE and the ILMS. It will be implemented in cooperation with ICS early in 2014.

Security

The KPMG audit identified a significant risk that material can be removed from the Library and Information Centre without detection as a result of:

- emergency exits which are not fitted with alarms to alert security staff;
- print journals not fitted with security tags;
- inactive security tags.

To mitigate the risk, Protection Services has been approached to supply quotations for the alarms and CCTV cameras needed. Provision was made in the 2014 budget to rectify the situation.

STRATEGIC FOCUS

Renovations and construction

The relocation of Archives and Special Collections to the Doornfontein Campus in the beginning of 2013 completed the process of establishing specially designed premises for the Archives and Special Collections department which meet the requirements and best practice standards for the preservation and management of rare and special material. The department officially opened at the end of April 2013.

The focus of the UJ Library and Information Centre for 2013 was on systematically implementing the vision of the Library and Information Centre as an information and learning mall. The core of this vision relates to consolidating and upgrading the spaces in all the campus libraries and significant progress was made in this regard. In the APK Campus Library, ten venues of different sizes were created with a total of 534 seats. The APB Campus Library will have eleven venues with a total of 168 seats once it is completed. In the Doornfontein Campus Library, nine venues with a total of 160 seats were constructed.

In addition to these venues, all the campus libraries now have a learning commons for undergraduate students as well as 24-hour study spaces.

Library and Information Centre Systems and IT

Major achievements in support of the Library and Information Centre's objective of becoming an e-smart environment were the following:

- The Google-like information discovery tool, UJooble was enhanced.
- Central authentication was made available to staff and students in April 2013. This means that clients can now log into the Library and Information Centre services using the same credentials as elsewhere in UJ, e.g. UJ email access, ULink (Blackboard) and the student portal.
- The Library and Information Centre migrated to Sierra, the latest version of the Integrated Library and Information Centre Management System (ILMS) platform on 7 November 2013. The most important advantage of Sierra is the fact that it is more flexible to integrate, create and collaborate with numerous third-party applications and devices.

Online book ordering system

The UJ Library and Information Centre joined forces with the South African Publications Network (SAPnet) to develop an online ordering system for Library and Information Centre materials. The new system, known simply as SAPnet, was implemented on 1 April 2013. It is the first online ordering system for libraries in South Africa and the Library and Information Centre is proud of the fact that it was developed with major input from our staff.

UJDigispace: Institutional repository

UJDigispace was ranked third among South African institutional repositories in 2013 with regards to the number of electronic theses and dissertations available in the repository. In addition to the 6 439 theses and dissertations currently in the repository, it also houses 400 peer-reviewed articles by UJ academic staff.

Electronic textbook project

The Library and Information Centre facilitated the process of finding a model for making electronic textbooks available to students. Five publishers presented their proposed models to the e-Textbook Committee. The publishers were subsequently linked to identified faculties to explore the availability of e-textbooks for specific subjects. The committee will continue with its work during 2014.

STATISTICAL SNAPSHOT

Information resources

During 2013, the Library and Information Centre continued to focus on the development of electronic collections because such resources can be used simultaneously by multiple users which therefore improves access to information. It also supports the University's strategic thrust to increase learning and teaching with technology. The focus on e-resources is evident from the increase in the number of eBooks in the collection and the decrease in the number of subscriptions to print journals.

Use of Library and Information Centre facilities and services

The Library and Information Centre as physical space 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 libraries were very well used during 2013. The combined virtual and physical visits came close to 5 million (4 947 993 visits). The fact that both the virtual and physical visits to the Library and Information Centre increased during 2013 is an indication that the full range of facilities and collections are relevant to students and staff. The use of the Library and Information Centre and the services offered is reflected in the table 27.

Table 26: Library and Information Centre collections

Item	2012	2013	Trend	
Book volumes	533 076	540 015	+1.2%	↑
Print journal subscriptions	9 128	7 323	-24.6%	↓
Individual e-journal subscriptions	731	939	+22%	↑
e-Journal titles available in databases	55 350	56 163	+1.4%	↑
Individual eBook titles	2 315	4 235	+45%	↑
eBook titles on subscription	90 790	96 944	+6.3%	↑
Databases	157	187	+16%	↑

Table 27: Use of the Library and Information Centre

	2012	2013	Trend	
Gate count (physical Library and Information Centre visits)	3 363 627	3 584 596	+6%	↑
Books used	412 739	436 881	+5%	↑
Inter Library and Information Centre loans	11 225	9 809	+14%	↓
Inter campus loans	1 808	1 012	-78%	↓
Database searches	3 339 951	4 503 065	+28%	↑
Catalogue searches	1 374 523	1 261 705	-9%*	↓
Virtual visits (including mobile and tablet visits)	1 073 358	1 363 397	+20%	↑
Mobile and tablet visits	8 653	27 903	+69%	↑
Reference consultations	26 223	39 507	+33.6%	↑
Information literacy training	12 412	21 173	+41%	↑

The increase in reference consultations, as well as the increase in the number of students trained during 2013, is partly the result of having ten Library and Information Centre tutors available to assist students.

EMPLOYEE PROFILE

The Library and Information Centre has 146 permanent positions. On 31 December 2013, 132 of these positions were filled while there were 14 vacancies. During 2013, 16 appointments were made, 11 of which were from the designated groups.

The majority (68%) of permanent staff positions in the Library and Information Centre lies between Peromnes level 11 and 8.

Seventy-three per cent of the permanent staff is from the designated groups. The staff equity profile for race is detailed in Table 28.

The gender profile of the Library and Information Centre staff is reflected in Table 29.

Staff development

The UJ Library and Information Centre subscribes to the philosophy that excellent service to clients is only possible with a well-trained and positive staff corps. To give effect to this philosophy, a Training Academy for

Table 28: Equity profile – race

Category	2012		2013		Trend
	Number	%	Number	%	
African	40	61	43	65	↑
Coloured	7	5	7	5	→
Indian	4	3	4	3	→
White	34	29	31	27	↓

Table 29: Equity profile – gender

Gender	2012		2013		Trend
	Number	%	Number	%	
Female	86	63.7	85	64.3	↑
Male	49	36.2	47	35.6	↓

Library and Information Centre staff was established. During 2013 the following training events took place under the aegis of the academy:

- A staff wellness day was held to promote general staff wellness, which will become an annual event.
- All line managers in the Library and Information Centre attended a workshop on understanding and managing HR matters.
- Staff members were afforded the opportunity to attend a series of training sessions aimed at sharpening their professional skills. A total of 16 training sessions took place, of which professional staff had to attend ten.
- The Research Commons Workshop was arranged to ensure that all librarians have a common understanding of what a research commons is and to explore services that should be offered within the facility.
- Ten carefully selected Library and Information Centre staff received training as facilitators to help all staff to move to a different concept of what a client-focused service means.
- The UJ Library and Information Centre had three staff members included in the Emerging Leaders Leadership Development Programme facilitated by the UJ Transformation Office.

FINANCIAL MANAGEMENT

The budget allocated to the Library and Information Centre was fully spent during the year. This included additional funds made available to the Library and Information Centre over and above the initial budget allocation.

Table 30: Library budget

Budget Item	Budget	Expenditure	%
Human resources	49 444 113	49 102 621	99,3
Restricted budget	570 715	467 921	82,0
Operational budget	5 840 751	6 355 825	109,0
Sub Total	55 855 580	55 926 367	100,1
Information budget	44 433 000	61 343 492	138,0
Total	100 288 580	117 269 859	117,0

Tabel 31: Information budget

Item	Amount	Item	Amount
Book budget	17 748 132	Periodicals budget	26 684 868
Encumbrance	23 125 311	Encumbrance	-132 350
Actual expenditure	19 535 897	Actual expenditure	18 814 634
Total	-24 913 076		8 002 585

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Health and safety evacuation drills

As part of the Library and Information Centre's efforts to promote safety awareness among both clients and staff, emergency evacuation drills were held in each of the campus libraries during 2013. The Library and Information Centre partnered with the Occupational Safety Department, Protection Services and Emergency Services (EMS) Disaster Management from the City of Johannesburg in creating very realistic fake emergency situations for the drills. The drills focused on ensuring competence in the following areas of handling emergencies:

- people with disability compliance;
- staff preparedness;
- the health and safety compliance of the Library and Information Centre buildings.

A total of 3 500 members of staff and students were evacuated during the drills and it served to alert the team to where the weaknesses in the emergency procedures were.

Events

The Library and Information Centre hosted 21 exciting and interesting events throughout the year, most of them in partnership with faculties and academic departments. The events varied from book launches, the UJ Reads project and poetry jams to discussions on topics relevant to the academic community. The highlights of the year were:

- the Woman's Day celebrations on 7 August 2013 with Mamphela Ramphele as guest speaker;
- a discussion of Amina Chachalia's autobiography with her two children, Coco Cachalia and Ghaleb Cachalia;
- public lectures by the Minister of Finance, the Honourable Pravin Gordan and Nobel Peace Prize Laureate, Prof. Muhammad Yunus;
- interaction of the authors of the titles selected for the UJ Reads programme with the students – they were Eusebius McKaiser, author of *A Bantu in My Bathroom* and McIntosh Polela, who wrote *My Father My Monster*.

LEADERSHIP

The UJ Library and Information Centre established itself as a leader in the area of online acquisition of library materials during 2013 with the development and implementation of the SAPnet system. Several other academic libraries in South Africa are planning to follow in our footsteps.

Another first for the Library and Information Centre was the development of a research commons in all our campus libraries. All the academic libraries in South Africa which developed research commons did so for their main libraries only, thereby excluding postgraduate students and researchers on smaller campuses from these facilities.

Implementing a vigorous events programme in partnership with faculties and other support services also set a trend for academic libraries.

The Library and Information Centre's Executive Director, Dr Rookaya Bawa, played a strong leadership role

within the Committee for Higher Education Librarians of South Africa (CHELSA). Dr Bawa serves on the Executive Committee and is driving the project to establish a national licencing protocol for electronic journals in South Africa.

CONCLUSION AND WAY FORWARD

2013 was in many ways a ground-breaking year for the UJ Library and Information Centre. Many of the strategies developed in 2012 began to bear fruit and substantial progress was made with:

- renovating and upgrading all campus libraries;
- improving compliance with Financial and Health and Safety rules and regulations;
- staff development;
- upgrading the IT infrastructure as well as the Integrated Library and Information Centre Management System.

During 2014 the focus will be on completing the initial round of renovation and upgrading projects in all the campus libraries. The vision of the Library and Information Centre as the anchor store in an information and learning mall will be pursued vigorously. In addition there will be a strong focus on developing the Library and Information Centre's electronic information collection. An e-First Strategy will be followed in terms of which:

- the electronic version of an information source will be bought rather than the print version;
- electronic textbooks are preferred;
- the electronic course reserves module of the ILMS will be aggressively promoted and open source textbooks will be identified and promoted.
- an e-solution for training students to use hand held (mobile) devices will be sourced.

With regards to extending and improving the services offered by the Library and Information Centre, 2014 will bring a focus on supporting the needs of the postgraduate students and researchers. As mentioned before, a research commons will be developed on all the campus libraries to provide an environment conducive to research work for these Library and Information Centre clients. To improve the service in general, the workstations of the information librarians will be relocated to the open floor in the Library and Information Centre stacks areas where most of the Library and Information Centre clients are working and/or looking for information.

The Library and Information Centre's vibrant events programme will be extended to all campus libraries during 2014.



Rookaya Bawa (Dr)

Executive Director: Library and Information Centre

INTERNATIONALISATION

OVERVIEW

Internationalisation is central to the University of Johannesburg's vision of 'an international university of choice, anchored in Africa, dynamically shaping the future'. Internationalisation at UJ entails the cultivation of an international environment on campus, where staff and students from around the globe are fully integrated.

The work of the Division is also informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is both intra-university, as well as with international partners.

This report highlights important growth points. Attention is also paid to the concerted effort at internalising internationalisation which needed to accompany the giant external tracks made in 2012. 2013 was the first year of fully fledged growth for the Division for Internationalisation, as well as for the project of internationalising the University of Johannesburg.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Division for Internationalisation is led by an Executive Director (ED). In 2013, a new reporting line was established for the ED to the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs. Reporting to the Executive Director are the Director for Study Abroad, the Senior Manager for Recruitment and Marketing, as well as the Personal Assistant to the Executive Director.

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 Committee: Academic (MECA) and the Management Executive Committee: Operations (MECO). The Executive Director also sits on the Transformation Committee and on the Management Enrolment Committee, and meets with the Executive Leadership Group at least twice a year. Furthermore, Internationalisation is represented on various University committees, including the Marketing Committee and the committee charged with preparing the annual Diversity Week.

In 2013, regular meetings, led by the Director in the Division, were also held with:

- Heads of Faculty Administration
- Student Affairs
- Student Representative Bodies
- Postgraduate Office
- International Admissions

Intra-division meetings are held monthly, while heads of units meet with the Executive Director on a weekly basis. The Executive Director meets with the Registrar regularly, focusing primarily on governance issues pertaining to Internationalisation. A regular line of contact is maintained with the Director of Corporate Governance for day-to-day governance and contracts service. Similar lines of engagement have been established with the Finance

Division as well as with the Division for Human Resources, where business partners offer a crucial interface. The ED holds a reporting meeting with the Deputy Vice-Chancellor on a monthly basis. As 2013 was a transitional year in reporting line terms, some meetings were held with the Vice-Chancellor and some with the Deputy Vice-Chancellor.

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 pro-activity, responsiveness, engagement and student-first service 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 funding proposal geared at enhancing the University's competitive edge, was proposed to the MEC in 2013.

Other areas where the Division has set in place steps to mitigate risk entail student integration, as well as international mobility of students and staff associated with the University's Study Abroad and International Linkages Programme.

In addition to these measures and in an effort to assure optimal risk-preparedness and promote security, the Division has published a Risk Management Plan that serves as a guide to operationalising this area of work, and is also consistent with global standards. As it is an integral part of a well-operating Internationalisation Office, a Risk Management Plan is also often a requirement for membership of international recruitment agencies. The current Risk Management Plan is devised with the prevention of disasters in mind, primarily, in order to ensure the plan adheres to UJ's overarching risk and prevention of disasters mechanisms.

The plan delineates the following:

- types of disasters;
- responsibility of the disaster team;
- disaster action team;
- prevention and protection measures;
- disaster response;
- disaster response procedures;
- recovery procedures;
- disaster team members' responsibilities;
- the disaster team leader's responsibilities;
- documentation;
- volunteers;
- communications;
- supplies and services;
- backup for disaster recovery.

A detailed Risk Management Plan specifically attends to xenophobia, personal injury, student safety on campus and students abroad.

STRATEGIC FOCUS AND TARGETS

Key targets and indicators towards realising UJ's Strategic Thrust Four are:

- ten per cent international permanent academic staff by 2020;
- increased partnerships with BRIC countries, other African countries, the US and Europe;
- ten per cent international students by 2020 with two thirds in undergraduate programmes;
- four hundred students per annum in Study Abroad Programme by 2020.

In 2013, growth was realised on all targets. International staff numbers stand at 9% of the targeted 10; partnerships picked up mainly in terms of quality and activity, with the notable admission of UJ into the prestigious Universitas

21 group; international student numbers registered a 0.6% growth; and a record 280 students were recorded in the Study Abroad mobility programme encompassing student exchange and a set of new executive courses with our major partners.

Much work went into setting up a one-stop-shop for international students which has been achieved with the incorporation of the Unit for International Admissions into the Division.

International student recruitment, student welfare and admissions

Marketing and recruitment of students was carried out across ten countries on three continents, enhancing the profile of the University as well as opening up real opportunity for extending the scope of our international feeder countries. These efforts have begun to bear fruit as new applications have risen significantly, and new countries represented among applicants, including, for the first time, China, for degree-seeking applicants.

The Unit for Student Recruitment, Academic Liaison (Student Welfare) and International Admissions within the Division for Internationalisation is responsible for the recruitment of international students on behalf of all faculties, liaison with various stakeholders for information and contribution to processes relevant to the international prospects and students, customer relationship management, international admissions and the development and management of efficient communication platforms geared towards staff, students and external markets.

At the beginning of the period under review a process was undertaken to analyse available international students' data for the past eight years as part of recruitment strategy formulation to determine target and niche markets for the best potential international student customer base. This process is an ongoing important aspect in developing an informed understanding of international student intake at both undergraduate and postgraduate level and assists in the analysis of throughput trends across faculties and programmes. The exercise was carried out to inform the newly set projections for the future in line with the enrolment targets and in response to the broader University Internationalisation Strategy. This process was followed by another diagnostic process to examine and effect necessary changes in the International Admissions Policy, planned customer relationship management, admissions compliance matters, the articulation of International credentials into the South African Higher Education (HESA) system, and how all these processes best cater for the International market base.

The goal is for a seamless applications process that ensures improved customer service as a mechanism to facilitate an increase in student numbers and efficiency in the processing of applications and the subsequent registration. The Unit continues to coordinate visionary strategies that ensure a balanced scorecard approach. It is this approach that serves as a pathway for continuous improvement to ensure a move towards maintaining a competitive position in the dynamic global market space of international student marketing.

UJ joined international peers on the QS Rankings Board, emerging in the top 4% of the world's universities at a mere eight years old. Some of the best universities around the world congregated at UJ when the University jointly hosted, with Nanyang Technological University, the best Middle East and Africa Professional Leaders in Education Conference on the QS platform. Further enhancing the stature of the University was the choice made by the President of the United States of America to hold his town-hall meeting with young people across the continent on the Soweto Campus, as well as accepting an honorary doctorate from UJ.

The University received important international media exposure. In Chongqing, China, in Hong Kong, in Nigeria, in Botswana, print media and television covered the work of UJ around the globe. Furthermore, a two-hour television programme profiled the University across Africa and Asia.

2013 Performance at a glance

- the Study Abroad Programme has had a good start
- Student Recruitment and Marketing has targeted over 10 countries in three continents;
- there has been a growth in international student numbers;
- provision of student-focused services is in place;

- partnerships have continued to grow, activity has been enhanced and an Africa strategy is in place
- the Student Integration Programme continues to garner strength;
- the Division made an income-enhancing proposal at the ELG to make UJ more competitive;
- the international profile of UJ was enhanced through increased international staff, international recruitment drives and partnerships and the proportion of national to international research publications had reached a significantly healthy 30:70.

Strategic internal internationalisation communication, responsiveness and service preparedness was enhanced this year; and marketing and recruitment gained a new intensity. By the end of the year, recruitment drives surpassed the target of eight countries, across three different continents. New locations targeted this year included mainland China, as well as Hong Kong. While we sought to grow student numbers to at least 2 651 this year, we also sought to extend the number of nationalities represented on our four campuses.

Study Abroad gained new energy, fuelled by the R1.5 million funding allocated to outbound study abroad activities. UJ has a long tradition of receiving scholars and students from abroad, but has not been able to match the most welcome internal stream with even a near-equal number of outbound students and staff. While outbound funding is targeted primarily at students, some junior academic staff were also supported in strategic areas. In the past year, UJ became a member of the International Student Exchange Programme (ISEP), from which it began sourcing funded inbound students, and used it for more targeted and broadened outward mobility. In 2013, the target of 100 students and staff to circulate in both directions, towards an intended 200 inbound per annum by 2016, was surpassed.

Improving service efficiency

The one-stop-shop mechanism is in place, with the finalisation of the incorporation of the International Student Admissions unit into the Division effected in February. To further improve on service efficiency, benchmarking, training of staff, professional stakeholder workshops were held regarding Desktop Benchmarking (SAQA requirement) with the University of KwaZulu-Natal (UKZN), the University of Cape Town (UCT), Wits, the University of Pretoria (UP) and the University of Stellenbosch (US). Regarding training, workshops were held with UK NARIC Credentials Training in Mayfair, London, and a HESA, Cambridge Curriculum and Admissions Administrators Workshop was held at the University of Fort Hare.

Workshops were held between International Admissions, the Study Abroad Unit, and Faculty Heads of Administration, meetings were held with Home Affairs, and a workshop with HESA, to which Heads of Faculty Administration were invited, was facilitated. Another workshop was held on the Soweto Campus with the American Embassy with respect to Fulbright opportunities in the United States of America. Furthermore, a set of presentations to select support divisions and to Faculty Executive Committees, to enhance the understanding, buy-in and collaboration in respect of internationalisation, were carried out.

Marketing and recruitment (exhibitions and information sessions) statistics

Table 32: Recruitment drives in 2013

Country	Attendance numbers	Targeted
Tanzania EdExpo	3 000	500
Botswana Tertiary Education Council Exhibition	6 000	1 000
CEIA Swaziland Exhibition	4 000	600
Nigeria Information Sessions	300	100
QS Maple Exhibition, Johannesburg	200	30 PG Applicants
12th Chongqing International Education Exhibition	4000	100

15th Hong Kong International Education Exhibition	6 000	200
Malawi	400	250
Uganda	600	150
Swaziland, Waterford	1 500	300
India QS Maple, Seoul, Korea	3 000	100

A very successful recruitment initiative was launched in Uganda for the first time this year, which elicited 31 applications (4 postgraduate; 27 undergraduate) 17 of whom were conditionally admitted. Turkey was also earmarked for concerted recruitment efforts, resulting in 24 out of 27 applicant admissions.

Following UJ's successful entry onto the QS ranking board, we have bought advert space in the *QS Top Universities Guide* (in English and Chinese), *QS Showcase*, *News to Wow You*, and exhibited at the QS Apple for the second year running, this time in Seoul, South Korea.

Further marketing has been done through print, audio-visual, as well as online marketing. Print adverts have gone out in newspapers in Botswana, Nigeria and Malawi. Radio interviews to market UJ were done in Nigeria, while in China, a television interview was granted. At the beginning of the year, comprehensive television coverage was done, with particular focus on UJ leadership, student life, support for students, internationalisation, and the breadth of courses on offer. This was aired in March in two one-hour segments across 49 African countries, Europe and Africa, and the link was provided to partners. Targeted online marketing has been launched through a partnership with Accepted, a Canadian-based online recruiting agency.

Applications and admissions analysis

By the close of 2013 we received 5 295 undergraduate applications from 3 249 applicants for 2014, compared to 3 410 applications from 2 123 applicants for 2013. There is growth of 1 885 undergraduate applications and 1 126 applicants for the year under review. UJ received 1 560 postgraduate applications from 1 232 applicants for 2013, compared to 989 applications from 805 applicants for 2012. There is growth of 571 postgraduate applications and 427 applicants for the year under review.

Table 33: Firm and conditional undergraduate admissions

Firm and conditional admissions	
Undergraduate applicants: firmly admitted	627
Conditionally accepted	549
Totalling	1 176

Table 34: Firm and conditional postgraduate admissions

Firm and conditional admissions	
Postgraduate applicants: firmly admitted	243
Conditionally accepted	154
Totalling	397

Work has gone according to plan, and targets have been surpassed. The incorporation of the International Admissions Unit has been done ahead of schedule and the numbers of prospective students who have been reached through our marketing campaign are much higher, which is reflected in the higher number

of applicants (a 30% increase in head count terms). Efficiency has been enhanced, with the turnaround time within the domain reduced to five days from an original 28 days. All the faculties' international admissions are now being centrally serviced, which is a vote of confidence in the Division, and an encouraging sign that the Division is being recognised as adding value to the work of the University, a dimension that is also reflected in the increasing requests for assistance and support from the faculties, and some support divisions like Human Resources and Academic Development and Support.

The Division is now present on all four campuses, enhancing visibility, and ensuring easier reach and better support for students and staff.

The relationship harnessed with Home Affairs contributed immensely to a much smoother registration process this year, as the officials were present throughout the pre-registration and registration periods. Home Affairs continues to assist students on-campus regularly, and this year, visited all the four campuses. The relationship forged with HESA has allowed for better facilitation of students' applications by the Unit. A working relationship is also being successfully forged with SAQA, the qualifications assessment body. Having four trained NARIC system personnel, the Division is also in a position to fully utilise the NARIC licence towards better and faster selection of international applicants. This year, six more NARIC licenses were acquired to further enhance the licence provision and package for a more seamless process, and for better conversion of applications into registrations.

We have also, through the workshops initiative and successful positioning in the national landscape as a serious player in internationalisation, continued to develop strong relationships with our sister institutions. Thus we played host to three universities this year who wished to benchmark themselves against us: the Durban University of Technology, the University of Pretoria, and the University of Cape Town.

Our marketing and recruitment efforts are also beginning to show significant impact: new applications have risen, as has the total number of international undergraduate applications with positive results, indicating better applicants, and a higher propensity, therefore, for absorption.

There is also a marked broadening in spectrum of our applicants' pool in geographic terms. For the first time this year, we have a record of degree-seeking applicants from China.

The upfront fee payment remains a challenge for many of our international students. This has had a negative effect on the number of returning students.

This year we saw a total decline in the number of new students from Zimbabwe funded through the Presidential Scholarship. About 258 students from Zimbabwe were considered as risk for registration due to outstanding fees not yet settled by the Presidential Scholarship and reports about the financial difficulty in the country. The uncertainty about availability of funds to fund returning students was for the period under review an administrative risk both for faculties and the Division for Internationalisation. The Division, through the office of the Executive Director, continuously engaged the Ministry of Education and the Presidency for a solution. An agreement was reached very late in the month of January and as a result the students arrived in the week of extended late registration.

Similarly, the Gabon Scholarship Fund finalised a consolidated list of funded students for the academic year 2013 during the last week of January and this led to the late arrival of students for registration with compliance problems. The late arrival of government-funded students from Zimbabwe and Gabon has negative implications for the scheduled close of registration period and start of the academic calendar.

Study Abroad

Key performance points

- The Study Abroad Business Plan has been approved.
- Eight faculties are fully on board regarding the development of new study abroad programmes and/or restructuring and dynamisation of existing ones. Meetings with Heads of Faculty Administration (HFAs) were conducted for Study Abroad guidelines on-boarding, relationship building, buy-in, and to enhance outbound mobility uptake.

- The UJ-ISEP programme is fully operational and a second substantive Study Abroad provider, 'Study Abroad to Africa' was enlisted this year.
- New Short Learning Programmes (SLPs) with IDEP, Mining Policy for Parliamentarians and Professional Communication for Economic Community for Africa Officials, were developed and offered this year.
- The outbound programme is fully operational.

The processes and procedures documentation for Study Abroad has been further refined this year: a new application form and separate codes have been established for Study Abroad registration. This should see enhanced efficiency in the administering of Study Abroad, together with easier, better monitoring ability. Furthermore, an equivalency proposal has been developed to support the student exchange assessment mechanism across partner universities in the US and Europe.

The Study Abroad Coordinator has undergone ISEP training this year, and is undertaking further training online with the National Association of Foreign Student Advisers (NAFSA).

The brochures advertising the UJ short courses have been developed and distributed. Both our Study Abroad agency partners, as well as the Singapore Institute of Management, have indicated interest in the courses, two of which will run from next year, while the Cornell faculty-led Study Abroad Programme has attracted 12 students. This should also bring significant income into the Division.

The short learning programmes continue to extend UJ's footprint in Africa and enhance its reputational standing: the Mining Policy SLP (Engineering) attracted a total of 21 Members of Parliament and Senior Civil Society representatives from 16 countries in Africa. A further 29 senior personnel from the Economic Commission of Africa attended another SLP on Communication (ADS); while the Health Sciences WHO Podiatry Programme brought in 35 participants from various countries in Africa as well.

Outbound mobility uptake increased tremendously this year, with students also studying in a more varied, extended scope of countries across Africa, North America, Latin America, Europe and Asia. Partnering with such faculties as FEFS, Engineering, and Education over cost-sharing meant that the outbound funds were able to stretch much further and could cover many more students.

From an envisaged total inbound and outbound total of 150, 2013 concludes with 164 inbound students and SLP participants, and 112 outbound students and scholars, totalling 276 – surpassing the 2020 projected figure.

Recruitment and international relationship-building for our Study Abroad Programme has also continued in the reporting period: UJ was represented at NAFSA, as well as at the U21 Mobility Programme meeting.

Challenges remain in the arena of accommodation, posing a serious security and reputational risk. This will require further attention.

All in all, 2013 has seen good Study Abroad activity, which sets UJ on a sound platform towards further growth and development in this area.

Partnerships and international profiling

Key performance points

- 2013 marked the entry of UJ into the acclaimed Universitas 21 network, as the only university in Africa to be admitted as a member.
- UJ joined the ranks of QS as one of the top four percentile of the world's universities.
- The President of the United States of America visited the University, holding a town hall meeting with youth across four African countries. He also accepted an honorary doctoral degree from UJ.
- Three significant international conferences were hosted by UJ with key partners: QS Maple, in partnership with Nanyang Technological University; a Construction Engineering Conference in partnership with Kwame Nkrumah University of Science and Technology; and an International Law Conference in partnership with the International Criminal Tribunal for Rwanda (ICTR)

- UJ and the Council for the Development of Social Science Research in Africa (Codesria) jointly hosted a Pan-African Comparative Research Network Methodology Course; this was the first of the partnership activity.
- UJ was host to five Carnegie-funded King's College Leadership Fellows, a result of the UJ-African Leadership Centre collaboration.

The Africa Focus Strategy

This year, the Africa Focus Strategy took up significant requisite momentum, both in terms of partnership activity, and the Executive visit to West Africa, which marked the conclusion of the East and West Africa Vice-Chancellor-led visits to partners and potential partners planned for 2012 and 2013.

The main Africa-based institutions that required follow-up and consolidation of partnerships in 2013, emanating from the Executive Leadership visits of 2012, are at different stages of success:

- *Kwame Nkrumah University of Science and Technology*: MoU signed, two SRC delegates sent to UJ for benchmarking in February 2013, Joint International Conference with Faculty of Engineering held, 14 applicants for master's and doctorates sent to UJ for the 2013/2014 application cycle;
- *Kumasi Polytechnic*: MoU signed, delegation visited UJ and held further collaboration discussions with Engineering and Resolution Circle;
- *University of Ghana Legon*: research project launched with the Faculty of Science and Department of Chemistry, two research students visited Ghana;
- *Ashesi University*: Exploring Study Abroad, ADS interested in follow-up visit for innovative teaching discussions, possibilities of collaboration;
- *Winneba University of Education*: follow-up to ensue from the Faculty of Education, interest in sending scholars for further engagement;
- *University Cheik Anta Diop*: follow-up to be made towards linking up with the Chemistry Project and linking to work being undertaken in Ghana;
- *IDEP*: MoU signed in 2012, three short-learning programmes successfully launched this year, joint MPhil Industrial Policy Programme designed, launch discussions ongoing;
- *CODESRIA*: MoU signed in June 2013, key areas of collaboration are training of trainers (young scholars) and postgraduate training in research methods.

BRIC Focus

Discussions were taken up with the Chinese Embassy, and a visit was made to Harbin in June 2013, to explore the setting up of the Confucius Institute. Buy-in has been established with two faculties, and the discussions over the establishment of the Confucius Institution were taken further, with a meeting secured between UJ's Vice-Chancellor and the Director General of Hanban. We have received visiting researchers and exchange students from Brazil, while UJ hosted an Africa-India exhibition at FADA in April.

All planned activities were carried out successfully, and surpassed target. UJ activity in international events, as participant and host, has been further enhanced.

UJ was represented at the highest level at the first Times Higher Education Global Academic Summit, the Association of Commonwealth Universities, the Association of African Universities, as well as at The EU Erasmus-Mundus project, The European International Education Association, NAFSA, the International Education Association of South Africa; QS APPLE and the QS International Academic Advisory Committee. Significant activity was garnered within U21, with representation at the Managers' meeting, the Research cluster, the Health Sciences group, the Education Innovation meeting, as well as the Governance meeting.

The UJ-NTU-QS MAPLE conference and the publicity attached to it was a further big step in positioning UJ as a global university of stature. The networks and partnerships solidified in 2013 also significantly enhance UJ's profile globally, with most universities featured in the top 200 in the world. The strengthening of the relationship with NTU, a top 50 university, is key. The co-marketing with NTU around QS World Class up to 2016 is a strategic move to ensure UJ leverages on the visibility and credible reputation of its partner.

Relationships with governments, especially in Africa, also continue to grow, contributing towards UJ's connectedness to the continent, as well as to potentially growing funded student numbers, in line with the University's Thrusts, Vision and Mission. The IDEP partnership also continues to grow, with the link with the ECA made this year and training undertaken with high-level participants.

UJ continues to attract interest from international delegations (over 30 in 2013) who are well hosted, and an increasing number has come from U21 partners.

The one dimension to this area of work that needs to be examined further is the International Leadership Platform, which required suspension in order to reconfigure it for higher impact.

Strategic Partnering is so far the most successful dimension to Internationalisation. This is critical to all aspects of Internationalisation, and to enhancing UJ's stature.

EMPLOYEE PROFILE

The Division was joined this year by four employees who transferred from Central Administration to subsume the Unit for International Admissions under Internationalisation. One employee resigned, while a new member joined the Division. By the end of 2013, one vacancy existed in the Division.

Table 35: Employee profile

Count	Total
Black	8
White	2
Total	10
Foreign national	1
Foreign other	0
Total	1
Grand total	11
Female	7
Male	4
Disabled	0

Table 36: Equity breakdown of all new permanent and fixed-term contract appointments, excluding DOE and UJ Metropolitan Academy.

Count	Total
Black	1
White	0
Foreign national	0
Foreign other	0
Total	1
Grand total	1
Female	0
Male	0
Disabled	0

CONCLUSION AND THE WAY FORWARD

2013 was a successful year for Internationalisation at UJ. The successes so far garnered bode well for further internationalising the University, and towards the success of the newly adopted university-wide strategy for the enhancement of UJ's global excellence and stature. The key focus remains in the areas of building up and retaining international student numbers. This will require concerted focus over the next two years.

Key challenges remain. As the work of the Division has grown exponentially, so there is a need to enhance the staff profile; as international student numbers keep climbing, so the need for growth in numbers and quality of residential facilities become urgent; as executive programmes begin to pick up momentum, so too does a need grow for executive teaching and boarding facilities. The establishment of a one-stop-shop for students would also benefit from prominent, suitable office and service space for the students, reflecting the priority status that Internationalisation enjoys at UJ.

A handwritten signature in black ink, appearing to be 'Pinkie Mekgwe', with a stylized, flowing script.

Pinkie Mekgwe (Dr)

Executive Director: Internationalisation



SENATE REPORT TO COUNCIL: RESEARCH AND POSTGRADUATE STUDIES

OVERVIEW

The year 2013 was a critical period for the Division of Research and Postgraduate Studies. Though there were changes in the staff component, especially at senior levels, the Unit is happy to report a healthy improvement and achievement in all its Key Performance Indicators (KPIs). The focus in 2013 remained on sustained excellence in Research and Postgraduate Studies and providing strategic and operational support for research and postgraduate studies at UJ, with the faculties as the key drivers for this strategic thrust.

All information pertinent to research activities and support functions is disseminated through the website www.uj.ac.za/research. The functional activities of the division are measured through KPIs with goals and targets defined annually in the institutional scorecard. For the 2013 academic year, the key performance indicators were:

- accredited research output;
- proportion of international to national research publications;
- number of rated researchers;
- number of postgraduate student enrolments.

The University maintained a healthy performance through increases in each of the performance indicators. The University attained 873.91, an increase from the outputs of the previous year of 774.83.

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 research areas at UJ are Social Science, Physics and Astronomy, Engineering, Material Science, and Chemistry.

An increased total of 73% of journal articles were published in the Information Sciences Institute (ISI) and International Bibliography of the Social Sciences (IBSS) publications against a target of 64%. The number of National Research Foundation (NRF) rated researchers peaked at 133 as at 15 December 2013.

RESEARCH STRATEGY AND RESEARCH POLICIES

The following policies and strategies are used to govern research and postgraduate studies at the University:

- UJ Academic Regulations (sections related to postgraduate research);
- Research Policy and Strategy;
- Policy: Student-Supervisor Relationships;
- Guidelines Authorship: Research Output;
- Policy on the Classification of UJ Research Structures;
- Higher Degrees and Postgraduate Studies: Policy, Administrative Structures, Administrative Regulations and Procedures;
- Charter for the UJ Committee to enhance application for NRF Ratings.

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);
- Academic Administration (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 embrace a variety of technologies, including the intranet and internet platforms, social media, in-house and proprietary databases and analysis systems.

During 2013, UJ further extended its reputation as being a leader in research output reporting and data analysis by introducing management reports which include detailed Department of Higher Education (DoHET) 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.

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.

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 to encourage 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 2013 were:

- limited national industrial research funding opportunities;
- limited number of postgraduate student bursaries;
- inadequate international recognition of the University;
- 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 which 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 considerable 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 includes 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 be investing R30 million for the next three years 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 will 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 would 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 steady increase in accredited research publications since 2008. The University currently ranks among the top six residential universities in terms of accredited research outputs, contributing a notable 7% of national research outputs.

There was an increase in the units awarded and the University also achieved a high submission success rate (97%), having submitted 902.27 units. From 2012 to 2013 overall publications output increased by a noteworthy 12.8% (99 units).

Table 37: Accredited research output units from 2008 to 2012

Year	Books/Chapters	Proceedings	Journals	Total
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
2012	31.36	103.91	738.64	873.91

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 73%.

Active researchers

Generally, staff with master's or doctoral qualifications drives research in an institution. At UJ, there are consistent initiatives 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 2013, there were 717 active researchers as compared to 2012 where there were 647 active researchers and 622 the previous year. More staff members are publishing, and, given lucrative institutional incentives for publishing, there has been a substantial increase in the number of active researchers. The University has clear policies for incentivising publications in accredited journals.

During 2013 the number of academic staff who were registered for studies towards a Master's was 77, 31 staff members graduated with a Master's degree. The number of academic staff who were registered for studies toward a PhD was 163 and the number of those who graduated with a PhD was 38.

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

Research Impact and Citation

This is seen as becoming more important in indication the quality of our research. The number of publications listed in the Scopus database has been increasing steadily. In 2012, there were 1 300 articles listed in the Scopus and InCites databases. Additionally, in terms of citations of all UJ publications dated 2013 by other researchers, the total citation count was 1 422.

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. This approach is working well, as the University currently has 133 rated researchers up from 115 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 38: Number of NRF-rated researchers

Rating category							
Year	A	B	C	P	Y	L	Total
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
2013	6	28	72	1	26	0	133

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 been awarded 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 21 research centres in total, some are within the faculties and others are stand-alone entities.

The research centres are listed in the table below:

Table 39: Research centres

Research centre	Research area	Faculty
Visual Identities in Art and Design	Identity construction in contemporary and historical contexts – visual practice, visual representation and culture in post-apartheid South African context	Art, Design and Architecture
Education Practice Research	Education practice – ecologies of practice focusing on teacher development and early childhood development	Education
Education Rights and Transformation	Education rights and transformation	Education
Industrial Electronics Technology	Electronics	Engineering and the Built Environment
Telecommunications	Information theory focusing on channel coding in digital telecommunications, power electronics	Engineering and the Built Environment
Stream Processing Research	Large scale computing problems in engineering – image processing and computer vision	Engineering and the Built Environment
Mineral Processing and Technology	Mineral processing – metal extraction, metal refining and minerals value-add	Engineering and the Built Environment
Photonics	Basic and applied research in photonics – fibre lasers and fibre sensors	Engineering and the Built Environment
Anthropological Research	Socio-cultural and biological anthropology – human origins, urban anthropology and indigenous knowledge	Humanities
Social Development in Africa	Social development and developmental welfare	Humanities
Sociological Research	Social inequality and political conflict – sociology of no-work, sociology of law and sociology of sport	Humanities
Laser Research	Wound healing, photodynamic cancer therapy and stem cell therapy	Health Sciences

Water and Health Research Centre	Relationship between water and human health – focus on improved general health and access to safe water and improved domestic hygiene and sanitation	Health Sciences
South African Institute for Advanced Constitutional, Public and Human Rights	Constitutional, public and international law focusing on socio-economic rights, and business and human rights	Law
Institute of Transport and Logistics Studies	Transport, logistics and supply chain management	Management
Catalysis Research	Homogeneous catalysis, strongly underpinned by organic and organo-metallic synthesis, especially of new classes of ligands and catalyst precursors	Science
Paleoproterozoic Mineralisation	Precambrian paleo-environmental evolution	Science
Sustainable Energy Technology Testing and Research Centre	Sustainable energy technologies	Science
Aquatic Research	Basic research in aquatic environment and sustainable management of aquatic resources	Science
Nanomaterials Science	Synthesis, functionalisation, characterisation and application of various nanomaterials to energy, water, catalysis and materials applications – focus on carbon-based materials such as carbon nanotubes, nanofibres, and nanospheres, including carbides and organic polymer-based materials	Science
Plant DNA-barcoding	DNA technology for biodiversity science	Science

Some centres are funded jointly by the University Research Committee (URC) 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 focus on impact and attracting external funding, thereby reducing financial dependency on the URC.

The centres are funded on a three-year cycle with a total budget of R12 million per annum. A review process for all the centres took place in February to March 2013. The review process looked at the five key performance indicators below, in order to determine the relevance and 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.

A positive improvement in postgraduate enrolments and graduations has been noted from 2010, with 2013 enrolments at 7 151 students.

In 2013, the University had 108 Postdoctoral Research Fellowships. 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

Training and Development

2013 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.

The Postgraduate Student Association creates 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.

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.

TRANSFORMATION AND ENABLING RESEARCH ENVIRONMENT

The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Prof. Michael Henning (Faculty of Science) and the Vice-Chancellor's Distinguished Award for the Most Promising Emerging Researcher of the Year was awarded to Prof. Alex Broadbent (Faculty of Humanities).

SUSTAINABILITY

UJ continues to build on its ongoing commitment to 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 accounted for 38% of total research expenditure while external income accounts for 62% research expenditure. In the previous year the figures were 40% and 60%, respectively. Overall, total research expenditure remained increased to R153 million compared with R138.85 million last year. Strategies are in place and are implemented to grow the external income component to reduce the dependency on the University. Going forward, all the research centres will be measured against generating external income.

In 2013, the University's internal research budget was R58.28 million. External research income is broadly divided between the NRF funds and other external funds. External income from the NRF increased by 30% from R40.10 million to R52.14 million. This is because in certain cases the full amount of the grants was not released. External income from other sources equalled R42.59 million, which is slightly down from R43.60 million in the previous year.

Table 40: Total research expenditure for the years 2009 to 2013

Fund/Grant	2009 (R)	2010 (R)	2011 (R)	2012 (R)	2013 (R)
Internal funds	32 100 000	52 251 800	57 065 000	55 151 589	58 283 000
NRF	19 937 053	34 357 859	49 066 606	40 098 400	52 142 914
Other external	16 669 615	12 440 795	30 943 626	43 600 644	42 591 135
Total	68 706 668	99 050 454	137 075 232	138 850 633	153 017 049

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 eco toxicological studies of inland waters, particularly the study of algae growth in the Hartbeespoort Dam and the impact of mining activities in the Olifants 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 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 SUSTAINABILITY

The University recognises the challenges of maintaining stable research capacity. In order to address the potential reduction in researchers as well as preventing a consequent decrease in the 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, inter alia, intended to support emerging researchers.

Furthermore, with a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, it 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 offers special bursaries and scholarships to assist with sourcing and developing bright young minds in order to mitigate this national concern.

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 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.

CONCLUSION AND WAY FORWARD

UJ will continue to nurture and enhance its research excellence through a set of well-defined indicators to enable the University to drive vigorously towards its 2020 vision. In the coming years, the aim is to remain within the top six national universities in terms of accredited research outputs while simultaneously focusing on the quality (citations and impact) of our research. It is also a considered approach to support emerging researchers, especially those in areas identified for potential growth.

UJ will continue to invest in its strongest strategic research areas, and 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 PGC will enhance its service and delivery functions through research in Interdisciplinary Studies, monitoring and benchmarking.



Mandla Msibi (Dr)

Executive Director: Research and Postgraduate Studies



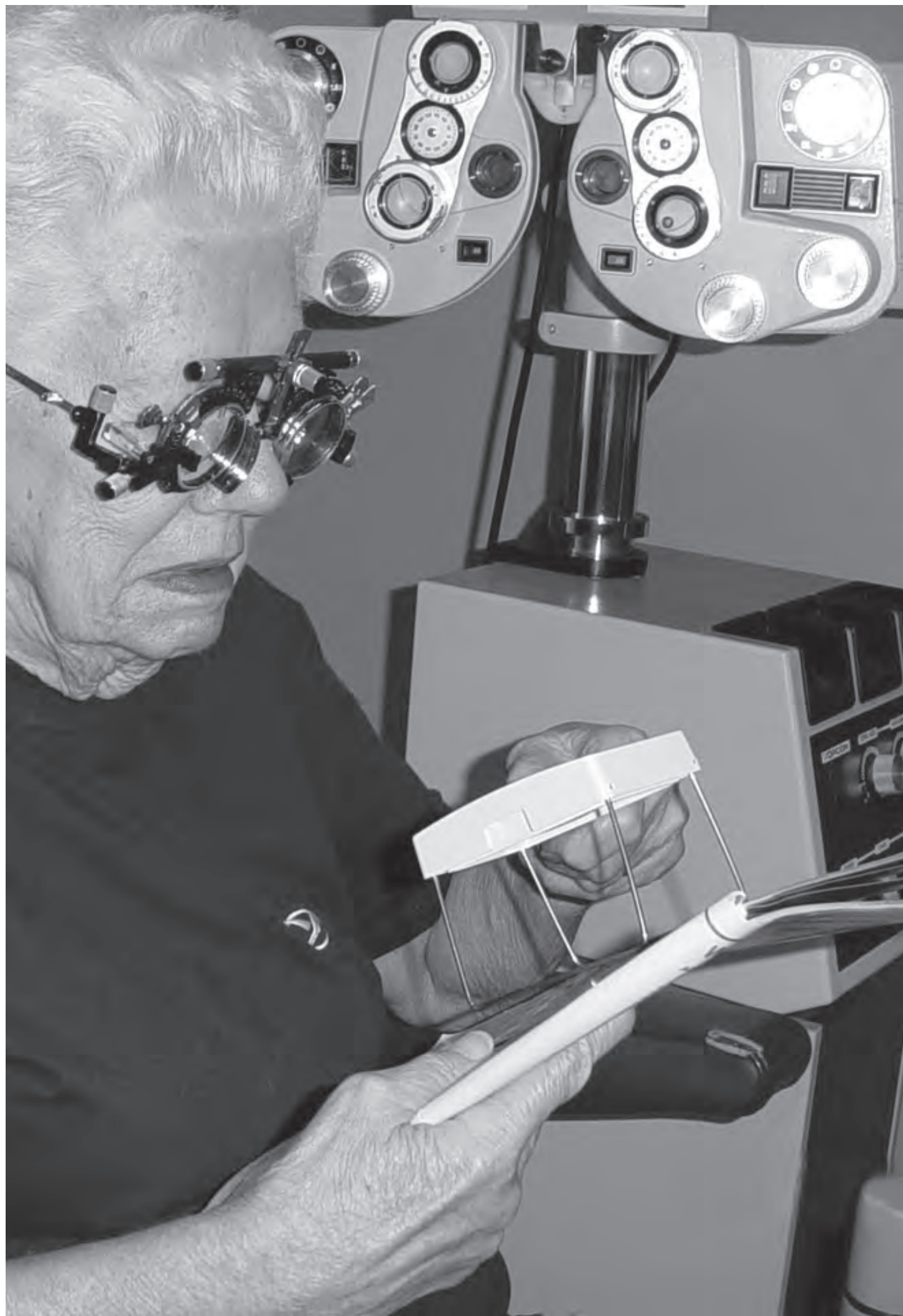
Tshilidzi Marwala (Prof.)

Deputy Vice-Chancellor: Research, Postgraduate Studies and Library & Information Centre



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal



SENATE REPORT TO COUNCIL: COMMUNITY ENGAGEMENT

OVERVIEW

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

Operating context

This section engages with communities to develop mutually beneficial relationships and partnerships. In order to respond to this vision, the section focuses on four primary areas:

- The developmental needs of UJ's surrounding communities by providing them 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; and
- Ongoing monitoring of the University's CE initiatives and reporting via an annual Scope and Impact Study.

Governance

For most of the year the CE section reported to the Senior Manager: Strategic Partnerships. Weekly meetings were conducted and the Senior Manager reported directly to the ED. Monthly Heads of Section meetings with all Institutional Advancement section heads were appraised of CE issues and crosscutting opportunities were explored and implemented.

The CE Office also reports its activities and outcomes to the Community Engagement Advisory Board, chaired by the DVC: Internationalisation, Institutional Advancement and Student Affairs. The Board is made up of senior academics, representatives of NGOs and communities as well as the ED: Institutional Advancement.

Furthermore, 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 of CE initiatives. In 2013, the CE Office provided support for service learning through two service-learning workshops.

Risk Management

Advancement has a Senior Manager appointed as Divisional Risk Officer and the divisional Risk Register is a standing agenda item at monthly Heads of Section meetings, which includes Community Engagement. All perceived risks within the Division or institutional risks impacting on the Division are identified and revisited at the Heads of Section meetings to maintain the institutional Risk Register.

STRATEGIC FOCUS AND TARGETS

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

- **Thrust 1:** Growth of service learning in faculties.
- **Thrust 2:** Recognising and implementing CE as UJ's third core academic function.
- **Thrust 3:** Sharing UJ's intellectual capital.

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.

Soft Targets:

Soft targets set by the Office, which are not part of the 2013 Institutional Scorecard, are outlined below with their outcomes.

- *TARGET: Increase voluntary student participation in CE projects to 4 000 (floor: 3 000, ceiling: 5 000).* OUTCOME: The target was exceeded and a total of 7 151 students were signed up for this new programme, each committed to doing 20 hours volunteer service annually.
- *TARGET: Monitor all CE staff and student projects across the four campuses and produce a Scope and Impact Study by year-end.* OUTCOME: All projects were monitored throughout the year and the annual Scope and Impact Study served at the CE Advisory Board meeting in October.
- *TARGET: Facilitate placement of staff and student projects in the Faculties.* OUTCOME: Placement Sub-committee of the CE Advisory Board was established and was active through the year.
- *TARGET: Train staff and students on CE project management and best practice in the implementation of CE projects.* OUTCOME: The CE Office successfully ran the following programmes in 2013: UJ CE Student Volunteer Programme, UJ Saturday School Programme, Art for AIDS, CE Student Showcase in May, CE Roadshow in September, Mandela Day in July, Women Empowerment Project in August and CE Awards in November.
- *TARGET: Produce CE Annual Report by 1 August.* OUTCOME: Community Engagement Report published on deadline.

ACTIVITIES AND PERFORMANCE DURING 2013

Notable achievements in 2013 are the successful initiation of 16 new CE projects in Faculties and Support Divisions, and five new institutional flagship partnerships introduced with major players in the South African communities and sectors.

The CE office also grew the number of active student volunteers from 500 in 2012 to 7 151 in 2013.

The table below highlights the performance indicators and targets set for the Community Engagement section for 2013.

Table 41: Performance indicators for CE 2013 and target

Performance Indicators	Annual Target 2013
At least 10% of all academic programmes to incorporate service learning efficiently and cost-effectively into their curricular by 2020 from the current base of 4%.	Faculties to manage the growth of SL modules. Annual growth target at 4% increase from 2013.

Initiate strategic partnerships with key stakeholders in the Gauteng region.	Five major partnerships to be initiated and/or MOAs signed with relevant partners annually . Partnerships to be negotiated with various sectors, for example: <ul style="list-style-type: none"> • Corporate partners • Government Departments • Municipalities • CBOs and NPOs/NGOs • Universities • Civil society partners
Establish/ ensure broad principles for the effective planning, implementation, monitoring and evaluation of CE Projects at UJ.	Annual offerings to support project management competencies of students and staff managing CE projects. Project management and other capacity building courses to be offered each year from 2013.
Active placement of new projects through the CE Placement Committee that is responsible for the registration of projects.	Meetings for placement reports <ul style="list-style-type: none"> • Meeting in April • Meeting in September
Ensure growth of CE projects and quality assurance through the Scope and Impact Study.	CE Scope and Impact Study in October annually for all UJ CE projects. <ul style="list-style-type: none"> • Findings and recommendations tabled at the CE Advisory Board meeting in October.
Increasingly recognise and implement CE as UJ's third core function.	Manage the following CE institutional projects annually: <ul style="list-style-type: none"> • UJ CE Student Volunteer Programme – throughout the year. • CE Student Showcase – May annually. • CE Road show – September annually. • Mandela Day – July annually. • Women Empowerment Project – August annually. Ensure growth in quality and stature of institutional projects.

Record of results against set Community Engagement goals

Performance Indicator 1: *At least 10% of academic programmes incorporate service learning into the curricula by 2020.*

UJ Faculties, under the leadership of the DVC for Academic Affairs have the responsibility for managing the growth of Service Learning in the Faculty programmes. The progress report resides under the Teaching and Learning core function of UJ.

Performance Indicator 2: *Initiating strategic partners with key stakeholders in the Gauteng region and beyond.*

Five flagship partnerships were initiated in 2013.

1. Partnership with the Gauteng Department of Education in a project aimed at improving Grade 12 Maths and English results. As a result of this intervention, the percentage pass rates in the target school improved from 71% to 78% in 2013.
2. Presidential Award: This award was established by the Office of the President of South Africa. It acknowledges volunteerism work done by students in higher education institutions.
3. Proudly SA: UJ designed a programme for Proudly SA and their partner, the Department of Trade and Industry, for consideration in the sector. This programme is responsive to the needs of South African exporters who have to be conversant with world trends in Imports and Exports.
4. Elephants in Main Street: This is a partnership between UJ and a Brazilian Company specialising in corporate training for South African corporates. In 2013 they played a key role in introducing UJ students to the corporate environment through diverse projects.
5. Renault SA: The company provided leadership seminars for UJ student leaders in the UJ Student Volunteer and Pre-Alumni programmes.

Performance Indicator 3: To establish broad principles for the effective management and implementation of Community Engagement projects at UJ.

The following capacity building initiatives were offered to UJ staff and students to enhance the quality of delivery and management of CE projects:

- Leadership workshops
- Dissemination of material on Service Learning
- Conference attendance – Service Learning
- Presentations on flagship development projects
- Field trips and workplace forums

Performance Indicator 4: Ensure the active placement of new projects from external partners in the relevant UJ Faculties through effective placement procedures.

The Community Engagement Board sub-committee responsible for the placement meetings held meetings in April and September. The following table outlines new CE projects that were placed with the relevant Faculties.

Table 42: CE Advisory Board: partnership project placements 2013

Faculty	April 2013 Projects Placed	September 2013 Projects Placed
Faculty of Art Design and Architecture	Pelican Precinct Project Awakening the Spirit of Ubuntu 4 Change Foundation	Art with heart
Faculty of Education	Institute for Social Development Kasi Techno Kids	
Faculty of Health Sciences	Alpha World Ministries Nanga Vhutshilo Pretoria City Sports Academy Leadership Foundation	Sahaja Yoga: Free Wellbeing Training
Faculty of Management	Hope Revealed Karos and Kambro Mercy Foundation SAVF Claremont Community Services Kathanda Community Project – Pamoja Cooperative	
Faculty of Humanities		Forever Blooming Stress and Trauma Counselling
Faculty of Financial and Economic Sciences	No projects placed in 2013	
Faculty of Engineering and the Built Environment	Westbury Park Farm	
Faculty of Science		Positive Cycle Tirisano Foundation

Performance Indicator 5: Ensure growth of CE projects and quality assurance through the Scope and Impact Study.

The UJ Community Engagement Scope and Impact study is aimed at analysing the scope, quality and impact of CE projects across all Faculties and Support Divisions. The CE Board commissioned prominent Non-Governmental Organisations that are represented on the CE Board to undertake this study under the leadership of Dr Jose Bright and his team. The team provided a summary of recommendations for all UJ CE stakeholders at the 31 October Board meeting.

Performance Indicator 6: Ensure growth in quality and stature of the following institutional projects.

Table 43: UJ Faculty and Support Division Community Engagement Projects 2013

FACULTY OF ART, DESIGN AND ARCHITECTURE	SL	CO	TL	CR
Artist Proof Studio. The project is at 3 President Street in Newtown.	✓			
Solar Lighting Project. The project is based in Alexandra.	✓			
Household Farming Kit. The project is in Klerksdorp in North West Province.	✓			
Make a Difference Campaign. The project was based at Faculty of Arts on APB.	✓			
The Phumani Paper Mill Project based in DFC.		✓		
Nelson Mandela Day – Helen Joseph Hospital.		✓		
Hamakuya Project based in Limpopo Province.	✓	✓		✓
The Johannesburg South, North, West, East Project (SNWE). The Project is located in Westbury.	✓			
Informal Studio. The project is based in Ruimsig	✓			
Blanket Project. The project was based in Hillbrow Twilight Home.		✓		
Don Matera School Project. The project is located at Eldorado Park.	✓			
The Retained Heater Project. The project is based in Ivory Park.				✓
Thuthuka Jewellery Development. The project is based at the Faculty of Arts.	✓			
Batho Pele Re-branding Project. The project is based in Baragwaneth Hospital.	✓			
FACULTY OF ECONOMICS AND FINANCIAL SCIENCES				
SAICA Thuthuka Project. The project seeks to attract students from the University of Limpopo and at improving the pass rates of African and Coloured students in the accounting field.			✓	
Soweto Campus Saturday School for Commerce and Science. The project aims to address the skills shortage in accounting and science in the country.			✓	
SAICA@UJ Saturday School Project. The project is based in Soweto and aims to promote interest in the accounting profession, as well as improve the level of accounting tuition at public schools.			✓	
Tent Village, Kroningspark Project. The project is based in Krugersdorp and collects and dispenses second-hand clothing and non-perishable food to needy communities.		✓		
Moregloed SAVF Old Age Home Project. The project is based in Krugersdorp and dispenses books, toiletries and non-perishable food to the Moregloed SAVF Old Age Home.		✓		

Nationwide Train-the-trainer Programme. The project trains economics teachers in high school and equips them with the appropriate content and teaching methodologies.			✓	
UJ Community Club (UJCC) Projects. The projects are focused on organised outreach in the Johannesburg region. Additionally, UJCC seeks to create business ventures for orphanages (such as the TLC Orphanage Home) and assist them with financial resources.		✓		
Manica / GDM Project. The aim of the project is to reach out to the community in a meaningful manner and to assist in awareness of breast cancer.			✓	
FACULTY OF EDUCATION				
Funda UJabule training school on SWC.			✓	
Partnerships with 14 schools.	✓			
UJ Metropolitan Academy (formerly Raucall)			✓	
Principal network.				✓
Excelling in Science Education. (Location unknown)				✓
Leadership for Learning at the School of Johannesburg Central District.				✓
FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT				
Mining Polytechnic in Mozambique. This service is aimed at improving educational and skills training in a poverty-stricken region where there are mineral reserves for exploitation.			✓	
Project Management CE Projects. This project addresses the needs of impoverished communities in the Johannesburg area.			✓	
FACULTY OF HEALTH SCIENCES				
Community Outreach Satellite Clinics. Nationwide project.		✓		✓
Riverlea Community Centre based.		✓	✓	
Phelophepha Health Care Training.		✓		✓
Breast Care Clinic. The Project is based in Helen Joseph Hospital.	✓			
Netcare Rehabilitation Centre. The Project is based in Auckland Park.	✓			
Child Welfare Project. (Location unknown).		✓		
FACULTY OF HUMANITIES				
Phumani Paper Project based in Johannesburg.	✓	✓		✓
Kliptown Youth Project based in Kliptown.				✓
FACULTY OF LAW				
UJ Law Clinic based on three campuses: APK, DFC and SWC	✓			
FACULTY OF MANAGEMENT				
Egoli Social Network for Cooperatives. The project is based on SWC.	✓			✓
Disadvantaged Schools Empowerment.		✓	✓	

City of Johannesburg Business Plan Competition. The project is based on SWC and DFC.				✓	
Service Learning at Baumann School.		✓			
Brixton Youth Entrepreneurship Programme based in Brixton.				✓	
Department of Industrial Psychology and People Management based in Soweto.		✓			✓
STUDENT RESIDENCES					
Bastion Men's Residence	Westbury Primary School Paint Outreach Project. The Project was aimed at painting classrooms in the Primary School.		✓		
Bastion Men's Residence	The Nkosi Haven Paint Outreach Programme. The project was aimed at painting rooms in Nkosi Haven.		✓		
Goudstad Residence	St Vincent De Pau/I Come Home Bible Study. The project was based in the Holy Trinity Catholic Church in Braamfontein.		✓		
Sivebeek	Sivebeek Community Outreach on the East Rand Ekurhuleni.		✓		
Habitat residence	KIZITO HIV and AIDS Orphanage.		✓		
Ikhayaletu Day House and Clay Pots	To empower children to be responsible and caring citizens. Johannesburg Observatory area.		✓		
Panorama residence	Sports Day/Soup Kitchen. The project is based in Vrededorp.		✓		
Horison Residence	Sports Day Orphan Day.		✓		
NON-ACADEMIC DEPARTMENTS					
Human Resource Division	ABET project based in UJ.			✓	
Library Division	DFC Library: Book and clothing, donations/ monitoring and coaching projects.		✓		
	APK Library: Information Literacy for UJ Metropolitan Academy students.			✓	
Sports	JHB Prison Soccer.		✓		
Office of Community Engagement	Mandela Day Project. The Project was undertaken at three hospitals (as articulated in the section above).		✓		
Office of Community Engagement	Women's Day Celebrations. The Project was held on the APB campus.		✓		

Table key

SL: Service Learning

CO: Community Outreach

TL: Teaching and Learning

CR: Community Research

UJ Community Engagement Programmes 2013

The CE Office successfully ran the following programmes in 2013:

- UJ CE Student Volunteer Programme.
- UJ Saturday School Programme.
- Art For Aids.
- CE Student Showcase in May.
- CE Roadshow in September.
- Mandela Day in July.
- Women Empowerment Project in August.
- CE Awards in November.

EMPLOYEE PROFILE

At year-end Community Engagement had four permanent staff and no temporary positions.

Total number of staff: 4

Permanent staff: 4

Table 44: The breakdown of Peromnes of staff at end 2013

Peromnes 7	1
Peromnes 9	1
Peromnes 11	2

Table 45: The demographic breakdown of staff at end 2013

Black Female	Black Male	Coloured Female	Coloured Male	White Female	White Male	Indian Female	Indian Male
1	0	2	0	0	0	0	1

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

STAKEHOLDER ENGAGEMENT

Community Engagement worked throughout the year to expand and deepen its relationships with local communities and NGOs and NPOs working in those communities. Through the section's outreach programme, it has also brought thousands of UJ students into close contact with the needs of these communities, relationships that will endure long after these students leave the University.

RESOURCE MANAGEMENT AND SUSTAINABILITY

FINANCIAL MANAGEMENT

Table 46: Breakdown of Total Budget and Expenditure for Community Engagement and Alumni Affairs (Combined in 2013 budget)

Total Budget for 2013:	R4 155 398
Total Institutional Advancement Spend for 2013:	R3 465 690
Underspend/ Overspend 2013:	R 689 708

The underspend of R689 708 was the result of a change in Advancement leadership in the fourth quarter and a number of major events for Alumni being cancelled from November to year-end 2013.

LEADERSHIP

Dr Kwazi Magwenzi (Senior Manager: Strategic Partnerships) is a board member of the South African Higher Education Community Engagement Forum and serves on a number of external boards in South Africa and the SADC region.

CONCLUSION AND WAY FORWARD

The CE Office made significant strides in enhancing the stature of UJ's institutional CE projects.

Five flagships partnerships were initiated in 2013, which included Proudly SA, Renault SA and Gauteng Department of Education as partners.

The successful initiation of 16 new CE projects in Faculties and Support Divisions is also noteworthy. Going forward, in 2014 CE will look to grow the current number of active student volunteers – which was up from 500 in 2012 to an exceptional 7 151 in 2013.



Milcho Damianov (Mr)

Executive Director: Advancement



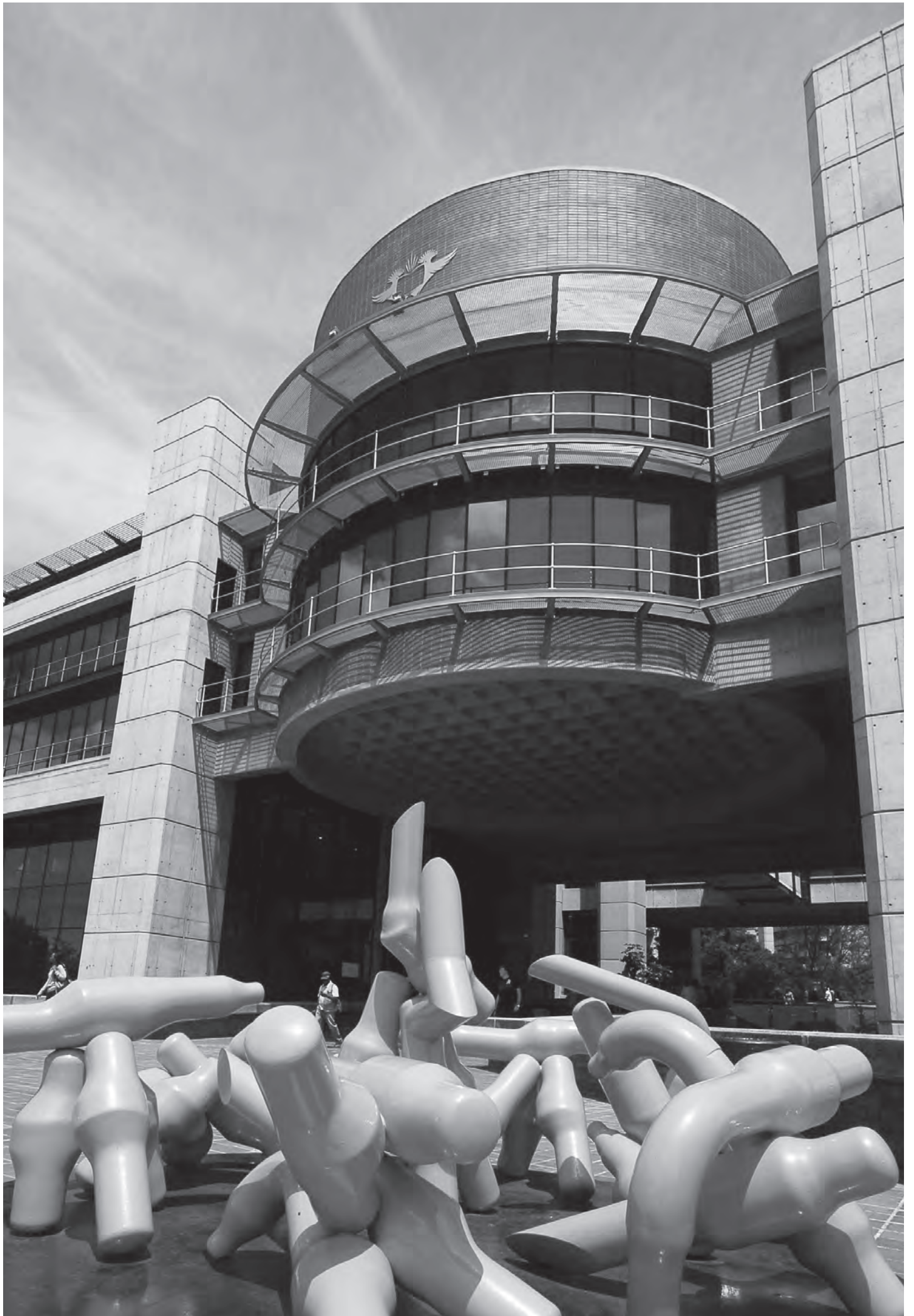
Tinyiko Maluleke (Prof.)

DVC: Internationalisation, Advancement and Student Affairs



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal



SENATE REPORT TO COUNCIL: FACULTY PERFORMANCE

OVERVIEW AND GOVERNANCE

The review reports of the nine faculties are reflected in alphabetical order in this section.

The Faculty Board of each faculty is the statutory governing structure. 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 model, policy, strategy and material risks reflected in the Institutional Risk Register.

FACULTY OF ART, DESIGN AND ARCHITECTURE

INTRODUCTION

The Faculty of Art, Design and Architecture (FADA) is committed to the notion that art, design and architecture can change the world. By encouraging creativity, collaboration, communication and critical thinking, we challenge our students in all eight programmes to expand their fields beyond the conventional boundaries in imagining the world they hope to have and to leave behind. We emphasise sustainability, relevance and an engagement with the real world in our programmes, and connect actively with the dynamism, creativity and diversity of Johannesburg in promoting new approaches to design education that support the University's vision of being an international university of choice, anchored in Africa and dynamically shaping the future. The Faculty has excellent facilities and staff, and has a long-standing reputation for producing first-rate graduates who are well equipped to deal with the challenges of solving real-world problems.

We work closely with industry to ensure that our programmes remain relevant, and that students are empowered to deal with the constant change that characterises the highly competitive world of the creative professions. Through networks of national and international linkages, the Faculty hosts an ongoing programme of national and international visitors to engage with students, as well as an ever-changing roster of exhibitions and public events to promote what we do.

The FADA flagship research centre, Visual Identities in Art and Design, is beginning to establish itself as a national thought leader in promoting practice-led research, and continues to contribute significantly to the research output of the Faculty.

Overall, the Faculty made excellent progress in 2013, while at the same time being responsive to the changing strategic imperatives of the University.

GOVERNANCE

At the end of 2012 Prof Marian Sauthoff retired as Executive Dean of the Faculty, having served in that capacity since 2006. During her tenure, Prof Sauthoff succeeded in creating an integrated Faculty within the context of a comprehensive university. Not least of her contribution was the extent to which the vocational basis that informed the pedagogy of the legacy departments of the old Technikon Witwatersrand was transformed into a more academically-intensive mix of programmes and qualifications. She was also instrumental in creating extremely effective and efficient governance and administrative structures, leaving behind a highly functional environment that is well positioned to rise to the challenge of the University's ambition to attain global excellence and stature.

Prof Federico Freschi took up the position of Executive Dean in January 2013. An NRF-rated art historian, Prof Freschi has extensive experience as an academic and academic administrator. He has taught at the former Cape Technikon, the Universities of Cape Town and Stellenbosch, and more recently at the University of the Witwatersrand, where he held the position of Associate Professor of History of Art. At Wits he also served as Acting Head of School of the Wits School of Arts, and later as Deputy Head of School. He has management experience in the private sector, having worked as a business consultant in human resources, and prior to joining UJ was the Executive Manager and Senior Curator of the Goodman Gallery, Cape Town.

Prof Freschi inherited the 2013 strategic objectives for the Faculty, which had been identified as:

- a focus on building a competitive and relevant programme mix and offering;
- a continued contribution to the technology drive;
- enhancing the staff profile in terms of 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 University's strategic drivers;
- ensuring operational efficiency and institutional culture;
- continued engagement with community service.

The Faculty made excellent progress in all these areas, while also engaging actively with the new vision and energy brought by a change in management. In June 2013 all full-time staff, both academic and administrative, came together for the first time as a group to discuss the Faculty's vision, mission and strategy in order to align these with the University's emerging 'Global Excellence and Stature' strategy.

STUDENT ENROLMENT, PROFILE AND PERFORMANCE

Although slightly under-enrolled in terms of its institutional enrolment target, the Faculty nonetheless continued to grow in 2013, with a total of 1 284 students enrolled in its programmes, as opposed to 1 247 in 2012. Of these, 311 were enrolled in undergraduate degrees and 923 in undergraduate diplomas, giving a total undergraduate enrolment of 1 234. The total postgraduate enrolment was 48. The enrolment of two occasional students made up the final total. International student enrolment remained relatively static at 41, a marginal drop from 42 in both 2011 and 2012.

The trend of increasing the number of total enrolments of black students continued, rising from 55% in 2012 to 61% in 2013. The number of first-time entering black African students has also shown a steady increase over the same period, with the total enrolment of 59.5% in 2013 being a significant rise from 50% in 2012. Although there has been a concomitant drop in enrolments of white first-time entering enrolments over the same period – from 48% in 2009 and 2010 to 43% in 2011, 36% in 2012 – this rose marginally to 40.5% in 2013. Similarly, the marked increase in enrolment in master's programmes, from 20 students in 2009 to 52 in 2012, experienced a marginal drop to 48 in 2013.

The academic performance of students in the Faculty remains good, rising from 84% in 2010, to 87.5% in 2012 and remaining relatively stable at 86% in 2013. Overall first-year success rates showed a slight drop from 79.8% in 2012 to 78.7% in 2013. Of some concern is the drop in first-year black African success rates from 76% in 2012 to 72.8% in 2013. The overall performance of black African undergraduate students dropped slightly from 82% in 2012 to 80.7% in 2013.

There were 234 (191 unique) undergraduate modules taught in the Faculty in 2013. Undergraduate module pass rates in all departments were generally above 65%, with only 13 modules achieving a pass rate below 65%. Module throughput rates (success rates) improved, with 20 modules reflecting throughput rates of less than 65% (as compared to 21 in 2012) and 11 of these reflecting a throughput rate of 60% or less. Overall, 192 undergraduate modules reflected a throughput above 75%, a substantial improvement on 132 modules in 2012. There has also been a steady increase in graduation rates, with a total of 362 graduates being awarded their qualifications in 2013 compared to 313 in 2010, 308 in 2011 and 348 in 2012.

The Faculty continued to provide support to its students through ongoing initiatives such as the First-Year Seminar, an extended system of tutors for first-year students and special assistance to at-risk students, the First-Year Experience (FYE) programme, onsite writing tutors and special recognition of students' achievements. Tutoring was successfully augmented by the deployment of additional tutors funded by the Management Executive Committee (MEC) strategic fund.

Where necessary, students were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre once they had been referred there. Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary Green Design Week project, instituting a number of other interdisciplinary and collaborative projects and promoting an ongoing roster of lectures and presentations, both by members of staff and guest speakers from industry and academia, aimed at exposing 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 continued to garner in competitions. Some of the noteworthy competitions in which FADA students featured in 2013 included: The Corobrick Architectural Students' Awards; the Des Baker Architectural Awards; the Fuchs Foundation Award; the Food Technology 2013 Student Competition; the Assegai Awards; the 35th Annual Loerie Awards; the IndAfrica Poster Competition; the Cobra Tap Competition; the Association of Rotational Moulders of Southern Africa (ARMSA) and Plastics SA Student Design Competition 2013; the Plastics Institute of South Africa (PISA), Plastics SA, Pet Plastic Recycling South Africa (PETCO) and Afrimold Student Design Competition 2013; the Caesarstone Competition; the Carst and Walker Office Design Competition; the Anglo Gold AuDITIONS Competition; the Anglo American Plat Africa Awards; the Thuthuka Jewellery Awards; the Thami Mnyele Ekurhuleni Awards; the ABSA l'Atelier Awards; and the Sasol New Signatures Competition. Whitney Richardson, a BTech student in Interior Design, was selected as one of the students to represent the University at the U21 Student Conference in Amsterdam.

Students' interests were addressed at the FADA Student Forum and in departmental representatives' meetings. Items dealt with at the quarterly Student Forum meetings, chaired by the Dean, included academic matters, Faculty administration related to the student life cycle, Faculty events, student life and student concerns. With the Dean's encouragement, the Student Forum initiated an 'open mic' initiative, which brought students together from the Faculty and elsewhere in the University in a friendly competition to show off their performing and musical talents. Thanks to this initiative, the 2013 Student Forum achieved a high level of visibility and buy-in from their peers, and overall, students expressed high levels of satisfaction with their experience of the Faculty.

The Faculty's Top Achievers were celebrated at a gala dinner organised for students on the Dean's Merit List, and the Dean also hosted a lunch for the winners of the Green Week collaborative project.

ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS

The introduction of a degree track, which is to be implemented across the Faculty over the next few years, continued to enjoy priority in terms of academic programme and curriculum development in 2013. The first cohort of BA Industrial Design students entered this programme in 2013, and the BA Honours (Design), available to students from the Departments of Graphic Design, Jewellery Design and Manufacture, and Multimedia received final approval from the Higher Education Quality Committee (HEQC) and the South African Qualifications Authority (SAQA) for implementation in 2014. The HEQC also approved the MA Design, which will be offered for the first time in 2015. The proposed degree programme in Multimedia, the BA Design (Digital Media) was approved by Senate, and awaits final approval from the HEQC for implementation in 2015. Substantial progress was also made in developing submissions for degree programmes in Interior Design, Fashion Design and Visual Art for implementation in 2016. The BA Visual Art is being developed in such a way that it will enable students to do BA subjects in Humanities, while also making the History of Art component of the Visual Arts degree available to BA students in Humanities as a major. It is envisioned that this will in time lead to the development of a fully-fledged History of Art programme in the Faculty.

The third-year curriculum of the academic major Art and Design for students in the Faculty of Education was successfully introduced 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, which in the past had foregrounded the unique characteristics of teaching and learning in the creative disciplines, was somewhat less active in 2013. This is due to one of its key members, Mr Terence Fenn, withdrawing from the Forum in order to focus on preparations for a PhD. Nonetheless, the Forum continued to host seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. In 2014 the Forum's activities will become part and parcel of the Faculty's engagement with the University's FYE and newly implemented Senior-Year Experience (SYE) initiatives.

RESEARCH AND CREATIVE PRODUCTION

Preliminary figures indicate that the Faculty showed an improvement of 136% on the 2012 figures, producing a total of 45.74 subsidy units. This is a substantial increase on the 35.48 units produced in 2012, and restores the upward trajectory of accredited output of the past few years, from 27.75 units in 2010 to 40.78 units in 2011. The 2013 output comprised 20.5 journal article units, 8.25 conference proceeding units, 11.41 book units, and 1.4 book chapter subsidy units. While most of the output continued to come, as in previous years, from fellows associated with the Faculty Research Centre, there has been a steady increase in output from academic staff in the Faculty. This is partly the consequence of a more liberal approach to supporting requests for funding from the Faculty Research Committee, and partly of a new strategy that seeks to build a closer relationship between the activities of the Research Centre and academic staff in the Faculty.

The appointment in the Faculty of Prof. Brenda Schmahmann, a B2-rated art historian formerly of Rhodes University, as a Professor with Research Specialisation brought a new lustre to the Faculty's research profile. Not only has Prof. Schmahmann made a significant individual contribution of 5.43 units to the 2013 research output (including 4.18 units for a book entitled *Picturing Change: Curating Visual Culture at Post-Apartheid Universities* published by Wits University Press), she has also, at the Dean's behest, been active in engaging with both fledgling and established researchers in the Faculty in order to stimulate more research activity. The appointment of Professors Schmahmann and Freschi also doubles the number of NRF-rated researchers in the Faculty, from two (Professors Osman and Berman) to four.

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority amongst the artists, designers and architects on the academic staff. Five projects for the recognition of creative work as research underwent a peer review process and were successfully submitted to the faculty Research Committee (FRC) and subsequently to an ad hoc committee of the University Research Committee (URC). For the first time since the implementation of the principle of recognition of creative work as research, the University has formally agreed to fund the subsidies payable to successful applicants from URC rather than Faculty funds. This is a significant step forward, and puts the University on a par with its peer institutions, while also increasing the subsidy amount payable to individual researchers. It is envisioned that this will serve as an incentive for the academic staff to submit their creative work to a peer review process.

In addition to the projects that were officially recognised by the ad hoc committee of the URC, members of staff participated in six solo or duo exhibitions and 70 group exhibitions (including exhibitions curated by staff members) nationally and internationally, and completed 14 design projects, giving a total of 96 creative outputs for the year, compared to a total of 95 creative outputs in 2012.

Other significant staff achievements included Ken Stucke from the Architecture Department being awarded the prestigious Enviropaedia Eco-Innovation Award for his 'House Jones', and Prof Karen von Veh from Visual Art being invited to be the keynote speaker at the International Association of Art Critics (AICA) conference in Slovakia, funded by the Getty Institute.

The Research Centre, Visual Identities in Art and Design (VIAD), continued its programme of specialist conferences and colloquia. Principal amongst these was an international colloquium entitled *WHITEWASH 1: Negotiating Whiteness in 21st Century South Africa*. Hosted over two days, the conference brought together South African and international scholars working across various disciplines whose work advances a critical understanding of ways in which notions of whiteness are constructed in post-apartheid South Africa. Collectively, their contributions to the field point to the emergence of a fledgling South African whiteness studies. The conference attracted significant amounts of public and academic interest, and, given its controversial thematics, generated substantive media publicity and robust debate both during and after the event.

VIAD also hosted a one-day colloquium entitled *Jozi Fashion Threads I. Interference: theorising fashion design practice as process*. This colloquium focused on the three components integral to fashion design practice: fashion design as activity (process); the fashion designer (actor); and fashion design as object (end product). The keynote speakers were Regine Steenbock (Suim Design, Hamburg and Berlin) and Dr Sonja Narunsky-Laden (Senior Lecturer, UJ Department of Communications), and included one international video presentation and two international attendees.

The FADA Gallery continued to promote the profile of the Faculty by hosting nine student and professional exhibitions. Highlights included the annual alumni exhibition, hosted in 2013 by Industrial Design, on the theme of 'Thinking Design', and an international touring exhibition of 3D printed design and artwork entitled 'Agents of the 3D Revolution'. This exhibition generated national media coverage, and brought a number of high-profile visitors and industry stakeholders to the Faculty. The FADA Gallery, under the energetic stewardship of part-time curator Mariapaola McGurk, actively embraced social media in promoting its events, and initiated a dynamic collaboration with UJ Arts and Culture in co-hosting an exhibition entitled 'Critically Queer' as part of the latter's 'That's So Gay' festival.

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 39 community projects were completed in 2013. These included eight community research projects (CR); 16 organised outreach (OO) projects; 10 service learning (SL) projects; two 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 76 national and 20 international researchers or academics from institutions in the United States, France, Australia, Germany, Dubai and India. In addition, 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 and the Cape Peninsula University of Technology. Faculty staff was well represented on professional forums, with a number instances at leadership level, in national and international professional bodies. Service to the academic community was accomplished by staff acting as assessors or moderators on 68 occasions.

FADA continued a working relationship with the Central Johannesburg College (CJC), a Further Education and Training (FET) college whose arts and culture campus is located in the vicinity of Crown Mines, by allowing representatives from CJC to observe our first-year selection process and to interview prospective students who did not meet our criteria. Two B Tech Fine Art students also completed their workplace learning commitment with first-year CJC classes, and a senior member of the staff of the Visual Arts Department served as an external moderator at CJC. We will continue to build this relationship in 2014 by exploring the possibilities of involving CJC students in a first-year collaborative citizenship education project.

The FADA Open Day 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. Industry stakeholders were invited by the Dean to a series of cocktail receptions hosted in the FADA Gallery during the exhibition of the FADA Student Showcase at the beginning of the year. As part of the strategic drive to build the Faculty's visibility and stature, the Dean was instrumental in establishing the Faculty as the academic partner of the Johannesburg Art Fair. This gave FADA and the University considerable exposure, both in the printed and other media that accompanied this high-profile event, and through a series of public panel discussions, chaired by the Dean, in which a number of South African and international experts debated questions relating to the collecting of contemporary African art.

In order to both promote the Faculty and to foster closer alignment with the University's values, the Dean initiated a series of public lectures, to be continued in 2014, in which prominent public intellectuals in the fields of art and design are invited to address the core values of the University as they relate to the creative disciplines. In the first semester, Prof. Gerrit Olivier, a Professor in the Wits School of Arts and former Dean of the Faculty of Humanities at Wits, gave a lecture on the theme of 'Imagination', entitled 'Does imagination have a place in the Academy?' In the second semester, Prof. Edgar Pieterse, Director of the African Centre for Cities and Research Chair in Urban Policy at the University of Cape Town, spoke to the theme of 'Regeneration' in a lecture entitled 'Can regeneration save the city?' Both events were widely publicised and well attended, with the lectures being podcast after the event on the FADA website.

In this and other ways the Faculty ramped up its efforts to establish and entrench its presence and profile among all its stakeholders. All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The FADA Facebook page gained 1,500 subscribers (compared to 740 in 2012), while the FADA Twitter account became increasingly active, with 900 followers by the end of 2013.

The informal INTERACT@FADA internal news email was sent to staff every month. In this way Faculty staff were kept informed of activities taking place within the Faculty and elsewhere in the University. In order to better promote internal communication, the Dean sent regular communiqués to all staff in the form of an email circular entitled 'From the Dean's Desk', in which he commented on strategic issues and celebrated individual and Faculty achievements. As a further step towards promoting Faculty activities to both internal and external stakeholders, a vitrine was installed in the foyer of the FADA building in which members of staff were invited to post news of their research and creative achievements.

RESOURCE MANAGEMENT

The Faculty had a total of 66 permanent and full-time contract members of staff in 2013. This comprised 47 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 47% senior lecturers, 40% lecturers, 9% associate professors, and 4% professors. The percentage of associate professors improved from 8% in 2012 to 9% in 2013, while the senior lecturer category increased from 43% in 2012 to 47% in 2013. The percentage of staff in non-designated groups changed from 76% in 2012 to 62% in 2013. The percentage of designated non-academic staff members remained constant at 68% as did the Faculty Management Committee at 33% designated and 67% non-designated members.

Overall, the upgrading of staff qualifications progressed well. The level of academic qualifications of staff in the Faculty shifted upwards in 2013, with 89% of staff holding a master's or doctoral qualification compared to 79% in 2012, 76% in 2011 and 68% in 2010. The number of staff with doctorates increased from 14% in 2012 to 21% in 2013. Leora Farber, the Director of the FADA Research Centre, was awarded her doctorate in the first part of 2013, and towards the end of the year two members of staff, Justine Hunkin from Industrial Design and Carol Lavelle from Fashion Design, completed their master's qualifications. Lizette Hollander, the Head of Faculty Administration, also completed her master's qualification. All staff members not yet holding a master's qualification in 2013 were registered for further studies, and their progress carefully monitored.

The focus on training and development during the year was on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications and teaching and learning. The Research Centre also hosted a colloquium, well attended by Faculty staff, focusing on practice-led research.

The second phase of the upgrading of ventilation and temperature control in the building was implemented, with a focus on teaching venues. While this has afforded some relief in parts of the building, problems with ventilation and temperature control persist, particularly in the staff offices and common rooms on the second floor of the building. This remains 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 use of recycling bins and the continued move towards a paperless meeting environment throughout the Faculty.

The Faculty managed its financial expenditure 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, and recommendations for granting credits and status before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

In keeping with the schedule of the University's Unit for Quality Promotion, two Departments – Graphic Design and Architecture – were peer reviewed in 2013 in order to ensure the quality and relevance of their programmes. In the case of Architecture, this was also to gain accreditation of its programmes from the South African Council for the Architectural Profession (SACAP), the statutory body regulating the practice and education of architecture in South Africa. The review panels for both Departments 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 for development. Developmental plans based on the recommendations of these reviews will be submitted in 2014 to the Faculty Academic Planning and Quality Assurance Committee. SACAP also awarded full accreditation of the programmes offered by the Department of Architecture. Endorsed by the international body, the Commonwealth Association of Architects, this is an important validation that underscores the professional standing and status of the architectural programmes in the Faculty.

An external panel comprising a number of high-ranking academics from peer institutions reviewed the Faculty Research Centre, Visual Identities in Art and Design, in order to determine whether it should continue to receive URC funding for the next cycle. The review panel was unanimous in commending the Research Centre for the work that it has done over the past five years in promoting high-level debate in terms of its thematic, and for forging new ground in the area of practice-led research in South African visual arts. It noted that the Centre has, through prolific scholarly publication and the hosting of international conferences, curated exhibitions and the like, achieved a significant national profile. As one of the reviewers, Prof. Bhekizizwe Peterson, Professor and Head of African Literature at the University of the Witwatersrand put it, "The Centre is definitely a national beacon and needs to be commended for that". In the final analysis, the review committee was unanimous in strongly supporting the Centre and its application for continued funding.

Student and academic data were well managed and Academic Administration maintained an excellent record. 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, and the physical working environment. Appropriate actions were taken where possible in mitigating these risks. Areas of particular concern for departments remain the attraction of qualified staff, particularly from designated groups, 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. The lack of office space is also an area of concern, particularly as regards being able to accommodate postdoctoral research fellows (PDRFs). Given the rising stature of the Research Centre and its ability to attract PDRFs, it is important that this is resolved.

Overall, the Faculty functioned at a high level of effectiveness in 2013, and indeed in many areas is going from strength to strength. It appears to be well positioned to realise its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg, aligned with the University's ambitions of attaining global excellence and stature.

A handwritten signature in black ink, reading 'Federico Freschi', with a stylized flourish extending from the end of the name.

Federico Freschi (Prof.)

Executive Dean: Faculty of Art, Design and Architecture

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

INTRODUCTION

Being on the cusp of a decade of existence, it is imperative that the Faculty of Economic and Financial Sciences (FEFS) of the University of Johannesburg begins the process of taking stock of its progress, plans and prospects in its various areas of activity. In doing so, it is important to take cognisance of the strategic plans of both the University and the Faculty. Up until the end of 2013 the 2011 to 2020 UJ Strategic Thrusts guided the future path of the institution, and also provided perspective for the Faculty's own strategic framework. Towards the end of 2013, but more formally at the onset of 2014, the University introduced its 2025 Strategic Plan consisting of six strategic objectives which are largely a consolidation of the previous eight strategic thrusts, but this time with a strong emphasis on advancing the University in terms of its global standing, through an initiative appropriately dubbed Global Excellence and Stature (GES).

While it is important to evaluate the Faculty's performance in 2013 in context of the previous institutional strategic plan, it may be prudent to already start reflecting on the 2025 strategic objectives and the corresponding GES initiative. FEFS has a significant focus on profession-oriented education in its part to address national imperatives. At the same time, it aims for world-class standards in both the nature and delivery of its academic product. The phrase, frequently used in the context of globalisation, 'think globally, act locally' resonates strongly with FEFS. This was well-articulated by the Vice-Chancellor, Prof. Ihron Rensburg, in his welcoming remarks at the 2014 Academic Opening of the University of Johannesburg: "Our vision is to be nationally responsive in a manner that only we can be, while we pursue global excellence and stature, again in a manner that only we can be ..."

The following facts, inter alia, bear testimony to FEFS' global orientation in responding to national priorities:

- Professional accounting education in the Faculty is fully aligned with International Financial Reporting Standards (IFRS) and International Standards on Auditing (ISA), supported by the influential role of the South African Institute of Chartered Accountants (SAICA) on UJ's accounting curricula. This is important, given that South Africa's accounting and auditing standards are now fully aligned with both IFRS and ISA respectively.
- Given the reciprocity agreements between SAICA and several foreign professional accounting bodies, candidates qualifying as chartered accountants (CAs) are able to work in various other countries. This is particularly important for UJ's students given the University's prevailing position as the largest provider of chartered accountants of all residential universities in the country.
- With transformation of the accounting profession in South Africa being important for the country as a global player, the Faculty's Department of Accountancy plays an important role through two initiatives, namely SAICA's Thuthuka Programme aimed at increasing the number of black CAs in the country, and SAICA's

programme to accredit more universities to offer accounting education geared towards the CA qualification. UJ, through its Department of Accountancy, played an intrinsic role in building capacity at the University of Limpopo (UL), thereby enabling it to obtain SAICA accreditation of its undergraduate degree programme. The role of UJ in both initiatives was acknowledged by the World Bank in its June 2013 South Africa Report on the Observance of Standards and Codes, Accounting and Auditing (ROSC A&A). Apart from UL, the Department of Accountancy previously supported the University of Fort Hare, and will now be assisting the University of Venda to obtain SAICA accreditation.

- UJ plays an important role in the strengthening of corporate financial reporting systems through its review of financial statements of listed entities on behalf of the JSE Ltd. This was also acknowledged in the World Bank ROSC A&A.
- The Executive Dean, Prof. Amanda Dempsey, is a committee member of the Consultative Advisory Group (CAG) of the International Accounting Education Standard Board (IAESB) of the International Federation of Accountants (IFAC). Whilst she is essentially a representative of the Independent Regulatory Board for Auditors (IRBA) on CAG, she leaves a footprint as a UJ 'ambassador' in terms of her expertise and hence, the kind of leadership she provides at an international level. IFAC is a global body for the accountancy profession, consisting of 179 members and associates in 130 countries and jurisdictions. In effect it represents approximately 2.5 million accountants in public practice, education, government service, industry and commerce. It aims to serve the public interest by strengthening the accounting profession and hence, contribute to the economic development of countries represented by its members.
- UJ's Centre for Economic Development (CENLED), in collaboration with the Department of Trade and Industry (DTI), is to build capacity in the area of local economic development, which it is doing through a consortium of universities. Several short courses have been developed and accredited by the International Economic Development Council (IEDC), with the purpose of producing professional local economic development practitioners.
- The Centre for Competition, Regulation and Economic Development (CCRED) is spearheading a project, funded by the Department of Economic Development, on capacity building for regulatory entities.
- UJ is one of a select few universities in South Africa that enjoys accreditation with the Chartered Institute of Management Accountants (CIMA), an international accountancy body, thereby granting students a significant opportunity to advance their CIMA membership.
- The Faculty is in partnership with the Association for Accounting Technicians South Africa (AAT(SA)), an affiliate of AAT(UK), for diploma students to register as accounting technicians after successful completion of their academic component at UJ and passing of the AAT(SA)'s first Professional Test of Competency (PTC). Thereafter students, with some practical experience obtained in industry, will reach the highest membership level at AAT(SA).
- A close relation exists with Sage Pastel Evolution as Pastel software packages are being used in the Diploma in Accountancy and ongoing training of teaching staff are undertaken by Sage Pastel trainers.
- The development of a new Diploma in Financial Services Operations has led to the commencement of a new engagement with a UK body, the Chartered Institute of Securities and Investments (CISI), which will recognise certain modules passed in the Diploma for the purpose of providing an internationally recognised designation.
- A memorandum of understanding for academic collaboration exists between the Centre for Operations Research and Econometrics (Core) in Belgium and the Department of Economics and Econometrics with the aim of cooperation on academic activities between the two entities.
- A partnership has been formed with the African Institute for Economic Development and Planning (IDEP), a training arm of the United Nations (UN), to offer a joint degree in industrial policy to mid-career and senior government officials from various African nations.

It is clearly evident from the above-mentioned facts, that the Faculty already has an international propensity in the packaging and delivery of an academic product aimed at addressing national needs. Having stated that, however, it is acknowledged that there is a need for the Faculty to develop a strategy aimed at earning itself

global recognition as a centre of excellence, not only in the quality of its academic programmes, but also in terms of the pivotal role it could play for critical thought and advancement in the practice of accounting, finance and economics in Africa and beyond. The Faculty-wide review planned for August 2014, involving a panel of national and international experts, is expected to play a crucial role in this regard.

HIGHLIGHTS OF 2013

- In 2013 UJ graduates achieved a pass rate of 90% in SAICA's Initial Test of Competence (ITC). Two UJ candidates were placed in the Top 10, with one taking first position. In total there were 294 successful UJ candidates, re-affirming UJ's position among residential universities as the biggest provider of chartered accountants in South Africa. Moreover, UJ produced the highest number of successful black candidates among residential universities, accounting for 23% of African black candidates who passed the exam.
- The success rate (in terms of degree credits) for undergraduate programmes increased to 83.7% in 2013.
- The Centre for Local Economic Development (CENLED) continues to make its mark in contributing to national imperatives – the centre received funding of R8 million and R4,5 million from the DTI for the facilitation of Centres of Entrepreneurship at further education and training (FET) colleges, and for the ongoing national project of capacity building in local economic development respectively.
- The Centre for Competition, Regulation and Economic Development (CCRED) made its mark by spearheading a project, funded by the Department of Economic Development, on capacity building for regulatory entities.
- The Department of Economics and Econometrics maintained its position as one of the top five departments of Economics in South Africa, according to the RePec (Research papers in Economics) classification.
- Staff achievements:
 - Six staff members completed their master's qualifications in 2013.
 - One staff member from the Department of Economics and Econometrics completed her doctoral qualification.
 - An article by a staff member (Dr I. Kanyama) from the Department of Economics and Econometrics was published in a prestigious high-impact international journal, the *American Economic Review* (placed among the top ten journals in the field of Economics and Finance).
- UJ won the South African final of the CIMA Global Business Challenge (GBC) in 2013. The two UJ teams that competed in the South African final finished first and third. By winning in 2013, UJ became the first university in South Africa to win the South African final more than once.
- CIMA results – UJ candidates achieved a much higher overall average pass rate for first-time attempts of 68% than the global average of 44.67% for the strategic level examinations in May 2013 and the 46.67% for the November examination.
- Public lectures – the Faculty hosted (in some cases, co-hosted) highly esteemed guests for its 2013 Public Lecture Series:
 - Mr Pravin Gordhan, Minister of Finance (co-hosted with the Library and Information Centre) – on the topic: *Addressing South Africa's national development imperatives while ensuring fiscal sustainability – challenges and choices*.
 - Professor Muhammad Yunus, Nobel Peace Prize Laureate (co-hosted with the Library and Information Centre and the Faculty of Management) – on the topic: *Micro financing for poverty alleviation*.
 - Mr Nhlanhla Nene, Deputy Minister of Finance – on the topic: *The triangle of trust: business, government and labour*.
 - Ms Prem Govender, Chair of the South African Savings Institute – on the topic: *The plight of savings in South Africa: what are our roles?*

OPERATING CONTEXT AND GOVERNANCE

The Faculty consists of four departments which offer academic programmes in the fields of accountancy, economics and finance. The programmes range from undergraduate diploma and degree programmes to postgraduate programmes consisting of honours, masters and doctoral degrees. Each academic department

is managed by a Head of Department (HoD), usually supported by two deputy HoDs, programme coordinators and/or subject heads. The four HODs, the Executive Dean, Vice-Dean, Head of Faculty Administration (HFA), and Programme Advisor constitute the Faculty Management Committee which met on average once a month in 2013 to deal with strategic and operational matters.

The Faculty Board, comprising all permanent and contract academic staff members, met at least once a quarter in 2013 to consider academic matters relating essentially to policy, academic programmes, processes and procedures. In addition, five Faculty Board sub-committees played an important role in facilitating and coordinating quality arrangements relating to academic aspects such as teaching, learning and assessment; higher degrees; research; ethics; and programme development.

RISKS AND MANAGEMENT OF RISKS

Listed below are 14 key risks identified by the Faculty in 2013. The risk assessments before and after controls are indicated within brackets in that order:

- enrolment management not successful (20, 20);
- security and safety of staff and students (16, 16);
- academic leadership not effective (20, 12);
- inability to effectively implement teaching, learning and assessment strategies (16, 12);
- low accredited research output (total and per capita) (15, 12);
- student experience not good (or UJ not preferred) compared to competitor offerings (16, 12);
- loss of accreditation with professional bodies (SAICA, CIMA, CFP, AAT (SA), etc.) (15, 10);
- lack of employability of students that studied certain degrees/diplomas at FEFS (12, 9);
- lack of success in achieving the practical outcomes of diploma programmes (12, 9);
- low staff morale/high staff turnover/loss of quality staff (12, 9);
- not reaching EE targets (12, 9);
- poor postgraduate throughput (M and D) (16, 9);
- adverse press in social media (5, 4);
- students not eligible for sick exam, qualifies for one (6, 2).

The root causes of each of the above risks were identified and evaluated in terms of their significance to each 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 or unchanged. The Faculty will engage in a review of its risk climate in 2014.

STRATEGIC THRUSTS, FOCUS AND TARGETS/INDICATORS

At a strategic planning session held on 30 May 2013, members of the Faculty Management Committee and other senior academic staff members evaluated and reviewed the Faculty's existing strategic plan, goals and progress. This was done taking full consideration of the institutional 2011 to 2020 Strategic Thrusts. However, the Faculty is mindful and reflective of the University's new 2025 Strategic Plan and corresponding GES initiative. The Faculty is indeed positioning itself reasonably well in the academic space for financial education through active scholarship, world-class education, and growing international affiliations. However, as intimated above, it is time for serious consideration to be given to developing a strategy that will position the Faculty as an important (even extraordinary) member of the global community, in terms of both the quality of its academic programmes and its influence in the thinking and practice of accounting, finance, and economics. It would thus, in its part, support the University in its pursuit of global excellence and stature. As already indicated, the Faculty-wide review planned for August 2014 is expected to play a critical role in this regard.

The Faculty remains guided by 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. The deliberations at the May 2013 strategic planning session were centred on the following strategic objectives:

- academic programmes which, through relevance and high standards, produce graduates that are highly sought after in the market place;
- a combination of initiatives at Faculty and departmental levels to increase and maintain a research focus without diminishing attention afforded to the other important academic goals of the Faculty;
- reflection on the nature and extent of the Faculty's current involvement and the development of programmes that would constitute a more constructive engagement with its community;
- pre- and postgraduate offerings from diplomas to degrees which comprise a unique blend and considered balance of professional, vocational and general formative programmes that cater for a specific range of skills in the fields of accountancy, financial economics and econometrics, and financial decision making;
- consolidation of programmes to establish a campus profile with minimum or no duplication of programme offerings in order to avoid disparities, perceived or real, in service delivery;
- an improved international profile of the Faculty in terms of programmes, students and staff;
- the establishment of brand capital through promoting and entrenching the identity of FEFS as **the** Finance Faculty in South Africa and Africa;
- effective leadership and corporate citizenship grounded in sound moral principles;
- an alumni comprising established practitioners in the financial domain who will support the Faculty in growing its brand;
- remaining an important contributor to the resources of the University for the achievement of its primary thrusts.

The above strategic objectives were unpacked in terms of sub-objectives, actions and specific targets. A follow-up in terms of progress evaluation and a reconsideration of objectives and targets will be done in the near future, particularly in light of the University's new 2025 Strategic Plan and the GES initiative.

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 2013 enrolments in general

- Actual total enrolment in 2013 fell short of the planned target by approximately 1.6%. This was to a certain extent due to a lower than planned first-time entering undergraduate enrolment.
- First-time entering undergraduate enrolment (inclusive of entering and transferring students) was below the planned target by 5.1%.
- Besides being below the target, first-time entering undergraduate enrolment (degrees and diplomas) decreased by 2.9% from 2 927 in 2012 to 2 841 in 2013.
- Total enrolment dropped by 1.2% from 11 495 in 2012 to 11 360 in 2013.
- Undergraduate enrolment at 9 925 in 2013 represented a drop of just 1.3% relative to 2012, while postgraduate enrolment increased by 0.6% to 1 430.
- Undergraduate degree enrolment increased by 0.4%, while diploma enrolment decreased by 4%.
- As in previous years, the total enrolment for 2013 represented close to 24% of the total enrolment of the University, effectively making FEFS the largest faculty in terms of student numbers.

Some key observations relating to campus enrolments in 2013

- In terms of the campus distribution of the 2013 enrolments, there were 852 students (7.5%) on APB, 2 988 (26.3%) on SWC, and 7 520 (66.2%) on APK.
- With regards to the change in enrolments per campus relative to 2012, APB enrolment dropped by 46.3% (from 1 587), SWC increased by 11% (from 2 691), and APK rose by 4.2% (from 7 217).
- The pattern in the redistribution of enrolment across the three campuses is in line with the consolidation of programmes which 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 2013 enrolments

- The change in student profile in terms of race relative to 2012 reflected a rise in African enrolment from 83% to 84%, unchanged Coloured and Indian enrolments at 2% and 5% respectively, and a drop in white enrolment from 9% to 8%.
- The change in composition of first-time entering undergraduate students relative to 2012 reflected a decrease in African intake from 88% to 87%, an unchanged Coloured and Indian intake at 2% and 5% respectively, and an increase in white intake from 5% to 6%.
- With regards to total undergraduate enrolment relative to 2012, the share of African students increased from 86% to 87%, Coloured and Indian students stayed the same at 2% and 5% respectively, while white students declined from 7% to 6%.
- In the case of postgraduate enrolment, the proportion of African students increased from 60% to 65%, coloured students dropped from 3% to 2%, Indian students remained unchanged at 7%, while white students declined from 30% to 26%.
- As far as gender is concerned relative to 2012, the proportion of female students of total enrolment remained the same at 54%.
- There was a significant rise in the share of female students in the case of first-time entering undergraduate students, from 50% to 54%.

Academic performance

HoDs are expected to monitor student performance in their departments through their programme and/or subject heads. The Executive Dean, together with the Vice-Dean, engages regularly with the HoDs on trends in student performance, particularly with regards to the last summative assessment results and final marks. In 2013, last assessments and final marks were carefully scrutinised by the Executive Dean/Vice-Dean before they were approved for release. Where necessary certain interventions were requested, for implementation prior to the writing of supplementary assessments. The following are some key observations in respect of academic performance for 2013:

- The average success rate (in terms of degree credits) for undergraduate programmes increased from 82.9% in 2012 to 83.7% in 2013.
- The decline in the average success rate for postgraduate programmes from 72.2% to 71.7%, was the net outcome of a marginal drop for honours programmes from 72.5% to 71.9%, an increase for master's programmes from 70.6% to 73.6%, and a drop for doctoral programmes from 60.7% to 44.3%. It must be noted that the results for doctoral programmes will tend to fluctuate between extremes given the generally low intake of students and the longer duration of study.
- The number of graduates in the Faculty dropped by 0.6% from 2 821 in 2012 to 2 804 in 2013.
- The graduation rate for undergraduate degree programmes decreased marginally from 20.2% in 2012 to 19.9% in 2013, but increased for undergraduate diploma (and certificate) programmes from 21.1% in 2012 to 23.5% in 2013.
- With regards to graduation rates for postgraduate programmes, there was a drop for honours programmes from 60.5% to 56.6%, a decline for master's programmes from 18.1% to 13.1%, and a drop for doctoral programmes from 18.2% to 12.5%.
- The total graduation rate in the Faculty increased marginally from 24.5% in 2012 to 24.7% in 2013.
- The proportion of FEFS graduates relative to the University increased slightly from 24.7% to 25.5%.

Programme developments

Several reviews, particularly at academic programme level, were conducted in 2013 and others have been scheduled until 2015/2016. Apart from the need for alignment for HEQSF purposes and to be market-relevant, these reviews serve as useful opportunities for taking stock of the Faculty's academic standing, its strategies and outlooks. The following key developments in respect of academic programmes occurred during the course of the 2013 academic year:

- Changes to the undergraduate and honours degree programmes in economics were to include more quantitative elements with the aim of making them internationally competitive – for implementation in 2014.

- The Advanced Diploma in Property Valuation and Management was approved by the Council on Higher Education (CHE) and was presented for the first time in 2013. This programme allows qualifying undergraduate diploma students an opportunity to articulate to a relevant honours programme.
- Three articulation/bridging programmes (in Property, Financial Planning and Investment Management) were merged into a single Bridging Programme in Finance, to offer students the opportunity to articulate to honours programmes in the relevant fields.
- Approval was obtained for the MPhil in Industrial Policy, which is expected to be implemented in the second semester of 2014.
- The Postgraduate Diploma in Accounting was approved by the CHE and will probably be implemented in 2016.
- The development of an entirely new Diploma in Financial Service Operations (to replace Banking and Credit Management), the first of its kind in the country, aimed at occupations of an operational nature in the broader financial services industry, is expected to be offered in 2015.
- General review and revision of programmes related to the HEQSF alignment process.

NON-SUBSIDISED ACADEMIC PROGRAMMES

Departments collectively offered 38 non-subsidised academic programmes (not including the winter schools), of which 22 were active (presented) in 2013. The total enrolment for these 22 programmes was 966 in 2013. If the total enrolment of 699 in respect of winter schools is taken into account, then the total enrolment in non-subsidised programmes amounted to 1 665 in 2013, a 19.3% decrease relative to the enrolment of 2 062 in 2012.

The 2013 student intake consisted of 10.5% white and 89.5% black candidates (African, Coloured and Indian). Female students accounted for 54.2% of the total enrolment. Of all the non-subsidised programmes presented in 2012 and 2013, about half (with slight variations between the two years) were allocated result codes. Given the enrolment in these programmes, the percentage of qualifying candidates was 36.9% and 37.3% for the periods 2012 and 2013 respectively. Total income generated from non-subsidised programmes amounted to approximately R10.9 million in 2013 compared to R11.8 million in 2012.

RESEARCH AND SCHOLARLY ACTIVITY

The four departments of the Faculty vary in their orientation and focus regarding research and scholarly activity. While some departments are more geared towards activity that potentially result in accredited research output, others which focus on profession-oriented education engage in the type of scholarly activity that may less likely result in accredited output. Notwithstanding this dynamic in the Faculty, all staff members are encouraged to strive towards producing accredited research output.

Measures in 2013 aimed at creating an environment that would stimulate research and scholarly activity included: four public lectures; appointment of visiting professors; an accredited journal (to engage with the broader research community); internal research funding and other incentives; and various capacity development initiatives conducted particularly at departmental level. Activities in respect of the Faculty's three research/training centres have started to gather momentum and in turn contribute to the research environment. The centres include the Centre for Competition Regulation and Economic Development (CCRED), the Centre for Local Economic Development (CENLED), and the South African Accounting History Centre (SAAHC).

Preliminary subsidised publications in the Faculty amounted to 32 items, which translate to 24.49 units, comprising 21.24 journal article units, 0.43 book units and 2.82 units in respect of conference proceedings. This represents a 13.9% decrease relative to 2012. The decline in accredited research output is a concern to the Faculty and was discussed at the May 2013 strategic planning session. It was acknowledged that the Faculty has a significant focus on profession-oriented education, which lends itself to the type of scholarly activity that does not necessarily result in traditional accredited/subsidised research output. However, it was recognised that the Department of Economics and Econometrics, given its nature and scope, should play a key role in raising the research profile of the Faculty, particularly in respect of accredited output. There is a renewed impetus in

the Department of Economics and Econometrics to accelerate research activity, supported by various capacity development initiatives. A steady state of 50 to 55 units is expected from 2016, of which close to 90% is expected from the Department of Economics and Econometrics. While quantity is important, the department would also like to focus on publications in high-impact journals.

Notwithstanding the decline in accredited output, academic staff members exhibited a relatively high level of scholarly activity during 2013. Over and above activity that resulted in accredited research output, staff members reported 266 items of activity which included: contributions to conference proceedings; publications in non-accredited journals/media; contributions to non-subsidised books; research projects; and conference presentations and/or attendance.

COMMUNITY ENGAGEMENT

Community engagement initiatives which are driven primarily by the Faculty's departments are generally positioned in three areas, namely transformation, educational outreach and charity.

Projects undertaken in 2013 in the area of transformation include:

- the Equity Development Programme (EDP) for African and Coloured students studying towards the CA(SA) qualification at undergraduate and postgraduate levels, aimed at increasing the number of black CAs in the country (Department of Accountancy);
- involvement in the accreditation of the University of Limpopo's accounting programmes as part of SAICA's university upliftment initiative (Department of Accountancy);
- 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 (Department of Finance and Investment Management).

Projects undertaken in 2013 in the area of educational outreach include:

- the Soweto Campus Saturday School for Commerce and Science students (Grades 10, 11 and 12), sponsored by De Beers Consolidated Mines Ltd (Department of Economics and Econometrics);
- 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 the training of teachers and learners in economics (Department of Economics and Econometrics);
- involvement of the Bachelor of Accounting First-year Committee with the Kliptown Youth Programme, in the provision of tutoring and other academic assistance to school learners (Department of Accountancy);
- the provision of assistance to educators who encounter problems in teaching accountancy at the Thabanjabulo High School (Department of Commercial Accounting).

Projects undertaken in 2013 in the area of charity include:

- participation in Mandela Day through various activities (all departments and the Faculty Office);
- collaboration with Feed SA on a Sandwich Project (Department of Accountancy);
- involvement with the Tshepo Aftercare Project (Department of Accountancy);
- providing beanies and treats to cancer patients at the Helen Joseph Hospital for the Beanie Project (Department of Accountancy);
- involvement with the Rose's Nursery School Project through the collection of money for the purchase of furniture and other items needed (Department of Accountancy);
- support of the Santa Shoebox Project involving a donation by staff and students of more than 300 shoeboxes packed with essential items for needy children (Department of Accountancy);
- involvement in the Manica Project through the provision of assistance in the areas of strategic planning and administration to a football club in Manica, as well as overseeing some arrangements relating to its Annual General Assembly (Department of Finance and Investment Management);
- support of the iThemba Rape & Trauma Support Centre through the sponsoring of dignity packs containing essential toiletries (Department of Finance and Investment Management);
- support of the Karl Sithole Home through regular visits and the facilitation of various activities to address the emotional needs of the children (Department of Commercial Accounting).

STAKEHOLDER ENGAGEMENT

Relationships with various key stakeholders are largely managed at departmental level. The nature and profile of these stakeholders correspond with the academic focus of the Faculty which is to a significant extent characterised by professional-oriented education in the fields of accountancy, finance and to some extent in economics.

High standards are maintained in ensuring quality and purpose of academic programmes in order to retain accreditation/recognition with various professional bodies such as the South African Institute of Chartered Accountants (SAICA), the Financial Planning Institute of Southern Africa (FPI), the Chartered Institute of Management Accountants (CIMA), the South African Council for the Property Valuers Profession (SACPVP), the Chartered Financial Analyst (CFA) Institute, the International Economic Development Council (IEDC), and the Association for Accounting Technicians South Africa (AAT (SA)). Ties are also being developed with other international professional bodies such as the Association of Chartered Certified Accountants (ACCA) and the Chartered Institute for Securities and Investments (CISI). Engagements with these bodies, the involvement of staff members in some of their structures, and the mutual commitment towards learning excellence, have fostered close relationships with many of them.

Through the involvement of various staff members and/or its departments, the Faculty has become connected to various other bodies, some of which reside in Government. They include the Institute of Directors in Southern Africa; the Accounting Practices Board (APB); the Association for the Advancement of Black Accountants of Southern Africa (ABASA); the Independent Regulatory Board for Auditors (IRBA); the Department of Trade and Industry (DTI); the Competition Commission; the Finance, Accounting, Management Consulting and Other Financial Services Sector Education and Training Authority (Fasset); and the Sector Education and Training Authority for Manufacturing, Engineering and Related Services Sector (MerSETA). These associations have certainly raised the visibility of the Faculty. Moreover they are an acknowledgement of the Faculty as an important role player in the fields of accountancy, finance and economics.

The Faculty also attempts to maintain close ties with the private sector. The Department of Accountancy meets with representatives of employers on an ongoing basis in order to obtain their views on the quality of its students and to receive suggestions on areas of improvement. During 2013 feedback was specifically obtained from audit firms Deloitte, KPMG and PricewaterhouseCoopers (PwC). Close relationships also exist with the JSE Ltd in the provision of research and training in the areas of accounting and finance; and Sage Pastel in respect of the Faculty's diploma programme in accounting.

The Faculty has also entered into collaboration agreements with other education or research entities, such as the Centre for Operations Research and Econometrics (Core) in Belgium; the South-western University of Finance and Economics (SWUFE) in China; and the African Institute for Economic Development and Planning (IDEP), the training arm of the United Nations (UN).

MARKETING AND REPUTATION MANAGEMENT

As previously, FEFS continued to participate in various UJ centralised marketing activities, such as school visits, the Educators' Conference, the UJ Career Fair, and the open days. The Faculty (inclusive of its departments) also engaged in various initiatives of its own. 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. Marketing activities in 2013, either initiated by the Faculty or externally initiated and within which the Faculty participated, included the following: the sixth issue of its internal magazine (FACE), development of marketing material, updating of the Faculty web pages on the UJ website, four public lectures and co-hosting of the UJ-*Beeld* Youth Conference 2013. The Faculty's four departments also engaged in their own discipline-specific marketing activities.

As far as reputation management is concerned, the Faculty is exploring the possibility of engaging with students and other stakeholders more actively through popular social networking platforms. The Department

of Accountancy is currently actively involved in this regard through a dedicated stakeholder and relationships manager. This has in fact benefited the Faculty as whole, as important messages with potential negative or positive effects are brought to the attention of the Dean. The Faculty is in the process of appointing a new marketing coordinator, and expertise in this area will be taken into account in the selection process.

INTERNATIONALISATION

Much has already been alluded to regarding the international profile of the Faculty. Many of the Faculty's academic programmes are accredited or recognised by international professional bodies/councils such as CIMA, FPI, AAT and IEDC. Discussions on accreditation with other international bodies such as ACCA and CISI have also commenced. Although SAICA is a national professional body, an international dimension exists by virtue of the reciprocity agreements between itself and several foreign professional accounting bodies which allow South African candidates qualifying as chartered accountants to be able to work in various other countries. This makes sense given that accounting and auditing curricula are based on international standards and codes.

Representatives from the Faculty accompanied the Vice-Chancellor and his team on visits to selected East and West African universities with the aim of exploring collaboration opportunities. Unfortunately, except for possibilities around student exchange, there has been very limited progress in establishing concrete collaboration arrangements. However, as mentioned above, the Faculty has collaboration agreements with Core in Belgium, SWUFE in China and IDEP. Also, HoDs have been requested to explore possible opportunities for collaboration arising out of UJ's membership in the Universitas 21 (U21).

FEFS enrolment of international students over the last three years averaged at just over 4.5% of its total enrolment. The Faculty aims to take the ratio to at least 5.5% by 2016. The share of international staff in FEFS currently stands at approximately 7.5%. The appointment of international staff is driven particularly by the Department of Economics and Econometrics. The Department aims to recruit high profile international candidates in order to boost its global standing.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Human resources management: academic staff

Full-time permanent and contract academic staff totalled 144 by the end of the 2013 academic year, reflecting a decrease of 4% relative to 2012. With regards to equity, despite the ongoing challenge the Faculty faces in attracting and/or retaining qualified black academics together with the significant turnover in staff, it still managed to maintain the share of permanent and contract black academic staff members at about 33.3% over the last two years. It must be noted that the share of non-designated staff was recalculated based on the criteria spelt out in the UJ Circular No. 2014-133. This involved the reclassification of two staff members from designated to international.

There were 15 resignations, 3 dismissals, 1 retirement and 2 members placed on disability leave in 2013. This yields a total of 21 members who exited the Faculty's academic staff complement, of whom 47.6% were black. There were 15 appointments in 2013, of which 53.3% were black. Female members accounted for 49.3% in 2013 (compared to 50% in 2012) of all permanent and contract academic staff. The Faculty Management Committee consisted of five white and three black members, implying an equity ratio of 37.5%.

Some significant improvements have occurred regarding the academic qualifications of permanent and contract staff. There was a marked improvement in the percentage of staff with a master's degree as the highest qualification – from 39.6% in 2012 to 50.7% in 2013. However, the share of those with a doctorate degree as the highest qualification diminished from 16.9% to 14.6%. This decline is attributable to resignations/retirements that took place in 2013. Also two senior staff members with doctoral qualifications were placed on disability leave. The net improvement in respect of qualifications is fairly clear in the decline in the share of those without at least a master's degree from 43.5% to 34.7%.

While 34.7% of staff without at least a master's degree may be perceived as still too high, it must be stressed that many hold a professional qualification. In 2013, there were 76 (52.8%) staff members with a professional qualification. This unfortunately represents a decline from the 83 (53.9%) in 2012, which was largely due to the high number of resignations that occurred in 2013. An additional point worth mentioning is that many of those with a professional qualification also hold at least a master's degree. In 2013 six staff members of the Faculty obtained their master's qualification, and one obtained her doctoral qualification.

The distribution in terms of academic posts in 2013 was as follows: 1 junior lecturer, 57 lecturers, 72 senior lecturers, 6 associate professors, and 8 professors. The limited share of staff (9.7%) at professorial level imposes a major constraint on the capacity of the Faculty to provide supervision for postgraduate research, particularly at doctoral level.

Human resource management: non-academic staff

Full time non-academic staff, comprising both permanent and contract employees, totalled 35 in 2013, unchanged from 2012. With regards to equity, black employees represented 45.7% (16) of all permanent and contract staff and female members accounted for 82.9%.

Financial management

The total budget allocation for the Faculty in 2013 was approximately R138.5 million. In 2013, 97% of the budget was utilised compared to 101% in 2012.

Income from class fees had increased by 17.3% from 2012 to 2013, while expenditure as a percentage of class fees decreased from 72% to 65% over that same period. Income from class fees less expenditure had increased. It is evident that the Faculty was prudent in its management of financial resources in 2013.

Environmental sustainability

The core academic activities of the Faculty do not directly impact the environment. However the Faculty fully aligns itself with the institution's goals regarding the environment and embraces the campaign to 're-use, reduce and recycle'. 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 ULink as a means of engagement with students, the use of recycling facilities for used paper, and avoiding unnecessary use of lights and air conditioners.

Leadership

Much has been referred to in this summary that gives an indication of the extent to which the Faculty is recognised as a leader in the fields of accountancy, finance and economics. Several facts, as already mentioned, are provided below to support this claim:

- Given its track record in delivering excellence in the training of chartered accountants, the Faculty, through its Department of Accountancy, was called upon by SAICA to assist in capacity development at the Universities of Fort Hare and Limpopo towards obtaining accreditation for their accounting programmes. The department will now be assisting the University of Venda in this regard.
- The JSE Limited enlisted the Department of Accountancy to review financial statements on behalf of the Financial Reporting Investigations Panel.
- IDEP, the training arm of the UN, has entered into a partnership with the Department of Economics and Econometrics to provide training to government officials from various African nations.
- The Department of Economics and Econometrics, through CENLED, is in partnership with the DTI in a national project for capacity building in the area of local economic development
- The Department of Economics and Econometrics, through CCRED, is in partnership with the Department of Economic Development in a project involving capacity building for regulatory entities
- BCom Honours students from the Department of Finance and Investment Management were called upon to act as tutors for schools involved in the JSE/Liberty Challenge in 2013.

- The Department of Finance and Investment Management was chosen as the preferred education provider for the South African Reserve Bank College.

The above facts, among others, point clearly to the recognition afforded to FEFS as a leader in its field. The Executive Dean, Vice-Dean and four HoDs make a formidable team in providing the kind of academic leadership needed to steer the Faculty on its current course and expected future growth path.

The leadership provided by the Executive Dean and her team extends beyond the Faculty to various institutional structures, such as the ELG, Senex, Senate and various other committees of both strategic and operational importance. Their leadership role also extends beyond the University to various external structures involving government, business, related professions, and the broader academic community.

CONCLUSION AND WAY FORWARD

In taking stock of its achievements and general progress thus far, it is fairly clear that, since its inception, the Faculty has grown in terms of size, scope, and stature. It has positioned itself reasonably well in the academic space for financial education through active scholarship, world-class education, and growing international affiliations. However, as highlighted in its 2012 Annual Report, the Faculty currently finds itself going through a period of reflection and review, bringing under the microscope its various programme offerings and academic engagements. Several reviews, particularly at academic programme level, have already been conducted in 2013 and others have been scheduled until 2015/2016. Apart from the need for alignment for HEQSF purposes and to be market-relevant, these reviews serve as useful opportunities for taking stock of the Faculty's academic standing, its strategies and outlooks.

While it is evident that the Faculty does have an international propensity in the packaging and delivery of an academic product aimed at addressing national needs, it is time to develop a strategy to gain global recognition as a centre of excellence in terms of the pivotal role it could play for critical thought and advancement in the practice of accounting, finance and economics in Africa and beyond. In effect, it should strive to become a member extraordinaire of the global league of players in the academic space for financial education and scholarship. The high-level Faculty Review scheduled for August 2014, involving a panel of national and international experts, as mentioned earlier, is expected to play a crucial role in this regard.



Amanda Dempsey (Prof.)

Executive Dean: Faculty of Economic and Financial Sciences

FACULTY OF EDUCATION

STRATEGIC DIRECTION OF THE FACULTY

In 2013 the Faculty of Education continued to enhance its reputation in line with its vision as an engaged and dynamic Faculty pursuing excellence in teaching and learning, research, and community engagement. To strengthen the Faculty's strategic intent, a Faculty Strategic Committee (FSC) was established in August. This committee serves to broaden leadership beyond the Faculty Executive Committee (F-Exco) and it serves as an advisory committee to the Executive Dean, focusing mainly on strategic matters. It also provides input to the Executive Dean on matters and problems of concern to the Faculty. At the first workshop of the FSC, themes such as the following were addressed: teaching and learning excellence, the Faculty workload model, research expectations and support of research, and the international footprint of the Faculty. As preparation for the development of a Faculty strategic plan aligned with the University Strategic Objectives, the November workshop focused on the 2025 University Strategic Plan.

The intent in moving forward is to collaboratively work on ensuring that the University vision, mission and values as well as the anchoring goal in the 2025 plan, namely global excellence and stature, are actionalised and infused in the daily work of the Faculty.

OPERATING CONTEXT

Campuses

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), a research centre, is situated in the research village on the Auckland Park Bunting Road Campus. In addition, in 2013 the Faculty started a degree programme in Foundation Phase Teaching at the Teacher Education Campus: Siyabuswa, not a campus of UJ, but a site of delivery for the UJ programme.

Soweto Campus (SWC)

Three academic departments are housed on the 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 are widely regarded as commendable.

The UJ Institute for Childhood Education (UJICE) coordinates the programme of activities regarding childhood education on the SWC. This includes the research of 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, the first of its kind in South Africa. The students in the BEd in Foundation Phase Teaching participate in classroom activities, learning about the practice of teaching in the school. The school 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.

The CEPR was involved in several projects in 2013. As part of the Strengthening Foundation Phase Teacher Education: Research and Development Project, the teacher education film, *#Taximaths: how children make their world mathematical* was produced by the Centre. In addition Prof. Elbie Henning, Director of the CEPR, led two research projects – *Language and learning in the foundation phase* (supported by a NRF competitive rated researcher grant) and *Mathematics concept development in childhood*. This longitudinal research is supported by a competitive rated researcher grant of the NRF and the Zenex Foundation. The Centre was home to the journal: *Education as Change: Journal of Curriculum Research*, published by Taylor & Francis and Unisa Press. This journal is listed in the Social Sciences Citation Index of Thomson Reuters. In April the production and editing of the journal was handed over to a new editor. The last issue that was edited from the CEPR was devoted to the legacy of Prof Neville Alexander. The *SA Journal of Childhood Education* (SAJCE) is edited and produced by the CEPR, with Sun-Media as the production house. Its third volume (two issues) was published in 2013. It was awarded DHET accreditation at the end of 2013. The SAJCE is accompanied by an annual magazine supplement, *Khululeka*, aimed at ECD practitioners. It is sponsored by the Apex-Hi Charitable Trust.

The Department of Education Leadership and Management serves as the custodian of the Education Leadership Institute (ELI), established in November 2010 in collaboration with the Harvard Graduate School of Education. In 2013 the ELI was contracted by the Matthew Goniwe School of Leadership and Governance to implement the Senior Schools Improvement Programme for school management teams (SMTs) in underperforming schools. The training involved 400 SMT members. In addition, the ELI facilitators supported 46 schools with macro-, meso-, and micro-planning and how to use data for school improvement.

The Auckland Park Kingsway Campus (APK)

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 APK 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 expanding research output and is pertinently involved in the development of practising teachers. Another research area gaining prominence is higher education studies.

Auckland Park Bunting Road Campus (APB)

The Centre for Education Rights and Transformation (CERT) is housed in the research village at the APB. 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. One of the key initiatives in 2013 was the Amplifying Voices Project which seeks to engage communities in creating a new vision for post-school education inclusive of community education, adult education, FET colleges and higher education. Another prominent initiative that commenced in 2013 was the Community and Adult Education Project. This project will, in an iterative manner, facilitate the development of community learning and investigative circles (CLICs) in the Freedom Park community where CERT has been working with community literacy and numeracy groups (CLINGs) for the past four years.

Siyabuswa

2013 started with a brand new degree programme in Mpumalanga, namely a Bachelor of Education in Foundation Phase Teaching at Siyabuswa. 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. The first cohort consisted of 99 students. The programme will be taken over by the University of Mpumalanga in 2017.

FACULTY GOVERNANCE AND QUALITY ASSURANCE

The Faculty Executive Committee (F-Exco) consisting of the Executive Dean, Vice-dean, Heads of Departments and Head of Faculty Administration met twice a month during 2013. The main purpose of the F-Exco is to provide leadership and management regarding 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 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 in 2013: Academic Ethics Committee, Community Engagement Committee, Research Committee, Initial Professional Development of Teachers (IPET) Committee, Continuous Professional Development of Educators (CPTD) Committee, BEd Hons Committee and Higher Degrees Committee. The decision was taken to review the Faculty committee structure in the second half of 2013, which led to restructuring of committees. The different qualification committees were collapsed into one teaching and learning committee and a Faculty Strategic Committee was constituted.

The main risk identified in 2013 was enrolment planning. This is due to the phasing out of existing education qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment, particularly at postgraduate level. This risk is mitigated through the development of new qualifications. However, the risk will remain up to 2016/2017 when the new postgraduate qualifications will have been phased in.

RESEARCH

The Faculty's research, conducted in the CEPR, the CERT and in academic departments, is aimed ultimately at enriching and transforming the practice of education. The Faculty research footprint has increased rapidly during the past few years. Childhood education and teacher education are particular strengths. Cutting-edge research is conducted on mathematical cognition in childhood in collaboration with the University of Duisberg-Essen. The Faculty is a leader in the country in research on primary school teacher education with the "teaching school" initiative at the SWC a unique example of practice-based teacher education. The teaching school research is conducted in partnership with the University of Helsinki. The South African Research Chair (National Research Foundation) in Education and Care, awarded to Prof. Jace Pillay in 2013, testifies to the status of research on vulnerable children in the school sector. Science education and research in educational support for children and youth who struggle are other strong research areas in the Faculty.

The Faculty's research output has increased significantly during the past few years. In 2013 the Faculty produced 62.65 research units comprising articles in accredited journals, research-based books and conference proceedings. In 2012 62.88 research units were produced (54.75 in 2011 and 35.33 in 2010).

The many externally funded research projects in 2013 bear further testimony to the vibrant research culture that has developed in the Faculty. Funders included the National Research Foundation (several projects), the Department of Higher Education and Training (with a grant from the European Union), the Foundation for Human Rights, the Rosa Luxemburg Foundation, the Education Policy Consortium and the Zenex Foundation.

STAFF PROFILE AND SPECIAL ACHIEVEMENTS

In 2013 the Faculty had 57 full-time permanent academic staff members (excluding the Executive Dean) and 22 administration and support staff. In terms of level of appointment, 35% of academic staff were lecturers, 32%

senior lecturers, 14% associate professors and 19% professors. The academic staff profile in terms of academic qualifications was: 77% with doctoral degrees and 23% with master's degrees. The profile in terms of equity reporting was 54% designated (excluding white women) and 46% non-designated. The gender profile was 56% male and 44% female.

Many staff members excelled in 2013. Three special achievements are particularly worth mentioning: Prof. Salim Vally, Director of the CERT, was appointed as a Critical Friend on the Board of Education International (EI) which represents 30 million teachers and education workers. The Critical Friends group (consisting of seven educationists) meets annually in Brussels and serves to provide EI with research and strategic support. Prof. Michael Cross received an award from the Association for the Development of Education in Africa (ADEA) for Outstanding Mentor of Educational Researchers. The award ceremony took place in Sevres, France. The Minister of Basic Education appointed Prof. Saartjie Gravett, the Executive Dean of the Faculty, as Chairperson of the Education Sector Committee of the South African National Commission for Unesco (Sanatcom). Her role entails providing the necessary leadership to enable the Education Sector Committee (Edcom) to carry out its advisory, facilitative, liaison and coordination role between Unesco and the South African Government and civil society. In her capacity as Chairperson of Edcom, Prof. Gravett formed part of the South African delegation to the 37th Session of the Unesco General Conference in Paris, France.

STUDENT PROFILE, ACADEMIC SUPPORT AND PERFORMANCE AND PROGRAMME DEVELOPMENT

Student Profile

A total of 3 515 students were enrolled in 2013, of whom 2 663 were undergraduates and 848 were postgraduate students, with 4 occasional enrolments. First-time entering undergraduate degree enrolments decreased to 673, compared to 691 in 2012, in accordance with the enrolment plan. Enrolments in the category 'first-time entering (FTE) undergraduate degree' showed an increase over the last five years from 345 in 2009 to 673 in 2013. Enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE qualifications increased over the last five years. ITE programme enrolments represented 20% of the total enrolments in 2009 in comparison with 77.5% in 2013.

Honours degree enrolments declined by 22.3% in 2013 compared to 2012 – from 438 to 322. Over five years the decline was 48.7%. The reason for the decline is related to the stricter admission requirements and changes related to the revised qualification policy for teacher education.

In 2013 the student profile in terms of demographics was: African 75%, white: 15%, Indian: 5%. The number of Indian and Coloured students both increased by 1% in comparison with 2012.

The academic performance of students was generally satisfactory. The course Faculty success rate remained stable in comparison with 2012 – 85.0% in 2013 and 85.1% in 2012. A five-year perspective shows that the overall course Faculty success rate of the Faculty has increased every year since 2009 – from 78.1% in 2009 to 85.0% in 2013.

The course degree success rate for the undergraduate degree (BEd) increased by 5% from 84.3% in 2012 to 89.3% in 2013. This was mainly due to improved throughput in some of the modules with large student numbers. There was an increase in the first-time entering undergraduate degree course Faculty success rate from 2012 (80.1%) to (83.3%) in 2013. From 2009 the course Faculty success rate fluctuated with the course Faculty success rate the lowest in 2009 (74.8%) and the highest in 2013 (83.3%).

The BEd in Foundation Phase Teaching was offered for the first time on the Siyabuswa Campus in 2013. A total of 99 students enrolled for this programme and a 99% course success rate was achieved in the first year of offering.

Academic support and performance

The extensive tutor system in the Faculty provides support to undergraduate students. Tutors attended various training sessions to equip them with the necessary skills to assist 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 were 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) programme. 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). 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 interact with students on a more personal level in an informal environment.

In a short survey that was done among the first-year students in 2013, the aspects below were highlighted as strengths of the Faculty first-year experience programme:

- engaging pedagogies (e.g. the use of cases);
- the excursion;
- tutorial classes, and tutor support;
- continuous assessment (Edulink);
- having a 'voice' as students (student representatives attend, with members of staff, the Faculty's FYE focus group meetings).

In general first-year students were very positive about the academic offerings and service of the Faculty. Most students were of the opinion that the Faculty 'walks the talk'.

New programmes

In 2013, as in 2012, the Faculty was involved in the design of new academic programmes aligned to the teacher education qualifications policy promulgated in 2011.

New programmes that were approved and accredited for implementation in 2014 were:

- Bachelor of Education in Senior Phase and FET Teaching;
- Advanced Diploma in Senior Phase and FET Teaching (PGCE);
- Advanced Diploma in FET Teaching (PGCE);
- Advanced Diploma in Remedial Education.

Several postgraduate programmes were developed and approved by Senate in 2013. These were submitted for PQM clearance:

- Bachelor of Honours in Childhood Education;
- Bachelor of Honours in Curriculum Policy and Values Education;
- Bachelor of Honours in Science and Technology Education;
- Postgraduate Diploma in Science and Technology Education;
- Postgraduate Diploma in Inclusive Education;
- Advanced Diploma in Mathematics Education;
- Advanced Diploma in Science Education;
- Advanced Diploma in Technology Education;
- Advanced Diploma in Computer Applications Technology Education;
- Bachelor of Honours in Educational Psychology.

COMMUNITY ENGAGEMENT, PUBLIC ENGAGEMENTS, ALUMNI AND BRANDING

Community engagement

Service learning as community engagement

The Faculty defines community engagement as initiatives through which the expertise of the Faculty (both staff and students) in relation to teaching, learning, and/or research, is employed to address issues relevant to

the community, in a reciprocal partnership. Through community partnerships, service-learning opportunities are provided to students with a view to foster a sense of social and civic responsibility, while simultaneously preparing them to become caring and accountable educational practitioners, who are able to support and nurture learning and development in diverse educational contexts.

The Faculty's service learning initiative involves partner schools and community organisations and includes BEd and PGCE students on the APK campus and BEd Hons and MEd in Educational Psychology students on the SWC. The Faculty's community 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, Leigh Matthews Trauma Centre, the Thandulwazi Trust, Dowling Street Primary, Laerskool Jim Fouché, Laerskool Generaal Christiaan de Wet and Masimambane College. During 2013 partnerships were piloted with Tebogo Trust and Tomorrow Trust.

Service-learning opportunities to student teachers in the BEd Foundation Phase programme on SWC were provided at the Funda UJabule School. This included a sport day, students conducting perceptual assessments with Grade R-learners and the Grade R "graduation" ceremony. In addition, a storytelling festival was hosted by third-year students and their lecturer in collaboration with the Gcinamasiko Arts and Heritage Trust.

Professional development of teachers

Another successful community engagement project in 2013 was the 'A-team' project. 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.

UJ associated schools

The Faculty is the guardian of the UJ Metropolitan Academy (UJMA). The school once again obtained excellent matric results – a 100% pass rate and 87.5% bachelors' and 12.5% diploma endorsement. This means that all the matriculants were able to study at tertiary level. A total of 178 distinctions plus 10 distinctions in the third Maths paper were obtained by 88 matriculants. One learner achieved eight distinctions, four learners got seven distinctions and six learners obtained six distinctions.

The Faculty is involved in several ways at UJMA. Students do service learning at the school and the Faculty piloted the 'teaching school' concept in Maths and Science at the school in 2013. In addition, the Faculty became involved in the offering of Life Sciences in the Further Education and Training (FET) band at UJMA. Life Sciences was offered as an extra FET subject on the APK campus on Saturday mornings. Learners were taught by final year pre-service (BEd and PGCE) student teachers. The Japanese lesson study model formed the basis of this intervention and student teachers were assigned to work in groups of four. Three faculty staff members were involved as mentors.

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. Staff from the Department of Childhood Education provided structured teacher development sessions to the staff at Funda UJabule. These sessions focused mainly on enhancing the teachers' skills as foundation phase teachers.

Public engagements, branding and alumni

The Faculty's most prominent public engagement programmes of activity in 2013 were Teachers Upfront and Education Conversations. Teachers Upfront consisted of a series of conversations co-hosted by the UJ Faculty of Education, Wits School of Education, the Bridge Foundation, the Sci-Bono Discovery Centre and the *Mail & Guardian* newspaper. The *Mail & Guardian* published articles on all the conversations. Topics such as the following were addressed: *Multilingualism and bi-literacy development; Strategies to cope with language issues at all levels of the education system; Leading and managing education: enabling principals and districts; Language policy and practice at the foundation phase level: root cause of the problem?*

A series of education conversations was hosted by the Faculty in partnership with Kagiso Trust and City Press. Some of the topics that were addressed were: *Education an 'essential service': the state of our education system; What are the basic resources necessary for a school to be successful?*

In addition, the Faculty hosted public lectures and seminars, some delivered by visiting professors, on themes such as: *Leading the transformation of the education sector to ensure excellence and equity for all learners; Towards a standardised test for mathematics competence in the foundation phase; The past, present and future for educational psychology: problems, pitfalls and potential; Neville Alexander commemorative lecture; Curriculum, textbooks and historical change: South Africa and Germany compared, 1976-2010; Education and the struggle for democracy.*

The Faculty 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.

A handwritten signature in black ink, appearing to read 'Gravett', with a large, stylized initial 'G'.

Sarah Gravett (Prof.)

Executive Dean: Faculty of Education

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Faculty of Engineering and the Built Environment (FEBE) is structured into four schools. Through the various schools, thirteen academic departments, five research centres and two technology stations are supported.

The School of Electrical Engineering (SOEE) comprises the Electrical Engineering Technology and Electrical and Electronic Engineering Science departments. The School of Civil Engineering and the Built Environment (SCEBE) comprises Civil Engineering Science, Civil Engineering Technology, Construction Management and Quantity Surveying, and Town and Regional Planning departments. The School of Mechanical and Industrial Engineering (SOMIE) comprises the Mechanical Engineering Science, Mechanical and Industrial Engineering Technology, and Quality and Operations Management departments. The School of Mining, Metallurgy and Chemical Engineering (SMMCE) comprises the Mining Engineering, Mining Surveying, Metallurgy and Chemical Engineering departments.

The 2013 Faculty Board approved a proposed Postgraduate School of Engineering Management. The proposal will be considered by the UJ Management Executive Committee (MEC) in 2014.

The Metal Casting Technology Station (MCTS) and Process, Energy and Environmental Technology Station (PEETS) report to the Faculty. Both technology stations are funded by the Technology Innovation Agency (TIA).

A number of research groups are associated with each academic department.

Governance structures and quality management

To effectively manage a number of cross-cutting functions, the Faculty is supported by the Faculty Executive Committee (Faculty ExCo), the Faculty Research Committee (FRC), the Faculty Higher Degrees Committee (FHDC), the Faculty Engineering Science Programme Committee (EPC) and the Faculty Technology Programme Committee (TPC). As of October 2013, marketing was introduced as an ad hoc committee of the Faculty. Each committee is supported by the Heads of Schools, or Heads of Departments, or designees, and the Executive Dean co-opts individuals depending on the topics being discussed. Strategic matters from the EPC, FHDC, TPC and FRC are discussed by the Faculty ExCo. Minutes of all Faculty committees are appended “for noting” or “for discussion” to a future Faculty board’s agenda.

The charter of each programme or research committee takes note of the quality assurance oversight function. A number of academic departments tend to have their own academic programme committees. The Vice-Dean: Teaching, Learning and Operations (TLO) provides connectivity between the academic programme committees and the Quality Unit of UJ and the Senate Teaching and Learning Committee (STLC). It is envisaged that the Vice-Dean: Postgraduate Studies, Research and Innovation will provide similar connectivity to the Postgraduate Centre, the University Research Committee (URC) and the Senate Higher Degrees Committee (SHDC). The innovation component relates to the Faculty’s desire to support its technology stations and the generation of small, medium and micro-sized enterprises (SMMEs).

The following accreditation agencies support the Faculty: the Engineering Council of South Africa (ECSA), the South African Council for Planners (SACPLAN), the South African Council for Professional and Technical Surveyors (PLATO), the South African Council for Project and Construction Management Professions (SACPCMP), and the South African Council for the Quantity Surveying Profession (SACQSP). Programmes in the Department of Quality and Operations Management are not subject to accreditation by professional bodies. For these programmes, self-evaluation reports (SERs) were under preparation in 2013.

Faculty Risk Register

In 2012, some 16 insurance claims were lodged, while in 2013, 21 claims were lodged. Common to other faculties, a bulk of the claims was vehicle-related. At the TPC meeting in November 2013, the Dean encouraged the installation of Prey, an open-source anti-theft and tracking software on laptops and mobile devices, as a way to deter the theft of such devices.

With regards to academic risks, as per the August 2013 visit of the ECSA (the academic programme associated with the Department of Mechanical Engineering Science) faces the threat of losing accreditation. The loss of accreditation is a major reputational risk and will create a perception affecting all programmes from the Faculty. Occupational and Health Safety (OHS) reports are received monthly by each academic department head, who then renders appropriate actions, for instance, roll out of personal protective equipment (PPE). Observation regarding PPE and OHS also forms part of professional accreditation visits.

In addition, there are a number of academic departments experiencing a shortage of staff and a lack of succession planning. Although the Faculty supports the UJ goals regarding equity appointments, a shortage of engineers and engineering technologists then makes recruitment a great challenge. The challenge stakes our reputation in terms of effective delivering of teaching and learning. Other aspects that affect our reputation include late or non-payment of temporary staff, which is attributed to wider operational inefficiencies within UJ.

Major residual risks, other than the above, include limited improvements in throughput for the BEng programmes, inability to find alternative placements in higher-education systems for students who are excluded due to academic or financial reasons, inadequate ability to support growth in student enrolment, low staff/student ratio, inability to attract/retain equity staff, and low staff morale and motivation.

As the new Bachelor of Engineering Technology (BET) is introduced, the risks associated with work-integrated learning (WIL) is reduced, however a new risk relating to BET is created. As BET is new, the uptake of graduates or support for the programme from external stakeholders is likely to be low. The stakeholders may take a 'wait and see' approach.

In the 2012 report, the risk relating to succession planning was noted. Therefore in late 2013, the new Dean started a process towards identifying future heads of departments, who are given wider and early exposure, for instance through participation in Senate meetings.

There was no formal audit associated with the Faculty as a whole in 2013, however certain units of the Faculty, for instance MCTS, was subjected to an audit. At the time of writing this summary, the audit report was still being developed.

STRATEGIC FOCUS AND TARGETS

Thrust 1: Sustained excellence of academic programmes, research and community engagement

In 2012, it was proposed that appropriate pedagogies and technologies for the Higher Education Qualifications Sub-Framework (HEQSF) programmes need to be developed. The BET programmes were approved in October 2013 and the enrolment implications had to be reviewed. The re-curriculation exercise regarding the BET was thus deferred and will occur in 2014.

The ECSA outcome relating to the DMES was a setback. On a positive note, programmes from the Department of Civil Engineering Science (DCES) and the Department of Electrical and Electronic Engineering Science (DEES) received favourable outcomes from the interim visit of August 2013.

In the case of DMES, deficiencies raised in August 2013 must be systematically addressed by August 2014.

The Faculty's research output, largely supported by participation at peer-reviewed conferences, exceeds 150 units. The 2012 target was 140 units. The approach was incentivised and this could be attributed to its success, however a concern regarding the quality of publications remains. Monthly Scopus alerts have been set up to the attention of each Head of School, therefore there is greater emphasis on continued monitoring of research outputs.

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

With emergence of the "Resolution Circle (RC)" from the Faculty, a close relationship between the RC and FEBE exists. The close relationship has seen exchange of staff, which may be interpreted as a threat, but the effect of RC as a whole has been favourable in that research with the potential of innovation and commercialisation has been directed towards the RC. A demand towards a technology incubator exists and is being addressed by the RC in 2014.

With the envisaged phasing out of the three-year NDipl and introduction of the BET, it has been proposed that the Faculty retain the two-year NDipl for large/major programmes. This in turn has huge resource implications and needs re-evaluation. FEBE retains NDipl programmes from the Department of Quality and Operations Management, which assists to further retain the comprehensive nature of our teaching and learning dispensation.

In terms of comprehensiveness, some programmes such as Mine Surveying are unique – the only programme of this type in the country. The programme is thus followed by students from countries such as Angola, Zimbabwe and Lesotho.

Thrust 3: Equivalence of all campuses, with dedicated initial focus on SWC and DFC

In partnership with the Division of Institutional Advancement at UJ, a number of fundraising meetings have been held. Meetings were held with mining houses such as De Beers, Sibanye Gold and others, with an aim to generate funding for further infrastructure development of the various levels of the Perskor Building at Doornfontein Campus (DFC).

The Department of Quality and Operations Management will also move from the APB campus. The proposed plan was for November 2013, however this is likely to be delayed to early 2014.

Thrust 4: An international profile of employees, students, scholarly output and institutional reputation

The Faculty's academic profile constitutes 15.6% female and 84.4% male. The breakdown according to demographics is 42.5% white, 30% non-white and 27.5% foreign nationals. The academic constituency is 141 staff. Of the total 224 staff members, some 161 are male and the total ratio of non-white: white is 135:89. The data was obtained from the Human Resources Division at UJ, however, the data integrity remains low as the staff in the "African" or "Indian" category may be from regional Africa or elsewhere.

Among various faculties, FEBE has one of the highest number of foreign staff, which serves to attract both undergraduate and postgraduate students, as well as postdoctoral fellows from other countries.

Thrust 5: A brand that identifies UJ with relevant, accessible and excellent higher education

A marketing coordinator was appointed to FEBE in November 2013. As FEBE hosts many events in 2013, appropriate branding for both virtual (social media, WebEx, etc.) and real events will be kept in mind.

Thrust 6: Leadership that matters, in the institution and in civil society

In 2013, the new Executive Dean appointment was handled. The Dean successfully achieved leadership in the professional society of the IEEE, which has some 400 000 member's world-wide in 191 countries. The Dean was appointed as the 2014 Vice-President of IEEE, with Educational Activities as his portfolio.

Mr Hennie Grobler, Head of the Department of Mine Surveying, serves as the Junior Vice-President of the Institute of Mine Surveyors of South Africa (IMSSA) and serves as the Chairperson of the IMSSA Education committee. Other staff members are closely involved in IMSSA committee activities.

The Department of Mining Engineering actively engaged in the development of mining policy courses, together with the African Institute for Economic Development and Planning (IDEP), a pan-African institution created in 1962 by the General Assembly of the United Nations. The first iteration of the module was presented in October 2013, and in attendance were several members of parliament from a number of African countries.

Thrust 7: Supportive and engaged alumni that contribute to UJ's reputation and resource base

Appropriate alumni engagements have been identified. Engagements are proposed in a manner that they 'deepen' the relationship of the alumni with the University, for example getting involved in academic programme reviews, WIL initiatives, candidacy programmes, professional registration training, continuing professional development (CPD), etc.

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

While the Faculty does not have operational control on this matter, it takes an approach of improving relationships with a number of UJ entities, from the Division: Institutional Advancement to Human Resources to Finance. The approach encourages an overall availability and accessibility of resources that enables the Faculty holistically.

EMPLOYEE PROFILE

The academic to non-academic ratio stands at 141:83. The core Faculty administration team constitutes the Head of Faculty Administration (HFA), supported by three senior faculty officers and six faculty officers. Three administrative assistants temporarily support the team. A programme adviser further supports the group. The equity profile has been provided as part of the diversity profile (Strategic Thrust 4).

In some departments, the approach of academic appointment subventions from industry exist. In particular, and of significance, is the notable support from the Mining Qualifications Authority (MQA).

STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES

Student profile in subsidised academic programmes

Over the period 2009 to 2013, the student headcount has changed from 8 436 to 8 345. The figures for 2013 correspond to a FTE enrolled: 3 639.121, FTE passed: 2 926.24 and TIUs: 11 993.41. In 2013, the year-to-date number of graduates increased by 125 students to 1 710 students. The number of doctoral graduates increased to 12 students (effectively tripled from 2011), whereas the number of graduates of master's programmes was 41. Some 816 undergraduate degrees were issued and 841 undergraduate diplomas and certificates. Some 78% students were based at DFC; around 5% were based at APB and the remaining 17% at the APK campus.

Among the student cohort, the Faculty's diversity is enhanced by some 6% undergraduate students and 20% postgraduate students coming from the international or regional community.

Student success and experience

According to the 2013 student employability survey conducted by the UJ Division of Institutional Planning, Evaluation and Monitoring, the Faculty's employability within 12 months of graduation has been at approximately 87.3%. Compared to other faculties this numeric is low, and is attributed to a lack of necessary work experience, companies not replying to applications, a lack of job opportunities in selected study disciplines, a lack of interview skills, and a lack of in-service training.

In addition to the participation of Faculty representatives in the UJ groups for first-year experience and senior student experience, the Faculty has its own engineering education group. This is a small group within the Faculty

office, reporting to the Vice-Dean: Teaching, Learning and Operations. Though the group underwent significant changes in personnel and was affected by the changes in executive management of the Faculty, interest in engineering education research continues to grow. The group also helps with the design and implementation of new programmes and support structures that will have a significant impact on the Faculty's structure in the next few years. The group also contributes to the South African Society for Engineering Education and intends to investigate the Conceiving – Designing – Implementing – Operating (CDIO) notion for the BET. The University of Pretoria (UP) also subscribes to the CDIO. The group took note of the Teaching and Innovation call from the UJ Academic Development Centre (ADC) and devised eight proposals.

Through the formal structures of the UJ Student Representative Council (SRC), the academic structures at DFC enable student forums associated with various academic programmes and departments. It is proposed to append the approach by means of association with professional societies and in this way developing a student council associated with the Faculty.

PEETS, together with the TIA, hosted a 'green design' essay competition in 2013. The essay, focusing on DFC, served as an early exposure to green energy engineering design for undergraduate students. A concept for 'Smarter Planet' engineering was also investigated with the Resolution Circle (RC) and IBM. An intention exists to embed the concept into undergraduate capstone projects.

Relevancy and impact of subsidised academic programmes

The following programmes – B Eng Tech: Chemical Engineering, Civil Engineering, Electrical Engineering, Extraction Metallurgy, Industrial Engineering, Mechanical Engineering, Mine Surveying and Physical Metallurgy – were considered suitable in terms of the programme and qualification mix (PQM). The endorsement from the Department of Higher Education and Training (DHET) was received in December 2013. The next steps in 2014 resulting from this process would be submissions to the Council on Higher Education (CHE) to enable relevant accreditation processes.

Non-subsidised academic programmes

In 2013 the Faculty had 34 approved short learning programmes (SLPs) on its list of offerings. A number of SLP events were created in 2013.

Separate to 'conventional', non-subsidised academic programmes, a system to register events for CPD (category 1 of ECSA) was created in November 2013. The approach is applicable for registered professionals of ECSA and serves as a way of attracting alumni back to the Faculty and in this way deepening relationships.

RESEARCH FOOTPRINT AND IMPACT

At the time of this report, 155.59 publication units had been submitted. The target for 2013 was 140 units and therefore this represents a growth compared to previous years. The units comprise 104.7 peer-reviewed conference proceedings, 48.85 journal articles and 2.04 book chapters. Of concern, however, is that 19.89 units were not processed. The lack of processing related to 'un-qualifying' documents from the specific conference engagements.

Prof. M Bauer (C2), Dr K Ouahada (C3), Dr ET Akinlabi (Y2), Dr K Jalama (Y2), Dr F Ntuli (Y2) and Dr GA Oosthuizen (Y2) were rated by the National Research Foundation (NRF). Prof. Bauer, however, faced challenges with her work permit and despite interventions of the relevant Executive Dean, Deputy Vice-Chancellor: Research, Innovation, Postgraduate Studies and the Library and Executive Director: Human Resources, Prof. Bauer subsequently resigned from UJ.

A journal, which has popularly been used for dissemination by staff of the Department of Construction Management and Quantity Surveying, namely, the *Journal of Construction Project Management and Innovation* (JCPMI), was added to the list of accredited journals by the Department of Higher Education and Training (DHET). This initiative was led by the particular academic department in conjunction with the UJ Research and Innovation Division.

INTERNATIONALISATION

As reported under Strategic Thrust 4, the Faculty comprises a large number of international staff, however this does not apply to its undergraduate student cohort. Reflecting the staff composition, the Faculty has the potential to attract more than its currently 20% postgraduate student composition.

The Science and Technology (S&T) bilaterals and the Knowledge Interchange (KIC) Programme have served as sources of funding. Actively funded bilaterals included Zambia, Poland and Germany. With the new Executive Dean joining FEBE, additional funding through KIC shifted from the University of Pretoria.

A number of visiting professors (international technical or scientific community) support most academic departments.

Specific departmental collaboration, such as between the UJ Department of Construction Management and Quantity Surveying and Kwame Nkrumah University of Science and Technology (KNUST), has enabled for recruitment of students at doctorate level.

An honorary doctorate for Dr K.A.S. Immink was approved by the UJ Senate in November 2013. The degree recognises the profound impact of his significant technical work in the creation of new digital video, audio and data recording systems and his seminal role in information theory, developing and analysing constrained codes for mass data storage media.

International and regional visits included visits from the National Commission for Higher Education in Burundi, Lund University in Sweden and Pentecost University College in Ghana. The Faculty also participated in visits to universities in West Africa, in particular to Nigeria.

The Executive Dean, who was elected as the 2014 Vice-President of the IEEE, was sponsored by the IEEE to partake in its Board of Directors meeting in New Jersey, USA in November 2013.

A major initiative exists within the Department of Civil Engineering Science where, through the networking activities of the Civil Engineering Student Society, some 30 undergraduate students are sponsored to visit another country on technical and cultural tours. During the 2013 spring recess, the Society participated in a tour to Brazil. The next engagement will be a visit to another country of the association of emerging national economies: Brazil, Russia, China, India and South Africa (BRICS).

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Community service

A number of departments are engaged in supporting previously disadvantaged communities. The nature of the support varies, for instance, an off-grid solar electrification in Gwawkwani Village, Limpopo, is an initiative of the Department of Electrical and Electronic Engineering Science. The TechnoLab takes the approach of partnering with secondary schools and supporting extracurricular (Robotics) clubs. The development of the UJ Solar Car or *Ilanga II*, together with the RC, has led to a major outreach effort. The effort engages companies to sponsor millions of rands towards *Ilanga*'s development. During its journey, this vehicle touched several thousand pre-university learners, thus broadening the public perception of the impact of an engineering activity.

Pre-university involvement also includes the participation of academics in the Ministerial Task Team commissioned to oversee the development of the National Curriculum and Assessment Policy Statement (CAPS) for Technical Schools. Support is also provided by the Department of Metallurgy towards rural school mathematics, science and technology development.

Departments also arranged their own initiatives. Examples include Nelson Mandela Day, HIV and AIDS Awareness Campaigns and a number of sporting activities.

Stakeholder engagement

The Faculty is supported by means of an Industry Advisory Board (IAB). Separate to the IAB associated with the Faculty, a number of academic departments have their own IABs.

Recognising the need for academics to undergo professional development, but also to provide professional development for UJ alumni, an agreement with the Economic Development Department (EDD) was proposed. The proposal entails support to EDD's oversight of South Africa's strategic infrastructure projects (SIPs).

A separate project towards developing relationships with professional societies such as the South African Institute of Electrical Engineers (SAIEE) was initiated. The target here has been for a jointly funded degree programme and candidacy phase for graduate development.

An umbrella agreement has been proposed with the Council for Scientific and Industrial Research (CSIR) aiming to enhance the Faculty's research supervision capacity.

The Faculty was also approached by the Portfolio Committee on Energy (PCE) of the National Assembly to host a debate on the transformation of the gas industry. This meeting has been proposed for the end of January 2014.

Reputation management

Each academic department arranges their own prize-giving or "prestige" event. These events were coupled by poster sessions inviting industry participants to provide informal feedback to both students and academic supervisors.

A number of public lectures, including those given by senior government officials at director-general level, were held. The lectures were levelled at promoting the role of the broader environment or sustainable engineering as an underlying premise for any engineering activity.

RESOURCE MANAGEMENT AND SUSTAINIBILITY

The Faculty manages its budget carefully with the assistance of the Financial Business Partner. In terms of the personnel remuneration, the Faculty saved R3 072 859 in 2013 compared to savings of R2 872 668 in 2012. Vacant posts were not represented in the 2013 budget appropriately. In terms of operational expenses, the Faculty overspent by R827 433 in 2013, compared to an over-expenditure of R1,767 104 in 2012. Although the Faculty overspent on operational expenses, the saving on salaries has a positive saving of R2 245 426 as a bottom-line.

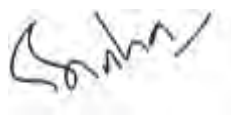
LEADERSHIP

The Faculty was represented on many international and national societies, including the Royal Institute of Chartered Surveyors (RICS), the South African Bureau of Standards (SABS), Agrement South Africa, the IEEE, the SAIEE, the IMSSA, the South African Society for Engineering Education and the South African Institute of Civil Engineers (SAICE).

CONCLUSION AND WAY FORWARD

To support UJ's aim of moving towards global excellence and stature, a number of programmes of the Faculty have been marked as "flagship" initiatives. The programmes include engineering management, electrical engineering and mining engineering. A cross-cutting discipline within the Faculty, process and automation, has also been identified as a flagship project. In addition to these flagship initiatives, the Faculty intends to work with the Faculty of Management towards the multi-disciplinary programme in Sustainable Development.

For the Faculty's ranking, the following are important: academic (40%), employer (30%), citations (15%) and H-index (15%). Accordingly, a major emphasis is placed on the Faculty's relationship with multi-national companies and on research influence. These will be emphasised as the Faculty moves forward in 2014.



Saurabh Sinha (Prof.)

Executive Dean: Faculty of Engineering and the Built Environment

FACULTY OF HEALTH SCIENCES

EXECUTIVE SUMMARY

The Faculty of Health Sciences continued to focus on the following strategic imperatives during the 2013 academic year in line with the overarching thrust of “enhancing the excellence and stature of UJ”:

- implementing strategies to improve teaching, learning and assessment, with a focus on sustaining excellence in programmes that have achieved good success and graduation rates and developing interventions for other programmes to achieve related success;
- consolidating the Faculty onto the Doornfontein Campus (DFC);
- equipping and resourcing the ‘new’ faculty space on DFC to meet technology transfer and innovation;
- supporting staff in their drive to improve the Faculty’s qualification profile, to develop capacity to increase research output and to maximise leadership potential;
- aligning and re-structuring programmes with regulatory requirements, especially those related to the Health Professions Council of South Africa (HPCSA);
- enhancing our international footprint with a focus on Universitas 21 collaboration;
- ensuring sustainability and community empowerment in our community engagement activities;
- increasing the number of short learning programmes and continuing professional development activities as an accredited service provider, in line with expectations of regulatory bodies’ requirements where applicable.

One hundred and two full-time academics and 39 academic support staff that includes clinic support staff, provided services across three campuses (APB, APK and DFC) to 3 660 learners, compared to 3 609 in 2012.

The enrolment figure was within the target set for the Faculty. The undergraduate enrolment was 2 616 (2 462 in 2012), with postgraduate totalling 1 106, compared to 1 115 in 2012. Registrations for master’s qualifications increased from 254 in 2012 to 255, while the number of doctoral candidates grew from 48 in 2012 to 55 in 2013, resulting in an overall increase of 0.4% and 14.6% respectively.

Of the total enrolment, female learners comprised 61.8% of the undergraduate enrolments and 36.6% of postgraduate enrolments, compared to the 60.7% and 37.2% respectively for the 2012 enrolment figures. The total designated (excluding white females) enrolment was 75.2%, compared to 72% in 2012. Of these, 65.2% comprised African students (64.8% in 2012); were 3.3% coloured (3.1% in 2012) and 6.6% Indian (6.3% in 2012).

Enrolment of international students rose to 134 compared to 114 in 2012, which comprised 3.6% of the total enrolment.

A total of 401 students received funding from the National Financial Student Aid Scheme (NFSAS) in 2013.

Success rates were significantly better than the University’s target of 80%, with an overall success rate of 87.1%, which is a slight decrease from the 87.6% obtained during 2012. The undergraduate success rate dropped to 87.8% from 88.05% in 2012 but still remained the highest in the University. The postgraduate success rate increased to 85.6% from 78.6% in 2012.

In the undergraduate grouping, the first-time entering students achieved a 77.7% success rate for diplomas and 79% for degree programmes, which translates into an average decrease of 1.4% compared to 2012. Intervention strategies to address areas where success rates in specific modules were not meeting set targets were implemented and monitored on an ongoing basis. In 2013 a total of 899 candidates graduated, including 54 master's and five doctoral candidates, compared to 911 in 2012 with 63 and four master's and doctoral candidates respectively.

The Faculty continually strives to meet the equity targets as outlined by the University. Of the 102 full-time academic staff, 42.8% are from designated groupings (40.2% in 2012), while the academic support component, including clinic staff, comprises 82% from the designated groupings compared to 80.7% in 2012.

In terms of research output, the Faculty's target for 2013 was 58 accredited units. The Faculty submitted 52 units for auditing purposes, comprising 44 units related to journal articles with the remaining units comprising books, chapters and conference proceedings. This a decrease from the unaudited 58.9 units submitted in 2012. Faculty members contributed to a number of international and national conferences, many as invited speakers and plenary session speakers.

External funding for research activities was obtained from the National Research Foundation (NRF), the Medical Research Council of South Africa (MRC), the Council for Scientific and Industrial Research (CSIR), ALC SA/Egypt, the Cancer Association of South Africa (CANSA), the Water Research Commission (WRC) and the African Laser Centre by the Laser and Water and Health Research Centres, totalling R770 000 and R1 055 550 respectively. A total of R3 317 500 in funding was received by the two centres in 2013, similar to the funding attracted during 2012.

An additional four visiting professors were appointed and three postdoctoral fellows assisted in the domains of Sport and Movement Studies, the Laser Research Centre and the Water and Health Research Centre. The nine NRF-rated researchers in the A, B C and Y categories continued to significantly contribute to the research thrust of the Faculty and University. Two visiting professors to the Faculty also hold a NRF rating.

The Water and Health and Laser Research centres maintained their research centre status within the University and continue to add valuable contributions to their respective national and international research platforms. The Water and Health Research Centre continued to play a leading role in assisting the National Department of Water Affairs with problems related to water quality.

Regarding staff qualifications, 83 (80%) of staff have at least a master's qualification, and 25 (24.5%) have a doctorate, compared to 74% and 24.74% respectively in 2012. The Faculty's target to have 90% of staff members with a minimum of a master's qualification during the 2014 academic year remains. Six staff members will graduate in early 2014 while another four are on track to graduate during the second semester. Eleven staff members registered for doctoral degrees while ten participated in the SANTRUST programme.

A total of five staff members resigned during the reporting year, all taking up offers in the private sector.

The Faculty's marketing ventures covered a wide spectrum of activities, of which the following are some examples of events hosted by the Faculty. The public debate covering doping, supplements and performance enhancement and the Research Forum on South African football highlights the active part the Department of Sport and Movement Studies plays in the South African sporting arena. The Faculty's Undergraduate Research Symposium showcased 14 research projects done by students from across the Faculty.

The public-private partnership with the University and Netcare and the signing of the Memorandum of Agreement paved the way for students to experience conditions in Netcare hospitals, in addition to the clinical platforms currently available. Agreements were also signed with Lifesaving South Africa, Trakia University and the European Commission, the International Diabetes Federation, Philips Medical Systems, De Beers, the European Council for Chiropractic Education and Johannesburg Emergency Management Services.

A number of international and national visitors were hosted by the Faculty. Of special significance was the delegation from Lund University in Sweden, a Universities 21 member. Collaboration in a number of health domains will be pursued in 2014.

Our network in Africa continued to grow. The Department of Emergency Medical Care and Podiatry's collaboration with the Diabetics Africa Foot Care Initiative added to the already established projects the Departments of Sport and Movement Studies, Radiography and Optometry are involved in.

Quality assurance remains a key priority within the Faculty. The Faculty was one of two faculties to undergo a peer review process which was done from 2 to 5 September 2013. The panel comprised international and national experts in the field of Health Sciences. The review was rigorous and the feedback the Faculty received was relevant and added value, with a number of commendations and recommendations to realign the Faculty for the future.

In line with the re-circulation of programmes by the Professional Boards of the Health Professions Council of South Africa (HPCSA), the four-year degrees in Environmental Health, Biokinetics and an Advanced Certificate in Medical Rescue Technology were submitted to Senate for approval. A Master's in Public Health was also submitted, and approval from the Council on Higher Education (CHE) is awaited.

The Faculty's quality plan, as approved by Faculty Board, and the programme review schedule for the period 2012 to 2015, was continued with a review of the Nursing programmes in 2013 as well as HPCSA audits of the Environmental Health and Biokinetics programmes. Reports from the panel members of the HPCSA audits were complimentary, but final audit reports are still outstanding.

As in 2011 and 2012, pre-medicine students from the Appalachian State University (ASU) in the USA spent three weeks in the Faculty. They observed patients in clinics as a preparatory course before entering medicine studies in the USA. In a reciprocal agreement, 11 students from the Faculty visited ASU, the main thrust of the visit being to share experiences related to health policies and experiences with the focus on leadership development in health.

The Short Learning Programme Office coordinated 58 short learning programmes (SLPs) compared to 54 in 2012. In addition numerous continuing professional development activities were approved by and or offered through the SLP office.

Community engagement activities remain an integral part of the Faculty's strategic imperatives. Services included free and subsidised screening for indigent and community members at different clinics. Collaboration with the City of Johannesburg and the Medical Research Council (MRC), done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCCUH), continues to contribute to research and development within the Faculty. Various Departments are also involved in community outreach programmes in the Soweto Clinic, IH Harris School and a crèche in Riverlea.

Our community initiatives and services with the City of Johannesburg in Riverlea continue to grow, with a range of integrated services that include health care, health promotion and early childhood intervention programmes with ultrasound obstetric screening also being offered from 2013. In addition, activities to develop capacity in sport within the schools and the community are provided.

Students in the Health Training Clinic (HTC) and satellite clinics saw 25 917 patients (22 295 in 2012) as part of their clinical work-integrated learning. An additional 2 223 patients were screened during the reporting year. Staff and students provided services and activities at many sporting events that not only gives students additional experience but showcases the Faculty's programmes and clinics. These events include the 702 Walk, 94.7 Cycle Challenge, KES Rugby Festival, Pick and Pay Marathon and national squash championships.

The Faculty subscribes to a sustainable and risk-free environment. A Risk Register serves on the agenda of the Faculty Board, Faculty Management, Academic Departmental and support structures committee meetings and is regularly reviewed, updated and assessed. Contributions to minimising our carbon footprint with specific reference to energy saving, recycling and waste management is ongoing.

Staff in the Faculty have achieved the following that warrant special mention:

- Mr W. Maule received the Biomedical Technology industry prize for the best publication for two years running.

- Prof. C. Burnett was acknowledged by the South African government for her contribution to South African sport.
- Dr C. Yelverton was elected Chair of the Professional Board for Chiropractic and Osteopathy and to the Editorial Board for the *Journal of Chiropractic Education*.
- Dr T.G. Barnard received the International Water Association Health-related Water Microbiology Willie Grabouw Young Investigator Award in 2013.
- Prof. H. Abrahamse continues as an honorary member of the Board of Directors for the World Academy of Laser Application and serves as a reviewer on the editorial boards of 25 journals.
- Dr S. Nalla, Dr H. Lawrence and Dr Downing completed their doctoral degrees.
- Dr N. Gower was appointed to the Complementary Medicines Committee of the Medicines Control Council.
- Dr C. Lambert was appointed a Council member of the HPCSA, is a Professional Board member and serves on the Human Rights and Ethics Committee of the HPCSA.
- Ms F. Cassim continues to serve on the Professional Board for Physiotherapy, Biokinetics and Podiatry.
- Mr C. Stein is a member of the Executive Council of the South African Association of Health Educationists and President of the Emergency Care Society of South Africa.
- Mrs S. Seyama serves on the Allied Health Professions Council of South Africa (Reflexology).
- Prof. M. Poggenpoel serves on the Wits Human Subjects Health Sciences Ethics Committee.
- Numerous staff members in Radiography are external examiners at universities on the African continent.
- Ms L. Bacana, a fourth-year Nursing student, was awarded the Albertina Sisulu Award.
- The Nursing Department had a Fulbright Scholar, Prof. M. Hastings-Tolsma, from the University of Colorado in the USA visit for ten months during 2012 and 2013.



Andre Swart (Prof.)

Executive Dean: Faculty of Health Sciences

FACULTY OF HUMANITIES

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Faculty of Humanities has 17 departments, comprising four discipline clusters, (School of) Communication, (School of) Languages, Social Sciences and Humanities. The Faculty also has three centres (the Centre for Social Development in Africa, the Centre for Anthropological Research, and the Centre for the Study of Democracy) and two South African Research Chairs (for Social Change and for African Diplomacy and Foreign Policy). The fourth centre, the Centre for Social Change, closed down in 2013. A merger of two departments (Linguistics and Applied Communicative Skills) and the separation of two divisions in another department (Anthropology and Development Studies) are on the books for 2014.

The governance and quality management structures include a host of committees and sub-committees, with the Board of Faculty and Heads of Departments' Committees as the highest decision-making and oversight bodies. Catalytic events in 2013 have caused the Faculty to review its structures, and a thorough restructuring process is currently in progress. The objective of this revision is to simplify the committee structures, redefine their scope, establish clearer reporting lines, and as a result improve the accountability of/to the remaining governing bodies.

Regarding risk management, the number of stolen computers in 2013 and early 2014, especially laptops, is worrying and the Faculty has to prepare a strategy to mitigate this risk.

STRATEGIC FOCUS AND TARGETS

The Faculty has been in a transitional phase since July 2013 and only with the final appointment of an Executive Dean will it be able to purposefully move forward on its goals. In the meantime the Faculty Peer Review, which took place in August 2013, provided some valuable guidelines regarding the redirection of the Faculty based on identified strengths, such as the strong postgraduate programmes, research output and the stature of the research centres. Task teams have been appointed and their reports are currently serving at the relevant Faculty structures.

Major accomplishments are the inclusion of the Faculty at number 331 on the 2013 QS World Universities Ranking list, and English, Politics and International Studies in the top 200 in the world on the QS Subject List for 2014. These achievements will encourage other disciplines in the Faculty to also improve their positions.

As for enhancing the global excellence and stature of UJ, the Faculty plans to leverage the new Institute for African Thought and Conversation, as well as the established research networks of the existing centres and Chairs, and of individual researchers in departments, to raise its international profile to a new level. It is hoped that the creation of a series of inter- and multidisciplinary honours and coursework MA programmes will also attract international students interested in postgraduate programmes with a strong African focus.

There is 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 United Kingdom, Sweden, the United States of America, 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). In 2013 new agreements and partnerships included *'Micro-Tracks': Tracing Ancient Cognition and Knowledge Systems through Microscopy*. This project, coordinated by Prof. Marlize Lombard, has created new links to universities in Canada and the Netherlands.

EMPLOYEE PROFILE

The Faculty has an equity appointment rate of 73% for academic appointments and 75% for administrative appointments. The combined equity percentage for appointments in 2013 is 67%.

Table 47: Academic appointments

White	Black	Total
4	11	15
27%	73%	100%

Table 48: Administrative appointments

White	Black	Total
2	6	8
25%	75%	100%

Table 49: Total appointments

White	Black	Total
6	17	23
26%	74%	100%
Designated 74% Non-designated 26%		

The race profile of the Faculty, overall, is currently at 41% designated, 59% white, and 5% foreign national employees.

Table 50: Equity (2009-2013)

Year	Equity %
2013	41%
2012	34%
2011	30%
2010	28%
2009	25%

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. A further risk is poaching by academic institutions that have seemingly relaxed their appointment criteria. Unisa is one such institution.

STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES

Table 51: Faculty race and gender profile of students

Gender and Race		2009	2010	2011	2012	2013
Female	A	2 623	2 875	3 156	3 254	3 372
	C	209	224	229	219	206
	I	193	194	156	145	129
	W	977	874	712	601	498
	Total	4 002	4 167	4 253	4 219	4 205
Male	A	895	984	1 158	1 212	1 338
	C	49	54	47	43	55
	I	64	62	51	49	46
	W	382	334	272	215	204
	Total	1 390	1 434	1 528	1 519	1 643
Grand Total		5 392	5 601	5 781	5 738	5 848

Postgraduate enrolments increased across the board during 2013.

Student success and experience

Success rate

The 2013 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 outstanding efforts of our cohort of dedicated lecturers and tutors.

The success rates in the Faculty have improved significantly over the five-year period 2009 to 2013. In the case of undergraduate degrees, the improvement was almost 6% and for diplomas more than 17%.

Table 53: Success rates

	2009	2010	2011	2012	2013
Honours	315	317	328	307	380
Master's	260	256	268	263	276
Doctoral	106	102	104	119	121
Grand Total	681	675	700	689	777

Table 54: Total Humanities graduates

Postgraduate/ Undergraduate	Qualification Type	2009 %	2010 %	2011 %	2012 %	2013 %
U	Degrees	77.1	79.8	78.8	83.6	82.9
	Diplomas and certificates	69.5	82.2	83.3	82.4	86.9
U Total		75.8	80.2	79.4	83.4	83.5

P	Doctoral	50.3	33.3	115.2	55.6	10.2
	Honours	92.7	89.3	92.1	90.0	89.6
	Master's	48.6	54.6	79.9	57.7	38.5
P Total		76.8	73.7	92.0	77.8	71.2
Z	Occasional	86.3	88.8	88.5	81.7	89.4
Z Total		86.3	88.8	88.5	81.7	89.4
Grand Total		75.9	79.8	80.4	83.0	82.6

Tutors

Table 55: Tutorial expenditure (2009 to 2013)

	Budget	ADS	Actual	Commitment
2014	R4 502 481	R2 225 000	R618 475	R6 063 833
2013	R4 855 279	R2 310 000	R 6 313 885	–
2012	R3 567 266	–	R3 369 456	–
2011	R3 071 350	–	R3 032 593	–
2010	R2 281 440.	–	R2 278 273	–
2009	–	–	R683 468	–
TOTAL	R18 277 817	R4 535 000	R16 296 153	R6 063 833

The tutorial system contributes significantly to the improved success rate in the Faculty. Expenditure on tutors in the Faculty has increased from R683 468 in 2009 to R6 313 885 in 2013. The tutors are trained annually in January by ADS in three different groups: new and returning tutors, and senior tutors. This training is generally well attended. Refresher sessions are scheduled throughout the year, and departments also have specialised training programmes.

Teaching excellence

In 2013 Prof. Thea de Wet from the Department of Anthropology and Development studies became the fourth recipient from the Faculty of Humanities of the Vice-Chancellor's Award for Teaching Excellence since the inception of the award in 2009. Previous award recipients were Dr Carina van Rooyen, Department of Anthropology and Development Studies, Prof. Hennie Lötter, Department of Philosophy and Prof. Nathalie Hyde-Clark, Department of Communication Studies.

Relevancy and impact of subsidised academic programmes

The Humanities Deanery, together with the relevant faculty committees, oversees the quality and relevance of the academic programmes. In 2013 an external review of the professional Psychology programmes was undertaken by the Health Professions Council. The Social Work programmes were reviewed by both the Association of South African Social Work Education Institutions (ASASWEI) and the South African Council for Social Service Professions (SACSSP). In both departments disputes have arisen regarding aspects of the reviews, which are currently being addressed.

The review of the Humanities programme qualifications mix (PQM) was completed in 2013. The review addressed the alignment of Humanities programmes to the new Higher Education Qualifications Framework (HEQF), as well as the timetable footprint of these programmes, and resulted in extensive amendments. The new PQM, which is currently being phased in, has also resulted in a reduction of student numbers in individual modules, and a more favourable staff to student ratio in some of the larger modules.

The review of 104 postgraduate programmes will hopefully start in the second semester of 2014 and be completed early in 2015. The Faculty will use this opportunity to open up the BA Honours offerings for inter- and multidisciplinary collaboration between departments in the Faculty and to create at least one multidisciplinary and one joint coursework MA programme.

Recommendations made by the Faculty Peer Review Panel, which impact on the content and delivering of syllabi, along with other recommendations, are currently under discussion in the Faculty, and some issues have already been resolved.

RESEARCH FOOTPRINT AND IMPACT

Research 2013

Table 56: Research outputs over the last five years

Year	SA	International	Total
2013	61.66	88.66	150.32
2012	76.75	106.65	183.4
2011	70.88	72.43	143.31
2010	71.62	63.12	134.74
2009	67.5	50.47	117.97

These are provisional figures. The 2013 research output in terms of accredited articles (150.32 units) is somewhat lower than 2012 (183.4 units). However, the ratio of articles published in international journals compared to those published in South African journals is rising steadily.

Table 57: Total output submissions to the Department of Higher Education and Training (DoHET)

Year	Articles	Books	Chapters	Proceedings	Total Units
2013	150.23	7.62	17.46	2.20	177.53
2012	183.4	6.15	17.4	2.25	209.2
2011	143.31	4.42	10.93	1.25	159.91
2010	134.74	14.86	6.83	2	158.43
2009	117.97	23.16	6.79	0.5	148.42

A larger percentage of the total output for 2013 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 successful claims in these categories.

Postdoctoral research fellows (PDRFs)

The Postdoctoral Research Fellowship Programme is critical for a steady increase in research output, and for contributing to the intellectual profile and activities in the Faculty. In 2013 the Faculty had 36 PDRFs. They were 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 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 number of rated researchers in 2013 totalled 24. The highlights include a new P-rated researcher (Alex Broadbent) and another B-rated researcher (Peter Vale).

Research Centres

Centre for Sociological Research (CSR)

Prof. Ashwin Desai assumed the Directorship of the CSR in July 2012. The CSR engaged in a wide range of research areas, including a project on Alternatives in Development (Sanpad) on 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: a comparison between universities in India and South Africa*. At the end of 2013 the CSR was closed and absorbed into the Sociology Department.

The Centre for Social Development in Africa (CSDA)

The CSDA, under the Directorship of Prof. Leila Patel, is consolidating its research footprint locally and internationally as a cutting-edge research centre in the field of social development. The Centre was launched in 2004 with the aim of contributing to improvements in service delivery, policy debate and the expansion of cutting-edge disciplinary and interdisciplinary research. As it celebrates its ten-year anniversary in 2014, the Centre's diverse research foci contribute to knowledge, strategic thinking, debate, dialogue and critical policy perspectives in government, civil society and in corporate social investment. It has a stellar 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 and North for international staff and student exchange and as a collaborating partner in socially relevant research. In 2014, 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 Director of CfAR since 2011. CfAR consolidated its programme of research into three areas: Evidence-informed Policy, Urban Issues, and Human Biological and Cultural Origins.

CfAR's Evidence-informed Policy team, led by Prof. Ruth Stewart, has been particularly successful in securing international grants for conducting systematic reviews on a number of development issues, such as Micro Finance, Urban Agriculture and Smallholder Farming in Africa). Recently UJ signed a three-year contract, worth in excess of R20 million, with the UK Department for International Development (DfID) for *Building capacity in using research evidence (BCURE) in the South African and Malawian governments*. CfAR also continues its research and activities around urban poverty, migration, food security, livelihoods and media.

The research of Prof. Liz Gunner, a B-rated NRF scientist, focuses on performance and social meaning. She is completing a monograph titled *Sounding the present: radio in difficult times*.

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. Dr Colin Menter has received more than R2 million from the NRF since 2011 for Drimolen research and training activities. He has international palaeoanthropology collaborators in a number of institutions which include Italy, the UK, the USA, France, Australia and Germany. Archaeologists linked to CfAR investigate and publish in local and international journals on the evolution of Stone-Age human cognition and knowledge systems.

Prof. de Wet received funding from the NRF and UJ to lead a project on *Changing climate, heat and local knowledge from 2014 to 2016*. This multidisciplinary, multi-institutional project (UJ, the Council for Scientific and Industrial Research and the Medical Research Council) will combine science and local knowledge to develop

and find innovative and integrative health improvement solutions for three communities near Rustenburg who will have to adapt to an increase in temperature of their natural environment due to weather and climate changes. Postgraduate student bursaries account for half of the funds received.

Sanlam Centre for Public Management and Governance

The Centre, managed by Prof. Christelle Auriacombe, caters for professional public sector capacity building by way of 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. The Centre has a strong research arm.

Centre for the Study of Democracy

The struggle for democracy in South Africa inspired democrats around the world. 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 a 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 exercising of citizen voice.

South African Research Chair in Social Change

This government-funded research chair is held by Prof. Peter Alexander. In addition to his 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, the Raith Foundation, Atlantic Philanthropies and the mining industry. The Chair focuses on social change, specifically in South Africa, but has undertaken international comparative research.

In 2013, members of the unit associated with the Chair, published *Class in Soweto* (authored by Peter Alexander, Claire Ceruti, Keke Motseke, Mosa Phadi and Kim Wale). New editions of **Marikana: a view from the mountain** and *A case to answer* (Peter Alexander, Thapelo Lekgowa, Botsang Mmope, Luke Sinwell and Bongani Xezwi) were published in the UK, USA, Germany and France. Peter Alexander is currently working on **Mining: past and present** (co-edited with Stefan Berger and published by Ashgate), and, together with two other members of the unit, Carin Runciman and Trevor Ngwane, he is preparing a manuscript for **South Africa's rebellion of the poor**. The Chair has made a considerable media impact, particularly for its work on Marikana and on community protests. Peter Alexander is a trustee of the Marikana Dignity Trust and a member of the board of Community Agency for Social Enquiry (Case).

South African Research Chair in African Diplomacy and Foreign Policy (SARChi)

The SARChi Chair in African Diplomacy and Foreign Policy is the incubator of a research programme that places two concurrent challenges at the centre of its work. These are: the national challenge of honing and refining South Africa's national interests within its 'African Agenda'; and the continental challenge of researching Africa's interstate and international relations with a view to enhancing African agency on the world stage. Research conducted by the Chair focuses on four broad areas: Africa's evolving peace and security architecture, the operationalization of the New Partnership for Africa's Development (NEPAD) and the African Peer Review

Mechanism (APRM), the role of Africa's Regional Economic Communities (RECs) and, lastly, Africa's strategic partnerships in the Global North and the Global South.

The Chair's vision of being "a Pan-African research and postgraduate development centre of international repute engaging in African challenges through rigorous research in diplomacy and foreign policy" is being gradually borne out through the work of the Chair, Prof. Chris Landsberg, and his team at the Centre. Along with research, outreach and the cultivation of graduate students, are key objectives of the Chair. Prof. Landsberg and Senior Researcher, Dr Candice Moore, supervise master's and doctoral theses in areas broadly within the scope of African foreign policy, including areas as diverse as the interrogation of the concept of 'hegemony' in the Southern African region, to the analysis of the European Union's relations with the countries of North Africa. In addition to graduate students, the Chair hosts a number of postdoctoral fellows whose work contributes to the vision of the Chair, focusing on areas which include the dynamics of conflict in Kenya, the political economy of southern Africa, and the technological aspects of African diplomacy.

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 2013 the faculty held five Humanities Public Lectures, and speakers included Profs Frank Summers, Penny Plowman and Hansie Wolmarans.

The Department of Sociology with the Department of Anthropology and Development Studies host a seminar series, which in 2013 included 26 prominent South African and international speakers.

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 2013 lecture was entitled: *Do social grants create more problems than they solve?* and was delivered by Prof. Leila Patel, Director of the Centre for Social Development in Africa.

The Afrikaans Department hosted the annual N.P. van Wyk Louw Memorial Lecture, presented by Prof. Heilna du Plooy, with the title **Die Beeld is duursamer as die begrip**.

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 2013 exceeded 20.

Humanities prize giving

Annually the Faculty honours its top achievers at the Humanities prizegiving event. All those who have graduated cum laude within the BA, BA Honours and MA programmes, and all Doctoral graduates, are recipients of a Faculty prize and certificate. The event recognises students for their outstanding academic achievements. At the 2013 event there were 99 recipients, which included 20 PhD graduates.

Top Achievers' Club

As part of the UJ Top Achievers initiative, the Faculty 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%. In 2013 the Faculty had 38 students in UJ's Top Achievers' Club.

Dean's List

The Dean's List, hosted at the end of the second semester, identifies those students on second-year, third-year and honours study level who are potential postgraduate students. Information on further study, programmes and bursaries is provided, with speeches by lecturers from within the Faculty. The 2013 Dean's List represented students from all qualifications, in total there were 56 second-years, 164 third-years and 78 honours students on the list.

Creative writing prizes

The UJ Prize for Creative Writing in Afrikaans for 2012 was awarded to Ingrid Winterbach for her novel *Die aanspraak van lewende wesens*, and the UJ Debut Prize went to André Kruger for *Die twee lewens van Dieter Ondracek*.

The UJ South African Writing in English award winners for 2013 were Steven Boykey Sidley, for *Entanglement* (Debut Prize) and Ken Bariss, for *Life under water* (Main Prize).

INTERNATIONALISATION

The Faculty has a strong international presence in terms of staff representation. The Faculty had 10 international staff making up 5% of its employee profile in 2013. International student numbers are, however, still a concern and the Faculty hopes to work with the Internationalisation Office to increase these numbers in 2014 and 2015.

Table 58: International students

	2009	2010	2011	2012	2013
International	218	247	260	273	267

Various staff members are internationally engaged. Activities include an international symposium on *Youth assets* and a *Youth unemployment* roundtable discussion, both hosted by the CSDA, and a workshop on "Phenomenology and its Futures," hosted by the Department of Philosophy. The Department of Strategic Communication is involved in the planning of the 2015 International Public Relations Association (IPRA) Conference.

The Faculty does not yet offer joint degrees with international institutions. However, the Department of Strategic Communication is in the process of developing an interdisciplinary professional Doctoral Programme in Change Management with Prof. Steve Cady of Bowling Green University, Ohio.

Most departments visit international institutions, either to present papers or as delegates. Departments also host foreign visitors as guest lecturers and to present public lectures. For instance, Prof. F. Summers, of the Feinberg School of Medicine, North-western University, Chicago, gave a very successful public lecture on Psychoanalytic Theory and Therapy.

The Faculty is actively building international relationships, which will hopefully lead to more formal agreements. In 2013 Prof. Alex Broadbent of the Philosophy Department visited the University of Birmingham, a Universitas 21 institution, to establish such a relationship. The Department of Strategic Communication has an established relationship with both Bowling Green University, Ohio, USA and the University of New York, New York, USA. The research centres also have strong links to international institutions; the CSDA currently has more than 50 collaborative projects with such institutions.

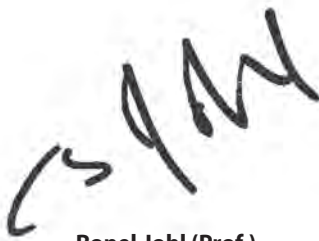
COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Community engagement (CE) is an integral part of most departments within Humanities, with staff involved in 16 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 both social research and 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 as 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 research on the Sophiatown Project came to an end in 2013, and resulted in a book, *Experiencing Sophiatown: conversations among residents about the past, present and future of a community*.
- The Faculty took on the administration of Phumani Papers in 2012. Phumani is 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 SA. Unfortunately the project was cancelled in 2013 due to financial constraints. There are, however, plans to reinstate the project under a different board and new management.

- 2013 also saw the beginning of exiting CE projects, these include: Babies Behind Bars, a non-profit organisation (NPO) focused on the wellbeing of babies born and raised in prison in South Africa and Namibia. A service-learning project was devised for third-year Corporate and Marketing Communication students who were asked to develop a media strategy for the NPO. Another exiting project is a community-based research project in the Department of Social Work investigating gender-based violence in schools.

A handwritten signature in black ink, appearing to read 'Ronel Johl', written in a cursive style.

Ronel Johl (Prof.)

Acting Executive Dean: Faculty of Humanities

FACULTY OF LAW

NATIONAL AND INSTITUTIONAL CONTEXT

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 2013 show, it does not allow this fact to define it.

STAFF PROFILE

Academic members of staff

Full-time academic members of staff

At the close of the academic year on 31 December 2013, the Faculty had 36 full-time academic members of staff (excluding the Dean) who were appointed permanently or on fixed-term contracts exceeding one year. There were 14 professors (including a professor emeritus), one associate professor, nine senior lecturers and 12 lecturers. All of the professors, the associate professor, two of the senior lecturers and two of the lecturers of the Faculty had doctorates. With a single exception, the remaining full-time academic members of staff all held master's degrees. Seventeen (44.4%) of the full-time academic members of staff were female, one foreign and 11 (30.6%) black. Eight had NRF ratings.

Two academic members of staff (a professor and senior lecturer) passed away during 2013. Three senior lecturers and three lecturers resigned, although one of the lecturers who resigned re-joined the Faculty in 2014. One of the resignations was the result of a lecturer taking up a judicial appointment in Malawi. By the end of the year, the Faculty had filled almost all of its vacancies. A lecturer appointed on a fixed-term contract successfully applied for a permanent position as senior lecturer, and one professor, three senior lecturers and nine lecturers joined the Faculty when the University reopened in January 2014. This resulted in the percentage of female academic members of staff increasing to 52.3% and the percentage of black academic members of staff increasing to 36.4%.

Temporary academic members of staff

The Faculty is loath to use temporary staff members to teach in its undergraduate programmes but the loss of staff as a result of death and resignations compelled the Faculty to employ eleven temporary staff members over the course of the year, of whom six taught in the traditional law modules, four in the service modules and one in both 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 accordingly a priority, as is the continued development of the younger and less experienced members of staff in order 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 in order to diversify its workforce. This included recruiting its own former students, as well as 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.

Academic staff development

As far as academic staff development and performance development is concerned, Heads of Department 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 UJ-Santrust doctoral proposal development project, while four members of staff were registered for doctoral degrees. One member of staff completed a doctorate but unfortunately resigned to take up a judicial appointment in Malawi. 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 qualification.

Non-academic members of staff

Twenty-nine full-time non-academic members of staff (excluding the Dean) 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 (CICLASS) and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAI). In order to enable excellence in the execution of academic core functions, the Faculty merged some of the operations of CICLASS with the Faculty's division administering non-subsidised programmes. Twenty-three (79.3%) of the full-time non-academic members of staff were female and 15 (51.7%) black.

TEACHING AND LEARNING

Student profile

One thousand six hundred and ninety-nine students were registered in 2013 for the Faculty's undergraduate and postgraduate programmes. Apart from enrolling 11 doctoral students instead of the planned 12, the Faculty met all of its enrolment targets. White enrolment continued to drop and amounted to 26% of the total subsidised enrolment in 2013 (30% in 2012). In real terms, the number of white students declined from 472 to 441. 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 2013 dropped marginally to just more than 59%.

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 2013, the Faculty granted bursaries to 14 students who found themselves in the latter position. The bursary amounts varied from R5 000 to R26 000. Between them, these students obtained 18 distinctions. Seven completed the LLB degree in 2013. The Faculty also granted 32 meal bursaries during 2013, 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-on-year since the Faculty started the scheme in 2009.

As far as the number of students taught is concerned, the majority of teaching in the Faculty involves the service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2013, the Faculty offered service modules to 8 725 such students.

Success rates

The success rate in respect of the service modules was 77% (78.6% in 2012), and averaged out with the 80% (80.8% in 2012) success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 78.4% (79.5% in 2012). The major contributors to the 1.1% drop in the overall success rate compared to 2012 were Commercial Law 1B and Commercial Law 2C. These are two of the largest modules in the University and the module success rate dropped from 80.2% to 73.4%, and 80.0% to 67.4% respectively. In 2013, these modules contributed 13.8% to the overall module success rate of the Faculty. Had these modules retained their success rates of the previous year, the overall module success rate for 2013 would have been marginally higher than for 2012.

Recognising that undergraduate success rates constitute a risk listed on the institutional Risk Register, the Faculty takes measures and adopts practices on an ongoing basis in order to mitigate that 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. In total, the Faculty employed seven senior tutors and 48 tutors. All tutors underwent training before they were employed. The results in modules were monitored on an ongoing basis on both departmental and Faculty levels. Corrective measures were implemented when needed.

First-year experience

In pursuit of a strategy of a First-Year Experience (FYE) that establishes an ethos and a way of life where all first-year students experience the transition from school to university in a positive way, the Faculty has an active first-year students' committee on which, among others, all first-year lecturers serve. In promoting authentic learning, first-year students were introduced to various members of the profession and were given the opportunity to interact with these speakers. 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. Tutors, who play an integral role in teaching and learning at the Faculty, are viewed by our students as an extension of the academic staff and are introduced to first-year students during the first-year seminar.

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. During these visits, learning occurred in a variety of modalities. The UJ FYE coordinator reported the Faculty's first-year seminar as follows: "Overall, the students in the Faculty of Law have had a markedly more positive experience during 2013 than was the case in 2012. The level of student experience and orientation experience in your Faculty is consistently higher than the UJ average".

At an awards ceremony held on 13 September 2013, a law student was awarded the prize for the best male first-year student within UJ and he was ranked the fifth best first-year student within UJ.

Teaching innovation and quality control

On second-year level, the Faculty cooperates with the Writing Centre in terms of a system of writing support and development for the Law of Delict. This 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. To promote student leadership, the Faculty assisted the students to form a UJ Student Chapter of the Black Lawyers' Association. It was approved as a UJ organisation and launched on 28 October 2013, with dignitaries being the Judge President Ronnie Bosielo of the Supreme Court of Appeal and deputy minister of Justice and Constitutional Development, Mr John Jeffery.

In order to promote an academic mind-set 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, among other things, with new ways of tuition. Constant engagement with curriculum transformation takes place in order to cultivate graduates with appropriate competence and knowledge for the world of work and responsible citizenship. This is evidenced by the alignment of all of the Faculty's subsidised programmes with the new HEQF guidelines and amendments, which were submitted to Senate during 2012 and 2013, for implementation in 2014.

Module and teaching evaluations were conducted in terms of a Faculty Quality Plan submitted to the Senate Quality Committee. During 2013, 14 teaching evaluations and three module evaluations were undertaken. In addition, a review by a panel including external experts was conducted in respect of one of our postgraduate master's-by-coursework programmes.

Moots

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions.

The Faculty sent three senior students to Vienna to participate in the International Willem C Vis Moot Court Competition held from 22 to 28 March 2013. They were one of 296 teams from all over the world to take part in the competition. The calibre of law schools participating was phenomenal, with teams representing all of the Ivy League law schools in America, and their equivalents from Germany, England and other countries. Our team's opponent in the first round was the University of Lorraine in France, in the second round the University of Kozminski in Poland, in the third round the University of Parana in Brazil and in the fourth round the Free University of Tsbisi in Georgia (USA). Although our team did not make it to the final rounds, the experience gained was well worth the effort. Our team was one of only four teams from the African continent and our students were wonderful ambassadors for the University.

One of UJ's undergraduate moot court teams (comprised of two second-year students) won the Child Moot Court competition in September 2013 at the High Court in Pretoria, prevailing over students who had completed their LLB and master's degrees from the University of Cape Town (UCT), the University of Pretoria (UP), Rhodes and other universities across South Africa.

From 10 to 12 October 2013, eight of the Faculty's first-year law students formed four moot court teams (two Afrikaans teams and two English teams) to compete against teams from various South African universities at the 10th 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 aim of the competition is to bring first-year law students from different universities around the country together in order to compete with one another in a court environment very similar to that which they would encounter in practice as legal professionals.

The students were required to draft comprehensive heads of argument beforehand and to undergo extensive oral advocacy training. Three senior law students with extensive moot court experience coached the four teams. The students had the opportunity to engage with other students, as well as with experienced legal professionals, at 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. At the awards gala evening on Saturday 12 October 2013, the University of Johannesburg was announced as the winner for the best heads of argument in both the English and Afrikaans categories. The University was commended for being the first university in the competition's history to achieve this milestone, and all of our participants were commended by judges and competitors alike for their all-round performance and professionalism.

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 to form an important part of the curriculum and as being activities essential to equipping students with the necessary skills, knowledge and confidence to enter the legal profession.

Degrees conferred

The Faculty conferred 246 undergraduate degrees during three graduation ceremonies held in 2013. 9.5% of registered students were postgraduate students in 2013. One doctoral degree was conferred in 2013, while 11 students were registered for doctoral degrees. One hundred and fifty students were registered for master's studies, while 33 master's degrees were conferred in 2013. The throughput rate for 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 the limits of its abilities, the Faculty made bursaries available for disadvantaged students to engage in postgraduate studies and to encourage others to study full time.

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. Regrettably, the sample of law graduates was too small to draw meaningful conclusions from the 2013 survey, and contained an overrepresentation of international students, who are prohibited from practising law in South Africa in terms of legislation regulating the attorneys' and advocates' professions. 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.

President Barack Obama, President of the United States of America, accepted an Honorary Doctorate in Law from the University.

Non-subsidised programmes

In 2013, the Faculty presented 11 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law and the drafting and interpretation of contracts. Several of the programmes are presented in two-year cycles and are comprised of more than one module. In 2013, the module enrolment in these programmes was 2 711. Of these, 2 220 students (81.9%) passed the modules for which they were registered. The programmes drew students from several African countries, mostly from the SADC region but also from countries further afield. The programmes generated an income of more than R11 million, which resulted in a net surplus to the Faculty of around R4.6 million. More than R1 million thereof is, however, earmarked for the Law Clinic.

Recognition of top achievers

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 R40 000 per student) for 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 16 May 2013, awards, prizes and bursaries were awarded in 74 categories to 111 recipients.

Local partnerships

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 15 May 2013. This event is hosted by the Faculty and PsyCaD jointly. 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. Judge Yvonne Mokgoro addressed the first-year students during the first-year seminar held in January 2013. Judge A van Niekerk presented a module in the Faculty's LLM (Labour Law) programme during the first semester of 2013.

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.

International partnerships

The Faculty signed a Memorandum of Understanding with the University of Malawi during 2013. In addition, the Faculty has active exchange agreements with ten other foreign universities, namely Beijing Normal University (China), Erfurt University of Applied Sciences (Germany), Free University of Amsterdam (the Netherlands), Friedrich-Schiller University of Jena (Germany), National Law University in Jodhpur (India), Reykjavik University (Iceland), Saarland University (Germany), Strathmore University, Nairobi (Kenya), the University of Antwerp (Belgium) and Yeditepe University (Turkey). It also concluded a cooperation agreement with the Graduate School of the Public Prosecution Service of Brazil.

Negotiations for further Memoranda of Understanding are being conducted with the National Law University in Delhi (India) and the American University of Cairo (Egypt). During 2013, the Faculty had an exchange student from the Free University of Amsterdam on the LLB level. Four foreign students (most of them in terms of one of the Memoranda of Understanding) registered for the LLM in International Commercial Law (two from Germany, one from India and one from France).

Apart from this, the Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. During 2013, this included an extensive delegation from universities and NGOs in Afghanistan. In addition, the Faculty serves as an Information Centre for the Hague Conference on Private International Law in terms of a formal agreement. The Executive Dean of the Faculty also participated in the Vive-Chancellor's visit to Nigeria.

RESEARCH

Publications and conferences

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 at least 50 subsidy-generating publication units. It will also seek to submit claims in respect of one co-authored book, one sole-authored book, seven chapters in books and three 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 a hundred research papers at conferences, symposia, workshops and the like, of which approximately a third are abroad. A member of the Faculty was awarded a joint prize by the ATKV and SA Akademie for the best scientific article published in Afrikaans.

Public events

The Executive Dean and the Director of SAIFAC participated in a public lecture presented by Advocate George Bizos on 18 March 2013 to commemorate Human Rights Day.

On 7 May 2013, the Department of Public Law hosted a public lecture by Advocate Jeremy Guantlett SC on *Freedom's children? Universities and the executive 20 years on. Is there a constitutional right to academic freedom?* The lecture reflected on the December 2012 amendments to the Higher Education Act, the failure to consult with the universities on these and the extended powers of intervention given to the Minister of Higher Education to dissolve University Councils and assume direct control of universities.

On 16 August 2013, the Department of Public Law, together with the Department of Journalism, Film and Television, held an interdisciplinary seminar to commemorate the one-year anniversary of the Marikana massacre. The title of the seminar was *Considering the aftermath of Marikana*.

Research centres

The Faculty had four active research centres in 2013, namely the Centre for Private International Law in Emerging Countries, the Centre for Banking Law, the Centre for 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.

Centre for Banking Law

The 35th consecutive Annual Banking Law Update was held on 18 April 2013 under the auspices of the Centre for Banking Law. To celebrate this special anniversary, the founder of the event, Judge and Honorary Professor Frans Malan was presented with a specially-labelled bottle of Cabernet Sauvignon, as were those who attended the event. The keynote speaker was Prof. Poonam Puri from York University (Canada).

Centre for International and Comparative Labour and Social Security Law (CICLASS)

The year 2013 marked the 19th year of existence of the Centre for International and Comparative Labour and Social Security Law (CICLASS). As in the past, the Centre continued to maintain a number of collaborative relationships with colleagues and institutions locally (e.g. Friedrich Ebert Stiftung, South Africa office) and overseas (e.g. Max Planck Institute for Social Law and Policy, Munich, Germany). In addition, the Centre regularly participated in the activities of the Southern African Social Protection Experts Network (SASPEN) and it was represented on SASPEN's steering committee. The Faculty of Law and the Centre, in collaboration with the South African Institute of Intellectual Property Law, organised a successful morning seminar on *Labour Law and Intellectual Property – should the fruits be shared equally?* at the Auckland Park Kingsway Campus of the University of Johannesburg, on 19 March 2013.

Centre for Private International Law in Emerging Countries

The Deputy Director of the Centre for Private International Law in Emerging Countries attended a meeting of the expert group of the Judgement Project of the Hague Conference on Private International Law.

The Director attended a meeting of the Working Group on Choice of Law in International Commercial Contracts of the Hague Conference. He contributed to the Official Guide of the Hague Conference on the Hague Principles on Choice of Law in International Commercial Contracts (Preamble, Art. 4 on tacit choice of law and Art. 5 on formal validity). The Hague Principles will probably be adopted by the Council of the Hague Conference in April 2014 and will constitute one of the foundational documents of International Commercial Law.

The Research Centre, on request, provided commentary to the South African Law Reform Commission on the repeal of unconstitutional provisions in existing family law legislation. Proposals were made for the amendment of current family laws to provide for the further recognition of religious marriages, both on national and international levels.

The Director was nominated by the Ministers of Justice and Constitutional Development and of International Relations and Cooperation as South Africa's candidate for the Governing Council of UNIDROIT (the International Institute for the Unification of Private Law) in Rome, best known for the UNIDROIT Principles of International

Commercial Contracts. On 5 December 2013, he was chosen by a large majority of the 60 member countries to serve on the Governing Council from 2014 to 2018.

South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

SAIFAC continued to make important contributions to the field of constitutional and public law and its work has attracted an international profile. Following a conference on business and human rights held during 2012 which attracted the top academics in the world, the Director of SAIFAC, together with a colleague from the City University of Hong Kong, Prof. Surya Deva, published an edited collection titled *Human rights obligations of business: beyond the corporate responsibility to respect?* with Cambridge University Press. The importance of the book as the first major critical engagement with the UN Guiding Principles on Business and Human Rights was emphasised by the fact that it was launched at the UN library in Geneva in December 2013, during the annual UN Forum on Business and Human Rights.

SAIFAC continued to excel in terms of its publication output: for a small institute, it has had over 11 publications in 2013 (10 of which will attract subsidy from the DHET) and has produced over eight more during the year which are forthcoming thus far in 2014. Many of its publications are also being accepted by the best journals and publishers with three book chapters with Cambridge University Press, one journal publication with the *Yale Human Rights and Development Law Journal*, one accepted publication by the *International Journal of Constitutional Law* and several in the top South African journals such as the *Journal of South African Law*, the *South African Law Journal* and the *South African Journal on Human Rights*. SAIFAC is also proud of its work in helping to enable young up-and-coming scholars in public and human rights law to develop their writing and research skills and to publish in these top journals.

SAIFAC has continued with the support of the Konrad Adenauer Stiftung to organise a number of highly successful colloquia and conferences. The major conference of the year was entitled *The legacy of the International Criminal Tribunal of Rwanda*, and took place on 31 October and 1 November 2013. The conference attracted the support of the International Criminal Tribunal of Rwanda (ICTR) and saw the attendance of an extremely high profile group from the Tribunal, including the president of the ICTR, the former President, the head of prosecutions and a range of other important actors in the Tribunal. It also attracted leading scholars in international criminal law and transitional justice, as well as survivors of the Rwanda genocide. Papers were presented over the course of two days and dealt with some of the most important issues connected to the legacy of the tribunal itself. The conference will result in the publication of a special edition of the *African Yearbook on International Humanitarian Law*.

SAIFAC also ran three other important conferences throughout the year. In early October 2013, SAIFAC ran a one and a half day conference on *Egalitarian liberalism and its possible futures in South Africa*. This multi-disciplinary conference was organised together with the Political Studies Department at the University of the Witwatersrand and attracted scholars in the fields of political science, political philosophy, history and constitutional law, as well as politicians from the two major political parties. The conference sought to engage with the notion of egalitarian liberalism and explored its history, possibilities and critiques. It will result in the publication of a special edition of the journal *Theoria* in 2014.

In addition to this conference, SAIFAC continued to collaborate to produce the journal *Constitutional Court Review*. A conference was held in July to discuss the contributions and to deal with some of the cutting edge developments in this field. Finally, together with Oxfam, the Law Society and Lawyers for Better Business, SAIFAC helped organise a one-day workshop on Tax Justice and Human Rights. This under-explored field has recently become highly topical and attracted scholarship and the attention of the International Bar Association. SAIFAC once again helped to organise the first major public engagement with this topic in South Africa.

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 2013, the project continued to involve 40 previously disadvantaged schools in three areas: Thembisa, Katlehong and Soweto. The focus was on the qualitative improvement of learners' skills. Twelve of the schools were selected for the quarter- and semi-finals, which took place on Constitution Hill where the teams were given a tour and talk about the history and origins of the Bill of Rights. The finals took place in the historic venue of the Women's Jail. SAIFAC hopes to continue in this way to use its expertise in fundamental rights to improve learners' understanding thereof and to deepen a culture of respect for rights in our society.

SAIFAC's community engagement went beyond South African society in 2013, with its director being invited to provide input on the draft Constitutions of Tunisia and Egypt. In this way, South African expertise and experience was brought to bear internationally in these processes. SAIFAC's director was also elected to the senior position of Secretary General of the International Association of Constitutional Law for the period April 2013 to June 2014, which enables SAIFAC to connect with the leading scholars in this field internationally.

Law Library

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 researchers to produce publications of international stature. Foreign visitors are consistently impressed by the Law Library, and confirm that it is world class. 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.

Journal of South African Law

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 footprint 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 punctually four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 834 pages in 2013. Fifty-six academic articles meeting the stringent double-blind peer-vetting requirements were published, including 30 from non-UJ affiliated contributors and six foreign international contributors from Europe and the United Kingdom. This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast more foreign contributors.

The contributions in the journal 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 among some other disciplines. Every rated legal textbook on

South African law contains numerous references to, and citations of, contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications.

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 recognition. Research is recognised for the quality thereof, irrespective of the language in which it is published.

THE LAW CLINIC

The University of Johannesburg Law Clinic continued to operate at three offices, namely the Soweto Campus Law Clinic (with two attorneys), the Doornfontein Campus Law Clinic (with one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). Two hundred and forty-one of the students who were registered for the subject Applied Legal Studies, of which the Law Clinic forms part, performed clinical work in the Law Clinic.

A total of 1997 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free legal services rendered by the students, when considered against the average bill-out rate per hour in a private attorneys' practice, amounts to R 15.42 million.

The two-year contract position of the Soweto Law Clinic attorney was converted to a permanent position. The contract incumbent applied for the permanent position and after a successful interview emerged as the strongest candidate. He was offered the permanent position and accepted it.

Attorneys of the Law Clinic appeared on TV and radio programmes and were quoted in the media on legal matters. They were also involved extensively in the Law Society of South Africa's Legal Education and Training (LEAD) courses for candidate attorneys. Training had also been given to social workers involved in Children's Court cases as well as in divorces. A seminar was held for workers of the Chris Hani Baragwanath Hospital on the drafting of wills. One of the attorneys complied with all the requirements for her LLM degree. The degree will be awarded in 2014.

In November 2013, the Law Clinic received a request from the Rule of Law Stabilisation – Formal (RLS-F) project in Afghanistan to host a delegation from four universities in Afghanistan. This project supports Law and Sharia Faculties of public universities in Afghanistan to improve the quality of legal education offered in these universities.

Three attorneys participated in the bi-annual workshop of the Association of University Legal Aid Institutions (AULAI), an entity that represents University Legal Aid institutions of South Africa. The name of the association had been changed to the South African University Law Clinic Association (SAULCA). The director of the UJ Law Clinic was elected as a member of the executive committee of SAULCA.

Various challenges have successfully been met, such as the deteriorating economic conditions of final-year LLB students, as well as rain damage on two separate occasions to the structure of the Soweto Law Clinic building.

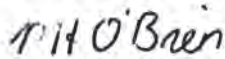
Students of the Law Clinic celebrated Mandela Day on 18 July 2013 by contributing to the various University activities planned at the Helen Joseph Hospital. The Faculty distributed informative brochures regarding basic human rights. It is essential that everyone in our country understands their rights, including underprivileged groups within our society.

FACULTY GOVERNANCE

The Dean's Committee of the Faculty of Law is the management committee of the Faculty. It operates within the 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 owing to the fact that the Dean, Vice-Dean, Head of Faculty Administration and all the Heads of Departments are members of the Dean's Committee.

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

The 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

FACULTY OF MANAGEMENT

NATIONAL AND INSTITUTIONAL CONTEXT

The Faculty of Management centres on the applied managerial sciences. The strategic intent of the faculty has shifted, since 2011, from administrative effectiveness and efficiency towards systemic and systematic development of steady, predictable growth. The Faculty is comparable to a UJ port, berthing seven academic departments and two schools, two research-based centres and an institute, as well as two centres focused on small business and social entrepreneurship development. The Executive Summary of the 2013 Annual Report provides a bird's-eye view on progress made since 2011, emphasising achievements and challenges in 2013.

STRATEGIC CONTEXT OF THE FACULTY OF MANAGEMENT

The Faculty envisages the "development of sought-after organisational leaders creating legacies", missioning toward "developing future-fit leadership". Future-fitness is interpreted as creating a learning environment where lecturers and students alike formulate sensible future-orientated questions, source appropriate information and action-sustainable solutions. The Faculty brand is grown through partnering for future-fit leadership.

The Faculty's five key performance areas (KPA's) aligned to UJ strategic objectives, are implemented by the Faculty Management Committee (Manco), chaired by the Executive Dean and shape the Faculty's future-fit performance architecture. These KPA's are:

- i) worthy entrants, defining the recruitment of quality staff and students;
- ii) the Faculty teaching and learning experience, taking centre stage in preparing 9 000 full-time students and a further 5 500 employees and small business owners enrolled in a range of 67 industry-customised continuing education programmes;
- iii) great job prospects, focusing on talent management, addressing the career aspirations of students and staff;
- iv) the Faculty postgraduate and research experience, preparing 1 000 postgraduates to solve macro problems within the private and public sector;
- v) credible organisations, guiding the Faculty's association with sustainable, people-orientated organisations where its graduates will continue lifelong learning.

ADAPTING TO CHANGE

Since 2011, Manco has adapted its course in response to several strategic drivers in the Faculty's macro environment. External change drivers included criticism levelled against providers of higher education in commerce, arguing that exploring and achieving the meaning of life by stakeholders is completely shadowed by emphasis on shareholder interest. Internal UJ conversations focused on the step changes required to achieve global excellence and stature by 2025.

The first evidence of internal progress in repositioning the Faculty of Management in the landscape of public and private sector managerial-leadership education in South Africa was from extracting Faculty strengths and weaknesses from the 2012 UJ Culture Survey. Another sign was when the Faculty's banner illustrating "making positive change" was awarded first prize at the 2013 UJ Staff Day. In September 2013, an independent UJ 360-degree survey on the values and behaviour of Manco identified ethical behaviour, trust, alignment with UJ values, resilience and enthusiasm as exceptional strengths. Strengths included understanding UJ business imperatives, being proactive and being self-starting. Although areas for development qualified as strengths, Manco felt cautioned to be more sensitive to inclusivity in leading the Faculty's development agenda. Progress in the administrative domain was realised in October 2013, when Faculty Administration, led by Ms Lee-Anne Govender, achieved the highest performance score (80%), awarded by UJ Central Administration, compared to the 69% averaged across UJ faculties.

SETTING THE SCENE FOR ATTRACTING, DEVELOPING AND RETAINING TALENT

Talent management, referring to staff and student recruitment, development and retention, is considered the first strategic priority. This process is managed by designing and maintaining an organisational culture where stakeholders are enabled and empowered. Enablement focuses on staff development and exposure, while empowerment drives a shift from the leadership of academics to leadership by academics. Thus, staff and students are drawn into strategic conversations informing UJ's 2025 strategic agenda.

STUDENT PROFILE

The KPA of 'worthy entrants' centres on 90% of the Faculty value chain depending on the quality and magnitude of its undergraduate intake. The profile of the student body in 2013, compared to the 2010 baseline, is summarised below.

Table 59: Student profile (2010 vs. 2013)

KPIs – Worthy entrants	2010	2013
Student Headcount – Undergraduate subsidised programmes	9 185	7 729 (-16%)
Student Headcount – Postgraduate subsidised programmes	921	1073 (+17%)
Student Headcount – Subsidised programmes	10 106	8 802 (-13%)
Student Headcount – Continuous education programmes	3 748	4 912 (+30%)
1 st and 2 nd choice applications	19 127	19 579 (+2%)
Applications declined	82%	84%
Students from designated groups	93%	90%
International Students	4%	4%
Students with an Admission Point Score \geq 30	42%	52%
Entrants with intermediate to proficient academic literacy	64%	66%
Entrants with intermediate to proficient quantitative literacy	46%	52%
Entrants with intermediate to proficient mathematical literacy	36%	23%

Since 2010, the Faculty's undergraduate enrolment plan has complied with UJ enrolment directives, gradually managing enrolment downwards by 16% to a total headcount of 8 802 students, while increasing postgraduate

enrolment by 13%. Over the years, the proportion of students recruited from designated groups stabilised at about 89%, demonstrating the Faculty's consistent contribution to the development of a transformed South African society.

In journeying towards 2013, the Faculty encountered several contingencies. For example, the non-achievement of enrolment targets in 2012 when 98% of the first-year target registered, and when 86% of senior students returned in 2013, causing the overall headcount to drop below the 2013 enrolment target caused by slow economic recovery, curbed the ambitions of students, parents and employers.

First and second choice applications reflect market response to learning programmes. These have remained stable in view of Gauteng-based universities aggressively pursuing matriculants with a 50% achievement in Mathematics and an admission score above 35. Substantial changes to our marketing and admissions strategy in the course of 2013 delivered a much improved result. By January 2014 applications increased from 19 579 in 2013 to a satisfactory 24 942 (+27%). The achievement of the overall registration target by February 2014 nullified previously encountered risks.

The risks embedded in student recruitment are continuously flagged. Despite admitting a ratio of 1:5 applicants from 2010 to 2013, and 1:7 in 2014, first year students' level of preparedness for higher education remains a great concern, warranting continued investment into academic development and support. Of further concern is that the proportion of international students have not grown beyond 4% which deters the development of a competitive and cosmopolitan scholarly community. In mitigating these risks, the Faculty has intensified undergraduate branding and marketing by upping annual investment by 15%; and will collaborate closely with the UJ Internationalisation Division in 2014.

STAFF PROFILE

The KPA "great job prospects" centres on the principles of talent management as a means to address the career aspirations of graduates and members of staff. A summary of headline progress follows.

Table 60: Staff profile (2010 vs. 2013)

KPIs – Great job prospects (staff)	2010	2013
Full-time academic staff (n)	130	135
Full-time administrators + support staff (n)	126	92
Ratio of full-time academics to administrative/support staff	1.03 : 1.00	1.43 : 1.00
Ratio of full- to part-time academic staff	2.64 : 1.00	5.36 : 1.00
Academics from designated groups (%)	30%	36%
Academics qualified at master's or doctorate level (n, %)	100 (71%)	119 (89%)

Since 2011, the number of full-time academic staff increased by five positions, while 32 posts in the administrative and especially support domain were abolished. By the end of 2013, the proportion of administrative and support staff had stabilised at a desirable 40%. By matching academic staff positions to enabling work environments, the ratio of full- to part-time academic staff was managed down from 3:1 to 5:1, adding stability in teaching and learning. At present 18 academic positions and 11 administrative positions are vacant. A breakdown of the composition of full-time academic staff in the Faculty of Management across academic job levels by the end of 2013 follows (Table 61).

A worthy accomplishment is that the representation of academics from designated groups improved from 27% in 2010 to 36% by the end of 2013, already matching the UJ long-term target. A further 8% of members of academic staff are foreign specialists. A summary of headline progress follows (Table 62).

Since 2011 the Faculty gained 46 academics, of whom 45% were recruited from other universities and 29% from the private sector, while 26% were home grown. Of these appointments, 69% were designated, 13% foreign

Table 61: Composition of full-time academic staff

Category	Designated	Non-designated	Foreign	Total	Proportion
Professor	1	14	2	17	13%
Associate Professor	0	7	1	8	6%
Director	2	1	0	3	2%
Senior Lecturer	6	21	4	31	23%
Lecturer	39	33	4	76	56%
Total	48	76	11	135	
Proportion	36%	56%	8%	100%	

Table 62: Full-time academic staff appointments (2010 to 2013)

Description	2011	2012	2013	Jan 2014	Total
Designated (32 appointments, 69% of all appointments)					
Lecturer	7	11	4	5	27
Senior Lecturer	1				1
Director	2				2
Professor	1	1			2
Foreign nationals (6 appointments, 13% of all appointments)					
Lecturer		1	3		4
Professor		1	1		2
Non-designated (8 appointments representing 17% of all appointments)					
Associate Professor			1		1
Lecturer	2	1	3	1	7
Total appointments	13	15	12	6	46

and 17% non-designated. Recruits are qualified at least at master's level, with extensive research, industry and educational experience.

Over the same period, 41 academics exited the Faculty, attracted by corporate financial benefits (27%), promotions offered by competitor universities (20%), financial benefits in the government and FET sector (17%), retirement (17%), and relocation (12%). Seven per cent exited due to non-performance. Of these resignations, 34% were designated, 5% foreign and 61% non-designated.

Over years, staff retention improved steadily. Exits in 2011 accounted for 56% talent losses from 2011 to 2013, and lowered to 29% in 2012 and 15% in 2013. The net loss in scarce skills in the domains of Applied Information Systems, Industrial Psychology and People Management, and Marketing Management remain concerning. Promotions barely buffer senior academics' retirement, affecting postgraduate supervision capacity.

By the end of 2013, 56 lecturers (42%) held a master's degree as their highest qualification and 63 (47%) a doctorate. Since 2010, the percentage of staff holding at least a master's degree improved from 73 to 89%; an excellent return on staff career investment. Support to academics pursuing their master's and doctoral degrees towards 2015 is continuous. The UJ Santrust Programme, for example, includes six lecturers (24% of the cohort) studying towards their doctorates, confirming the Faculty's commitment. The support of the UJ Unit for

Academic Development and Support and the UJ Postgraduate Centre is gratefully acknowledged.

Colleagues continue to be recognised externally as editors of journals in the field of Business Management, through serving on ministerial committees and receiving awards for best paper, lifetime achievement and acquiring fellowships for academic contributions.

Competition among universities for critical thinkers and emotionally competent intellectual leaders is exacerbated by national investment in the FET sector. Thankfully, the quality of academic staff applications to the Faculty has improved drastically. The trade-off, however, is that designated talent holding master's degrees and senior management skills come at considerable cost. In mitigating this risk, the Faculty has:

- Developed and implemented a "Future-fit Talent Management Strategy" overseen by the Vice Dean: Research and a full-time faculty-sponsored administrator coordinating people management faculty-wide.
- Attended to the demand for postgraduate supervision capacity through its People Development Plan, revised its Promotions Policy and increased investment in "growing our own timber".
- Enhanced job satisfaction through the promotion of multi-disciplinary team research. We observe that positive work-identity is fostered when academics collaborate in designing innovative organisational solutions.
- Channelled the annual Faculty Future-fit Staff Awards for academics and administrators into nominations for Vice Chancellor Awards.
- Provided for investment to enable each professor to appoint at least one postdoctoral research fellow by 2015.
- Appointed Prof. E. de Kadt, Emeritus Professor: Faculty of Education and former Executive Director of UJ Academic Development and Support, to support the development of teaching and learning competence, especially using teaching technologies effective and efficiently.
- Recognised the necessity for academic staff to maintain a healthy balance between academic priorities and the need to be involved in external consultation. The alignment of teaching, postgraduate supervision, research output and consultation is regulated in terms of process links to the Faculty's talent management, promotion and performance management systems.
- Actively managed a paradigm shift from the leadership of academics to leadership by academics. The mobilisation of intellectual leadership, especially among the emerging generation of new academics, kicked off with a Collective Leadership Breakaway in February 2014 on critical questions informing our collective future.

GROOMING GREAT GRADUATES

The KPA "great job prospects" centres on the principles of talent management, addressing the career aspirations of graduates and members of staff. A summary of headline progress follows.

Table 63: Qualifications conferred and graduate employability (2010 to 2013)

KPIs – Great job prospects (2010 base-line)	2010	2011	2012	2013	2010 to 2013
Graduate Employability (12 months)	Unknown	86%	Unknown	89%	+3%
UG Diplomas	595 (100%)	675 (113%)	811 (136%)	787 (132%)	2 868 (34%)
UG Degrees	823 (100%)	945 (115%)	1 110 (135%)	1 103 (134%)	3 981 (47%)
UG Qualifications	1 418 (100%)	1 620 (114%)	1 921 (135%)	1 890 (133%)	6 849 (81%)
Honours Degrees	212 (100%)	302 (142%)	337 (159%)	371 (175%)	1 222 (15%)
Master's Degrees	86 (100%)	62 (72%)	62 (72%)	84 (98%)	294 (3%)
Doctoral Degrees	8 (100%)	14 (175%)	20 (250%)	12 (150%)	54 (1%)

KPIs – Great job prospects (2010 base-line)	2010	2011	2012	2013	2010 to 2013
PG Qualifications	306 (100%)	378 (124%)	419 (137%)	467 (153%)	1 570 (19%)
Total Subsidised Qualifications	1 724 (100%)	1 998 (116%)	2 340 (136%)	2 357 (137%)	8 419 (100%)
Continuous Education Certificates	3 748 (100%)	5 084 (136%)	4 954 (132%)	4 912 (131%)	18 698
Total Qualifications Conferred	5 472 (100%)	7 082 (129%)	7 294 (133%)	7 269 (133%)	27 117

The average number of undergraduate qualifications conferred from 2010 to 2013 account for 81% of the Faculty's contribution and postgraduate qualifications account for 19%. Over years, diploma qualifications account for 34%, degrees 47%, honours degrees 15%, master's degrees 3%, and doctorates 1% of graduates. A satisfactory growth (37%) in subsidised qualifications conferred is observed from 2010 to 2013, notably at the honours level (75%) which points at an improved pool of prospective Master's students. Graduate employment within 12 months following graduation has improved from 86% in 2011 to 89% in 2012.

Satisfactory growth (33%) in continuous education (CE) certification occurred from 2010 to 2013. The value of CE is captured by a student sharing her 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 and juggle everything? Was I neglecting my family in favour of my career? Can I still learn and remember everything? I have loved every learning experience, engaging with lecturers, reading, writing assignments and studying for exams."

PROGRESS WITH TEACHING AND LEARNING

Headline results flowing from investing a tremendous effort into the Faculty teaching and learning portfolio, led by Vice-dean Prof. Jane Spowart over the last three years, in collaboration with the Faculty Academic Committee, are summarised below.

Table 64: Progress with teaching and learning initiatives (2010 vs. 2013)

KPIs – Teaching and learning experience	2010	2013
Programme reviews to improve relevance and efficiency	0	44
Number of undergraduate programmes	44	36
Number of postgraduate programmes	83	68
Faculty investment in academic development and support	R9 million	R15 million
Tutors appointed	86	141
Success Rate – Subsidised undergraduate programmes	78.0%	83.4%
Success Rate – Extended undergraduate programmes	81.9%	87.0%

An internal review of undergraduate programme efficiency in 2011 showed that 43% to 85% of students graduated from three-year programmes within five years. This is in part due to the fact that there were simply too many weak programmes in the programme qualification mix, characterised by questionable market relevance, throughput rates and financial viability.

We set out towards a dramatic improvement of the throughput and financial sustainability of the undergraduate learning programmes. All 44 programmes were subjected to programme reviews from 2011 to 2013. These

reviews were driven by an “outside-in” evaluation approach, marked by external stakeholder representation considering academic rigour, market attractiveness, industry involvement, graduate throughput and employability, and gross profit. These insightful contributions also informed our efforts to realign programmes within the revised Higher Education Qualifications Framework (HEQF). The Faculty intensified interaction with Academic Development Support (ADS), CAT, the Postgraduate Centre and the Library. The Faculty also set higher entrance criteria. Considering that more than 70% of our enrolments are first-generation students, investment in academic development and support was raised from R9.2 million in 2011 to R14.5 million by the end of 2013 in supporting innovative teaching and learning practices such as the First-Year Experience, the Tutor System (backed by 141 trained tutors) and the Orientation Programme. Student progress was monitored and investment adjusted accordingly, supported by internally developed risk profiles of first-year students.

As a result, eight undergraduate and 15 postgraduate programmes were deleted from the Faculty programme qualification mix. By the end of 2013, the improvement plans of the majority of remaining undergraduate programmes had served and amendments had been approved by Senate for implementation towards 2015. From 2010 to 2013, average undergraduate success rate improved from 78 to 83%. 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 entry requirements were accepted into a bridging year sponsored by government. The success rate of this cohort has improved to 87% (2.7% above the UJ average). The Faculty gratefully acknowledges UJ's Division for Academic Development and Support for its sterling commitment and hearty collaboration.

The undergraduate teaching and learning portfolio is enriched by, for example, the Centre for Small Business Development (CSBD), hosting the Fourth Annual Soweto Conference on Entrepreneurship and Small Business Development 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. A major contribution of the CSBD in 2013 was the launch of the Vice-Chancellor's Innovative Business Idea Awards in partnership with the National Development Agency. Awards ranged from R100 000 to R20 000, aiming at growing a culture of future-fit entrepreneurship by promoting student business start-up ideas and venture creation across UJ. The CSBD also hosts the UJ/Raymond Ackerman Academy of Entrepreneurial Development – an 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 2013 at the Soweto Campus.

Undergraduate programmes are also marked by impactful community engagement programmes, such as participation in the ENACTUS initiative, the Elton John Bakery Project, and the EP Bauman Community Engagement Project, acknowledged as among the best of UJ community engagement projects in 2013.

The Centre for Social Entrepreneurship and Social Economy hosted an enlightening colloquium, opened by Minister Trevor Manuel, on the status quo of the social economy, focusing on cooperatives and the impact of legislation on the success or failure of these cooperatives by including international perspectives and experiences.

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's counselling services (PsyCaD).

In view of the UJ strategic intent to achieve global stature and excellence, the Faculty will continue to:

- enrich undergraduate offerings by establishing a sustainability footprint across faculties;
- enrich Retail Management/Franchising in collaboration with multi-nationals venturing into Africa;
- advance our student experience in teaching, learning and research by growing internal capacity to apply teaching and learning technologies in 2014/2015.

ADVANCING POSTGRADUATE AND RESEARCH EXPERIENCES

The KPA ‘postgraduate and research experience’ serves as a pull factor in the Faculty's future-fit agenda. An internal review of postgraduate programme efficiency in 2011 identified substantial variation among programmes, showing 69% to 91% of students graduating within the required three to five years of study. In

moving forward, a strategic review of postgraduate programmes was conducted, focusing on international and national competition, benchmarks and positioning. In response, the Faculty Higher Degrees Committee, led by Vice-Dean: Research, Prof. Gert Roodt, has tightened postgraduate governance in terms of rigorous selection and supervision practices, as well as student monitor and support measures.

Having cleaned up the postgraduate system, a comprehensive postgraduate programme review by an external panel will commence in October 2014. The panel will be chaired by Prof. Robert Roe from the University of Maastricht, and President of the European Federation of Psychologists' Associations. These, plus initiatives aimed at growing research capacity, resulted in a major improvement in postgraduate and research output. A summary of headline progress follows.

Table 65: Progress with teaching and learning initiatives (2010 to 2013)

KPIs – Research	2010	2011	2012	2013
Input				
Honours enrolment	453	513	569	626
Master's enrolment	337	295	229	323
Doctoral enrolment	95	113	102	101
Post-doctorates and full-time doctorates	0	0	1	10
PG programme reviews	0	0	0	0
International / National conferences hosted	2	3	6	3
NRF-rated scholars	3	3	3	6
New PG programmes	0	0	0	3
Investment (internal to Faculty)	R1 317 187	R3 153 535	R3 539 498	R6 170 769
Investment (external to Faculty)	None	R1 886 000	R927 810	R511 000
Total investment	R1 317 187	R5 039 535	R4 467 308	R6 681 769
Output – Postgraduates (as a % of registration)				
Honours graduates	40%	41%	53%	54%
Master's graduates	23%	29%	27%	19%
Doctorandi	9%	7%	14%	20%
Output - Research				
Research Output – Titles	68	173	205	190
Total DoHET credits	67	118	112	115
• Publications: ISI and IBSS	11 (17%)	59 (50%)	67 (60%)	36 (31%)
• Publications: South African journals	32 (49%)	38 (32%)	28 (25%)	42 (36%)
• Conference proceedings	18 (26%)	20 (17%)	17 (15%)	36 (31%)
• Books and book chapters	5 (8%)	2 (1%)	None	2 (2%)

Research capacity development aligns to UJ's research strategy. Honours enrolments were increased by providing bursaries, while enrolment at master's level (average = 332, standard deviation = 9) and doctoral level (average = 95, standard deviation = 7) were stabilised to ensure adequate supervision. An honours 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."

The Faculty invested more into multidisciplinary research themes rather than traditional department-based projects and by supporting collaborative communities forming the middle ground between the University and industry. The MCom programme was rated, for three years in a row, by regional industries among the top three offered by South African faculties of commerce. The next step is to achieve EPAS accreditation from the European Foundation for Management Development by the end of May 2014.

Spinoffs of research capacity development resulted in strong initial growth from 2010 (67 credits) to 2011 (118 credits), stabilising in 2012 (112 credits) and 2013 (estimated at 115 credits). Subsidised output capacity was modelled, showing that the Department of Higher Education and Training's (DHET's) output = 328 (number of staff holding at least a Master's qualification) – 1423 ($r = 0.96$). A contribution of 133 credits was predicted should all academics hold at least a master's degree. Even though the appointment of postdoctoral research fellows (PDRFs) has become essential, appointments only took off in 2013 when academics realised the value of PDRFs in fostering the pool of expertise and in boosting research output. Further appointments will receive considerable attention in 2014.

The number of NRF-rated researchers has steadily grown from two to seven from 2010 to 2013, while the value of NRF grants availed to younger researchers has grown. As more external funding was sourced, the pressure on internal funding was reduced.

A major networking opportunity was realised in June 2013 by co-hosting the 30th Pan Pacific Business Conference for the first time outside the Pacific Rim at the Sandton Convention Centre. The organising committee, led by the Vice-Dean: Research, ensured excellent media coverage and compliments, and most importantly, forged our academic network into leading universities in the Pan Pacific Rim.

The faculty also saw a satisfactory shift in the quality of research output. Over the period 2010 to 2011 a total of 241 articles and conference proceedings were contributed, of which 24% was published in international journals. Over the period 2012 to 2013, a total of 395 titles were published, of which 71% was in international journals. A qualitative analysis of research titles published since 2010 shows that topics have evolved from challenges and the performance of South African organisations to a more sophisticated enquiry into consumer behaviour, industry competitiveness, modelling and Pan-Africanism in commerce. The next phase in the evolution of the Faculty's overarching research agenda will be framed by the question, 'How should the Faculty and its partners collectively repurpose the evolution of Africa from being a mere natural resource, towards a sustainable continent?'

A further area of development is that working closely with the public and private sector in tackling management and leadership challenges stimulated researchers to consider five distinctive themes of specialisation under the broader umbrella of sustainability. These five themes are business intelligence; private sector management and leadership; public sector management and leadership; transport, supply chain and logistics, and people's professional development. Faculty conversations now focus on finding a sensible way to link research investment into these themes. In view of the UJ strategic intent to achieve global stature and excellence, the Faculty will continue to:

- streamline staff research, teaching and consultancy to strategic academic themes;
- ensure a fair share of funded distinguished professorial chairs and postdoctoral fellows gained from UJ investments into global stature and excellence;
- invest into international accreditation and trust corporate relationships in safeguarding postgraduate programmes;
- support UJ internationalisation imperatives in 2014/2015, by actively managing global reputation through the introduction of game-changing programmes emphasising sustainability initiatives in collaboration with global partners. The initiatives include:
 - implementing a joint Master's in Sustainability Management, stretching over three continents, targeting C-levels in the private and public sectors;
 - dramatically improving the Master's in Leadership in Emerging Economies to become a joint

- multidisciplinary degree driven by the UJ School of Leadership, the Department of Public Management and Governance and the Department of Industrial Psychology and People Management;
- enriching the MCom Business Management with a module on sustainability;
- contributing to the UJ-wide implementation of a joint Master's programme in Sustainable Mega-cities.

PRACTISING THE ART OF ACCOMPLISHMENT

The Faculty personality is defined by our response to challenges. Since 2011, the Faculty has continuously invested in engineering a healthy organisational culture, as much as in projects promoting synergy among disciplinary strengths in management. We favour adaptability over pure efficiency, even though it occasionally leads to less than perfect outcomes. We continuously explore the value of multi-disciplinary problem-solving, involving disciplines other than our own, such as the arts, humanities and the sciences. We reason that this interaction will create innovative programmes to help future leaders imagine products and services which fulfil a more social need. At the same time, we stay anchored in the fundamental principles of the science of organisational management and leadership.

An example of progress in 2013 is our increased engagement with universities on the continent, Asia and multinationals interested in doing business in Africa on the pragmatic promotion of entrepreneurship, combating corruption and poor work ethics, and improved political and organisational leadership. The Faculty also invested into embedding the notion of sustainability, aggressively seeking input from academic disciplines quite unlike our own. Initiatives kicked off in 2013 by appointing Professor Sander van der Leeuw (Foundation Professor, School of Human Evolution and Social Change and School of Sustainability, and Co-Chair, Complex Adaptive Systems, at Arizona State University) as an Honorary Professor. He will assist in 2014 with narrowing our contribution to sustainability down to a position paper in the context of repositioning Africa.

The Faculty practises the art of accomplishment though a tremendous amount of experimentation and innovation aimed at moving into new markets and in applying new technologies to improve the academic core. These streams of small new initiatives are pursued by small initial investments, followed up with more-substantial ones, or getting out, as the opportunity warrants. The Faculty has, for example, enriched its business model with the incorporation of the Department of Public Management and Governance. Satisfactory progress was made with managing the risk of lower subsidised student numbers and the Faculty's range of 67 industry-customised continuous education programmes were considered a sensible option to penetrate South Africa's corporate and public sectors as alternative markets. The Department of Transport and Supply Chain Management, for example, has partnered with Transnet Freight Rail in designing and delivering a tailor-made training programme supporting Transnet's R300-billion infrastructure. The Department of Industrial Psychology and People Management presented a two-year BCL Leadership Development Programme in Botswana and a Pioneer Foods Training Senior Leadership Development Programme. Enrolment in CE programmes across the Faculty has grown from 2011 to 2013 at an average of 10% per year to a headcount of 4 912 and exceeded the 5 500 target by February 2014.

The bottom line is that, in the course of 2013, the Faculty has generated revenue to the value of R366 million. Subsidies represented 45% of revenue and tuition fees represented 55%. About 17% of tuition fees were derived from continuous education programmes. Non-payment of tuition fees (R6.9 million) showed a well-managed 2% loss of revenue. The Faculty of Management operated at a gross margin of 62% and realised 7% net profit. The Faculty's trust funds grew from R89 million to R122 million from 2010 to 2013, an average growth of 12% per year, serving as operating capital for strategic imperatives. A KPMG Audit Report on the Faculty of Management CE programmes provided an unconditional report, concluding that internal controls assessed were operating effectively.

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 mind-set from a twelve-month administrative cycle to a five-year strategic perspective. The year 2014 will see Manco focusing on evaluating the appropriateness of the Faculty's direction since 2011; taking stock of the relevance of achievements and thirdly, narrowing the strategic agenda to optimise scarce resources. The latter part includes considering the functional structure of the Faculty towards the end of 2015 and succession planning towards 2020.

The journey towards 2015 will strengthen our footprint in both the private and public sectors on the continent, embracing interdisciplinary science in creating a new generation of managers and leaders in commerce. We strive to build a strong global orientation, using English as medium of instruction, and will invest in the evolution of thought clusters repurposing the evolution of Africa from being a mere natural resource, towards a sustainable continent. Our strategic radar will stand the Faculty in good stead in growing into an international Faculty of choice. Heartfelt appreciation is expressed to every stakeholder for their respective future-fit contributions and thoughtful stewardship of Faculty resources in the past fiscal year.

A handwritten signature in black ink, appearing to read 'Daneel van Lill', with a stylized flourish extending from the end.

Daneel van Lill (Prof.)

Executive Dean: Faculty of Management

FACULTY OF SCIENCE

NATIONAL AND INSTITUTIONAL CONTEXT

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 2013. The Faculty succeeded in achieving its key objectives in a number of critical areas. These include: creating an enabling environment for staff and students which is 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 the Faculty's students and improving success rates, increasing the Faculty's postgraduate enrolments, enhancing the research profile of the Faculty in terms of both the quantity and quality of 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 2013 are:

- Professor M.A. Henning of the Department of Mathematics received the Vice-Chancellor's Distinguished Award for the Outstanding Researcher of the Year for 2013. He was also the recipient of the Faculty of Science Award for the highest number of publications at professorial level in 2013.
- Professor B-E van Wyk of the Department of Botany and Plant Biotechnology became the incumbent in the National Research Chair in Indigenous Plant Use. He was also elected as a Fellow of the African Academy of Sciences.
- Professor J. Darkwa of the Department of Chemistry was elected a Fellow of the African Academy of Sciences, as well as of the South African Chemical Institute. He was a finalist for the National Science and Technology Forum's (NSTF's) T.W. Kambule Award, To an Individual for an Outstanding Contribution to Science Engineering Technology and Innovation through Research and its Outputs over the last 5 to 10 years.
- Professor S.H. von Solms of the Academy of Computer Science and Software Engineering was appointed as

a member of the BRICS Expert Group on Cyber Security.

- Professor H. Mouri of the Department of Geology received the International Medical Geology Association Stimulus Chapter Award (August 2013).
- Professor B. Jansen van Vuuren of the Department of Zoology was elected as Vice-Chair of the South African National Committee for the Scientific Committee on Antarctic Research.
- The UJ High Energy Physics Group in the Department of Physics, led by Professor S.H. Connell, was a collaborator in the discovery of the Higgs Boson at the Large Hadron Collider Project in Europe which led to the award of the 2013 Nobel Prize in Physics to two physicists involved in the project.
- Professor S. Razzaque of the Department of Physics played a key role in securing UJ membership in the following major scientific collaborations: Large Area Telescope (LAT) on board NASA's Fermi Gamma-ray Space Telescope, Cherenkov Telescope Array (CTA) Consortium, and South African Gamma-ray Astronomy Programme (SA-GAMMA).
- Professor A. Muronga from the Department of Physics received the Distinguished Leadership Award for Internationals from his alma mater, Minnesota State University.
- Professor A.J. Muller of the Department of Chemistry received the Faculty of Science Award for the highest number of publications at Senior Lecturer level in 2013. He had been a Senior Lecturer during the period covered by the award.
- Three students in the Academy of Computer Science and Software Engineering (Mr J.H. van Niekerk, Mr M.K. Bengis and Mr L. Boccetti) represented South Africa at the Microsoft Imagine Cup 2013 International Finals in St. Petersburg, Russia.
- Doctors J.F. Durand (Department of Zoology) and E. Venter (Department of Botany and Plant Biotechnology) shared the 2013 Douw Greeff prize by the South African Academy for Literature and Science for Best Scientific Article published in 2012 in the *Suid-Afrikaanse Tydskrif vir Natuurwetenskap en Tegnologie*.
- Dr S.D. Mhlanga of the Department of Applied Chemistry was appointed Director of the Centre for Nanomaterials Science Research in March 2013. The Centre supports research that focuses on various nanomaterials for water and environmental applications.

STAFF PROFILE

In 2013 staff of the Faculty was distributed over four campuses of the University. The table below depicts the staff distribution per campus in 2013. 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 36% in 2012, 34% in 2011 and 29% in 2010.

Table 66: Staff distribution per campus in 2013

Category		APB	APK	DFC	SWC	Total
Academic	Permanent	2	107	50	2	161
	Contract	–	18	2	–	20
Support	Permanent	1	57	19	–	77
	Contract	–	10	6	–	16
Total		3	192	77	2	274

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 2013 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 67: Qualification profile of permanent academic staff

Qualification	2009	2010	2011	2012	2013
Doctoral degree	55.2%	58.3%	61.6%	63.4%	68.3%

The race profile of permanent academic staff has also improved over the last few years. Currently 40% of permanent academic staff is black (in comparison with 36% in 2012, up from 26% in 2009). Of the permanent academic appointments made in 2013, 50% were from the designated groups. However, the gender profile has remained fairly constant with slight variations over the last few years. Currently 37% of the permanent academic staff is female compared with 39% in 2012.

Of the 17 permanent appointments made in 2013 (14 academic and 3 support), 14 (70.6%) were black with 4 from South Africa and 6 from other African and Asian countries.

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 2013: 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 2013 to improve the quality and relevancy of our offerings. Most important of these were the merging of the Departments of Applied Mathematics and Mathematics to create the new Department of Pure and Applied Mathematics on the APK Campus, the merging of the two Departments of Biotechnology and Food Technology on the DFC Campus and the creation of the new Department of Applied Physics and Engineering Mathematics on the DFC Campus. These initiatives will come into effect as from 2014.

Due to a number of interventions, the average success rate in undergraduate programmes has steadily improved from 2009 to 2013, as depicted in the table below. The 2013 overall undergraduate success rate shows an increase of 16.6% on the 2009 success rate and an increase of 2.5% on the 2012 success rate. The success rate of first-time entering undergraduate students shows similar remarkable increases: the 2013 success rate of 74.8% represents an increase of 19.4% on the 2009 number and an increase of 1.1% on the 2012 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 82.3% in 2013 represents an increase of 19.9% from 2009 and an increase of 1.2% from 2012, while the 2013 success rate of 82.1% of first-time entering students in extended programmes represents an increase of 30.8% from 2009.

The reduction in the rate of improvement in successive years from 2009 to 2013 is not considered a reason for concern as it is largely the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above.

The departments that have work-integrated learning (WIL) in their programmes are Applied Chemistry, Biotechnology and Food Technology. At the time the departmental reports were submitted, only three of 58 students had not been placed. The reason for students not to be placed ranged from a pregnancy to an inability to trace all students.

Table 68: Undergraduate success rates

	2009	2010	2011	2012	2013
Mainstream and extended overall	64.6%	69.4%	72.7%	78.7%	81.2%
Mainstream & extended – first-time entering	55.4%	66.0%	70.4%	73.7%	74.8%
Extended – overall	60.4%	73.2%	77.0%	81.1%	82.3%
Extended – first-time entering	51.3%	72.6%	79.0%	80.5%	82.1%

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 Biotechnology, Geology, Mathematics, Physics and Zoology.

The Departments of Applied Chemistry, Biochemistry, Biotechnology, Chemistry, Food Technology, Mathematics, Statistics and Zoology all have new or modified academic programmes planned for either submission or implementation in the immediate future.

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

Table 69: Enrolment figures (formal contact) in 2013

Qualification categories		Number	% of total enrolment
Undergraduate	Diplomas	668	17.8%
	Degrees	2 332	62.3%
	Total	3 000	80.1%
Postgraduate	Honours	244	6.5%
	Master's	319	8.5%
	Doctoral	181	4.8%
	Total	744	19.9%
Total		3 744*	

* The total headcount of 3 744 excludes 10 casual students (registered for non-degree purposes) who are not allocated to either undergraduate or postgraduate categories.

- Both undergraduate and postgraduate enrolments have increased over the last few years. In comparison with 2009, undergraduate enrolments have increased by 20.5% (from 44.7% in 2012 when compared with 2008), while postgraduate enrolments increased by 46% (from 60% in 2012 when compared with 2008). The decreases in proportional changes are due to the markedly higher intake of students in 2009 followed in succeeding years by a flattening of the intake numbers. The proportion of postgraduate enrolments (of the total enrolment) has shifted from 17% in 2009 to 19.9% in 2013 (compared with 19.5% in 2008 to 21% in 2012, for the reason explained above), while the proportion of master's and doctoral students of the total number of postgraduate students has risen to 67% in 2013 after it had remained fairly constant at approximately 64% in previous years.
- International student enrolment of 246 students in 2013 represents 6.6% of the total enrolment, compared with 243 in 2012 (6.9% of the total enrolment), 214 in 2011 (6% of the total enrolment) and 139 in 2008 (5.8% of the total enrolment).

- The overall proportion of black students increased to 84.7% in 2013, compared with 81.6% in 2012, 80.2% in 2011 and 76.1% in 2010. In 2013, 87.9% of undergraduate students were black compared with 86.3% in 2012, 85.9% in 2011 and 82.1% in 2010. Black students in 2013 represented 67.9% of all postgraduate students compared with 64.4% in 2012, 58.3% in 2011 and 52.9% in 2010.
- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 increased from 27% in 2009 to 32% in 2012, but decreased again to 28% in 2013.

RESEARCH

The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) of a total of 236.83 research units which is 1.77 more than in 2012. This number represents an increase of 32% on the 2011 output of 196.19 units and an increase of 91% on the 2010 output of 135.48 units. A remarkable achievement is that the total research output of subsidised units has increased by 225.4% from 2007 (79.57 units), and that the per capita output of permanent academic staff has increased from 0.52 in 2007 to 1.5 in 2013. In line with the Faculty's drive to enhance its international footprint, it is gratifying to note that about 90% of the units in 2013 were published in international journals. There were three publications in journals that are not subsidised.

The units for 2013 according to the subsidy categories are as follows – a total output of 236.83 made up of:

- Journals 199.70
- Proceedings 11.63
- Books 21.76
- Chapters in books 3.75

Table 70: Accredited publication units 2007 to 2013

Year	Journals	Total	Units per permanent academic staff member
2007	66.56	79.57	0.5
2008	89.92	101.03	0.7
2009	109.21	118.66	0.8
2010	117.32	135.48	0.9
2011	159.98	196.19	1.3
2012	220.47	235.06	1.5
2013	199.70	236.83	1.5

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

- The number of NRF-rated staff showed some changes reflecting the loss of some members which were compensated for by new ratings, which kept the number at 50, as it had been in 2012. This number was an increase from 45 in 2011 and 36 in 2010. An encouraging trend in 2013 was the increase in Y-rated young research workers.
- Participation in a total of 156 research projects in 2013.
- Ten new formal agreements and contracts were signed with a variety of organisations and institutes in 2013, involving both national and international collaborators. There are currently a total of 40 such formal agreements in the Faculty, some of which will terminate in 2014 while some will continue to well beyond that.
- Five 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 four by Professors R. Meijboom and M.J. Cronjé on *Metals in Medicine*.
- More than 99 addresses were delivered at international congresses and seminars. 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.

- More than 86 addresses were delivered at national congresses and seminars. NOTE: The final figures will be higher than the values given due to an error in the information requested from departments.
- There were 82 Postdoctoral Fellows registered in the Faculty in 2013.
- Faculty staff members served in a variety of capacities in a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ.
- There were 13 visitors from abroad who paid professional visits of at least 14 days to the departments of the Faculty while 21 UJ staff members visited other institutions for research purposes for periods in excess of 14 days.
- In 2013 the Faculty appointed nine 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 in the critical subjects of Mathematics, Physical Science, Life Science, English, Computer Skills and Geography.

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, 13 open public lectures were hosted by the Faculty.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Matters concerning environmental sustainability are integrated in the undergraduate and postgraduate research 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.

However, besides paper recycling, collection of hazardous waste in laboratories, the disposal of biological waste and the campus-wide placement of recycle bins (that are misused), there does not appear to be any general effort in the University community to improve on environmental sustainability.

Several departments have expressed serious concerns regarding the provision and maintenance of essential services, facilities and equipment. The facilities that are there are frequently poor, defective or deficient, giving rise to a situation that has a considerably negative impact on the quality of teaching and research. The deficiencies referred to will be dealt with in much more detail in the body of the more complete report which will follow on from this report.

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 unfortunate events that led to the Faculty having three Deans in a single year have resulted in uncertainty in the Faculty and constitute a potentially serious institutional risk to the Faculty and to UJ.
- The high number of non-returning senior students, as well as the high dropout 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 the Faculty's pool of potential students as well as on its throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, has implemented a number of initiatives to provide additional support to students and has established the Science Centre at the Soweto Campus to enlarge the Faculty's 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 and the private sector.
- The Faculty has a relatively high proportion of staff members with doctorates (68%) and master's degrees (28%) and the younger members are encouraged to become active and productive research workers. They are the corps of research workers who will be needed to replace the senior research staff members with high NRF ratings who will leave UJ due to retirement in the not too distant future. UJ has to ensure that younger staff members are given the support they need to develop professionally and to reach the NRF-rating levels of their predecessors.
- The failure by UJ to initiate and support a programme of planned maintenance of equipment, infrastructure and facilities and the absence of appropriate consultations with staff, hold serious implications for the Faculty of Science as important institutional risks.
- The provision of adequate research and teaching space and infrastructure is an issue which is an acknowledged problem in need of serious attention.



Annah Moteetee (Prof.)

Acting Executive Dean: Faculty of Science

COUNCIL REPORT ON STAKEHOLDER ENGAGEMENT

OVERVIEW

Developing and maintaining relationships with significant stakeholder groups is a key aspect of the University's business and these engagements impact on UJ's reputation both nationally and internationally.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating Context

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 primary business of the Division is to engage with University stakeholders from surrounding communities to parents and fee-payers, Alumni, the donor community, business and the general public through marketing and communications campaigns, public engagements, open events, inaugural lectures and Arts & Culture offerings.

Governance

The Division of Institutional Advancement, which manages the University's non-academic stakeholder relationships, is a stand-alone division. For the first half of the year, the Executive Director: Advancement reported directly to the Vice-Chancellor pending the appointment of a Deputy Vice-Chancellor (DVC) to oversee the Division. When Professor Tinyiko Maluleke was appointed DVC in April with responsibility for Advancement, Internationalisation and Student Affairs the ED reported to the new DVC.

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.

Risk Management

The Division has a Senior Manager appointed as Divisional Risk Officer and the divisional Risk Register is a standing agenda item at monthly Heads of Section meetings. All perceived risks within the Division or

institutional risks impacting on the Division are identified and revisited at the Heads of Section meetings to maintain the institutional Risk Register.

High risk areas in terms of stakeholder engagement were identified in 2013 and mitigation strategies implemented. Among them were the following:

- *Risk: Lack of financial resources.*
Mitigation: Capacity has been increased in the Development & Fundraising and Alumni Affairs sections to facilitate better fundraising outcomes and Alumni engagement. Two new posts have been given to Development & Fundraising, while Alumni Affairs has three new posts and new leadership. Additionally, the new post of Senior Manager: Strategic Relations is tasked to work with the Development & Fundraising Office to source funding from local government, parastatals and government agencies.
- *Risk: Inability to attract suitably qualified staff.*
Mitigation: All posts, except for a Senior Development Officer: Major Gifts, were filled with suitably qualified staff during the year. Staff training is ongoing.
- *Risk: Lack of a Customer Relationship Management (CRM) system.*
Mitigation: A CRM system, KidzAfrica Development Manager Software, has been introduced in Institutional Advancement. The system was purchased in 2012. Donor and prospect data were imported in 2013 and 75% of the data was cleaned. Donor income reports were also imported during the latter part of 2013 and a clean-up was initiated. All Development and Fundraising staff received training in KidzAfrica, and once the new ED started at UJ, he instructed rollout and usage of KidzAfrica to all Institutional Advancement staff.
- *Risk: Reputational risk.*
Mitigation: This risk is endemic to all universities and UJ is no exception. Mitigation involves clear crisis communication guidelines and building strong relations with media, both of which are key priorities within Strategic Communications. Additionally, work done in response to a Deloitte (and later KPMG) internal audit of Institutional Advancement focusing on brand execution and the management of reputational risk incidents was completed to the firm's satisfaction in 2013.
- *Risk: Content and integrity of institutional website.*
Mitigation: Both the content and technical integrity of the UJ website has been an ongoing concern as UJ's Webometrics rankings have dropped. A strategy to mitigate these risks and to ensure that the website reflects UJ's move toward 'global excellence and stature' was drawn up during the year and will be implemented in 2014. Strategic Communications is also in the process of creating a new position and appointing a dedicated Webmaster.
- *Risk: Lack of a Crisis Communications Plan for students*
Mitigation: While student communication remains the remit of Student Affairs, the Strategic Communication section in Institutional Advancement has developed an updated and approved Crisis Communication Plan to include student communications and detailing policies, guidelines and procedures to follow in case of emergency.

These measures enabled the Division to reduce real and perceived risks significantly during the course of the year, particularly its inherent and residual risks rating. The Division sees no emerging or potential risks outside the risk profile outlined above.

STRATEGIC FOCUS AND TARGETS

Guided by UJ Strategic Thrusts for 2020, Stakeholder Engagement focused efforts through the year primarily in support of four of the eight thrusts:

- **Thrust Two:** 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 Five:** Establish a brand for UJ that identifies it with relevant, accessible and excellent higher education.
- **Thrust Seven:** Alumni that are supportive and engaged and contribute actively to the institution's reputation and its resource base.
- **Thrust Eight:** Resources that enable UJ's fitness for purpose, support the achievements of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

Targets and Outcomes

The 2013 Institutional Scorecard set the following hard targets for the Division in regard to Stakeholder engagement:

Strategic Goal 5: *Resource Generation, Institutional Efficiency, Effectiveness and Sustainability.*

Advancement was set a target to raise R25 million (floor R20m and ceiling R30m) for 'Fundraising projects for DFC'.

Strategic Goal 7: *Brand, Community Engagement and Alumni.*

A target of 8 was set for assessment of brand stature (floor 7 and ceiling 9).

Alumni was set a target of 4 000 (floor 3 000 and ceiling 5 000) as the number of active Alumni by year-end.

Table 71: Goal 5: Outcome

Target:	R25 000 000
Gifts-in-kind received:	R1 340 000
Pledge:	R5 000 000
Shortfall:	R18 660 000

In total 35 companies were contacted to fund the redevelopment of the DFC Campus in 2013 but Development's goal of raising R25m was not met. R5m was pledged by Billiton Coal South Africa to be paid in 2014, Gifts-in-kind amounted to R1 340 000 (Gauteng Province donated an ambulance valued at R600 000 and Philips donated medical equipment valued at R740 000). This left a shortfall of R18 660 000 against the target. Billiton Coal have indicated, however, that there may be further support in 2015 and Sibanye Gold, the MTN SA Foundation and African Rainbow Minerals have all shown interest in offering support.

Goal 7: Outcome

Regarding the brand, the target for assessment of brand stature was met while the Alumni Office reports that it also met its target with the number of active Alumni on the UJ Alumni Network database increasing from 2 694 in 2012 to 10 914 by year-end 2013. Of these, 7 559 were active either as paying members or in Alumni programmes while 5 414 students were active in pre-alumni programmes.

Stakeholder Engagement Soft Targets

Soft targets and stakeholder engagement initiatives set by the Division of Institutional Advancement for its various operating sections with focus on stakeholder engagement, which are not part of the 2013 Institutional Scorecard, are outlined below with their outcomes.

Marketing and Brand, engaging with external stakeholders

Marketing and Brand section engaged with the wider public via marketing campaigns and events on a regular basis. These stakeholders include mature/postgraduate markets and undergraduate markets. The section also worked closely with a variety of marketing and advertising agencies, particularly HKLM and Human Communication.

All projects implemented and managed by the section are towards reputation building and reputation management for UJ, both internally and externally. Of particular importance for the section is the management of UJ reputation on social media platforms, particularly the Facebook page and a reputation management plan is in place to guide this process.

SOFT TARGETS: *Marketing and Brand, engaging with external stakeholders*

- **TARGET:** *Maintain brand recall at 34% (UJ in the eye and mind of stakeholders).* **OUTCOME:** Brand recall shot to 67% (2012: 34%) with media spend static at R6m for the past four years. The spike in recall can be directly linked to the highly successful BE CLEAR campaign targeting school learners which ran in 2012 and 2013.
- **TARGET:** *Aim for 80% brand resonance (stakeholders willing to be associated with the brand).* **OUTCOME:** Brand resonance declined to 73% (2012: 80.7%).

There is an indication in the research that the decline in brand resonance may have been affected by the knock-on negative impact of the 2012 late applications stampede. It is also affected by the addition of new target groups in the research study: business, media, public and parents of prospective students.

- **TARGET:** *Stay in top 3 in the Sunday Times Generation Next annual brand survey.* **OUTCOME:** UJ came 2nd for the fifth year in a row in the 2013 survey.

Brand resonance is affected by all contact a prospective student/staff member has with UJ and cannot be measured by media spend or by Marketing and Brand interventions only. It is dependent on admin and HR experience, campus life and many other factors. It is, however, measured as part of the broader brand research project.

Resonance for 2013 was measured at 73%, down from the 2011 high of 80.7% and 77.1% in 2012. There is an indication in the research that the decline in brand resonance may have been affected by the knock-on negative impact of the 2012 late applications stampede. It is also affected by the addition of new target groups in the research study: business, media, public and parents of prospective students.

An additional element was introduced into the research to track promoters and detractors of the brand and will become a new tracking measurement for the future. This is called the 'Net Promoter Score' and will assist in identifying sentiments with regards to the UJ brand. In the 2013 benchmark study the overall likelihood to recommend UJ (across all segments) were as follows:

- 27% extremely likely to recommend UJ;
- 29% very likely to recommend UJ; and
- 44% not likely to recommend UJ.
- Campaigns planned to roll-out in 2014 will strive to change sentiment regarding UJ to improve these results.

Planned campaigns for 2014, telling the 'good stories' of UJ and focused on the University's excellence in both the Marketing and Brand and Strategic Communication ambits will endeavour to change sentiment regarding UJ to improve these results among all stakeholders.

Table 72: High-level detail of segment results

Segment	Likelihood to recommend	High-level analysis
Employees	50%	Number 1 promoters of the UJ brand. The credibility and quality of UJ qualifications, and the visibility of UJ in the media, were highly rated. Concerned about administration, effectiveness and efficiency, as well as security on campus.
Students	37%	In Second position in likelihood to recommend UJ to colleagues and friends.
Parents	32%	Some concerns about security at UJ. Low levels of awareness of UJ advertising. Perceived lack of discipline of UJ students seems to influence advocacy and ratings of UJ compared to other South African universities.

Business	23%	Acknowledges that UJ offers a variety of courses to choose from under-served stakeholders: UJ qualifications are not aligned with their requirements.
Public	23%	Acknowledge that UJ is accessible. Concerned about safety at UJ. UJ advertising awareness is low.
Media	17%	Disconnected segment with relatively low levels of brand awareness. Mild ratings for most UJ brand statements probably due to the lack of a close relationship with UJ.
Learners	37% (a very low score)	Aware of UJ, but regard UCT as the best university in the country. Important that UJ is a brand that learners can associate with. Learners with strong academic performance at their school are considering UJ, but UJ did not get high scores in this regard. Information from UJ on career choices is preferred, along with direct interaction with UJ marketers.
Teachers	41%	UJ is a brand they can associate with and they would not hesitate recommending UJ to their learners. More information needed to help learners achieve their goals. They are more likely to ensure that learners receive material from UJ through their LO teachers.

SOFT TARGETS: *Student Marketing within Marketing and Brand*

- **TARGET:** *Successfully project manage Open Day (two days on all four campuses).* **OUTCOME:** Open Day 2013 was held successfully on 10 and 11 May without incident on all four campuses and attracted 39 950 visitors (41 500 in 2012). A total of 1 613 student applied during the event (485 in 2012).

It is worth reporting too that there was a 30% increase in applications received by closing date for the year 2013 due in no small measure to the Be Clear marketing campaign in schools which advocates applying to UJ on time. The same applies to Strategic Communications and Student Marketing campaign efforts to stop walk-ins.

Strategic Communications

Stakeholders for Strategic Communications are both internal and external. Internally the section worked with the Faculties and Support Divisions via monthly meetings and liaised closely with a variety of academic departments in the arrangement of media exposure, media enquiries, annual reports, external and internal publications, as well as training for the web and blogs.

From a media cultivation perspective, UJ built sound relationships with the Independent Group, and science, health and education journalists. Eight media networking sessions were hosted during the year, with the likes of the Independent Group, Times Media, the Sowetan and Media 24.

SOFT TARGETS: *Strategic Communications*

- **TARGET:** *Respond to all media queries within 12 hours.* **OUTCOME:** All media queries were dealt with throughout the year within the allotted timeframe.

Positive, balanced and neutral mentions of UJ by far outweighed negative media coverage. The swift handling of media enquiries ensured that potentially negative stories, such as security risks were swung to reflect a more

balanced portrayal of UJ. The coverage is broken down percentage wise as follows:

- 34.59% positive
- 31.20% balanced (*media item that has a negative tone which became balanced due to factual content/ comment provided by the University*)
- 28.89% neutral (*factually correct*)
- 5.32% negative

Community Engagement

Community Engagement worked throughout the year to expand and deepen its relationships with local communities and NGOs and NPOs working in those communities. Through the section's outreach programme, it has also brought thousands of UJ students into close contact with the needs of these communities, relationships that hopefully will endure long after these students leave the University.

SOFT TARGETS: Community Engagement

- **TARGET:** Increase voluntary student participation in CE projects to 4 000 (floor: 3 000, ceiling: 5 000). **OUTCOME:** A total of 7 151 students were signed up for this new programme, each committed to doing 20 hours volunteer service annually.
- **TARGET:** Monitor all CE staff and student projects across the four campuses and produce a Scope and Impact Study by year-end. **OUTCOME:** All projects were monitored throughout the year and the annual Scope and Impact Study served at the CE Advisory Board meeting in November.
- **TARGET:** Facilitate placement of staff and student projects in the Faculties. **OUTCOME:** Placement Sub-committee of the CE Advisory Board was established and was active through the year.
- **TARGET:** Train staff and students on CE project management and best practice in the implementation of CE projects. **OUTCOME:** The CE Office successfully ran the following programmes in 2013: UJ CE Student Volunteer Programme, UJ Saturday School Programme, Art for AIDS, CE Student Showcase in May, CE Roadshow in September, Mandela Day in July, Women Empowerment Project in August and CE Awards in November.
- **TARGET:** Produce CE Annual Report by 1 August. **OUTCOME:** Community Engagement Report published on deadline.

Other notable achievements in 2013 were the successful initiation of 16 new CE projects in Faculties and Support Divisions, and five new institutional flagship partnerships introduced with major players in the South African communities and sectors.

Alumni Affairs

Efforts by the Alumni Office are focused on building relationships with Alumni from legacy institutions and Alumni from UJ itself. All are key stakeholders in UJ and the entire effort of the section is focused on building, maintaining and deepening these relationships to encourage all Alumni groups to play active roles in the life of the University. At the same time, the Alumni Office works to prepare the student body, through various initiatives, to become active Alumni once they graduate and join the UJ Alumni body.

SOFT TARGETS: Alumni Affairs

- **TARGET:** Introduce programmes to build loyalty and philanthropy among pre-Alumni students at UJ and legacy Alumni. **OUTCOME:** Innovative programmes, such as the establishment of Alumni Affinity Groups, Mentorship and Entrepreneurship programmes and Alumni events enticed Alumni to join the UJ Alumni Network in 2013. Vibrant and engaging programmes for current students (future Alumni) were designed and introduced during the year. These programmes developed UJ's student leaders and students from all four UJ campuses.
- **TARGET:** Identify UJ VIP and Goodwill Ambassadors and engage/build relationships with them. **OUTCOME:** 100 VIP Alumni were identified at the request of the Board of Governors and individuals on this list will be contacted going forward.
- **TARGET:** Build awareness of Alumni activity to 80% of the institution and 100 000 UJ Alumni on the current

database through the Alumni portal and other tools: OUTCOME: 120 000 names on the database were cleaned up during the year.

Development & Fundraising

The Development and Fundraising Office aims to cement relationships with Alumni, key funding organisations and companies both in the private and public sectors. Staff from this section act as ambassadors of the University, promoting the University's achievements and offerings while seeking funding and in-kind support. Thirty five companies were visited during 2013.

SOFT TARGETS: Development and Fundraising

- *TARGET: Meet the 2013 Kresge/Inyathelo challenge grant milestones.* OUTCOME: The Kresge/Inyathelo challenge set the University five achievement milestones for 2013, agreed upon between UJ and Inyathelo in April. Milestones included Advancement planning, operations and structure, procurement of an Information Management System, the promotion of giving through Alumni structures, and stewardship. Each of these milestones had their own required outcomes, all of which the majority were met by year-end. However, due to the structural changes within Institutional Advancement, and in particular in the Alumni Office, some of the milestones within the Alumni section were not met and will be addressed in 2014. The Kresge audit of outcomes will be completed in early 2014.
- *TARGET: Support initiatives to increased bursary income for UJ students.* OUTCOME: R5 228 578 in additional bursaries were generated in 2013 due to the efforts of the Senior Development Officer within the Development Office.
- *TARGET: Activate and mobilise UJ's Board of Governors.* OUTCOME: The UJ Board of Governors had their inaugural meeting on 11 September.
- *TARGET: Support the efforts of the UJ Naming and Renaming Committee.* OUTCOME: The Naming and Renaming Committee met twice during 2013 and recommended to Council that the name of the Kodak Building on DFC be retained and that four auditoriums on APB be named after the following: Albertina Sisulu, Helen Suzman, Lillian Ngoyi and Ruth First.
- *TARGET: Track income received from donations on a quarterly and annual basis:* OUTCOME: Donations income was tracked quarterly as planned. Donor funding from all UJ sources in 2013, excluding all research income, decreased to R54 213 394, representing a 30% decrease on 2012 donor income. Year-on-year donor income is as follows: R40 925 783 (2009), R43 623 482 (2010), R55 587 277 (2011) and R77 583 810 (2012), R54 213 394 (2013). The reason for the 2013 decrease is that 2012 saw a donation of more than R23m from the European Union for the Siyabuswa Campus of the new university in Mpumalanga which UJ is supporting.
- *TARGET: Facilitate peer-to-peer engagements on behalf of the Vice-Chancellor.* OUTCOME: The Development Office facilitated engagements on behalf of the VC and other Executive Leadership members throughout 2013. These included breakfast and lunch meetings with FirstRand, Fuchs Foundation, Anglo American, KPMG and the National Lottery Board.

Arts & Culture

Arts & Culture continued its stakeholder engagement through its various programmes to include staff and students, Alumni, parents and fee payers, learners and the general public. It also cemented existing relationships with three key arts constituencies, the Arts & Culture Trust (ACT), the Johannesburg Youth Orchestra Company (JYOC) and the Forgotten Angle Theatre Collaborative (FATC)

Arts & Culture Trust (ACT)

Arts & Culture presented a three-day conference entitled *Creative Currencies* in partnership with the ACT in August which drew together members of the creative sector from the African continent and Europe to engage around pertinent topics, including policy and the digital frontier. Hosted at the UJ Arts Centre, the conference focused on commercial and trade aspects of cultural and artistic endeavour in South Africa and further afield. Arts and culture practitioners, government officials, civil society organisations and enterprises in the creative

industries attended presentations of case studies, research, panel discussions and debates. Knowledgeable local and international speakers and panellists covered a wide range of topics related to making the creative industries commercially viable hubs for job creation.

Over 120 major South African arts and culture stakeholders (including 58 speakers, presenters and panellists and 290 delegates) were represented at the conference this year. UJ Arts & 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.

The conference attracted participation and support from a number of influential players in the arts and culture space, including the European Union (EU), British Council, the European Union National Institutes for Culture (EUNIC) network, Arterial Network South Africa and the Visual Arts Network of South Africa (VANSA). Media partners included SAfm, the *Mail & Guardian* and Classicfeel Magazine. The conference was supported by Santam, Business and Arts South Africa (BASA), the SAMRO Foundation and Distell Foundation.

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Johannesburg Youth Orchestra Company (JYOC)

A three-way agreement between UJ, the JYOC and Popcru was signed on 3 September 2013 to create a new home for the JYOC on the APB Campus. The agreement was signed by representatives of each of the three parties at the JYOC's Celebration of Spring Concert, which was performed in the UJ Arts Centre Theatre on APK to a capacity crowd.

Since its inception in 1998, the JYOC has been based at the Wits School of Education in Parktown. A MoU with UJ in 2012 saw the JYOC appointed as a resident company of the UJ Arts & Culture and they were allocated a disused building for their exclusive use on UJ's APB Campus. The building, formerly a hostel kitchen, requires significant refurbishment to make it fit for purpose and in June 2013, Workerslife, a subsidiary of the Popcru Group of Companies, was secured as the anchor donor for the refurbishment, pledging a total of R3 million to complete the project.

The JYOC has seven ensembles from beginners to the top groups, the Johannesburg Youth Orchestra, the Johannesburg Symphonic Wind Band and the Johannesburg Youth Jazz Ensemble. Open auditions are held each year. Through their development programmes in Soweto the JYOC affects the lives of more than 600 young people, introducing them to the joy of "keeping the music alive".

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 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 & Culture's very first resident professional contemporary dance company.

Since its inception in January 1995, FATC 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 de Villiers, 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 & Culture Teaching & Learning Programme, FATC presents weekly open classes free of charge to UJ

students on both the APB and APK campuses.

The DFC Cultural Office worked closely with various internal stakeholders, notably with Student Affairs, and the residences and day houses. Receiving input on programming, collaborating on society activity and shared use of facilities fuelled efforts in enriching student life and audience development. The strategic relationship was championed and stewarded through DFC's annual Indaba, a stakeholders' engagement exercise. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. In addition, support and guidance was provided to SRC cultural groups and societies, poetry workshops at high schools in and around Johannesburg, as well as in Durban during the Durban Poetry tour at the Umkhumbane High School (Chesterville) and KweSethu High School (kwaMashu).

The SWC Cultural Office worked closely with campus Faculties, The Memorial Services Committee (HR), SRC, UJ Language Unit, Student Accommodation Residence Life, UJ Sports, Alumni Affinity Groups and the UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, e.g. at Soweto high schools, Maponya Mall, Soweto Theatre and City of Johannesburg. In partnership with Johannesburg Correctional Services, UJ Arts & Culture, in conjunction with various stakeholders, launched *Cult Arttainment* which aims to use performing arts with the inmates as a means of expression for prisoners and as a means of exposing UJ students to the consequence of criminal activity and risky social behaviour. Leeuwkop and Boksburg Juvenile section were targeted.

SOFT TARGETS: Arts & Culture

- *TARGET: Develop teaching and learning series incorporating short courses (student and public facing).* OUTCOME: Four master class workshops in Audience Development, two in Playwriting and one each in Musical Theatre and Understanding Shakespeare were conducted. Short courses included Comedy for Beginners, Dance and the Industry, and Strength Training for Dance. Applied Theatre Training was piloted at APB residences.
- *TARGET: Facilitate 20 incoming productions from outside producers (UJ as a Receiving House).* OUTCOME: Facilitated 29 incoming productions from outside producers.
- *TARGET: Make Arts & Culture activities in the following disciplines available on all campuses: poetry, dance, music and applied theatre training.* OUTCOME: Applied Theatre Training was piloted at APB residences. Dance, Poetry, Drama and Music were provided on all campuses.
- *TARGET: Extend partnership with UJ resident companies: the Johannesburg Youth Orchestra Company (JYOC) and Forgotten Angle Theatre Collaborative (FATC).* OUTCOME: Partnerships with the JYOC and FATC have been extended for an additional three years. Both companies have been integral in extending Arts & Culture's music and dance programmes respectively with FATC offering open dance classes as an extramural for students on both APK and APB as part of the residence experience.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial Management

Table 73: Breakdown of Total Budget and Expenditure for 2013

Total Institutional Advancement Budget for 2013:	R 65,749,96.00 (62,230,000 + 3,519,961)
Total Institutional Advancement Spend for 2013:	R 60,308,164.00
Outstanding orders at year end 2013:	R 6,024,003.00
Underspend/ Overspend 2013:	R 582,206.00

Institutional Advancement staff, through the Heads of Sections, are sensitised to the need to promote environmental sustainability and all staff have been instructed to use energy sparingly wherever possible.

LEADERSHIP

The Institutional Advancement Division at UJ has group membership of the Council for the Advancement and Support of Education (CASE), the international professional body for Advancement professionals; the Council for

Marketing and Advancement in Education (MACE), the Southern African professional body; and the International Association of Business Communicators (IABC).

Lesmarie Bentley-Steyn (Senior Manager: Brand and Marketing) is a member of the Chief Marketing Officer Council, a global marketing body based in Palo Alto, California.

Charmaine du Plessis (Senior Manager: Communications) was President of MACE until July 2013 when she left for a Hubert Humphrey Fellowship and is a board member of the Council for Communication Management (CCM). She is a member of the International Visitor Leadership Programme Alumni (IVLP Alumni) in the United States and during the year was the recipient of a Hubert Humphrey Fellowship.

Dr Kwazi Magwenzi (Senior Manager: Strategic Partnerships) is a board member of the South African Higher Education Community Engagement Forum and serves on a number of external boards in South Africa and the SADC region.

Rudy Petersen (Senior Manager: Strategic Relations) served as Institutional Forum member on behalf of NEHAWU during the year under review.

Ashraf Johaardien (Head of Arts & Culture) was chosen during the year to participate in the UJ Leadership Programme. He was invited to deliver the keynote address at the Opening of the SA Schools Festival in Nelspruit and was also an adjudicator for UJ Diversity Week activities. Arts & Culture staff serving on external boards or committees in 2013 included Renette Bouwer (Senior Choirmaster) who served on the ATKV Composition Competition Advisory Committee, Grace Meadows (Manager: Performing Arts) served on the Drama For Life Academic Committee and Annali Dempsey (Curator: UJ Art Gallery) served on the Rendezvous Art Project Committee.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Besides coordinating and monitoring all Community Engagement activities across the University, the Advancement Division supported the Slovo Centre of Excellence, an NPO based in Coronationville, assisting with the development of a corporate identity as a divisional community engagement project in 2013. Additionally, Advancement designed and produced business cards, corporate folders, wrote an annual report for the organisation and advised it on fundraising processes and proposals.

Internally Advancement has close ties with the Faculties and Support Divisions via the Faculty 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 Graphic Studio, Operations, Finance and so forth.

Reputation Management

All the activities across the Division are focused on developing and maintaining the UJ brand and promoting the University's reputation both internally and externally.

CONCLUSION AND WAY FORWARD

Overall, in the area of Stakeholder Engagement the Division performed well during 2013, meeting or exceeding most targets. However, two areas in particular require attention going forward. Alumni Affairs needs to increase its engagement with Alumni across the board in the coming year and Development and Fundraising is not producing the results anticipated.

With new leadership and three additional staff members apportioned to Alumni Affairs and two to Fundraising & Development as a result of the Kresge/Inyathelo challenge, the Division expects significant gains in these two mission-critical and key stakeholder areas in 2014.

The year ahead will see two new brand/advertising agencies supporting Marketing and Brand initiatives, one to drive the University's new focus towards 'global excellence and stature' and the other to market the University to the Alumni body. This will shift the opinion of both external and internal stakeholders.

A handwritten signature in black ink, featuring a large, stylized 'M' and 'D' followed by a series of vertical strokes.

Milcho Damianov (Mr)

Executive Director: Advancement

A handwritten signature in black ink, consisting of a single, fluid, diagonal stroke that curves upwards at the end.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

A handwritten signature in black ink, featuring a large, stylized 'R' and 'M' followed by a series of vertical strokes.

Roy Marcus (Prof.)

Chairperson of Council



COUNCIL REPORT ON TRANSFORMATION

OVERVIEW

The Transformation Unit promotes institutional transformation that embraces the principle of human dignity and equality, non-racism, non-sexism and redress. The aim is to create an environment where people from diverse cultures, perceptions, convictions and opinions meet in a spirit of mutual understanding and trust, thereby unleashing the potential that is inherent in the very diversity of our student, academic and support staff profile, to achieve sustained excellence in the execution of our core functions.

The Unit has been in existence since 2011 and continues to contribute significantly towards the transformation agenda of the University. The Unit primarily focused on four aspects: creating awareness, interventions, advocacy, and monitoring and evaluation.

The Unit focused on a variety of matters during the past year and experienced mixed results. The challenge is participation across the board, especially from academics. Transformation at UJ should be internalised by each staff member and student. It cannot be the preserve only of the Transformation Unit. Many transformation-themed events are arranged to facilitate dialogue in the institution on important transformational issues. The participation by senior management and especially by academics is therefore of utmost importance. For global excellence and stature to be achieved, each staff member is expected to assume the responsibility of achieving the vision, mission and values adopted by the University of Johannesburg.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Unit reported to the Deputy Vice-Chancellor: Strategic Services. The Head of the Unit met regularly with the DVC: Strategic Services to discuss operational and other matters. The Transformation Unit reports twice a year to the Management Executive Committee: Transformation Committee and regularly provides reports to the MEC, the MEC: Academic Committee (MECA), the MEC: Operations Committee (MECO), the Institutional Forum, Senate, the Human Resources Committee of Council and Council.

The following governance documents are relevant to the Unit:

- Institutional Transformation Plan
- MEC: Transformation Committee Charter
- Employment Equity Forum Charter
- Values Charter
- Annual Employment Equity Plan
- Values Charter

STRATEGIC FOCUS AND TARGETS

Strategic focus

The Unit set the following targets for 2013 to respond to institutional Strategic Thrust 6 (leadership that matters) and Strategic 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).

Targets:

- Leadership Development Programmes that build capacity and empowers people to become transformational leaders in the institution and the society we serve.
- Institutional culture that promotes diversity, inclusion, collegiality, transparency, accountability and ethical, value-driven behaviour.
- Internal monitoring of employee experience, which measures: leadership credibility, effectiveness and impact.
- Employees who –
 - are provided with opportunities for professional and personal development;
 - are increasingly demographically representative (inclusive of disability) and culturally sensitive;
 - reflect a black academic staff complement of at least 40%;
 - are provided with institutional support for optimal functioning;
 - respect human dignity and embrace diversity.
- Organisational design and ethos that –
 - cultivate employees and students as responsible citizens;
 - are responsive to the challenges of a sustainable environment;
 - submit systems and structures to regular review to ensure strategic alignment;
 - cultivate a culture of appreciation and acknowledgment among employees and students;
 - develop an inclusive and barrier-free working and learning environment for people with disabilities.

The Unit focused on the following to achieve its strategic targets:

- execution of the Institutional Transformation Plan and progress monitoring thereof;
- capacity building of transformation facilitators;
- Employment Equity Plan;
- UJ Values Charter;
- the Institutional Culture Survey;
- Ethic's Risk Assessment Project;
- open conversations and workshops;
- Staff Day;
- Annual Colloquium;
- Diversity Week;
- Leadership development –
 - Implementing programmes for ELG, Senior Management and Emerging Leaders
 - 360° Leadership Development Assessment for Senior Management
 - Coaching programmes for ELG
 - Facilitating interventions in faculties and divisions

Institutional Transformation Plan (ITP) (2011 to 2016)

The objectives set in the Institutional Transformation Plan (ITP) for 2013 were achieved. Many of the objectives are ongoing but it is receiving the required attention from Faculties and Divisions. ELG members are requested to submit progress reports for every MEC: Transformation Committee meeting. In terms of the new Strategic Plan 2014 to 2025, the ITP will be aligned during 2014 to reflect the new strategic directives of the institution.

Transformation facilitators

All faculties and divisions identified transformation facilitators in 2012 to support the Executive Dean / Executive Director to facilitate transformation in their respective domains. The Transformation Unit, together with the DVC:

Strategic Services, held two formal meetings with the transformation facilitators during 2013 on:

- 15 February 2013
- 18 November 2013

The aim of these meetings was to provide support and guidance in terms of the transformation agenda of the institution. The facilitators were also invited to meetings with the Transformation Unit to discuss important projects and major events on:

- 15 May 2013
- 23 May 2013
- 20 June 2013
- 28 August 2013

Capacity Building Workshops were also held for facilitators during 2013. The workshops were structured into three modules, all facilitated by internationally experienced and known experts within their particular fields. These were:

- Moving from Re-active to Re-directive Dialogue
- Group Facilitation Skills
- Process Facilitation

The workshops were experiential, participative and well attended and received high accolades from all participants.

Employment Equity Forum

The Employment Equity Forum met regularly during the year to re-evaluate the EE Plan and to oversee the 2013 EE target setting exercise. The meetings took place on the following dates:

- 26 February 2013
- 21 May 2013
- 15 July 2013
- 14 October 2013

The Unit facilitated the process and the amended EE Plan was approved by the Council on 19 September 2013. In terms of Employment Equity, the Council of the University sets annual equity targets for the institution that are reported on bi-annually to the Management and the Council of the University. The Employment Equity Report for 2013 records the following equity profile for UJ as at December 2013:

Table 74: UJ equity profile

Overall equity profile:	
Black staff:	58%
White staff:	37%
Foreign nationals:	5%
Disabled staff:	0.8%
Academic profile:	
Black academics:	33.7%
White academics:	54.3%
Foreign nationals:	12%
Support and service equity profile:	
Black staff:	71%
White staff:	28%
Foreign nationals:	1%

This profile represents, on average, an improvement of 1% to 2% per annum in its equity profile since 2009.

The University presented its annual Employment Equity Plan together with the EEA2 Report to the Department of Labour on 1 October 2013. The University was deemed fully compliant.

Values Charter

The Unit assisted with the roll-out process in terms of the Values Charter. The focus of the 2014 UJ Staff Day was on the new UJ Values. The 2013 Ethics Risk Assessment Project was launched to further explore the value, 'Ethical Foundation'. This is discussed under the heading, 'Ethics Charter'.

Institutional Culture Survey

The results of the 2012 Culture Survey were discussed at the ELG Strategic Breakaway in April 2013. Individual reports were made available on request. The DVC: Strategic Services and the Transformation Unit presented the results to staff on all four campuses:

- 5 June 2013 – APB Campus;
- 6 June 2013 – SWC Campus;
- 7 June 2013 – DFC Campus;
- 10 June 2013 – APK Campus.

A special feedback session was scheduled for service workers on 27 August 2013 on the APK Campus. As a way of encouraging good attendance of this event, transport was arranged from the other campuses.

Various divisions and faculties also requested the DVC: Strategic Services to provide feedback to their staff. The results of the survey were also presented at a National Transformation Conference hosted by Higher Education South Africa (HESA) at the University of the Free State. This resulted in requests from three universities to use the UJ Instrument.

The survey will be conducted again in 2014. The survey will be re-evaluated in terms of the new Values Charter and the Strategic Plan 2025.

Ethics Charter

The Transformation Unit was charged with the responsibility of developing an Ethics Charter for the University. A discussion document served at the MEC: Transformation Committee (MECTC) for consideration. At this meeting the MECTC approved the appointment of a task team comprising the DVC: Strategic Services, the Registrar and Registrar Designate, academic colleagues who specialise in ethics as an academic discipline and members of the Transformation Unit. The team was tasked to conceptualise a process for the development of an Ethics Charter. At the first meeting of the task team, it was decided to approach Ethics SA to visit UJ and to do a presentation on the governance of ethics in an institution.

Ethics Workshop – 18 June 2013

On 18 June 2013 Professor Willem Landman, Executive Director of The Ethics Institute of South Africa, an institute that specialises in business ethics, did a presentation to members of the Task Team on *The Governance of Ethics – the King III Framework*.

Conducting the Ethics Risk Assessment

UJ has identified 'Ethical Foundation' as one of its four values. In order to operationalise this value, UJ embarked on a process of identifying areas of excellence in behaviours, practices and beliefs that confirm this value. The Transformation Unit facilitated the process and it took place during October and November 2013. A qualitative stakeholder (internal and external) engagement process was followed. This stakeholder engagement consisted of a combination of face-to-face (38) personal interviews, telephonic personal interviews and focus group (26) interviews. This was a very comprehensive project. A report was submitted to the MEC in January 2014.

Open Conversations

The Transformation Unit hosted two Open Conversations in 2013. The purpose of these platforms was to facilitate open dialogue and to address current transformational challenges and issues. The following events took place:

- Mr Chief Mabizela – Chief Director: Higher Education Policy: *The Role of the Oversight Committee on Transformation in Higher Education* (22 April 2013). The Minister of Higher Education and Training announced the establishment of an Oversight Committee on Transformation in Higher Education. During this Open Conversation, Chief Mabizela was asked to elaborate on the following issues:
 - What was the mandate of this committee?
 - How will this committee work with individual institutions?
 - What other roles or responsibilities will this committee undertake?
 - What powers does this committee have over institutions?
- On 16 July 2013, Prof. Crain Soudien – Deputy Vice-Chancellor: Transformation and Social Responsiveness at the University of Cape Town (UCT) – shared his views on transformation in the higher education sector in South Africa during the Open Conversation at UJ.

According to Prof. Soudien, UJ was one of the universities in South Africa that was doing well in nurturing transformation. He said that the University was a student centred and caring institution because of programmes such as the First-Year Experience (FYE), epistemological access and citizenship modules that were put in place. The video of his presentation is available for viewing on YouTube: <http://www.youtube.com/watch?v=SPMfwZQ7K2A&feature=c4-overview&list=UUOd76GJ46qAKZxRly8F7snQ>

Nelson Mandela Day, 18 July 2013

In celebration of Nelson Mandela's dedication to transformation, the Transformation Unit at the University of Johannesburg hosted Alistair Little and Wilhelm Verwoerd, grandson of apartheid architect Hendrik Verwoerd, on Thursday 18 July 2013 as part of the Open Conversations lecture series.

Little, a former loyalist political prisoner from an Ulster Volunteer Force (UVF) background who was imprisoned at the age of 17, and who served thirteen and a half years in prison, is an experienced reconciliation worker in Northern Ireland, Ireland, the Balkans, the Middle East and South Africa.

The two political anchors engaged and celebrated reconciliation, not only as a Mandela legacy, but also as an effective means of transformation and nation building. They both believe that in order to reconcile and form a better society where everyone can live in peace, we have to connect at a human level and cultivate our humanity over time. The video of this event is available on YouTube at: <http://www.youtube.com/watch?v=AQ3EddKhdfg>

Diversity Conference, 18 September 2013

The Diversity Conference was hosted in collaboration with the Desmond Tutu Diversity Trust (DTDT) on the APB Campus during Diversity Week. The rationale for the Diversity Conference was to explore "How far have we come, how far do we need to go?" in terms of diversity. It intended to provide an audit of our national diversity project. It included government, education, the private sector and civil society.

The Conference focused on: "How far did South Africans unite and did we, who are different, indeed join together?" The Conference was opened by the Vice-Chancellor and the main speaker for the event was Dr Brigalia Bam. The programme included well-known experts from various fields.

Staff Day

UJ's annual Staff Day took place on Wednesday 20 March 2013 at the Imbizo Hall, Soweto Campus. The theme of this year's Staff Day was: the UJ Values. Approximately 1 200 employees attended the event. UJ Staff Day allows interaction among staff on an equal footing. The event also creates the opportunity for UJ staff to have fun and show their support for the UJ Vision, Mission And Values. The event can also be seen as an expression of gratitude from the University's executive management to UJ staff members.

Diversity Week

The Transformation Unit hosted a very successful Diversity Week from 16 to 20 September 2013. The theme for the week was Connecting at the Human Level. A day was set aside for each of the UJ campuses; each had a specific programme to celebrate diversity. UJ showed that the success achieved (UJ was recently ranked by the QS Universities Ranking Survey as being in the top 4% of universities worldwide) was in no small measure due to the close cooperation and support of all members of the UJ community. It also spoke volumes for the community cohesion that had become the trademark of UJ. The vibrancy which was evident during the diversity celebrations was a celebration of the ethnic and class diversity, which is so characteristic of the city of Johannesburg.

Leadership Development

The ELG Leadership Development Programme is coordinated through the Transformation Unit. The following programmes have taken place:

Executive Leadership Group

GIBS International was identified as the service provider for this programme, which will commence in February 2014. Some preliminary work was done in preparation for the programme during October and November 2013.

Senior Managers (Vice-Deans, HOSs, HODs, Directors, Senior Managers)

The Just-in time Leadership Capacity Building Programme was launched for Senior Managers at the beginning of 2013. The programme consisted of 10 sessions of 30 minutes each and was conducted during faculty/divisional management meetings.

Emerging leaders – Leadership Development Programme

The pilot programme commenced in August 2013. A group of 25 candidates from different faculties and divisions complete their course on 20 February 2014. The participants were required to complete a project that will be an integration of all the different study schools they have attended as part of the Emerging Leaders – Leadership Development Programme. They worked in syndicate groups and were expected to deliver a written report and conduct a presentation of 60 minutes.

360° Leadership Development Survey for Senior Management

The Unit, in collaboration with The Coaching Centre, conducted a 360° Leadership Development Survey during August/September 2013 of all Senior Managers in faculties and divisions who had not completed the 360° Survey during 2012. The Coaching Centre provided individual feedback to all participants and also provided feedback to the line managers. Line managers also received a high-level comprehensive report, which served at the MEC in February 2014.

Individual coaching – ELG

Coaching was provided for all new ELG members and ELG members who requested continued coaching.

Team coaching and interventions

The Transformation Unit provided advice and assistance with team coaching and interventions where and when needed.

Leadership Development Workshops (HODs & Directors): Responsible Conversation: From Re-active to Re-directive Conversation – How to step out of the ‘prison’ of conflict generating conversations

During informal discussions that took place with several HODs and other senior management staff members, the need for support and formal training on how to handle conflict, and how to have difficult conversations were expressed. Davide Zaccariello (Italy), an expert in the field of constructive dialogue, conducted two one-day workshops on 2 and 3 September 2013.

EMPLOYEE PROFILE

The Unit consists of two permanent employees, (the Head of the Unit and a Project Manager) and one temporary employee responsible for coordinating events, finances and the office administration. The present incumbents (one permanent and one temporary) are both white females. The Project Manager: Transformation and Diversity became vacant in July 2013. A new appointment was made in November 2013. A black male candidate has been identified and he took up the position in February 2014.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The Transformation Unit regularly meets and consults with important stakeholders within the University and other universities.

Transformation Managers' Forum (TMF)

The Head of the Transformation Unit is a member of Higher Education South Africa's (HESA) Transformation Managers' Forum and represents the University at meetings. She was appointed as a member of the TMF Steering Committee in November 2013 for a term of three years.

Transformation Managers' Forum – Regional Chapters

On 31 May 2013 the HESA Gauteng Transformation Managers Forum Chapter was launched at the University of Johannesburg. The purpose of this Chapter is to promote closer collaboration between the transformation units in the Gauteng Region. Twenty-two staff members and students from the Tshwane University of Technology attended the UJ Nelson Mandela Day event as part of this collaboration.

HESA Transformation Colloquium, 6 to 8 May 2013

The DVC: Strategic Services, the Head of the Unit and the Project Manager attended a three-day colloquium hosted by the University of the Free State. The DVC: Strategic Services was invited to present a paper on *The University of Johannesburg's 2012 Culture Survey: A Transformation Barometer*. The presentation was very well received and evoked much debate.

Combined meeting of the HESA Transformation Steering Group (TSG) and the Transformation Managers' Forum (TMF), 17 September 2013

A combined meeting of the TSG and TMF took place at UJ during Diversity Week. The meeting was opened by the Vice-Chancellor. In a brief introduction he noted that:

- The primary area in which change was needed in the university system in South Africa was the revitalisation of the academic community, looking particularly at the percentage of black South African academics in the system.
- It was important to have medium- to long-term objectives not only in terms of global stature but also with regard to national responsiveness.
- Transformation Managers had to be courageous, hopeful and pragmatic. Their job was not an easy one but this did not mean they should lack resolve and ambition.

Community Engagement Project

Activism in the Arts Annual Workshop – Apartheid Museum, 24 to 26 June 2013

This was a collaborative project between the UJ Transformation Unit, the Apartheid Museum and Farieda Nazier of FADA. The aim of this three-day workshop was to expose, explore and instil a basic socio-political grounding in young arts activists, to effect broader reconciliation and transformation. The work was exhibited at UJ during Diversity Week.

The Unit also collaborated with the Desmond Tutu Diversity Trust by co-hosting a Conference during 2013.

RESOURCE MANAGEMENT AND SUSTAINABILITY

The approved budget for 2013 was as follows:

Table 75: Transformation Unit budget

Item	Amount
Operating budget	R196 599.00
Projects	R940 000.00
Leadership development	R1 185 000.00
Total	R2 188 401.00

The Unit operated within the approved budget.

Environmental management

Sustainability remains a core component of the Transformation Agenda. Sustainability was actively promoted as part of the Diversity Week events.

LEADERSHIP

The Transformation Unit played a vital role in promoting leadership development in the institution and successfully facilitated the implementation of various programmes. The Unit provided support to UJ leadership by facilitating interventions and provided support in various change initiatives. The Unit also provided leadership in terms of the Transformation Agenda in Higher Education and the country in general by the various programmes it presented during 2013 and by embedding the Institutional Transformation Plan within the institution. The Unit exhibited transformational leadership by collaborating with various Higher Education Institutions, outside stakeholders, community members, and service providers during 2013.

CONCLUSION AND WAY FORWARD

The Unit has achieved the objectives it set for itself for 2013. Through its programmes the Unit has contributed significantly to the transformation agenda of the institution in its three years of existence and also made a contribution on a national level through participation in various Forums, HESA sub-committees and by providing guidance and support to colleagues from other institutions. The main focus of the Unit for 2014 will be on:

- developing an Institutional Culture Survey that will focus on the new UJ strategic direction;
- developing an Ethics Charter and implementing the Ethics Strategy;
- review of the Institutional Transformation Plan in terms of the new UJ 2025 Strategy;
- the Vice-Chancellor's Executive Leadership Development Programme, in collaboration with the GIBS Institute;
- roll-out of the Emerging Leaders, Leadership Development Programme;
- providing continued support to new ELG members with regard to personal coaching, and provide support and advice in terms of team coaching, team building and interventions, when and where necessary;
- organising UJ Staff Day – '10 Years of Excellence' celebration;
- organising Diversity Week from 15 to 19 September 2014;
- focusing on awareness and education of UJ staff on transformation and diversity issues as expressed in the 'Overview' section of this report.

A handwritten signature in black ink, appearing to read 'D. van der Merwe', with a stylized flourish at the end.

Derek van der Merwe (Prof.)
Deputy Vice-Chancellor: Strategic Services

A handwritten signature in black ink, appearing to read 'Ihron Rensburg', with a large, circular flourish at the end.

Ihron Rensburg (Prof.)
Vice-Chancellor and Principal

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

Roy Marcus (Prof.)
Chairperson of Council



REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON 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.

STUDENT AFFAIRS

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating Context

Student Affairs comprised three subdivisions, namely, Student Accommodation and Residence Life; Student Ethics and Judicial Services; and Student Life and Governance. Student Accommodation and Residence Life focuses on the admission and placement of students in residences, residence life, residence operations, vacation accommodation, and accredited off-campus student accommodation.

The Student Accommodation and Judicial Services unit are responsible for conducting preliminary investigations of complaints or reported cases, taking corrective action through alternative dispute resolution measures such as discipline through dialogue, conflict resolution as well as reparation, and taking corrective action through formal disciplinary hearings and ensuring that the sanctions were implemented correctly. The functional areas of the Student Ethics and Judicial Services unit were reorganised in January 2013 into Student Judicial Services responsible for the investigation of all reported student errant behaviours and initiating disciplinary hearings, Information Management for the efficient management of Student Judicial Services and Student Ethics for promoting a culture of ethics through relevant programmes. This was done in order to improve the effectiveness of the Student Ethics and Judicial Services unit in discharging its mandate.

Student Life and Governance was responsible for the Student Representative Council (SRC); student societies; RAG; the *UJ Observer* as well as general student development programmes.

Governance

The Student Affairs Division, led by the Executive Director, reported to the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs. The early retirement of the previous Executive Director: Student Affairs in the first half of the year, as well as the continued vacancy in the position of Director: Student Ethics and Judicial Services, led to the Director of Student Life and Governance acting in both positions, while still performing his primary duties. Despite this challenge, Student Affairs remained focused on creating opportunities for an outstanding student experience by managing programmes aimed at promoting academic excellence, developing and supporting students.

Student Accommodation and Residence Life was managed by the Director, who reported to the Executive Director, the Head of Residence Life, Head of Residence Operations and the Head of Off-Campus Accommodation. They were supported by placement officers, house wardens, residence managers, residence assistants and student assistants. The residence governance structure was strengthened by the house committees and floor representatives who were elected by resident students to represent them and also to advocate for their interests. In addition to planning and coordinating residence activities and events, house committee members formed part of and attended meetings with house wardens and residence managers. The activities organised by house committees were aligned to the five-pillar model to include programmes on sport, arts and culture, community outreach, social life, leadership and risky student behaviour.

The functions and programmes of the three Student Affairs units were guided by university policies as well as specific 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 guided the functions within Student Accommodation and Residence Life. The work and functions of Student Ethics and Judicial Services were primarily governed by the Student Regulations, Regulations for Student Discipline and the University Strategic Goals (Thrusts) 2011 to 2020. These documents, in particular the Regulations for Student Discipline, described the administrative processes for student discipline. The work of Student Life and Governance was 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.

In order to ensure good governance and quality management, monthly staff meetings, monthly meetings with the UJSRC and campus SRCs, house committees, RAG committees and the *UJ Observer* were held. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. Issues pertaining to student services and support were addressed in quarterly meetings of the Student Services Council (SSC), which was co-chaired by the DVC: Internationalisation, Advancement and Student Affairs and the UJSRC President.

Risk Management

Several risks related to student life and activities were identified and mitigating mechanisms were put in place. The following risks were prioritised:

- *Excessive expenditure on damage to cars hired by student leaders:*
A decision was taken not to allow student leaders to drive University and hired vehicles in order to safeguard the life of student leaders and reduce the rate of accidents and excessive expenditure on damage to hired cars.
- *Student events where alcohol was served:*
The consumption of alcohol during university organised student events was suspended pending the submission of viable proposals from student leaders to manage alcohol use.
- *Low level of discipline of student leaders:*
All students were made to sign the Student Charter during the registration period in an effort to address challenges of poor student discipline.
- *Outdated residence traditions and practices:*

Various interventions, including the appointment of external consultants to facilitate workshops for house committees, were implemented. The workshops covered various topics such as diversity, the Bill of Rights and UJ values. All residences were encouraged to develop values in line with those of the University.

- *Student events of more than 500 students:*
An internal Student Affairs event management guideline was developed to address risks associated with student events attended by more than 500 students. The guidelines were aligned to the Event Safety and Security Standard Operating Procedures of the University.

STRATEGIC FOCUS AND TARGETS

In 2013, Student Affairs focused on the following Strategic Thrusts:

- **Thrust 1:** Sustained excellence of academic programmes, research and community engagement.
- **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 6:** Leadership that matters, in the institution and in civil society.
- **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.

The various units within Student Affairs contributed to the achievement of the Strategic Thrusts in the following way:

Student Accommodation and Residence Life

Student Affairs and Residence Life supported the University Strategic Thrusts 1 and 4 by providing accommodation to targeted groups of students such as postgraduate students and international students.

Applications and Residence Allocation

The applications, processing and capturing of residence applications as well as the allocation of rooms were guided by the principles of the Policy on the Admission and Placement of Residence Students in University Residences (2009). In 2013, a total of 25 000 applications for accommodation were received. The demand for accommodation exceeded the 18 196 beds which were available both on and off campus.

Table 76: A Summary of Key Student Accommodation Statistics in 2013

Description	Number
Total number of applications for residences	25 000
Number of total beds that were available in on campus residences	6 596
Number of total beds occupied	6 589
Number of total beds in accredited off campus accommodation that was available	11 600
Number of off-campus beds occupied	10 390
Number of first year students in residences	1 780
Number of senior students in residences	3 628
Number of international students in residences	341
Number of postgraduate students in residences	840

The available beds could accommodate 31.8% of the total number of students enrolled in 2013. On-campus residences accounted for 36.2% of the available beds, while the remaining 63.8% was accredited to off-campus accommodation. In total, 16 972 students were accommodated during the year, achieving an overall occupancy rate 93.3%. On-campus accommodation averaged a 99.7% occupancy rate, while 89.6% of off-campus beds were occupied. First year students made up 27% of residence students which is well on its way to reach the 35% target set for 2015. International students accounted for 5% of all residence students.

Residence Life

Student life in residences was aimed at providing programmes and activities that would provide a vibrant student life and encourage academic excellence in line with Strategic Thrust 1. At the beginning of the year, house wardens and residence managers in all residences highlighted the focus on academic excellence and the residence rules and regulations during the first year residence introduction programme which was attended by 1 400 students. In addition, 2 000 first year residence students who attended the Vice-Chancellor's official opening were informed about the Student Charter and qualities of the UJ graduate.

In an effort to promote academic excellence within the residences as well as encourage the development of living and learning communities, Student Accommodation and Residence Life appointed and trained 190 senior students as Residence Academic Advisors (RAAs). These RAAs were trained by PsyCaD and ADS to support first year students academically and help them to adjust to their new environment. Twenty five of these RAAs were from off-campus residences. The replication of the residence academic programme off campus was an effort to ensure that students in all residences get equivalent support in line with Strategic Thrust 3. At the end of a six-week structured programme that addressed identified psychosocial issues and academic skills, RAAs submitted a total of 400 reports that described the challenges that individual first years faced. The reports highlighted that most students struggled to adjust to living away from home and that students in science programmes struggled to adjust academically. First year students were also required to attend compulsory study periods in the evenings. Senior students observed a quiet time during the study period or voluntarily assisted the first years with their academic work, thus fostering the development of learning communities. As part of the residence academic programme, residence students were assisted to prepare for exams through pre-exam workshops facilitated by ADS and PsyCaD which were held in April and September 2013. Eight hundred first year students attended these workshops.

Residence students had the opportunity to participate in the residence governance system and learn leadership skills by becoming House Committee (HC) members. Three hundred and twenty two house committee members, twenty five of whom were off-campus accommodation HC members, served during 2013. This further ensured that off-campus accommodation programmes and activities were aligned to what happened on campus. The preparations and House Committee elections for 2014 happened from 12 August to 17 September 2013. A decision was taken to reduce the number of HC members per residence to six members to align the roles of house committees to the five pillar model.

Various structured activities and events aimed at creating a vibrant residence student life were offered. For example, 3 000 residence students from all junior residences and Day Houses participated in the RAG Week and procession and 500 first year students participated in the First Year Concert in February 2013. Residence students also participated in recreational sport activities such as Inter-residence sport day and Residence knock-out leagues for soccer, rugby and netball.

In order to encourage participation in residence life programmes, Student Accommodation and Residence Life hosted an Award ceremony for house committees and RAAs in October 2013. The event was attended by 1 500 students and 29 staff members.

Residence Operations

Residence Operations focused on cleaning, residence maintenance, asset management and compliance with the Health and Safety regulations with the objective of supporting Strategic Thrusts 3 and 8. In addition to routine maintenance, major maintenance projects undertaken in 2013 in residences were the installation of new lifts in four residences at the DFC Campus and two lifts at APB residences; the painting of two residences on APB Campus; painting of three residences on APK Campus and the waterproofing of a female residence in APK Campus. Blinds were also installed at the YMCA residence on the SWC.

The following new assets were acquired in an effort to improve the physical quality of the residences, manage old assets and ensure equivalence of facilities:

- APB Campus: 3 washing machines, 5 dryers, 11 industrial microwaves, 60 study chairs and 1 TV set;
- APK Campus: 114 dustbins, 200 mattress covers, 8 industrial microwaves and 40 grocery cupboards were replaced;
- DFC Campus: 20 microwaves for Ronin Crest residence and 40 chairs for the Sun Valley study centre;
- SWC Campus: 40 chairs were purchased for the YMCA study centre.

The project for the installation of Wi-Fi in all residences was completed 2013. The availability of Wi-Fi in residences went a long way in ensuring that residences are fit for purpose as living and learning environments.

Accredited Off-Campus Accommodation

Three hundred private properties were evaluated and 16 500 beds were approved by the University to provide alternative accommodation to cash-paying, NSFAS-funded and private bursary-funded students who could not be accommodated in UJ residences. The University reviewed the Off-Campus Accommodation Policy in order to ensure that students staying in off-campus accommodation were protected from exploitation by landlords. The University residence rules and regulations were also applied to students staying in accredited off-campus accommodation.

Vacation Accommodation

During the June-July holiday period, 2 174 beds in the University residences were hired out to various organisations. Requests for accommodation were jointly managed by Student Accommodation and Residence Life and the Unit for Commercialisation. R600 000.00 was raised.

Student Ethics and Judicial Services

The Student Ethics and Judicial Services unit supported the Strategic Thrusts 1, 3, 6 and 8 of the University.

Student Ethics

In an effort to foster a culture of ethical student behaviour, Student Ethics and Judicial Services conducted a number of campaigns that ranged from the distribution of pamphlets, posters and banners to holding radio talks through UJFM. The campaigns as indicated in the table below focused on raising awareness of UJ rules and regulations and promoting academic integrity (Table 77).

Student Ethics and Judicial Services supported its campaign to foster a culture of ethical behaviour among students by appointing some students as ethics ambassadors.

Judicial Services

2013 saw the introduction of a central database case management system intended to improve the recording of all cases, the safekeeping of all the records and the tracking of outcomes. This ensured that judicial cases were handled in the same manner across all campuses. The system also assisted to facilitate efficient communication between all parties during the student judicial process. A visible improvement was noted in the management of cases as evidenced by the higher rate of finalising received cases. A total of 209 student disciplinary cases were received by Judicial Services during 2013. A hundred and ninety four (194) of these cases were completed; however, 15 cases relating to examination transgressions in the November 2013 period had not been not finalised by the end of the year. This was a great improvement compared to 2012 as 100 cases had not been completed by the end of that year.

An analysis of the 194 completed cases revealed that 61% of the cases were related to academic misconduct, which included transgressions such as plagiarism and cheating in exams, and 39% related to general misconduct, which included transgressions such as theft and assaults. There was a noticeable drop in academic cases from 82% in 2012 which might signal a positive impact of the campaigns conducted by the Student Ethics unit. The improved recording of case information has also yielded results in that in 85% of students were found guilty and 15% were not found guilty in 2013 compared to 75% of students found guilty and 25% found not guilty in 2012.

Table 77: A Summary of the Student Ethics and Judicial Services Campaigns

Item	Campaign	Activity	Students/ targets Reached
1.	UJ Rules and Regulations	a. Distribution of Year Planner pocket size mini calendar containing Students Rules and Regulations.	15 000 students
		b. Distribution of Student Ethics and Judicial Services pamphlets containing examples of different types of transgressions, applicable rules and regulations and possible sentences.	10 500 students
2.	Examination integrity campaign	a. Putting up banners and posters during May/June examination period for 30 days.	60 banners 166 posters
		b. Putting up banners and posters during October/November/December examination period for 56 days.	62 banners 166 posters
		c. An article on academic honesty published in the <i>UJ Observer</i> June 2013 Edition.	Estimated readership of 20 000 students
		d. UJFM aired pre-recorded clips of messages on academic honesty and integrity for 19 days during the May/June examination period.	33 750 estimated listenership
		e. UJFM aired pre-recorded clips of messages on academic honesty and integrity for 19 days during the October/November examinations period.	33 750 estimated listenership

Table 78: Analysis of cases handled during 2013

Cases completed	APB	APK	DFC	SWC	Total 2013	Total 2012
Total number of cases received	33	96	50	15	209	180
• Cases completed					194	80
• Cases pending at the end of 2013					15	100
Analysis						
Students found guilty	32	90	45	15	182	78
Students found not guilty	1	6	5	0	12	2
Transgressions relating to academic dishonesty*	15	72	25	8	120	68
Transgressions relating to general misconduct**	18	24	25	7	74	12

Student Life and Governance

Student Life and Governance, through its facilitation of programmes and activities of the Student Representative Council and student societies as well as the coordination of leadership and general development programmes, contributed to the achievement of the Strategic Thrusts 1, 4, 6 and 8.

Student Representative Council

In alignment with Strategic Thrust 6, which focuses on developing leadership that matters, the 2013 SRC, inducted in November 2012, was inaugurated in February 2013. All UJUDICIAL SERVICESRC members attended a colloquium on civic responsibility facilitated by the IEC on 7–8 March 2013. The UJUDICIAL SERVICESRC

President and the Campus Chairpersons also attended the NASDEV winter school at UKZN in May 2013. All SRC members attended training programmes held in June 2013 which covered visionary leadership; processes of decision making; ethical leadership; corporate governance principles; self-awareness; dealing with authority; communication and negotiation skill; and conflict management and resolution.

Two members of the UJUDICIAL SERVICESRC attended an intergenerational dialogue under the theme "Conversation with South Africa's Youth Towards 2014", organised by the Desmond Tutu Peace Centre, held in Cape Town in March 2013.

As part of the University's efforts to develop an international profile of employees and students (Strategic Thrust 4), five SRC members and three members of the UJISS to universities went on an international benchmarking trip to the United Kingdom in September 2013. They visited the Universities of Manchester, Birmingham and Nottingham. The Director: Student Accommodation and Residence Life, together with the Director of Study Abroad, accompanied the students. The SRC also hosted the Kwame Nkrumah University of Science and Technology SRC members in March 2013.

The 2013, SRC coordinated several programmes for students including the following:

- Social events, such as the First Year Concert; SRC Social Event; ATKV debate; ATKV National Serenade Competition; Academic Awareness Programmes and other programmes.
- Assisted by Student Life and Governance, allocated the SRC Trust Fund to financially needy but academically deserving students who had not received NSFAS funding. The SRC Trust Fund of R5 million was allocated to 217 students who did not have fees for tuition and accommodation. The students were distributed as follows per campus: APB 49; APK 80; DFC 65 and 23 SWC.
- Consulted with the general student body through the Student Parliament which held two meetings in 2013.

The 2014 SRC elections, which were initially planned for 23 to 25 October 2014, were postponed to 2014 due to disagreement with the UJUDICIAL SERVICESRC regarding the SRC timetable.

Student Societies

A total of 192 student societies (44 APB; 70 APK; DFC 43 and 35 at SWC) had been recognised by the end of February 2013. The societies were categorised into academic, political, religious, and social categories. Religious societies were predominant in 2013. With each society having a minimum of 30 members, a total of 5 760 students were estimated to be active members of student societies.

Through participation in student societies, UJ students had the opportunity to visit foreign countries, which further supported the internationalisation efforts of the University. For example, two members of the Debating Society attended an International Debating Competition in India, after winning the national competition in South Africa. The UJ AIESEC hosted an international conference in June 2013.

RAG

All campuses participated in RAG Week activities and the procession. The RAG Week was from 28 January 2013 to 2 February 2013. The Week culminated in the procession, which was held for the first time outside of the APK Campus as it was hosted by the SWC. This was once again an effort to ensure equivalence of the student experience across all campuses in line with Strategic Thrust 3.

Student Meal Assistance Programme

Student Affairs developed and managed the process of rolling out the Student Meal Assistance Programme for hungry students. A total of 2 100 students received two meals a day and 1 728 dehydrated meal packs were distributed weekly.

General Student Development

Several programmes were offered to the general student body across all UJ campuses. Some of the highlights included the following:

- A Financial Literacy workshop which was offered during April 2013.
- A Woman of Worth Workshop which was organised for 100 female students drawn from all campuses was held in August 2013.
- Five students from UJ attended the USA President engagement with African Youth Leaders which was held at the SWC in June 2013.
- The Gauteng Provincial Cabinet also engaged with UJ students in May 2013. The engagements happened simultaneously on the APK and SWC campuses.
- An awards function was organised for student leaders (SRC, societies, RAG and the *UJ Observer*) in November 2013.

Risky Student Behaviour

A Committee on Risky Student Behaviour, comprising of different internal stakeholders, was formed in 2013 and met several times to establish a programme of action for the year. Risky student behaviour, relating to student health and safety, HIV and AIDS, crime, substance abuse (alcohol and drug abuse), depression, promiscuity, rape, violence and xenophobia, was addressed through programmes that were offered in conjunction with other key internal stakeholders such as IOHA, PsyCaD and Campus Health. The major accomplishment was the inclusion of programmes addressing risky student behaviour as part of the activities of the residence five-pillar model.

EMPLOYEE PROFILE

Student Affairs had a total of 73 permanent and contract staff members servicing all four campuses. Of these, 56 were SA & RL staff members who comprised one director, three heads and 52 full-time and contract appointments. SE & JUDICIAL SERVICES had eight permanent and contract members. Of the eight permanent and contract appointments, five were males and three females. Four of the nine were black, two white and two Coloured. SL & G comprised eight permanent members, of which four were males and four were females. All eight members were black.

In addition to the 73 permanent and contract employees, Student Affairs had 31 temporary employees, including the chairpersons and prosecutors of the student disciplinary hearings.

Table 79: Permanent and Contract Employees

Gender	African	Coloured	Indian	White	Total
Male	19	1	0	0	20
Female	40	2	2	9	53
Total	59	3	2	9	73

Table 80: Temporary Employees

Gender	African	Coloured	Indian	White	Total
Male	15	0	0	4	19
Female	7	3	0	2	12
Total	22	3	0	6	31

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANGEMENT

Community Engagement

All residences participated in community outreach programmes. However, four residences deserve to be highlighted for their efforts in 2013. Robin Crest, a male residence, had two community outreach programmes in

2013. On 16 June 2013, 100 of the students went to Bosasa Juvenile Centre in Krugersdorp to give a motivational talk to the juveniles held there and played soccer with the boys. Again in September 2013, 93 students from Robin Crest went to Ennerdale Children's Village where they painted the house and started a vegetable garden. Horison residence, a female residence, and Oppierif, a male residence, partnered with the local church, Melville Union Church, and supplied abused children at Rahima Moosa Hospital with necessities such as toothpaste, soap and second-hand clothing. Fifty students from Broadcast Court residence joined the Horison and Oppierif students in visiting the Alexander Children Home and donating food parcels.

Student organisations, in particular RAG, mobilised students to participate in a range of outreach projects such as food and clothing donations, providing toiletries to children from orphanages, adopting old age homes and orphanages, renovating and painting homes and providing learning materials to pupils in the surrounding schools. Other societies that engaged in community outreach projects included the Royal Dominion Society which visited the Khayelihle Orphanage in Pimville in August 2013 and Rise Up Campus Impact from APB Campus which visited Vukani Orphanage Centre and were sponsored by Mageu drink in September 2013.

The UJUDICIAL SERVICESRC collaborated with SADTU to host a Career Guidance Fair in North-West Province on 16 to 17 May 2013 which was attended by three high schools.

Stakeholder Engagement

Internal partnerships

Student Affairs continued the partnerships with UJ Sports, Arts and Culture, the International Office, Occupational Health and Safety, Protection Services, Academic Development and Support, Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV and AIDS and the Campus Health Clinic. As a result of these partnerships, eight senior students from the Social Work Department were appointed to work in Student Affairs as part of their work-integrated learning programme. In addition, the 'Be Fit for the Future' (BF4F) student communication strategy was developed and a liaison committee between Student Affairs and ADS was established.

External partnerships

One of the major external partnerships that Student Affairs was involved in included the City of Johannesburg Urban Development Department, surrounding Johannesburg communities like Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, and various accredited off-campus accommodation providers. This partnership focused mainly on off-campus accommodation. In support of this partnership, there was collaboration with the South African Police Services (SAPS) to monitor all student communes and pathways used by students and the conducting of safety and security campaigns with the Department of Community Safety.

Partnerships with other external stakeholders benefited UJ students as follows:

- Six students were selected to attend the South African National Defence Force Youth Visit in Pretoria held from 31 July to 2 August 2013 which was arranged by the Department of Higher Education and Training.
- Student Affairs hosted the National Policy Summit of the Department of Education and the South African Union of Students.
- Gift of the Givers provided cooked meals and Stop Hunger Now Organisation provided dehydrated meal packs for the Student Meal Assistance Programme.

ENVIRONMENTAL SUSTAINABILITY

As part of the Green Campus Initiative, Student Accommodation and Residence Life continued with the following projects:

- Going-Green Campaign with activities, such as installing energy-saving bulbs, making boilers available 24 hours, and residence participation in a competition aimed at showcasing students' creativity by designing clothes using recyclable plastics and paper.
- Switch-off-when-Not-in-Use Campaign with activities such as placing switch-me-off-stickers on all light

switches, installing smoke detectors, providing recycling bins, cleaning campaigns in the community to reduce the carbon footprint.

- Avoid Littering Campaign with documentaries to raise awareness, monthly cleaning of the local Westdene Dam.
- Celebrating Arbour Day with the Plant-a-Tree Campaign and collecting glass bottles for recycling during Festival Week.

Student Life and Governance once again partnered with Generation Earth in a Generation Earth Glass Recycling Awareness Campaign on the Soweto Campus.

LEADERSHIP

The Director of Student Accommodation and Residence Life was nominated last year by ACUHO-I to be part of the delegation which would be going to the United States in 2014 to present a paper on the management of off-campus accommodation.

CHALLENGES

Student Affairs faced the following challenges during 2013:

- Shortage of on-campus accommodation;
- Outdated abusive traditions and practices in some residences;
- Replacement of members of SRC by their respective deploying organisations;
- Self-interest, lack of accountability, dishonesty, arrogance and internal strife within the SRC;
- Academic dishonesty through plagiarism and cheating during the examinations;
- The unhealthy relationship between the SRC and the house committees.

CONCLUSION AND WAY FORWARD

Despite the challenges posed by the early retirement of the Executive Director: Student Affairs and the absence of the Director: Student Ethics and Judicial Services, the performance of Student Affairs had some noticeable improvements. The extension of the Residence Academic Programme and the House Committee system to off-campus residences ensured that programmes and practices in off-campus residences were aligned to those of on-campus residences. This contributed significantly to ensuring an equitable student experience. The improvement in the management and record keeping of student disciplinary cases is also worth mentioning.

A variety of Residence Life and Student Life and Governance facilitated programmes and activities created multiple opportunities for students to enjoy a vibrant student life and participate in outreach activities and student development programmes.

The challenges that were experienced in 2013 have been incorporated in the key strategic priorities for Student Affairs in 2014. In line with the University vision for 2025, emphasis is placed on achieving global excellence and stature through the prioritisation of:

- Providing international standard accommodation for postdoctoral fellows, postgraduate and international students;
- Reviewing the requirements to qualify to stay in residence;
- Reviewing and stricter application of the policy of off-campus accommodation;
- Enhancing the promotion of the Student Charter, Qualities of a UJ Graduate, Student Regulations and initiatives of 'Be Fit for the Future';
- Implementing Town Hall Discussions with prominent figures in education, business, leadership and society;
- Reviewing the SRC Constitution and applicable policies; the reviews of policies to address the identified gaps would be concluded in the first semester of 2014.
- Developing a sustainable and measurable Student Development Programme.



Rose Laka-Mathebula (Dr)
Executive Director: Student Affairs

ARTS AND CULTURE

UJ Arts and Culture produces and presents world-class student and professional arts programmes that align to the UJ Vision of being an international university of choice, anchored in Africa, dynamically shaping the future.

Facilities include the UJ Arts Centre located on the Kingsway Campus comprising the 436-seater Arts Centre Theatre, the Art Centre Gallery, dance studios and choir rooms; the Experimental Theatre Space, also located on the Kingsway Campus next to the Sanlam Auditorium; the 180-seater Con Cowan Theatre and dance studios on the Bunting Road Campus; and cultural offices on the Soweto and Doornfontein campuses. These venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions, conferences and cultural events.

UJ Arts Centre Complex: Kingsway Campus (APK)

Built in 2005, the UJ Arts Centre complex faces Madibeng, the main building of the Kingsway Campus, and forms a threshold into the city from the west. The 435-seater Arts Centre Theatre was designed so that all of the seats have the same intimate relationship with the stage. The Dance Studios and Choir Room, located in full view of the passing traffic, animate the façade of the building. The Arts Centre Gallery is a long, deep space with clean, minimalistic lines and a huge bay window overlooking Kingsway Avenue. The roof of the art gallery is grassed.

UJ Con Cowan Theatre: Bunting Campus (APB)

Named after Charles Conrad 'Con' Cowan who was born in Newcastle-on-Tyne, England in 1887, the Con Cowan Junior High School in Bunting Road, Auckland Park was incorporated into the Goudstad College of Education in 1961, Technikon Witwatersrand (TWR) in 1987 and the University of Johannesburg in 2005. Throughout all these changes, the original school building retained its name and is currently known as the Con Cowan Building. The old school hall metamorphosed into the 180-seater Con Cowan Theatre in 2011, with raked seating, a control box, a box office, storage and technical equipment added over several years. It came into regular use during 2012.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Arts and Culture Advisory Committee advises the Executive Director: Institutional Advancement, on Arts and Culture policies and programmes in order to ensure that these are aligned with UJ's Values and that they add to the prestige and standing of the University. The Committee is composed of the Executive Director: Institutional Advancement (convenor and chair), the Head of Arts and Culture, the Dean: Faculty of Art, Design and Architecture and the Dean: 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. It provides the ED: Institutional Advancement with suggestions as to how Arts & Culture can enhance or supplement academic programmes, and guides the ED: Institutional Advancement on an appropriate vision for Arts & Culture at UJ. Regular Heads of Sections meetings are held with the ED: Institutional Advancement. Any issues are discussed with him and he is kept up to date on planning and implementation within the section. Meetings and discussions within the section across the four campuses are held on a regular basis.

Risk management

Efforts to achieve total compliance and ensure proper corporate governance for UJ Arts and Culture's operations are underway. Three additional Health and Safety Officers have been appointed, making a total of four to ensure appropriate capacity given the volume of the Annual Arts Programme and the spread of the programme across all four campuses. A new system for access and security control was installed and activated during 2013. The procedure for keys has been revised so that these are signed in and out from Protection Services for both the APB and APK campuses. Staff now only have access to their individual offices. As a precautionary measure, the Art Gallery was fitted with a security system which has CCTV cameras.

The growing art collection has necessitated additional storage facilities as the storeroom at the Gallery is insufficient. Two additional stores on the Doornfontein Campus (DFC) have been fitted with shelving and a multiple-rail system. Both have also been fitted with security systems. The storage space at FADA (APB) will be vacated and the artworks relocated to the new storerooms in 2014. Artworks from the collection are displayed in public spaces and offices on all four campuses. Gallery staff regularly inspects the works to confirm placement and condition. The risk of theft of art works is overshadowed by the risk of staff negligence, especially when offices are refurbished or occupants moved. The gallery roof is still leaking despite numerous efforts to have it sealed and waterproofed. This is a reputational and insurance risk as exhibited art works, as well as art works in the storeroom, could be damaged.

STRATEGIC FOCUS AND TARGETS

In terms of sustained excellence and community engagement (Thrust 1) the Arts and Culture focus was on increased attendance and improved participation. To this end a robust range of arts activities were offered as vehicles for student enrichment on all four UJ campuses, including 42 choir performances and concerts, 19 performing arts productions and nine exhibitions. Community development initiatives, such as the community poetry workshops culminating in the Annual Izimbongi Poetry Festival, were also presented. In collaboration with the new Soweto Theatre, students from UJ's Soweto Campus facilitated community drama workshops. In striving towards equivalence of campuses (Thrust 3), proportional divisional budgeting across campuses in line with campus populations was implemented. In order to contribute towards UJ's international reputation and institutional profile (Thrust 4), collaborations with key international partners were brokered with the Arts and Culture Trust (ACT) for the second ACT/UJ Arts and Culture Conference entitled *Creative Currencies: accessing opportunities in an expanding marketplace*. With regard to Brand (Thrust 5), the target of aligning 100% of promotional items/messages to the UJ Corporate Identity (CI) was achieved.

Performing arts and campus programmes

Aligned to UJ's 'Rethink, Reinvent' moniker, Arts and Culture presented a season of productions from the classic canon that were remixed and revisited for our times. Emerging director and UJ alumna, Motlatji Ditodi,

collaborated with young designer Jade Bowers on Robin Malan's *Romeo 'n Juliet Unplugged (RnJ)* which marked Arts and Culture's first foray into touring Theatre in Education (TIE). The RnJ touring ensemble, comprised of emerging artists, played to 10 IEB and GED schools, accessing more than 4 000 learners. The production also did double duty for the student theatre festival at the National Arts Festival in Grahamstown in July, this time with an all-UJ student cast.

The Grade 12 school network, *The Tragedy of Othello: The Moor of Venice* was re-imagined from a female perspective in a student dance production entitled *Desdemona* for the Arts Centre Theatre. Alby Michaels directed Schaffer's iconic *Equus* for a ruby anniversary production of this classic in the Con Cowan Theatre. With designs by Angela Nemov and lighting by Sizwe Moloko, *Equus* incorporated a mixed cast of professionals and featured a strong ensemble of UJ students from various faculties choreographed by Zak Hendrikz, who played the horses and other roles. Strategic partner, The Forgotten Angle Theatre Collaborative (FATC), rounded off the season with artistic director P.J. Sabbagha's critically acclaimed *I Think it's Hamlet*.

Performing arts highlights in the second semester included a South African premiere of *Cry Havoc* on the Main Programme at the National Arts Festival and the second ACT | UJ Arts & Culture Conference entitled *Creative Currencies*, which aimed to explore the economic, artistic, cultural and technological aspects of trade and exchange. In addition a new UJ Show Choir made its debut performance in POP and UJ was also the proud host venue for the final round of the ACT | DALRO | Nedbank Performing Arts Scholarships.

UJ Choir

The 2013 UJ Choir was comprised of students from all four campuses. Representation from the non-APK members was higher than in previous years. (APB: three, DFC: one, SWC: one and APK: 63). The Choir performed at 28 concerts and 11 graduation ceremonies in 2013. UJ also hosted the biennial KUESTA Choir Festival during September that included choirs from the University of Pretoria, the University of the Free State (KOVIES), Nelson Mandela Metropolitan University (NMMU), the University of Stellenbosch, North West University and UJ.

Canadian composer, Eleanor Daley, was commissioned for a mass choir work, *Things That Never Die* (based on the text by Charles Dickens) that was performed at the KUESTA Gala Concert for public audience in the Sanlam Auditorium.

Visual arts and UJ art collection

The Gallery presented nine exhibitions, six of which were solo shows and three group shows. Solo shows included works by internationally acknowledged artists, among others: Michael Meyersfeld, Majak Bredell, Johann Louw and Christiaan Diedericks. Yannis Generalis and Craig Muller, two strong emerging artists, presented magnificent shows. The group exhibitions included the prestigious SPI National Portrait Award exhibition, the Tom Waits Show (research outcome) and the Interrupted Show. Thematically the exhibitions focused on observance of customs, freedom of speech, visual interpretation of music, myths and history, dystopia and utopia, gendered ecology, displacement and portraiture.

A total of 151 artists from various South African demographics participated and 458 artworks to the value of R6 089 700 were displayed. One international exhibition was cancelled due to insufficient funds to bring the curator, artist and his show from Italy to South Africa. Nine opening events, 14 walkabouts/lectures, three performances and six publications with scholarly articles/essays accompanied the exhibitions. Income from commissions on sales during 2013 totalled R134 039.

Guest curators included Baylon Sandri (Smac), Gordon Froud (FADA) and Stefan Hundt (Sanlam). Keynote speakers included Stephan Hobbs and Marcus Neustetter (The Trinity Session, international artists), Prof. Karen von Veh (FADA), Gordon Froud (FADA), Prof. Federico Freschi (Executive Dean of FADA) Prof. Elfriede Dreyer (Head of Fine Arts at the University of Pretoria) Mr Sam Ramsamy, (International Olympic Committee, IOC and South Africa's Sports Confederation and Olympic Committee, Sascoc) and Stefan Hundt (Sanlam Curator, Head of SPI Services).

An addition to the annual programme, an auction in aid of a kidney transplant for internationally renowned artist Diane Victor, was held in October. The event was a collaboration between the UJ Art Gallery and the FADA Gallery and contributed R800 000 towards this worthy cause.

A survey targeting participating artists and curators reflected favourably on UJ, as well as the UJ Art Gallery. This survey also indicated the artist investment in their respective shows at UJ. Production, travelling, transport and in-situ insurance costs totalled R460 000 (for the exhibitors' accounts), not taking into account staff expenses and other production costs. Sanlam, for instance, had production costs of R300 000 over and above the R75 000 in costs to set up the SPI Portrait Show.

Furthermore, the Gallery enjoyed a prominent public profile through continued marketing efforts resulting in publicity to the value of R4 854 666, as reflected by Newsclip's Gate 5 Media Monitoring service.

The curator and staff inspected the works in the UJ Art Collection on the campuses. The collection is distributed to offices and public spaces and artworks not displayed are held in three storerooms. An annual inventory is compiled and this collection, comprising 1 509 works, is currently valued at R44.9 million. An ongoing process of reframing and restoration forms part of the conservation of the collection.

Marketing

Five hundred prospective performers auditioned for productions on the APK and APB campuses. Performing arts and visual arts attendance numbers increased with audience members including local high schools. Arts and Culture was ranked number one across all UJ departments for media coverage generated during the month of April (print, broadcast and electronic), according to Newsclip's Gate 5 Media Monitoring service. The Average Value Estimate (AVE) for media coverage increased from R14.3 million in 2012 to approximately R18 million for the year under review. New media channels, such as in-flight magazines, were accessed and the overall level of media engagement was increased by proactively seeking pre-publicity before openings rather than just relying on reviews once productions and exhibitions had already opened.

Commercial television coverage was secured on a regular basis featuring the UJ Choir, Unijoh, various performing arts productions, as well as exhibitions (SABC 2's *Morning Live* and *Weekend Live*, SABC *Hectic Nine9*, DSTV Channel 154 Africa Magic in-studio interviews, SABC 2's *Talk SA*, *Imizwilile* on SABC 1 and Enca 24-hour news channels focusing on stories from across South Africa and the continent).

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The DFC Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs and the residences and day houses. Receiving input on programming, collaborating on society activity and shared use of facilities fuelled efforts in enriching student life and audience development. The strategic relationship was championed and stewarded through DFC's annual Indaba, a stakeholders' engagement exercise. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. In addition, support and guidance was provided to SRC Cultural groups and societies, poetry workshops at high schools in and around Johannesburg, as well as in Durban during the Durban Poetry tour at the Umkhumbane high School (Chesterville) and KweSethu High School (kwaMashu).

The SWC Cultural Office worked closely with campus faculties, The Memorial Services Committee (HR), the Student Representative Council, the UJ Language Unit, Student Accommodation Residence Life, UJ Sports, Alumni Affinity Groups and the UJ FundaUjabule Primary School. Performances were held at various community sites in Soweto, e.g. Soweto high schools, Maponya Mall, Soweto Theatre and the City of Johannesburg.

In partnership with Johannesburg Correctional Services, Arts and Culture, in conjunction with various stakeholders, launched *Cult Arttainment* which aims to use performing arts with the inmates as a means of expression for the incarcerated and as means of exposing UJ students to the consequence of criminal activity and risky social behaviour. Leeuwkop Correctional Services and Boksburg Juvenile Centre were targeted.

Arts and Culture Trust (ACT)

Arts and Culture presented a three-day conference entitled Creative Currencies in partnership with the Arts and Culture Trust (ACT) during August which drew together members of the creative sector from the African continent and Europe to engage around pertinent topics, including policy and the digital frontier. Hosted at

the UJ Arts Centre, the conference focused on commercial and trade aspects of cultural and artistic endeavour in South Africa and further afield. Arts and culture practitioners, government officials, civil society organisations and enterprises in the creative industries attended presentations of case studies, research, panel discussions and debates. Knowledgeable local and international speakers and panellists covered a wide range of topics related to making the creative industries commercially viable hubs for job creation. The conference attracted participation and support from a number of influential players in the arts and culture space, including the European Union (EU), the British Council, the European Union National Institutes for Culture (EUNIC) network, the Arterial Network South Africa and the Visual Arts Network of South Africa (VANSA). Media partners included SAFM, the *Mail & Guardian* and *Classicfeel Magazine*. ACT also acknowledges the invaluable support of Santam, Business and Arts South Africa (BASA), the SAMRO Foundation and the Distell Foundation.

Johannesburg Youth Orchestra Company (JYOC)

A three-way agreement between UJ, the JYOC and POPCRU was signed on 3 September 2013 to create a new home for the JYOC on the APB Campus. The agreement was signed by representatives of each of the three parties at the JYOC's Celebration of Spring Concert, which was held at the UJ Arts Centre Theatre on APK and witnessed by a capacity crowd. Since its inception in 1998, the JYOC has been based at the Wits School of Education in Parktown. An MOU with UJ in 2012 saw the JYOC appointed as a resident company of UJ Arts and Culture and they were allocated premises for their exclusive use on UJ's Bunting Road Campus. The building, formerly a hostel kitchen, required significant refurbishment to make it fit for purpose and in June 2013, Workerslife, a subsidiary of the POPCRU Group of Companies (PGC), was secured as the anchor donor for the refurbishment, pledging a total of R3 million to complete the project. The JYOC has seven ensembles from beginners to the top groups, the Johannesburg Youth Orchestra, the Johannesburg Symphonic Wind Band and the Johannesburg Youth Jazz Ensemble. Open auditions are held each year. Through their development programmes in Soweto, the JYOC affects the lives of more than 600 young people, introducing them to the joy of "keeping the music alive".

Forgotten Angle Theatre Collaborative (FATC)

At a time when arts and culture is under severe threat in terms of securing sustainable funding, companies like 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 leadership 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 very first Resident Professional Contemporary Dance Company. Since its inception in January 1995, the 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 de Villiers, David Minaar, Jennifer Ferguson, 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.

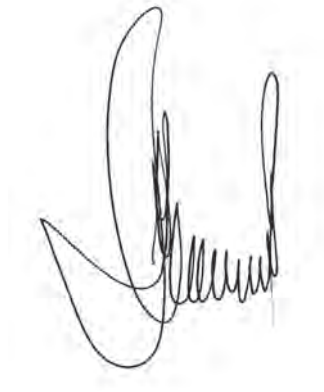
LEADERSHIP

The current leadership of UJ Arts and Culture is giving a dynamic injection to the Arts sector. Innovative partnerships and bold new initiatives are at the forefront of the way in which they are constructively engaging both artists and audiences. Arts and Culture's broad range of partnerships is across professional, student and youth projects in as much as they intersect across various art genres. More importantly, the productions from the UJ stable also demonstrate a fierce courage to engage with both artistic content, and with how art is made. There is absolutely no doubt that the aggressive determination that underlines UJ Arts and Culture's vision is

being noticed by other artists, audiences, media and funders. It is from this kind of energy that many people in the Arts sector draw their inspiration.

CONCLUSION AND WAY FORWARD

Arts and Culture at UJ has embarked on a journey of reinvention with impressive results. By strategically focusing on networking with leading arts organisations, as well as building and nurturing key partnerships, Arts and Culture has embedded UJ at the centre of the arts community in the City of Johannesburg and nationally. Focused marketing has also played an important role in realising the renewed vision for Arts and Culture at UJ to be multifaceted and multi-plural and in rearticulating the value proposition of the arts both at UJ and nationally.

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

Milcho Damianov (Mr)

Executive Director: Advancement

SPORT

INTRODUCTION

UJ Sport will remember 2013 for the inaugural Varsity Sport competitions in athletics, women's hockey, netball and football, the preparation of the first phase of Afsiaan as a sport residence as well as a unilateral 'reorganisation' of the Division.

OPERATING CONTEXT

UJ Sport's main focus is to provide participation and learning experiences to students who want to participate in sport and/or are studying a sport-related qualification. Therefore UJ Sport's main goals are not only to contribute to the overall student experience of students by providing sport participation opportunities on all levels (recreational to high performance) on all four campuses, but also to provide work-integrated learning opportunities to students studying specifically in the Department Sport and Movement Studies.

UJ Sport consists of six management areas, namely Sport Participation, Performance Excellence, Operations and Facilities, Commercialisation and Marketing, Events and the Biokinetic Clinic.

Sport participation is continuously offered to students on all four campuses on recreational, competitive and high performance levels. The established sport clubs offer internal leagues as well as regional, University Sport South Africa (USSA) and – in certain instances – Varsity Sport competitions. Recreational activities are provided through the respective gymnasias (one on each campus) as well as through specific sports events that are arranged for the sake of participation.

The Performance Excellence Programme supports mainly the high-performance student-athletes, coaches and other support staff in preparation for specific competitions. Services offered include sport scientific assessments and interventions, sport nutrition and education regarding substance abuse, sport psychology and academic support, as well as medical support, including physiotherapy and biokinetic rehabilitation.

The Operations and Human Resources Division coordinates all sport facility and operational aspects as well as the human resources component of UJ Sport. The sport facility component includes the booking, maintenance and development of sport facilities on all campuses, as well as overseeing statutory compliance and management of risks. This division is also responsible for the coordination of all human resource aspects, including the annual appointment of temporary staff, of which coaches for sport clubs and other support staff form a significant percentage.

The Commercialisation and Marketing Division focuses mainly on identifying commercial opportunities for UJ Sport as well as supporting the marketing of the University through sport activities. Social media and digital communication are used to mobilise and award students for participation (athletes and spectators) in sport events.

All UJ Sport home events are coordinated by one staff member supported mainly by work-integrated learning students and student volunteers. The events include home Varsity Cup matches, Varsity Sport and USSA events as well as sport achievers' functions, including the annual Sport Gala dinner.

The Biokinetic Clinic facilitates work-integrated learning for UJ and Wits students, offers annual internships and provides biokinetic services to internal and external clients.

The organisational design of UJ Sport was changed by the Executive Director during May 2013 and presented to the then DVC Finance, Prof. Kriek. This change was promoted to UJ Sport staff as a 'reorganisation' of the division. The main changes in the 'reorganisation' were twofold: sports codes included in the Varsity Cup and Varsity Sport competitions were separated from sport codes not in these competitions. (The names allocated to the two groups were 'Sport+' and '+Sport' codes.) The reporting lines of line managers were also affected: three line managers (the Senior Manager: Clubs, Senior Manager: Performance Excellence and Manager: Events), who previously reported to the Director: Sport would in future report directly to the Executive Director: Sport while the Senior Manager: Operations and Human Resources would report to the Director.

GOVERNANCE

The Sport Management Committee is mainly responsible for the overall governance of the Division as well as for policy making, strategic direction and approval of all operational activities. Representatives include line managers as well as staff members nominated by their peers. All staff members are invited to contribute agenda items. The HR business partner and the departmental accountant are members of the Sport Management Committee. This committee met twice during 2013.

The operational activities are managed through a two-weekly meeting (15 meetings) chaired by either the Executive Director or Director, and are attended by all line managers as well as occasionally by staff members who can contribute to specific agenda items.

Each unit in UJ Sport furthermore has its own internal governance structure in the form of a committee or forum consisting of the line manager and staff members through which the respective unit is managed. The five sub-

committees consist of all staff members in each unit – Sport Clubs, the Biokinetic Clinic, Operations and Facilities, Performance Excellence, Marketing and Events. These sub-committees meet as is deemed necessary in their respective units, e.g. the sport managers met bi-weekly (16 meetings) while the Biokinetic Clinic met quarterly to discuss operational matters and disseminate information from other structures. The line managers gave feedback regarding their respective divisions to the Operations and Sport Management Committee meetings.

There are four Portfolio Committees, namely Finance, Scholarship and Sport Housing, Human Resources and Recruitment. These committees consist of staff members who are stakeholders in the respective environments and were mainly chaired in 2013 by the Executive Director: Sport. The Finance and Human Resources committees included the departmental accountant and Human Resources business partner respectively.

UJ Sport developed a number of policies in order to comply with governance and also to minimise risk. These policies are continuously assessed and revised. Staff members and student-athletes are also encouraged to ensure compliance with statutory regulations as well as with UJ policies and regulations. Contracts are submitted to the UJ Governance office as required.

QUALITY MANAGEMENT

Quality assurance and management is embedded in all UJ Sport's activities. The Sport Committee, as well as line managers, oversees quality and measurement of quality across all UJ Sport activities and services. Adherence to relative legislation, UJ and UJ Sport policies and regulations is paramount.

Quality management includes a variety of structures, processes and actions especially regarding human resources, facilities and equipment, contractual agreements, events and sport participation.

Performance agreements and assessments of all staff members as per the UJ-prescribed performance management system and procedures, including personal development plans, were developed and monitored. Performance clauses were included in coaches' as well as student-athletes' academic and sport contracts. Membership of professional staff members to professional bodies such as the Health Professions Council of SA (HPCSA) and the Biokinetic Association of SA (BASA) are ensured while adherence of the Biokinetic Clinic to the rules and regulations of the HPCSA and BASA are continuously monitored. Furthermore, leadership development programmes were implemented for line managers and other staff members who are potential leaders.

Quarterly inspections of sport facilities on all campuses are documented and continuously managed. Risks are incorporated in the Risk Register and monitored through feedback to the Operations meeting. Regular maintenance of equipment (rehabilitative, assessment, sport, clubhouse and office equipment) is overseen by the respective line managers. Training programmes were only prescribed after a complete assessment of the clients (including weight, body mass index (BMI), body fat percentage and blood pressure). A fully equipped first aid kit and AED (Automated External Defibrillator) is located in an easily accessible position at each gymnasium and all gymnasium staff members are trained in this regard. Roads are closed, in cooperation with JMPD, for major events, mainly for security and access control reasons.

A Standard Operating Procedure (SOP) for the management of medical emergencies in the sport participation environment was developed in cooperation with the UJ Health Clinic. It contains procedures in case of a medical emergency during an event hosted by UJ as well as during training sessions and/or during events at other sites, e.g. during tours and tournaments. Service level agreements (SLAs) and/or contracts govern the relationships with internal and external stakeholders. UJ Sport ensures compliance with *The Safety at Sport and Recreation Events Act of 2010* for all sport events hosted by UJ Sport.

Monitoring of student-athletes' *bona fide* status according to the prescribed criteria by USSA, Varsity Cup, Varsity Sport and other relevant federations are done before each competition in order to mitigate the risk of negative publicity. Concussion tests were done on 40 Varsity Cup rugby players and anti-doping educational sessions were scheduled with the South African Institute for Drugfree Sport (SAIDS). Furthermore, UJ Sport ensured that safe transport was booked and used for out-of-town sport events while weekly security schedules for training and competition venues were circulated to all stakeholders.

RISK MANAGEMENT

UJ Sport continuously focused on minimising and managing risks in the sport environment. UJ Sport's major risk during 2013 was the "Inability to sustain an Integrated Sports Model", which is a direct result of the relocation of the Department of Sport and Human Movement Studies to the DFC Campus. This created an extremely high-risk residual (value of 20). One of the results that will have a direct impact on UJ Sport is a decline in students studying sport-related courses. Potential recruits indicated logistical considerations such as accommodation and travel and safety as major factors for considering other universities to further their studies. UJ Sport negotiated a Sport Residence on the APK Campus to mitigate some of the risk factors in this regard.

Mitigation actions were implemented to reduce the venue risk, specifically at the UJ Stadium. These actions contributed to the UJ Stadium receiving certification to host medium- to low-risk events. Most of the newly introduced Varsity Sport events are not only televised (potentially contributing to the stature of the University) but they are only allocated to universities whose facilities comply with the prescribed competition and television criteria.

The identification, reporting and mitigation of risks are managed through bi-weekly feedback at the Operations meeting as well as through a quarterly assessment of the UJ Sport risk profile. Approval of risk reports is the responsibility of the Sport Management Committee.

Prior to registering as a member of the gymnasium, each member completes a PAR-Q (Physical Activity Readiness Questionnaire) and a Risk Assessment Statement. These documents are screened by fitness instructors to ensure that any health-related concerns are addressed with the relevant member prior to use of the gymnasium. If a member is found to be high risk, he/she is referred to their doctor for clearance. All members sign an agreement to abide by the gymnasium's rules, which are also displayed within each facility for ease of reference. The rules have been amended during 2013 to take into account the *Consumer Protection Act (CPA)* as well as to mitigate risk of injury due to incorrect use of training and/or equipment. Equipment is set out to ensure that all exercise areas contain safe working spaces.

A weekly booking and security schedule of all sport- and sport-related activities on all four campuses is circulated to all internal and external stakeholders to ensure that all parties are informed of security and other relevant aspects.

The Events Manager is responsible for ensuring compliance with the *Safety at Sports and Recreational Events Act No. 2 of 2010*. Joint Operations Committee (JOC) plans are provided for events according to the prescribed criteria. Liquor licenses for all sport facilities are annually renewed.

STRATEGIC FOCUS AND TARGETS

The core business of UJ Sport is aligned with the University's Strategic Thrusts.

UJ Sport provides access for research to the respective environments – especially in the sport clubs, performance excellence and the Biokinetic Clinic environments (Thrust 1)

UJ Sport provided access to research for 43 students studying in the Department Sport and Movement Studies. The results of the research are implemented – where applicable – in the respective UJ Sport environments.

Staff and students are continuously involved in community engagement programmes (Thrusts 1 and 3)

It is imperative for all UJ Sport units to be engaged in communities. Eight sport clubs (Athletics, Cricket, Football, Golf, Hockey, Basketball, Rugby and Squash) were involved in coaching and projects during 2013 while the Biokinetic 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, Soweto and Doornfontein. Some of the projects were offered at UJ Sport facilities, e.g. the Bunting

Road Campus, UJ West Sport facilities, Orban hockey and cricket fields, Doornfontein Campus, Soweto Campus as well as at the UJ Stadium.

An exciting programme was initiated with Lancea Vale School in Soweto during 2013. What started as athletics coaching grew to include hockey and rugby. This programme will potentially be the centralised community engagement programme to which most sport codes and staff members will contribute in future.

UJ Sport is also committed to the community programme in Manica, Mozambique. The new sport facility was finished during 2013. This programme is not only supported by the Laureus Foundation, but also by other international role players.

UJ Sport contributes positively to the prestige of the University by attracting top-performing student-athletes (Thrust 2)

The main objective of UJ Sport recruitment is to identify, recruit and assist potential student-athletes by ensuring that they qualify academically and adhere to the UJ regulations, accommodation and scholarship criteria. The development and implementation of a unique sport-specific and athlete-orientated recruitment plan is the basis of achieving the main objective. Identifying and implementing new strategies and recruitment trends added value to the process, especially regarding the student-athletes, their parents/guardians as well as to the respective sport codes and UJ Sport overall. The ongoing support by and continuous networking between stakeholders, i.e. sport federations, sport unions, schools and UJ staff, are key components in the overall Recruitment Strategy.

The Recruitment Strategy consists of three major elements, namely, identification, recruitment and follow-up. Each sport code identifies gaps in their student-athlete component taking into account student-athletes completing their studies, the development of young athletes growing into the acquired level of performance, injury percentage, provincial, regional and national representation, as well as the respective academic programmes.

An increase of 68.02% was recorded in the application forms received from recruits. This is ascribed to the individualised recruitment process. Only 52.25% of the applicants were conditionally admitted for their first choice of academic programme while another 7.27% candidates were conditionally admitted for their second or third choice programmes. UJ Sport aims to decrease the number of applicants who do not qualify for academic programmes by scheduling the academic assessments at an earlier stage.

The marketing of a sport residence as part of the student-athletes' environment contributed to the fact that the majority (41.18%) of applications from student-athletes for accommodation were for this residence while the balance of applications for residence accommodation consisted of 64 candidates (22.15%). Almost 37% of candidates did not apply for accommodation.

The gap between recruitment and retention of student-athletes is seen as a challenge and will need to be further addressed in future.

Establish strategic partnerships with national and international sport governing bodies and other stakeholders (Thrust 2)

UJ Sport has formal and non-formal 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 public and some private universities in South Africa, University Sport South Africa, the Gauteng Department of Sport, Arts, Culture and Recreation, as well as other sports clubs especially in and around Johannesburg.

The Performance Excellence Unit of UJ Sport has been selected as the Centre for Specialisation for Wheelchair Tennis South Africa, as well as Rowing South Africa for para-rowing. Numerous partnerships and agreements with external stakeholders in the Sport Science environment have been established, including the South African

Rugby Referees, South African Hockey, Gauteng Sport Council, Gauteng Squash, Southern Gauteng Hockey and the South African Life Guards and Life Savers Association.

International relationships and engagements were developed with Oxford and Loughborough universities (England) as well as Otago University (New Zealand) and with the Commonwealth Games Federation with regards to UJ's involvement in delivering training for African countries' Commonwealth Games representatives.

Deliver sport participation opportunities on all four campuses (Thrust 3)

The main focus of UJ Sport is to provide sport participation opportunities to the UJ community on all four campuses. The majority of sport participants are students, although most sport facilities are also available for use by staff members.

Sport participation is categorised on a continuum from recreational through competitive to high-performance sport participation. The respective activities and/or competitions are classified mainly according to their purpose within the UJ Sport environment.

Recreational activities are activities that are initiated by students to 'play', e.g. shooting hoops (basketball), playing 'informal' soccer (any number of players) and/or playing cricket (any number of players). These activities are not structured with regards to the number of players, duration and/or the score; the only purpose and outcome is to play. The sport facilities on all four campuses provide for this kind of participation.

Another form of recreational activities is the internal leagues. These leagues provide the opportunity for students to experiment with different sport codes. Students form the core of the Coordinating (Organising) Committee and make recommendations regarding the activities that are included in the leagues. The points from all the competitions count towards an overall trophy. The majority of participants are located at APK and APB, although student groups from all campuses are invited to participate. A record number of 44 teams representing all campuses participated in the men's soccer league.

The respective gymnasias (one on each campus) also provide recreational participation activities (including a variety of aerobics classes, boot camp and group classes) to students and staff. The core purpose of the gymnasias is to enhance the quality of life for students and staff in the University and to instil the value and importance of health, fitness and wellness. The product and service offering is determined by each target market. The sole purpose of these activities is to activate students and staff to participate in an activity.

UJ Sport, in cooperation with Nike SA, initiated a running event at SWC. This was organised for 28 August 2013. Nike provided prizes as well as shoes-on-loan for novice runners. Fifty-eight students and four staff members participated in the event. The vision is to establish a permanent route on each campus with Nike-sponsored signposts. A UJ Nike+ Running Club should develop from these initiatives. Three sports days were offered at SWC by the SRC, Hector Pietersen and the YNCA /YWCA respectively.

Competitive sport at UJ can be described as structured sport activities that provide participation opportunities to a variety of participants on different levels of competitiveness. The main aspect of competitive sport offered by UJ Sport is regional and/or provincial competitions and leagues. All the UJ Sport clubs are managed as centrally based, integrated clubs and as such students from all campuses have access to the activities offered by each sports club.

The sports clubs furthermore offer competitive participation opportunities – if needed – on the various campuses. Clubs are further also encouraged to support provincial leagues (and other competitions) in their respective communities. SWC elected to affiliate campus teams in the respective regional competitions in netball (Gauteng East), cricket (GCB Sunday 1 league), rugby (Senior Grand Challenge) and soccer (LFA Soweto league). SWC also entered a rugby team in the USSA C division during 2013.

The three main high performance competitions for university students are the USSA tournaments/competitions, Varsity Cup rugby and Varsity Sport athletics, hockey, netball, football, beach volleyball and sevens rugby. These competitions are highly competitive and only one team per university can qualify for each of these competitions.

The UJ Sport clubs offer similar high performance participation opportunities (as in the case of competitive sport) to students on all campuses through the sports club structures.

Deliver work-integrated learning opportunities especially in the sport clubs, events, performance excellence and Biokinetic Clinic environments (Thrust 3)

The UJ Sport environment includes students who are enrolled for sport-specific academic programmes as well as students who participate in sport. The Department of Sport and Movement Studies offers a variety of programmes, mainly in sport management, sport science and Biokinetics. UJ Sport offers numerous work-integrated learning, volunteer and practical experience opportunities for diploma and graduate students. A formal work-integrated learning programme was developed to provide the prescribed learning for postgraduate students, specifically in Sport Management, Sport Science and Biokinetics. A service level agreement governs the relationship between UJ Sport and the Department of Sport and Movement Studies. A total of 77 postgraduate students did their work-integrated learning in the UJ Sport environment in 2013, namely 30 at the Biokinetic Clinic (16 UJ and 14 Wits students), 21 Sport Management students and 26 Sport Science students.

Contributes to the international profile by recruiting student-athletes from other countries, assisting student-athletes to study abroad while participating in sport, participating in international events and hosting international conferences and workshops (Thrust 4)

UJ, through its sport club for athletes with disabilities, is establishing itself nationally and internationally as a centre of excellence. The University of Johannesburg, in partnership and cooperation with the Gauteng Department of Sport, Arts, Culture and Recreation, hosted two workshops and a conference during 2013 to address a variety of challenges regarding sport for athletes with disabilities.

A number of student-athletes from specifically African countries were recruited.

Staff members and student-athletes attended international sport events and international conferences.

Continuously contributes to the establishment of the UJ Brand internally and externally through mainly uniform sport clothing as well as by outstanding sport achievements and the hosting of high quality sport events (Thrust 5)

All representative UJ sport teams wear uniform sport clothing that is branded according to the prescribed criteria.

UJ Sport hosted a variety of events for student-athletes, volunteers, spectators, alumni and staff members.

Internal events are events that are focused on UJ participants only. UJ Sport assisted with a number of these internal events, including the Day of the Aged that is organised by the second-year Department of Sport and Movement Studies students.

Events that involve external stakeholders and have prescribed criteria are defined as "external events". These events offer a variety of participation opportunities for students (athletes and spectators), staff members, alumni, volunteers and the work-integrated learning students. Most of the inaugural Varsity Sport competitions were launched in 2013. UJ hosted a number of these events (athletics and hockey) as well as four Varsity Cup matches.

UJ Sport hosted a number of annual sport club end-of-year awards functions in a variety of sport codes, a sport achievers' function as well as the annual formal Sport Gala function.

Highlights in sport achievements of individual participants as well as UJ teams include:

- the UJ women's football team won the inaugural Varsity Sport football competition – the first UJ team to win gold in this kind of competition;
- UJ men's hockey and UJ squash won the USSA tournaments for the second consecutive year;
- Kirsten McCann and Kate Christowitz won gold and silver medals respectively at the World Student Games in Kazan, Russia;
- Gavin Kilpatrick and Willie Morgan were members of the South African para-rowing team who won bronze at the World Rowing Championships in South Korea.

- Athikosi Hlenkani was announced as runner-up for the international Rowing Parmigiani Spirit award.
- UJ alumnus and member of the UJ Sport club for athletes with disabilities, Pieter du Preez, became the first C6 quadriplegic to finish an Ironman competition: a 2.4 mile (3.86km) swim, 112 mile (180km) bike ride and 26.2 mile (42km) marathon.
- Lucas Sithole became the first man from Africa to win a singles US Open title when he won the Wheelchair Tennis Quad Singles on 8 September 2013.

The UJ Sport Performance Excellence Programme supports UJ teams and student-athletes individually with the required multidisciplinary and sport-specific services to achieve their academic and sport goals.

The Performance Excellence Programme consists of sport science, academic support and sport medical services.

Promotes leadership roles and responsibilities for students and staff members in the respective regional, national and international sport environments (Thrust 6)

A number of UJ Sport staff and student-athletes made substantial contributions to a variety of federations and organisations. Four coaches and two staff members were appointed to represent South Africa at the World Student Games in Kazan, Russia while Dr Charlotte Scholtz was selected as assistant coach for the national u/21 netball team that participated in the World u/21 Netball Championships in Glasgow. Three staff members were elected as junior and senior national coaches while another two were included in national team support staff roles as a team manager and sport scientist respectively. Four staff members were included in provincial and regional teams while five rugby coaches were included in the Golden Lions structures. Three staff members serve on national student committees. Irena Nowak coordinated biokinetic programmes for Parkinson's patients residing in other parts of South Africa and Africa, e.g. Kenya, Zimbabwe and England. Henri Vermaak is establishing UJ as a centre of specialisation in sport for athletes with disabilities and as such was invited to represent RowSA at the FISA general meeting at the World Championships in South Korea.

Outstanding achievements by students include representation on national committees, namely Elani Landman and Louis Nolte, who were elected to the national USSA Squash and Judo committees, Michael Dixon who was elected as Captain of the national USSA Golf Team, and Athikosi Hlenkani, who was runner-up for the international Rowing Parmigiani Spirit Award.

Contributes to the relationship with alumni by offering dedicated events for the respective sub-affinity groups in the sport environment (Thrust 7)

UJ Sport hosted a number of events for rugby and hockey alumni. These events are linked with home Varsity Cup/Sport events.

Provides an accessible environment and a national support structure to student-athletes with disabilities who participate in sport (Thrust 8)

It is UJ Sport's aim to establish UJ as the preferred support centre for athletes with disabilities nationally and in Africa. A number of initiatives were successfully implemented in 2013.

RESOURCE MANAGEMENT

Human Resource Management

Staff profile

UJ Sport had 40 permanent/fixed-term staff members in 2013, of whom 23 were male and 17 female. The staff composition in terms of race was 21 white (53%), 10 black, (25%) five Coloured (12.5%) and four Indian (10%). There were, however, five vacant positions at the end of 2013. This was the result of the termination of service of the Athletics Manager and the resignations of the Scholarship Coordinator (December 2013), a Biokineticist in the Biokinetics Clinic environment as well as the Senior Manager: Sport Clubs (December 2013). Although the Athletic Manager's position was advertised, no suitable candidate could be identified for this position, but an

intern was identified and is on a three-year managerial development programme. UJ Sport strives to comply with the equity targets set for the support environments.

The equity ratio at UJ Sport changed from 36.7% black and 63.3% white in 2010 to an equal ratio of 50% designated groups and 50% white in 2013.

The age distribution of staff indicates that 15% (n=6) are in the 21-to-30 year age category followed by 35% (n=14) in the 31-to-40 age category, 25% (n=10) in the 41-to-50 age category, 17.5% (n=7) in the 51-to-60 age category and 7.5% (n=3) in the 61-to-65 age category. The majority of staff members are in the age group between 21 and 50 (n=30) while 10 members of staff are over 50.

The distribution of staff per position Peromnes level indicates that 50% of the positions (20) are in the P7 and P8 domains. The P7 and P8 positions are mainly in the Sport Clubs, Biokinetics Clinic and Performance Excellence environments. UJ Sport should embark on a path of management development, especially in the senior management (P6) level to prevent stagnation and to enhance strategic thinking. The lack of equity in the management component should be addressed as a matter of urgency. Existing and future vacancies are earmarked to address this aspect.

The equity distribution of permanent/fixed-term staff members per Peromnes level indicates that 40% (6) of the equity staff members are in P7 and 71% (5) in the P8 domains. The P7 and P8 positions are mainly in the Sport Clubs, Biokinetics Clinic and Performance Excellence environments while all positions lower than P8 are within the Support Service environments.

When the qualifications of UJ Sport staff are assessed, 13 staff members hold a non-degree qualification (35%), five staff members have a B Degree or equivalent qualification (14%), while 19 UJ Sport staff members are in possession of a postgraduate qualification (52%).

One vacant post was advertised during 2013. Although three appointments were made during 2013, the resourcing process started in 2012. The PI and PRO resourcing tools that were introduced at UJ and implemented in the UJ Sport resourcing process made the selection and appointment process more scientific.

UJ Sport made 216 temporary appointments in 2013, of which the majority (68%) was coaches in the Sport Club environment. The balance (32%) were appointments in various environments such as Operations, Commercialisation and the Performance Excellence Division where qualified specialists such as sport scientists, biokineticists, psychologists and others are appointed to provide scientific support to the athletes.

Performance management

Performance agreements are annually agreed upon between line managers and staff members, after which performance reviews are done twice during the year. Staff members who scored below 3 during the 2012 performance appraisal were provided with plans to support them to perform at a higher level during 2013. Line managers were included in these processes in order for them to support the respective staff members and also to be able to continuously monitor their respective staff members' performance.

Professional development

Professional Development Plans (PDPs) are included in the performance management process. The UJ Human Resources Division provides a variety of training modules. Staff members are not only encouraged to complete their prescribed CPD points but are also supported to attend external courses, conferences and workshops.

UJ Sport offered a workshop focused on sport medicine support for elite athletes with disabilities (accredited with 6 CPD points) in September 2013.

Financial management

The total budget allocation for 2013 was R38 021 251. An amount of R18 057 742 was allocated for Human Resources, of which R16 36 000 was earmarked for permanent remuneration and R1 270 000 for capital projects.

The UJ Sport Commercial and Marketing Division is working in close relationship with the UJ Commercial Office. In 2013, the UJ Sport Commercial Unit focused on the alignment of this division with the Varsity Sports Competitions, Media Rights Agreement, development of a UJ Sport social media marketing strategy, sport products and services, sport courses and clinics, and sport facilities, including the preparation of Afslaan as a sport residence. During 2013 a total value of R2 385 099 was generated, compared to R3 746 523 in 2012, of which sponsorships comprised R1 504 529, courses and clinics R11 850, sports products R87 481, facilities R192 561, projects R541 330, ticket sales, preparation fees and match money R23 665 and Alumni R2 242.

Facilities management

Although no new sport facilities were added during 2013, a number of maintenance projects – in conjunction with the Operations and other UJ divisions – were completed. These projects included the repair of the APB football pitch as well as construction of catching fences at three football fields, new steps from A parking to the rugby clubhouse at the UJ Stadium and an extension to the Astro kitchen. The building of a rehabilitation pool for the Biokinetic Clinic, on APB was (again) postponed and will be attended to in 2014.

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.

Recycling stations and additional waste bins were placed at various sport facilities to incorporate all facilities into the UJ Waste Management and Recycle Plan to contribute to the reduction of the UJ carbon footprint. UJ Sport strives to minimise light pollution caused by the floodlights and to reduce electricity usage at the UJ Sport facilities, but most of the training sessions and matches on weekdays are scheduled at night. Where possible, sport clubs are encouraged to use the facilities during daytime. Furthermore, external requests to make use of UJ Sport facilities at night were limited in order to reduce overtime as well as floodlights/electricity usage.

All UJ Sport environments are encouraged to strive towards minimising the environmental impact of their operations. Electrical equipment is switched off when not required, light fittings and windows are cleaned regularly to improve natural lighting, and computers, lights and electrical equipment are switched off during non-operational hours.

Using water in an effective manner is another key aspect which is attended to by installing water-saving shower heads and tap-flow regulators at all four gymnasia. Water leaks are reported immediately. Dual-flush mechanisms should be installed to all existing toilets. UJ Sport strives to minimise the waste produced, and is continually looking for new and innovative ways of re-using and recycling.

CONCLUSION AND THE WAY FORWARD

Individual and team achievements in the various competitions, the number of students who represented the province, region, USSA and/or South Africa nationally and internationally contributes to UJ's profile as one of the top sport universities in the country.

UJ Sport continuously considers and initiates new methods and processes to improve on both the participation activities offered to students as well as to improve individual and team achievements. Challenges are identified and addressed with the intention to solve them. The success of the introduction of a sport residence can only be measured in 2016 when the three-year cycle of students that register in 2014 is complete.

The next four years (2014 to 2018) are crucial for UJ Sport as the newly introduced Varsity Sport events develop and take effect. It must be kept in mind that this is just one (short) competition annually per sport code and

that the process of qualification through USSA events also underlines their importance while continuous participation in regional and/or provincial league (and other) competitions form the foundation to achieve at the pinnacle. The added pressure of these events being televised will change the face of university sport in South Africa.

A stylized, cursive handwritten signature in black ink, featuring a large initial 'W' and a trailing flourish.

Wim Hollander (Prof.)

Executive Director: Sport

A handwritten signature in black ink, consisting of a large, looped initial 'J' followed by a horizontal stroke.

Jaco van Schoor (Mr)

Deputy Vice Chancellor: Finance

A handwritten signature in black ink, featuring a large, stylized initial 'I' with a trailing flourish.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON MANAGEMENT AND ADMINISTRATION: HUMAN RESOURCES

OVERVIEW

Integral to the University of Johannesburg is the quality of its people. The Division of Human Resources (HR) recognises that for the University to meet its goal of being a world-class university, it must be resourced with talented, energised and passionate people. The organisational success depends on the high level of skills and professionalism of all staff.

Over the course of 2013, the Division has prioritised the areas of strategic workforce planning, talent attraction and management, recruitment, optimal management of salary costs, data integrity, training and development, performance management, maintaining healthy staff relations, and overall improved operational efficiencies.

In recognition of the critical role that HR plays across the University, 2013 was dedicated to further evolving the HR function from an administrative unit to a professional, value-added service partner. In line with best practices, the HR function at UJ has increasingly moved towards a 'customer focus' and playing a more strategic role in the organisation. The Division is focusing on three broad interventions: addressing the existing barriers in moving towards a more strategic role; better integration and management of HR planning processes from the main business planning and objective setting; and empowering line managers to take responsibility and accountability for talent and people issues.

In the process of uplifting HR from a purely personnel and administrative function to a respected and value-added strategic business partnership, the organisational structure of the Division was radically reshaped in 2013.

The Division continues to aim for consistent quality and customer focus in delivering effective and comprehensive support across all functional areas. Partnerships are nurtured with academic and support services colleagues to provide the processes and services required by them to effectively manage their teams. The HR deliverables are managed with HR metrics to track performance against service delivery standards and are becoming increasingly undertaken within a risk management framework by paying continuous attention to streamlining and making the modus operandi more efficient and effective.

The Division has embarked on a continuous improvement plan which realised tangible results in several areas:

- The Human Resources Strategic Business Partnership Model has been revised with the onboarding of all the new HR business partners and a new efficient and value-added way of interacting and doing business within HR. The Division has taken a more holistic client focus with the business need and staff as the pivotal centre. Through this Business Partner Model, HR interface with the faculties and divisions is managed as a one-stop centre. The HR Business Partner Model is maturing and line managers are beginning to see the HR Business Partners as trusted HR Advisers.
- A successful turnaround of the Employment Relations Unit was achieved, with the University community commending the exceptional advice gained from the Unit and its efficiency in dealing with labour matters.
- Throughout the year, five audits were conducted in the Division and there were no exception reports. The

Division has restructured based on the Audit and Risk portfolio with a Senior Manager charged to oversee all the HR Audit and Risk matters.

- The HR Call Centre has seen an upward trend in utilisation within the various modes of queries: walk-ins, telephonic and email.
- There has been a successful roll out of the Oracle Self Service Module and a significant increase in the number of staff being granted access to Oracle Self Service, rising from 969 to 2 635.
- A number of HR metrics were set in order to evaluate HR performance against set standards of service. The metrics were piloted and will be fully rolled out in 2014.
- Attention was focused on optimising the institutional HR expenditure and several optimisation strategies were implemented which saw a 2.3% downward management in expenditure. The focus was primarily on the reduction in HR expenditure in the support staff environment. A report was compiled on the downward management of HR expenditure which targeted the downward management of both discretionary and non-discretionary expenditure. HR made recommendations on the cost containment of the Temporary Appointment Budget. An analysis of the cost drivers in the HR salary budget also conducted and recommendations were made to streamline job evaluations and employer medical aid contributions.
- The legislative imperatives of the amendments to the Labour Relations Act on UJ were analysed and proactive advice was provided to all executives, highlighting the specific impact on their environments.
- Much attention was paid to improving data integrity and managing the Oracle-HEMIS interface. An intensive process of aligning Oracle with HEMIS definitions was also undertaken during the course of the year.

Some challenges, however, constrained or impeded service delivery:

- One main challenge of 2013 was the high number of vacant posts throughout the institution. This was related to the competition for talent, particularly for critical skills. It should also be noted that UJ competes for talent both nationally and internationally and the demand for these skills continues to outstrip supply. In this regard the availability of staff to serve on panels, the delays in the verification of qualifications and the somewhat tardy HR processes impacted on HR not reaching the required standard of seven weeks in turnaround time. A Resourcing Improvement Plan and more streamlined advertising process for 2014 should see improvements on this front.
- The limited number of HR business partners does not allow for deployment of one dedicated staff member to each environment and there is an increasing need for more HR business partner involvement at decentralised levels.
- People management is not widely accepted as the responsibility of all line managers. There needs to be greater clarity in role definitions and expectations on all people management issues, as well as a clear understanding of which functions are either centralised or decentralised.
- Better education and understanding is required by managers of key managerial issues/policies to help reduce occurrences of exceptions and deviations on individual cases. The time spent on these individual cases is substantial and prevents work on other, more strategic areas.
- A shift is needed from seeing the HR function as a reactive 'personnel' mindset to a proactive, customer-focused function and building the requisite capacity within HR to deliver excellence is a time-consuming process.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Organisational design

Effective management and oversight of all matters pertaining to employees are vital to the achievement of UJ's people strategy. In order to give effect to its mandate of economic, efficient and effective human resource management, the Division is structured into four units with the Office of the Executive Director being responsible and accountable for all HR matters.

The Organisational Development Unit (OD)

The Organisation Development Unit consists of three components: Organisational Development, Resourcing, and Training and Development. The Organisational Development Unit focuses on organisational design,

restructuring and re-organisation functions in order to optimise service delivery. The Resourcing sub-unit is committed to recruit and select the best available talent in order to enhance the intellectual capital of UJ in pursuit of the achievement of its Strategic Thrusts. The Training and Development sub-unit focuses on optimising the institution's capability and competitive edge by developing its intellectual capital. The development of people within their respective positions is therefore paramount to the successful functioning of the institution. This sub-unit focuses on the creation of a supportive environment in which employees can learn and develop themselves. The focus of the training and development interventions is on the knowledge and skills needed in the workplace to enhance competence. During 2013, 78 interventions took place targeting 1 105 staff against an expenditure of R2 369 531.55

The HR Shared Services Unit

HR Shared Services is required to provide leadership and prioritisation of cross-functional projects, communicate and interact with senior levels of the organisation, and ensure achievement of identified deliverables. In addition, this function requires excellence in HR process design, systems/tools, execution, and for leading and reporting on the metrics/dashboards that are reported to the institutional leaders. The Shared Services Unit consists of three sub-units: Human Resources Information Systems, HR Administration and Rewards and Benefits. The HR Administration sub-unit manages and coordinates the HR administrative services so that line managers, employees and HR Business Partners receive a focused, consistent and professional streamlined service. Key among this is transitioning away from manual processes to technology-driven processes. The Human Resources Information Systems sub-unit develops and executes information system plans that meet HR needs, which include: process automation, data processing, and employee information management requirements. In partnership with HR and the Information and Communication Systems (ICS), the primary focus is on establishing innovative solutions to integrated systems, for the administration and deployment of strategic HR information and services. The Rewards and Benefits sub-unit strives to ensure that rewards and benefits offered to new and existing employees are attractive, not only locally but also nationally and internationally. This is done through conducting surveys and benchmarking to ensure that the rewards and benefits offered are in line with the market. Ethical conduct and fairness, in line with the guiding policies, are important considerations in this regard.

HR Business Partnering Unit

The Business Partnering Unit is a client-facing Unit that acts as a first point of contact on HR-related matters. Its aim is to operationalise the HR Business Partner Model by integrating HR into line management and empowering line managers to take charge of managing their own staff and people management processes.

This is done through the provision of first-line interactive services to the faculties and divisions in the following disciplines: HR policy implementation and integration; HR budgeting and forecasting; workforce planning; recruitment and selection; performance management (including bonus payment process), succession and retention management; compensation management, HR knowledge and process management; Employee Assistance Programme (EAP) support; and employment relations and employment equity.

The Unit also provides first-line transactional administrative functions in faculties and divisions for, but not limited to, appointments, promotions, benefits, post structures; learning and development, terminations, and any other transactional process which may be required.

The Employment Relations and Wellness Unit

This Unit consist of two components: Employment Relations and Employee Wellness. The Employment Relations sub-unit is responsible for the effective management of discipline, grievances, labour engagement and policy and collective agreement compliance in the workplace. Healthy employment relations remain a clear responsibility of management. In delivering on this mandate, the Employment Relations sub-unit fulfils a supportive role to both management and employees. The Employee Wellness sub-unit recognises that problems of a personal nature can have an adverse effect on an employee's psychological functioning and physical well-being. The Wellness Programme was established to address problems in the workplace and to improve productivity and the general health and well-being of all employees.

Governance processes

Sound governance structures and processes are critical to the success of the Division meeting its strategic imperatives and operational sustainability. Consistent with this thinking, the Division has institutionalised internal HR governance structures. These take the form of HR operational meetings with the HR Executive Director and Directors, the HR Community Forum with all HR staff to communicate key issues and important priorities and share best practices in the HR arena and weekly briefing meetings to monitor progress against the operational plan and manage interdependencies.

At an institutional level, the Division participates in the following structures and processes:

- 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;
- Management Executive Committee: Operations (MECO);
- Management Executive Committee: Academic (MECA);
- Management Executive Committee: Risk Management (MECRM);
- Management Executive Committee: People with Disabilities (MECPwD);
- Management Executive Committee: Transformation Steering Committee;
- Executive Committee of Senate (Senex).

The governance structures and processes give effect to the Division's strategic imperatives and operational sustainability.

The Division also 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.

In an endeavour to streamline the policy coordination and HR governance processes, these functions have been centralised with the Director: Employment Relations. There is, however, a challenge regarding the streamlining of information flow from the various approval committees to HR. These decision outcomes from the structures within the University will assist with the compilation of a Decision Register so that HR can track the implementation of decisions. The need to ensure timeous integration of current policy and/or new policies is crucial.

Quality management

During the period under review, the Division strengthened the quality management delivery platform by ensuring that quality assurance is embedded in all its planning. Within the Division, quality promotion/assurance is the responsibility of the Executive Director, Directors, Managers/Supervisors and every HR staff member. During the course of the financial year 2013, the Division aligned its quality management architecture to the Quality Promotion Policy of UJ, and participated in a customised Self-Evaluation and Peer Review process based on the Higher Education Quality Committee (HEQC) audit criteria. The audit criteria emphasises: purpose and goals; quality management, resourcing and planning; staffing; and benchmarking. This process culminated in a Peer Review Report for the HR Division which enables it to make adjustments to the quality management delivery platform.

Criterion 1: Purpose and goals

The Division has a clearly stated mission and purpose with goals and priorities. It is responsive to its institutional context. There are effective strategies in place for the realisation and monitoring of these goals and priorities. Human, financial and infrastructural resources are available to give effect to these goals and priorities.

Criterion 2: Quality management, resourcing and planning

Objectives and mechanisms for quality management are integrated into the planning of the Division. Financial planning ensures adequate resource allocation for the development, improvement and monitoring of quality in the core activities of the Unit.

Criterion 3: Staffing

Recruitment, selection, development and support policies and procedures facilitate the availability of suitably qualified and experienced professional and support staff to deliver the core services of the Unit.

Criterion 4: Benchmarking

As part of its quality promotion process, UJ requires that regular self-evaluation and peer reviews should take place. In 2013, the Division embarked on this process as mandated by the Quality Promotion Policy and a Self-Evaluation Report (SER) was developed in order to provide a self-assessment of the strengths and weaknesses of the Division in its bid to provide a service of the highest quality to its stakeholders.

The Peer Review Panel paid a visit to the Division from 30 October until 1 November 2013 and conducted interviews with relevant UJ employees in the Division and from other divisions and faculties, as well as from other UJ stakeholders. The Peer Review Panel consisted of HR experts from North West University, Wits, Unisa and the University of Pretoria.

The purpose of the Peer Review process was to:

- verify the SER by means of cross-checking/triangulating the SER with the evidence on site campus tours (i.e. focus on infrastructure) – if applicable;
- cross-check the SER with additional and new information collected by means of interviews with various stakeholder groups (i.e. staff, students and community).

The Division has provided input into the draft report and is awaiting the final report which will document findings and provide recommendations.

Benchmarking HR practices

The Division engages in benchmarking, where appropriate, in the process of planning and setting of priorities for quality development and enhancement of its services and functions.

Benchmarking is an important facet of HR functioning. During the course of the year, the Division was able to participate in several remuneration benchmarking exercises as well as a benchmark of its Human Resources Business Partnering Model. HR also participated in a higher education benchmarking exercise. The findings of these benchmarking initiatives will culminate in significant adjustments being made in identified areas in 2014 financial year.

Risk management

The UJ institutional Risk Register identifies all risks, including HR risks. The Division's Risk Register is aligned with the institutional Risk Register and all issues arising from audits are incorporated into the HR Risk Register which highlights a strategy for mitigating each risk. The Risk Register is updated regularly. Items on the Risk Register are also included as a standing item for review at HR Management meetings. The Risk Register is comprehensively reviewed during the annual HR planning process, and the risks are adjusted or new risks and the mitigating strategies are added.

During 2013 the following five high-priority risks were identified on the HR Risk Register: strategy and structure alignment; data integrity; Employment Equity (EE); loss of high-performing employees; and the temporary appointment process. To mitigate these risks, the Division developed a control and risk action programme which summarises the various strategies in managing these risks.

To deal with the strategy and structure alignment risk in 2013, the Division developed a two-year strategic plan with a view to continuous alignment with the UJ Strategy. The Division also ensured that the HR business partners were capacitated to function in their new roles in 2013. Various training programmes were conducted within HR and from external service providers in this regard.

To deal with the identified risk of the fragmentation of the transformation and EE function, HR worked in collaboration with the Transformation Unit to ensure the collation and submission of the UJ EE Plan and Report and participated actively in supporting the Emerging Leadership Training.

To mitigate the risk of data integrity in 2013, the Division has embarked on a review of various control systems. A review and correction of data captured and filed in respect of qualifications, identity documents, and beneficiary forms was initiated in 2013 with the academic staff qualifications being complete in 2014. A Data Integrity Task Team has been set up to investigate the systems and controls in respect of how information is captured and stored on Oracle. This project is scheduled to be completed in the first quarter of 2014.

In an effort to address the loss of high-performing employees, the Division has instituted an Attraction and Retention Policy. A Talent Management Strategy will be designed in 2014. It is envisaged that a Succession Planning Strategy be incorporated into this talent management framework. The Recruitment Policy has also been redesigned to cater for staff with disabilities. Various strategies have been implemented to head hunt and recruit NRF-rated researchers. The creation of Super and Distinguished Professor posts has been initiated and the necessary HR-dedicated support has been assigned to provide flawless recruitment support to this important process.

In its continued effort to mitigate the risk in the Temporary Appointment Process, the Division embarked on an initiative to improve control and management of shared services processes. Other notable initiatives were getting MECA approval for the Temporary Appointment Process, which is aligned with Higher Education Management Information Systems (HEMIS) categories. During the course of 2013, there was also the creation of an actual hours field on the system to enable UJ to report and accurately capture data in respect of temporary employees. For 2014 this responsibility will shift to the requestors in decentralised environments. The Temporary Appointment Form has been configured to capture all the relevant HEMIS information.

The Division is audited annually by both external and internal auditors, who review the effectiveness of internal controls and processes, as well as any new developments and changes within the Division. The auditors also make recommendations to improve internal controls and processes. A snapshot of our Audit and Risk Profile over the last two years reflects a downward management in audit queries from 15 in 2012 to three in 2013.

The Risk Register for 2014 involved a rigorous analysis and identified additional risks relating to competency, process and legislative compliance.

STRATEGIC FOCUS AND TARGETS

Aligned with the UJ Strategic Thrusts, the HR strategic priorities for 2013 centred on: optimal management of HR expenditure across the institution; addressing Employment Equity; addressing employee issues; and implementing performance contracts and formulating organisation-wide development goals in the professional and support areas. In accordance with the Service Charter, the Division focused on providing flawless execution of HR processes and systems in Recruitment, Business Partnering, Remuneration and Rewards, Employee Benefits, Exit Management, Training and Development, Organisational Development, Employee Relations, Employee Wellness, Talent Management and Performance Management. Other strategic priorities identified by the Division in 2013 included ensuring consistent and reliable HR information systems, mitigating risks, implementing a Quality Management System for HR, addressing audit findings, regulatory/policy compliance, and delivery of strategic projects (OD Projects, EE Compliance, Job Evaluation).

In the Operational Plan of the Division, each of the HR goals are linked with the Strategic Thrusts of UJ and for each goal there is a corresponding Key Performance Indicator (KPI), which further unpacks each goal. There are also corresponding target dates (for 2013 and 2014) for each KPI and in this way the Division has made clear not only its goals, but its priorities as well. The HR Operational Plan is not a static document but a living document that is updated on a continuous basis as the different goals and priorities of the Division are implemented or as the constantly changing situation within UJ and the Division dictates. The HR Operational Plan and its progress

is discussed at HR Operational meetings that are held within the Division on a monthly basis. This is one of the strategies that the Division has put into place for the realisation and monitoring of its goals and priorities defined in the Operational Plan.

The other mechanisms by which the Division monitors its progress include:

- A Balanced Scorecard to keep track of its goals and priorities;
- An Issues Log for HR issues within the various units is also kept and progress is monitored in bi-weekly meetings that take place between the Executive Director and the Directors;
- An HR Dashboard has also been put in place to strengthen and aid the realisation and monitoring of HR service standards on the various HR service offerings;
- The HR Service Charter is a work in progress and the aim of this document is to streamline HR services and put Service Level Agreements and timeframes into place for these services. In order to continuously improve on HR service offerings, the HR service standards were benchmarked in 2013. A Service Charter has been developed for all facets of HR functioning. Service standards for delivery were piloted until December 2013. The document will be refined in accordance with findings. Implementation will take place in the first quarter of 2014.

Improvement in turnaround times and reduction of the number of outstanding ER queries was considered a key imperative in 2013. On average the ER office receives 10 matters per day which it attends to, normally referred from different channels with the majority relating to matters which are formally investigated by means of the grievance and disciplinary process and procedure. The objective was to attend to all other reported informal matters for resolution and this was achieved. In keeping with the 'justice delayed is justice denied' concept, the speedy resolution of ER matters is critical.

The performance management of people is an important driver in any organisation and thus within HR there was a compliance rate of 100% of employees with signed performance contracts and over 98% completed midterm reviews and annual appraisals. (*"You cannot manage what you cannot measure"*).

The Division also implemented training interventions which focused on performance management across the University and various questions regarding the performance management process were dealt with via face-to-face and other media by the HR business partners.

In keeping with this important initiative of improvement in customer satisfaction, the HR business partner to client work allocation was revised to ensure effective customer service. Further, the HR business partners devoted a minimum of 1.5 days per week in their respective faculties/divisions to improve their understanding of client needs.

A target of 60% customer service satisfaction was set. A customer survey was conducted in November 2013 by an independent provider. The survey results indicated that 64% satisfaction was achieved.

The reporting of UJ staffing data to the Department of Higher Education (DHET) has been found to be problematic over the years. In an attempt to ensure correct reporting to DHET, the Division embarked on an alignment exercise to ensure that all posts on the permanent establishment were correctly linked to the HEMIS codes. An HR Data Integrity Task Team was established to correct and align all data sources.

The digitisation of employee files through the utilisation of the ImageNow system was hailed as an important milestone project for HR. With the implementation of e-filing/archiving, the Division is able to ascertain the essential documents that may be missing from staff files and is more able to effect remedial action taken to ensure the completeness of staff files.

There is an acknowledgement among the HR Leadership that while some areas are functioning relatively well, there is room for improvement in optimising service delivery, creating a sense of urgency and building momentum to deliver excellent services. HR has continued to build on the foundations laid during the preceding years and with the requisite capacity-building initiatives HR seems well poised to succeed.

Additional institutional initiatives

Preparing the institution for labour amendment changes

The ER Unit critically analysed changes to current labour legislation which could affect the institution. These were:

- *The Basic Conditions of Employment Amendment Bill*
- *The Employment Equity Amendment Bill*
- *The Labour Relations amendment Bill*
- *The newly tabled Public Employment Services Bill*

The most controversial Bill for the labour market and for the University is The Labour Relations Amendment Bill and specific recommendations were made to ensure the institution is prepared for changes.

Substantive negotiations

Substantive negotiations with the National Educational, Health and Allied Workers Union (NEHAWU) and the South African Parastatal and Tertiary Institutions Union (SAPTU) and the National Tertiary Education Union (NTEU) commenced during September 2013. Seven meetings took place and an agreement was reached on 12 November 2013 for a general remuneration increase of 6.9%.

Conditions of Services management

The following seven Conditions of Service have been reviewed and approved:

- Sabbatical Leave – HR consolidated the sabbatical-related procedures into a single document, to regulate and guide the granting of sabbatical leave within UJ;
- Accumulative Leave – employees employed on or after 1 June 2013 are not entitled to the benefit of accumulated leave;
- Remuneration Policy – a Remuneration Policy has been developed and is being consulted and externally benchmarked. This policy will seek to ensure that all staff are remunerated fairly and are treated consistently;
- Policy on Retirement – post retirement appointments: employment beyond the retirement age is approved by the Vice-Chancellor (or a member of the ELG to whom the Vice-Chancellor delegates such approval);
- Performance Management;
- Recruitment Policy;
- Academic Promotions Criteria;
- ADS Categorisation of Benefits;
- Job Evaluation – a review of the existing Job Evaluation Policy was undertaken. The purpose of the revised policy is to provide a framework for ensuring that an objective tool/mechanism for determining the relative value or weight of posts is in place within UJ.

Staff Qualification Programme (SQP)

The Staff Qualification Programme (SQP) review process is an ongoing endeavour to ensure that staff are appropriately qualified. Eight employees who did not make the requisite progress with their studies were subjected to incapacity hearings during November and December 2012, the services of seven employees were terminated as from 28 February 2013, and one employee was issued with a final written warning. It was evident from the hearing process that the termination of services of seven lecturers was justifiable because they would not have been in a position to achieve the minimum qualification criteria (M Degree) in the near future as per the expectation of the University. It is important to note that the University embarked on this process (SQP) during 2009 with substantial assistance to lecturers to achieve the minimum criteria. The progress with regard to other lecturers is being monitored on a continuous basis.

Employee Wellness

Case monitoring and employee referral on cases presented by staff, line managers, HR business partners and other internal stakeholders were received. During the reporting period a total of 557 individual cases were dealt with internally by the Employee Wellness sub-unit and externally by the appointed wellness service provider. Also, 18 group interventions, 19 manager referral cases and six manager consultations were conducted.

Robust wellness promotions in the form of marketing interventions were pursued to encourage uptake of services. Regular meetings with line managers to assist them with wellness issues that impact on their departments were held. Assistance was also provided to line management in downward managing absenteeism of their staff. HIV and AIDS counselling to infected and affected employees was provided on an ongoing basis. This was also accompanied by HIV and AIDS information sessions to staff, with the assistance of Wellness Champions.

Management of disability issues

UJ has a social and moral responsibility to address the needs of employees with disabilities. As such UJ has adopted a disability policy that seeks to address disability programmes in a planned and coordinated approach that aims at ensuring consistency in relation to the University's commitment to equitable and progressive employment practices.

Several interventions to assist employees with disabilities with workplace issues that affect them as a result of their disabilities were scheduled.

Table 81: Statistics of employees with disabilities

Campus	Gender		Disability status	
	Male	Female	Partial	Disabled
Kingsway	12	7	2	17
Bunting Road	1	1		2
Doornfontein	2	2		4
Soweto	1		1	
Total	16	10	3	23

Although sadly there was a passing away of one employee, three other employees registered as persons with disabilities, thus increasing the number of registered employees with disabilities to 26 as at December 2013.

The Employee Wellness sub-unit supported and advised eight employees and their line managers on disabilities issues and followed up on six other cases. A forum for employees with disabilities was established, coordinated by the Employee Wellness sub-unit. The forum was established to meet three times in a year. Two meetings were held in 2013 with poor attendance.

HR collaboration with the Office: People with Disabilities

- There was a strong collaboration with PsyCaD in assisting employees with disabilities. The Employee Wellness sub-unit, Wellness Champions, together with PsyCaD, distributed disability booklets to staff on Wellness days and during door-to-door campaigns, and explained the role of HR in assisting employees with disabilities.
- The Employee Wellness sub-unit, together with the Office: People with Disabilities, conducted two disability-sensitisation workshops with HR staff, and the sessions were perceived to be an eye opener.
- There was active participation of the Office: People with Disabilities on HR Wellness days, and the participants were informed about the two offices. Disability booklets were also distributed. The booklets focused on types of disabilities, myths and misconceptions about disability, examples of preferred terminology related to people with disabilities, as well provision of contact details for both students and staff.
- The standard operating procedures for staff recruitment were developed.
- A questionnaire was designed to be distributed to UJ graduates with disabilities, so as to acquire more information on their employment history. The purpose was to create a database for future prospective employees with disabilities.
- Employees with disabilities who were not registered on the HR database were identified and encouraged to register.

Organisational Development

The following OD projects were finalised during 2013:

- the restructuring of the School of Tourism and Hospitality (STH);
- the restructuring of the STH Council Chambers Unit;
- the restructuring of the UJ Protection Services Division;
- the restructuring of the Head of Faculty Administration (HAFA) structure;
- Phase 1 of the restructuring of Campus Operations.

Resourcing

A total of 418 posts have been advertised, of which a total of 159 were academic and a total of 259 were support services. Three hundred and eighty-seven of the 418 advertised posts have been finalised with the remaining 31 still in progress.

Of the 387 posts, 232 (60%) were filled within the seven-week service level agreed timeframe. The 155 (40%) were recruited outside the seven-week service level timeframe. The challenges pertaining to the recruitment of vacancies outside the required timeframe was due to:

- difficulty in securing dates from Deputy Vice-Chancellors as diaries are extremely full;
- difficulty in securing dates from Deans/Executive Directors diaries due to commitments which also relate to overseas business trips;
- panel compositions requiring second deans or external experts difficult to constitute;
- positions on hold due to line managers finalising and discussing positions with deans;
- line managers changing dates and cancelling due to commitments;
- qualification verifications for international staff and qualifications obtained in Africa;
- qualification verification for matric qualifications obtained pre-1994.

The total employment contracts drawn from Resourcing from January until November 2013 is 251, comprising 76 academic and 175 support services contracts.

The following costs were involved:

- relocations costs of R526 497.00 were incurred until November 2013;
- qualifications check total cost until November 2013 is R28 900.14;
- media cost for advertisements until November 2013 is R1 642 822.71.

HR Business Partnering

The following key initiatives/projects were undertaken by HR business partners:

- 2013 salary adjustment process;
- EE Target setting (2013- 2015) with faculties and divisions;
- Declaration of Interest compliance (99%);
- institutional performance contracting, mid-year review and annual appraisal process;
- vacancy management process which facilitated the abolishment of posts which were vacant for 18 months and longer;
- annual HR position budgeting process;
- review of positions structure and job profile updates where required;
- ad-hoc projects (updating of supervisory hierarchies, Business Intelligence Report, Non-Designated Report, 2013 Performance Management Report);
- management reporting;
- HR Peer Review process;
- ELG recruitment and reviews – three Deputy Vice-Chancellors, four Executive Deans, four Executive Directors and one Principal Officer. Two Executive Directors and one Executive Dean posts are still in progress. A review of an existing Executive Dean was also conducted in 2013. This included the development of an orientation programme.

Performance rewards and appreciative bonuses

Performance rewards and appreciative bonuses are paid based on staff performance. A total of R4 472 658.00 was spent on performance bonuses for staff at senior management levels and R17 816 581.00 was spent on the payment of bonuses for other staff.

Table 82: Performance rewards (2010 to 2013) (Institutional)

Performance bonus	2010	2011	2012	2013
	R20 914 892	R22 397 832	R25 940 057	R29 638 781

HR Shared Services

The following key initiatives/projects were undertaken by HR Shared Services:

- *Vice-dean appointments*
Vice-deanship appointment meetings were convened and two Vice-Deans in the Faculty of Economic and Financial Sciences, and the Faculty of Art, Design and Architecture were recommended to and approved by MEC.
- *Metro Filing and ImageNow Project*
The electronic document management system within the Division commenced with the categorisation of HR data and all files across campuses. The roll-out of the process is being implemented in alphabetical order. The A to M files are already "live" on the system with the project on track to be completed by March 2014.
- *Professorial Inaugurations*
Twelve of the 14 Professorial Inauguration Addresses were conducted with two Professorial Inaugurations being deferred based on the request by the respective Professors for a deferral to 2014.
- *Remuneration Policy*
A Remuneration Policy has been developed and is being consulted on and externally benchmarked. This policy will ensure that all staff are remunerated fairly and are treated consistently. At the same time the University has adopted proactive remuneration strategies aimed specifically to attract, retain and motivate academic staff. The University seeks to remunerate staff members in a manner that supports the achievement of the University Mission, Vision and Strategic Objectives while attracting and retaining scarce skills and rewarding high levels of performance.
- *Job grading*
Twelve job grading sessions were conducted, and 53 jobs were graded. The posts graded were a combination of newly created posts, as well as re-evaluations of existing posts in environments that have undergone a restructuring exercise or review of fitness for purpose. Five positions were downgraded, 15 had no change and 33 positions were upgraded.

Table 83: Job grading 2013

Year	Positions evaluated	Positions upgraded/new	Cost
2013	53	33	R1 250 355.00

- *Long Service Awards (LSA)*
One hundred and thirteen staff members received Long Service Awards. A total amount of R89 002.94 was spent for the Long Service Awards and a sum of R26 897.80 was spent on gifts for the staff members.
- *Leave encashment*
Staff members receive 10 days' leave per annum which they can accumulate to a maximum of 22 days. Leave days accumulated in excess of the 22 days are paid out annually in October. R40 156 274.00 was paid out to employees in 2013 for the selling of leave. In comparison to 2012, this equates to an increase of 5.73%. All staff newly appointed after 1 June 2013 do not have this benefit.

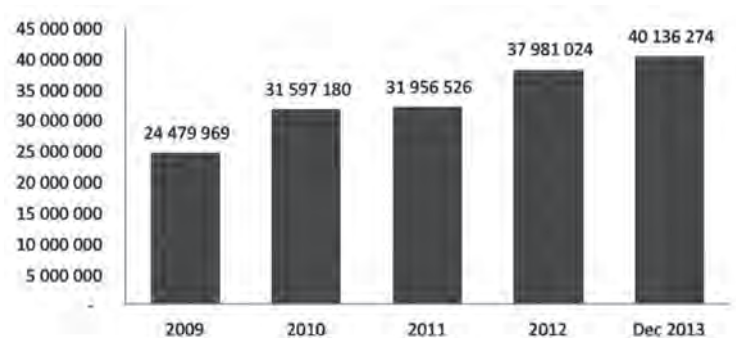


Figure 5: Leave encashment (2009 to 2013)

- Oracle Employee Self Service

The roll-out of Oracle Employee Self Service to all UJ permanent and fixed-term contract employees with access to computers has been completed. With Employee Self Service, a permanent or fixed-term contract employee can manage his/her own information on Oracle, for example: update biographical details (address, marital status, etc.), update phone details, view leave balances and history, apply for leave, update qualifications, etc. The approval process on Self Service HR is managed via an automated online workflow.

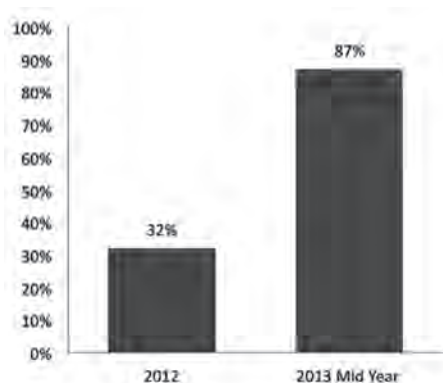


Figure 6: Staff with Oracle Self Service access (2012 to 2013)

- *HEAT call logging system*

HRIS receives many requests from HR and the UJ community on a daily basis, via email, telephone and walk-in queries. HRIS was unable to keep track of emails and calls referred to them by HR System users on a daily basis. The HEAT system was implemented to help manage calls and improve service delivery. The HEAT system has business rules and functionalities to help manage and assign priorities to requests. The other benefit is that management reports can be generated to help monitor progress, utilisation and resolution of queries.

- *HEMIS to HR Oracle Mapping Project*

An HR Task Team consisting of HRIS and business partners was set up to look at all UJ positions and how they were linked to HEMIS categories on the Oracle HR system. A data clean-up was carried out, where all positions were correctly mapped according to proposed HEMIS definitions. Proposed changes were sent to environments for approval and sign off and changes were implemented on the HR Oracle system.

- *Capturing of actual hours on the Oracle HR system*

The Oracle HR system has been enhanced to enable the capturing of actual hours for temporary academic staff. The purpose of this project was so that UJ could properly report on actual temporary hours worked, which has been a challenge in the past. Currently the capturing can be done from the Oracle HR back-end until the temporary appointment screen front end is enhanced to accommodate the actual hours field.

- *HR Learning Management System*

The implementation of an Oracle Learning Management System which will assist Training and Development

to manage and administer training in UJ is on track and due for completion in March 2014 with AnCo IT appointed as the implementing partner. Excellent project support has been provided by ICS in this regard.

Rewards and benefits

- Salary offers: 469 salary offers were finalised during this period, of which 421 were new appointments. Of the 421 salary offers, 384 were accepted and 37 were declined. Of the 384 that were accepted, 359 were accepted with the first offer, 23 with the second offer and two accepted with the third offer. Out of the 384 accepted, 142 went to external candidates and 242 to internal candidates.
- Accepted offers to the matrix percentile – 236 new appointment salaries were made below the median of the scale, 65 at the midpoint level, and 83 above the median. Appointments made above the median were mainly for scarcity and expertise reasons, including chartered accountants (CAs).

Table 84: Salary offers 2013 (Institutional)

		Accepted	Declined
Total offered	469		
Promotions	40		
Salary adjustments	8		
New offers	421	384	37
	First offer	359	
	Second offer	23	
	Third offer	2	

%			
New offers	421	100%	
External	172	41%	
Internal	249	59%	
New offers	421	100%	
Below median	246	58%	
Median	76	18%	
Above median	99	24%	
Accepted offers	384	100%	
External	142	37%	
Internal	242	63%	
Accepted offers	384	100%	
Below median	236	61%	
Median	65	17%	
Above median	83	22%	

Training and Development

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. During 2013, 78 short courses were scheduled with 1 105 employees attending. Additionally, two learnerships were implemented with 25 employees attending.

Table 85: Summary of Training and Development intervention since 2010

	2010	2011	2012	2013
Number of learners attending	542	1 125	1 146	1 105
Number of interventions	21	56	70	78
Costs	R245 428.00	R1 138 623.00	R1 620 000.00	R2 369 531.55

Divisional goals and targets within Human Resources

Performance Management

- The Performance Management process for 2013 was communicated to UJ staff and reminders on objective setting and mid-year reviews were done via a Circular and follow-ups through HR business partners.
- HR business partners, in conjunction with the faculties/divisions, followed up on 52 poor work performance cases or staff rated on a score of two and below as identified at the end of 2012. The performance enhancement process is ongoing.
- The 2013 performance appraisals were completed within the set timeframe. The overall performance rating analysis reflected :
 - 53% of senior management levels (Heads of Departments/Schools, Senior Directors/Directors) were rated as 4.
 - 27% of staff other than senior management were rated as 3.5.

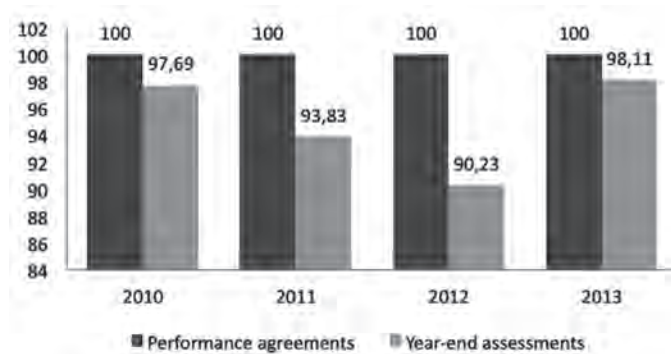


Figure 7: Performance Management System compliance (institutional)

HR contribution to excellence and stature

HR is fully committed to contributing meaningfully to UJ's global excellence and stature drive. UJ achieves global excellence and stature through the attraction, recruitment and retention of high-calibre staff. HR actively pursues this through various Employer of Choice initiatives. Central to these initiatives is the attraction of internal staff and the gradual reduction in staff to student ratios.

The areas in which HR wishes to make its contribution have been linked to both global excellence and stature. On the level of global excellence, the Division makes a contribution at the internal and institutional level. On the level of stature, the areas of contribution have been placed within the external context in which HR operates.

UJ EMPLOYEE PROFILE

Institutional employee overview

The UJ employee headcount¹ was 3 029 as at 31 December 2013, of which 91.32% are permanent and 8.68% are on fixed-term contracts. All permanent and fixed-term contract employees, on academic and support and service conditions of service within faculties and divisions, are represented in these statistics.

In 2013, the University set equity targets as follows:

- 35% of all permanent and fixed-term contract academic employees should be black;
- 60% of all appointments (academic and support and service) should be black;
- 10% of the remaining 40% may be foreign nationals;
- 70% of all black academic appointments should be African;
- 1% of all appointments should be people with disabilities.

Equity performance

- The overall equity profile shows a growth of black employees by 1.57% in 2013.
- 71.43% of all new appointments were black while 10.08% were foreign nationals, and 18.49% of appointments were white. The target of 60% black appointments was therefore exceeded.
- A total of only 0.42% of all new employees declared living with a disability, bringing the overall composition to 0.83%.
- All permanent and fixed-term contract employees, academic and support and services staff within faculties and divisions is represented in these statistics, which do not include temporary staff.

In respect of the year in review, UJ may have not achieved all of its equity targets but there has been an improvement in all of the equity categories generally reported on.

The overall equity profile of the University is looking positive at 58.34% for black staff, with the total resignations for black staff increasing by 5.31% to 60.27%.

Table 86: UJ overall equity profile (January to December 2013)

Faculty/Division	Black	White	Total	Foreign National		Total	Grand Total	Disabled	Percentages			
				Africa	Other				Black	White	Foreign Nationals	Disabled
Art, Design and Architecture	21	42	63	2	0	2	65	0	32.31	64.62	3.08	0.00
Economic and Financial Sciences	67	109	176	9	0	9	185	0	36.22	58.92	4.86	0.00
Education	40	40	80	0	0	0	80	3	50.00	50.00	0.00	3.75
Engineering and the Built Environment	92	88	180	34	10	44	224	1	41.07	39.29	19.64	0.45
Health Sciences	78	65	143	6	1	7	150	2	52.00	43.33	4.67	1.33
Humanities	76	107	183	4	12	16	199	2	38.19	53.77	8.04	1.01
Law	26	40	66	1	0	1	67	0	38.81	59.70	1.49	0.00
Management	128	108	236	10	2	12	248	3	51.61	43.55	4.84	1.21
Science	91	131	222	20	13	33	255	2	35.69	51.37	12.94	0.78
Faculty Total	619	730	1 349	86	38	124	1 473	13	42.02	49.56	8.42	0.88

¹ The employee headcount refers to persons in actual employment only.

Faculty/Division	Black	White	Total	Foreign National		Total	Grand Total	Disabled	Percentages			
				Africa	Other				Black	White	Foreign Nationals	Disabled
Academic Development and Support	65	43	108	6	0	6	114	2	57.02	37.72	5.26	1.75
Advancement	36	21	57	1	0	1	58	0	62.07	36.21	1.72	0.00
Commercialisation	0	5	5	0	0	0	5	0	0.00	100.00	0.00	0.00
DVC: Academic	1	1	2	0	0	0	2	0	50.00	50.00	0.00	0.00
DVC: Finance	0	2	2	0	0	0	2	0	0.00	100.00	0.00	0.00
DVC: Internationalisation, Advancement and Student Affairs	1	0	1	0	0	0	1	0	100.00	0.00	0.00	0.00
DVC: Research, Innovation and Advancement	2	0	2	0	0	0	2	0	100.00	0.00	0.00	0.00
DVC: Strategic Services	1	5	6	0	0	0	6	0	16.67	83.33	0.00	0.00
Finance – Expenditure	68	24	92	1	0	1	93	0	73.12	25.81	1.08	0.00
Financial Governance and Revenue	59	59	108	0	0	0	108	1	54.63	54.63	0.00	0.93
Human Resources	43	13	56	1	0	1	57	2	75.44	22.81	1.75	3.51
Information and Communication Systems	98	28	126	0	0	0	126	2	77.78	22.22	0.00	1.59
Information Systems	0	1	1	0	0	0	1	0	0.00	100.00	0.00	0.00
Institutional Planning, Evaluation and Monitoring	2	7	9	0	0	0	9	0	22.22	77.78	0.00	0.00
Internationalisation	8	2	10	1	0	1	11	0	72.73	18.18	9.09	0.00
Library and Information Centre	94	36	130	2	0	2	132	0	71.21	27.27	1.52	0.00
Operations	472	72	544	1	0	1	545	3	86.61	13.21	0.18	0.55
Registrar – Academic Administration	41	20	61	0	0	0	61	0	67.21	32.79	0.00	0.00
Registrar – Central Administration	29	12	41	0	0	0	41	1	70.73	29.27	0.00	2.44
Registrar – Corporate Governance	1	7	8	0	0	0	8	1	12.50	87.50	0.00	12.50

Faculty/Division	Black	White	Total	Foreign National		Total	Grand Total	Disabled	Percentages			
				Africa	Other				Black	White	Foreign Nationals	Disabled
Registrar – Health and Wellness	24	1	25	0	0	0	25	0	96.00	4.00	0.00	0.00
Registrar – Registrar's Office	0	4	4	0	0	0	4	0	0.00	100.00	0.00	0.00
Registrar – Unit for Quality Promotion	1	4	5	0	0	0	5	0	20.00	80.00	0.00	0.00
Research and Innovation	13	8	21	0	0	0	21	0	61.90	38.10	0.00	0.00
Student Affairs	66	9	75	0	0	0	75	0	88.00	12.00	0.00	0.00
UJ Sport	19	21	40	0	0	0	40	0	47.50	52.50	0.00	0.00
Vice-Chancellor	4	0	4	0	0	0	4	0	100.00	0.00	0.00	0.00
Division Total	1 148	395	1 543	13	0	13	1 556	12	73.78	25.39	0.84	0.77
GRAND TOTAL	1 767	1 125	2 892	99	38	137	3 029	25	58.34	37.14	4.52	0.83

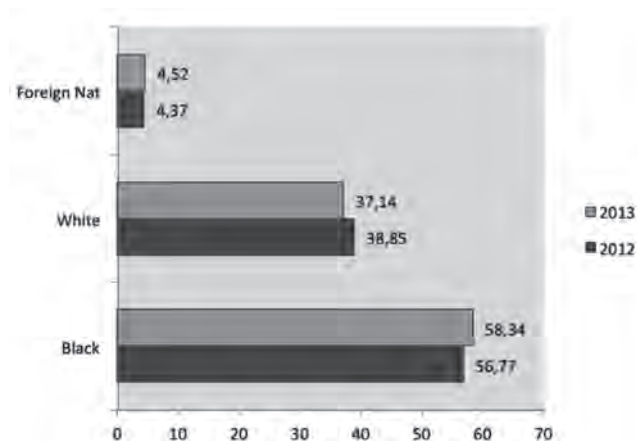


Figure 8: Overall UJ equity profile (2012 to 2013)

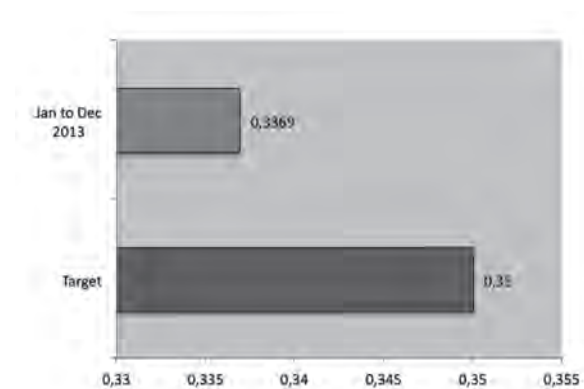


Figure 9: Overall black permanent and fixed-term contract academic employees (2013)

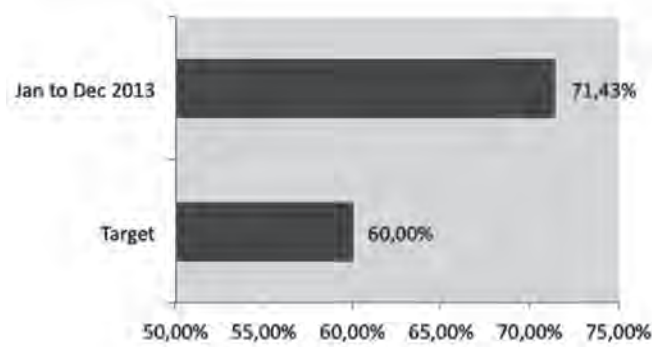


Figure 10: Overall appointments of academic and support/services employees (2013)

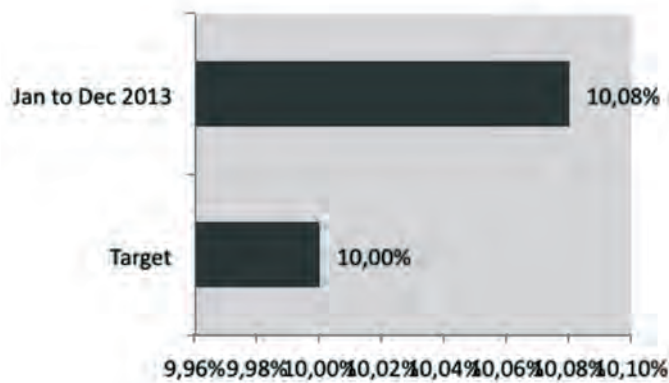


Figure 11: Foreign nationals appointments (2013)



Figure 12: African academic appointments

Table 87: Comparison of black employees over the last two years

Comparison of black employees over the last two years			
	2012	2013	% Improvement
Overall equity profile	56.77%	58.34%	1.57%
Academic equity profile	32.93%	33.43%	0.50%
Support/services equity profile	69.12%	70.92%	1.80%
Senior management profile	23.96%	35.71%	11.75%

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholders

The strategic direction for the Division is underpinned by a 'people first' philosophy that reflects itself in:

- 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 internal and external stakeholders;
- promotion of the interests of UJ 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.

Consultative meetings with unions are ongoing and Consultative and Problem Solving Forum (CPSF) meetings are scheduled to take place monthly. Union–Management relations can be described as stable and cordial. The main purpose of the stakeholder consultations is to keep labour partners informed regarding changes and also to consult with them regarding related condition of service issues.

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 sectorial benchmarking exercises as part of collaboration efforts supported by the HR Director's Forum;
- Department of Labour to whom the Division submits annual employee information as per compliance requirements with regards to labour legislation;
- collaborations with the Institute of People Management (IPM), the SABPP, Alexander Forbes, Pricewaterhouse-Coopers, ORACLE/SAOUG continue to add value in advancing HR processes in the Division;
- the Society for Human Resource Management (SHRM) for benchmarking international best practices;
- the Global Academic Executive Forum consisting of 26 reputable academic Institutions;
- HR Executive Directors Forum.

RESOURCE MANAGEMENT AND SUSTAINIBILITY

Optimisation of expenditure within all HR units was emphasised, and this led to the creation of discrete HR expenditure responsibility centres. Budget expenditure for the year was in line with the budget.

The Division's budget for 2013 was R40 000 000.00, with an additional R297 222.00, amounting to a total of R40 297 222.00. Expenditure was 14.75 % over the budgeted amount, with the actual expenditure reaching R41 549 336.00 at year end. Two areas which accounted for the over expenditure were the increase in legal fees as well as the increased advertising costs. These are determined on need. The Division has, however, streamlined its advertising processes to limit costs in 2014.

The Division has paid particular attention to environmental sustainability and attempted to reduce the carbon footprint through various initiatives. The ImageNow project will significantly reduce the reliance on paper-based documents. The rollout of Oracle Self Service will further enhance the management of biographical information and leave applications electronically. Although there are recycling bins in front of the B5 building, this has been minimally utilised by HR staff. Greater attention will be paid to actively promoting recycling during 2014. All dated HR documents are shredded and collected for recycling.

LEADERSHIP

HR operates on a platform of collective leadership and accountability. This is premised on an expectation that the Executive Director, Directors and Senior Managers are collectively responsible for stewardship and leadership

in the Division. Within this paradigm, HR has firmly establishing itself as the repository of expert advice on all HR-related matters. Much effort was invested in building the necessary skills and competencies among HR staff, at individual training and development level, through colloquia and through the HR Community Forum. HR staff were encouraged and participated in relevant conferences locally, nationally and internationally. HR also takes on the lead for many of the HR Executive Directors Forum initiatives.

The following organisational HR priorities are set for 2014:

- Improved resourcing –
 - optimised advertising;
 - realistic and closely monitored turnaround times for recruitment;
 - dedicated focus on recruitment of black academic staff, international staff and PWDs;
 - dedicated HR support for staff recruited within the GES Strategy.
- HR Management Information System –
 - Oracle staff data integrity (permanent, fixed-term and temporary);
 - HEMIS compatibility.
- Talent and succession management –
 - succession planning ('talent pools', 'mission critical positions', and attraction and retention strategies);
 - development of 'employee value proposition';
 - improved staff development initiatives.
- Downward Management of the Wage Bill.

Human Resources: internal focus

The Division operates in a complex and dynamic post-merger environment. The Division has 69 positions, of which 57 have been filled. The remaining 12 positions became vacant at various intervals during the course of 2013 and are in the process of being filled. Some positions had to be re-advertised because the pool of candidates did not reveal the expected level of competence. Of the 12 staff who exited the system in 2013, the primary reason for leaving related to employment growth opportunities while other reasons related to retirement and ill health. From an Employment Equity perspective, the Division has 41 female staff and 16 male staff and two staff members are disabled. There are 43 black members of staff as well as one foreign national. In terms of the Divisional equity targets, HR needs to target the recruitment of African males at various middle- and senior-management levels. HR recruited three males into three of the vacant positions, however only one assumed duty while the other two found more lucrative offers after accepting the University's offer of employment.

The Division recruited a visually impaired individual to the HR Executive team and as part of the Division's reasonable accommodation strategy, the Division purchased specialised computer equipment in order for this individual to perform their tasks. The Division has also invested in a desktop magnification device and has arranged one-on-one training sessions for particular courses where the individual would not be able to participate in a group.

During the course of 2013, various HR staff attended 28 training workshops with 15 of these being outside of the formal training courses offered by UJ. The training offered focused on the areas of employment relations, remuneration and benefits, employee wellness, oracle, excel, project management, financial life skills as well as performance management. Within the Division a lot of the courses were specifically identified as part of the Division's needs analysis programme for the upskilling of staff.

The Employee Assistance Programme counselling service was accessed by four HR staff during the year. The Division had 100% compliance in respect of performance contracting. Two members from the HR Executive team received honours during 2013 with Ms T. Kwinana being the recipient of an Institute of Personnel Management HR Practitioner of the Year Award and Mr Z. Ally being elected by the Minister of Arts and Culture to the Board of the South African Library for the Blind.

In order to foster collegiality and a team ethic, the Division participated in team events at the UJ Fun Day, as well as a team-building event on Casual Day. Section heads within the Division were also encouraged to engage in team-building exercises with their staff.

As part of the HR communication strategy, the Division established bi-weekly meetings with the HR Executive team, as well as monthly meetings with the Departmental Management team, together with HR Community Forums which are attended by the entire division. The HR Community Forums are utilised to communicate cross-platform projects and developments as well as being used as a training seminar to impart skills and knowledge to staff about various HR areas of interest and specialisation. Some of the topics covered in the forum included: UJ Policy changes; the HR Peer Review Process; Health and Wellness Programmes; Oracle updates; the Performance Appraisal Process; and the Protection of Personal Information Act.

As part of the Division's strategic planning initiatives, the HR Executive team, together with the DVC: Strategic Services, went on a two-day retreat in order to draft, input and update the strategic initiatives for 2014. During this session the Risk Register, HR Service Charter, HR 2014 deliverables and the HR Scorecard were finalised.

The Division is not only committed to service delivery but ensuring that proper resources are available to deliver optimal service. As such the Division encourages HR staff to take full advantage of the training and study benefits available as well as the various service and developmental opportunities offered within the organisation. Continuous professional development is a driver to our success and staff have been encouraged to acquire relevant certification and registration with industry-specific organisations.

CONCLUSION AND WAY FORWARD

The Division succeeded in 2013 to consolidate the drive to align people, processes and policies with the 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 embedding of the basic HR functions into line management, the Division is well on its way to provide optimal service delivery. The HR Efficiency and Effectiveness Survey conducted in 2013 to measure HR efficiency and effectiveness confirms this.

The primary focus for the year 2014 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 the institutional culture climate will be monitored, advocated and emphasised on an ongoing basis.



Mala Singh (Dr)

Executive Director: Human Resources



Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Strategic Services



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal



REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON MANAGEMENT AND ADMINISTRATION: 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;
- Unit for Quality Promotion;
- Academic Administration;
- Central Administration;
- Health and Wellness;
- Institutional HIV and AIDS
- Occupational Health
- Primary Health
- People with Disabilities;
- Operations.

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.

INSTITUTIONAL ADVANCEMENT

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

The Division of Institutional Advancement entered the year made up of five separate operating sections: Marketing and Brand, Strategic Communications, Student Marketing, Strategic Partnerships (Community Engagement, Alumni Affairs and Development), and Arts & Culture.

The Division underwent significant change in the fourth quarter. Mr Kerry Swift retired as Executive Director (ED) in November after running the division for six years and Mr Milcho Damianov was appointed ED in September on a five-year contract. The Division was partially restructured under the new divisional leadership to ensure vigorous engagement with Alumni and to consolidate the efforts of the division.

This saw Student Marketing being incorporated into Brand and Marketing to align all marketing activities and to ensure the achievement of the goal of under-graduates with M-scores of at least 20 or APS scores of at least 35. Strategic Partnerships was divided into three separate operational sections – Community Engagement, Alumni Affairs and Development & Fundraising – each with its own section head, administrative support and budget. Additionally, a new post of Senior Manager Strategic Relations was established to assist Development & Fundraising in soliciting donor funding from local government, parastatals and government agencies. The ED now has seven direct reports as opposed to five in the past. These changes take full effect in 2014 and is poised to accelerate and consolidate the efforts of the division.

The nature and scope of the seven sections within Institutional Advancement are as follows:

Marketing and Brand

Marketing and Brand is responsible for positioning the University brand internally and in the public space, and for maintaining the University's corporate identity both internally and externally. It commissions independent research annually on the efficacy and effectiveness of the brand. The research informs the University's above-the-line marketing strategies which are implemented by an outside advertising/brand agency. The section also manages all institutional events and oversees ad hoc events at the request of the University leadership. It further manages the University's social media offerings and monitors social media responses that impact on the brand in line with the marketing strategy.

During 2013 Marketing and Brand took over full responsibility for Student Marketing (up to Q4 a stand-alone section reporting to the ED) which markets UJ's undergraduate offerings to schools around the country. 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 school achiever functions, Life Orientation teacher functions and dedicated Faculty days at UJ. It also manages targeted school sponsorships to ensure quality under-graduate applications. In 2013 it produced the annual Prospectus in association with the Faculties, Support Divisions and the Registrar's Office. In 2014 responsibility for the Prospectus will move to Student Recruitment within the Registrar's Office.

Strategic Communications

Strategic Communications 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 include staff and student engagement. Additionally, the section plays a support role in the University's transformation programme and manages strategic communication campaigns such as the successful campaign developed around application deadlines and walk-ins. All media reflecting UJ is monitored and evaluated on a daily basis and monthly reports on media placements are provided to the University leadership. University events are recorded throughout the year by a team of two staff photographers and a videographer. The photographs and video recordings of high-level events are placed on the UJ website to showcase the University's diverse public lectures and academic achievements and all materials are archived.

Strategic Partnerships

The primary goal of Strategic Partnerships was to develop and maintain strategic and active partnerships in the non-academic arena to further the University's appeal among a variety of external stakeholders. This section, comprising of Community Engagement, Alumni Affairs and Development, was restructured into three separate stand-alone sections in the fourth quarter to ensure a more vigorous and focused engagement with the various stakeholders in the ambits. For the purpose of this report the three sections formerly making up Strategic Partnerships will appear as separate entities. Their operating contexts are as follows:

Alumni Affairs

Alumni Affairs encourages alumni engagement with UJ and stewards alumni who are supportive and engaged, encouraging them to contribute to the University and its resource base.

Community Engagement (CE)

This section engages with communities to develop mutually beneficial relationships and partnerships. Engagement is aimed at the social, economic and educational development of relevant stakeholders. In order to respond to this vision, the section focuses on four primary areas:

- The developmental needs of UJ's surrounding communities by providing them 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; and
- Ongoing monitoring of the University's CE initiatives and reporting via an annual Scope and Impact Study.

Development & Fundraising

This section raises funds for UJ flagship projects, facilitates core and Faculty projects, manages the donor interface (including donor identification, cultivation and solicitation), coordinates the donor database and all stewardship initiatives, and monitors and records all non-research donations to the University. Additionally, it coordinates the Naming and Renaming Committee and Board of Governors meetings.

Arts & Culture

UJ Arts & Culture produces and presents student and professional arts programmes aligned to the UJ vision of an 'international university of choice, anchored in Africa, dynamically shaping the future'. Facilities include the UJ Arts Centre located on the Kingsway Campus (APK) comprising the 436-seater Arts Centre Theatre; the Art Centre Gallery, dance studios and choir rooms at APK; the Experimental Theatre Space, also located on APK next to the Sanlam Auditorium; the 180-seater Con Cowan Theatre and dance studios on the Bunting Road Campus (APB); and cultural offices on the Soweto (SWC) and Doornfontein (DFC) campuses. These venues also serve

as receiving houses for professional South African and quality international productions, concerts, exhibitions, conferences and cultural events.

GOVERNANCE

For the first half of the year, the Executive Director: Institutional Advancement reported directly to the Vice-Chancellor pending the appointment of a Deputy Vice-Chancellor (DVC) to oversee the Division. Professor Tinyiko Maluleke was appointed DVC during the first semester with responsibility for Institutional Advancement, Internationalisation and Student Affairs where after the ED reported to the new DVC.

Section Heads in the Division held regular staff meetings and action plans were delivered to the ED for noting and comment. Each section head reported directly to the ED who conducted regular one-on-one meetings with them and chaired a monthly Heads of Section meeting to discuss issues arising within the sections, cross-cutting initiatives and opportunities, risks and mitigation strategies, transformation issues and the alignment of divisional initiatives with the University's strategic goals.

Community Engagement reports to the CE Advisory Board, Development & Fundraising reports to the VC's Development Committee and Arts & Culture reports to the Arts & Culture Advisory Board. During 2013 an ELG Marketing Task Team under the leadership of the Vice-Chancellor was established to advise the Marketing and Brand section. This came into effect to pursue the University's new marketing and communications focus shift from the current 'cool' and 'trendy' to that of 'global excellence and stature'.

The ED sat on the Management Executive Committee Operations (MECO), the VC's Development Committee, the Naming and Renaming Committee, the Cultural Integration Committee, the Transformation Committee, the IT Advisory Forum, the Community Engagement Advisory Board and the VC's Marketing Task Team, and chaired the Arts & Culture Committee. Additionally, he sat on the boards of UJFM, the commercial community radio station attached to the University, and of the Gauteng City Regional Observatory (GCRO) – a high-level research collaboration between UJ, the University of the Witwatersrand and Gauteng Province.

RISKS AND MANAGEMENT OF RISKS

The Division has a Senior Manager appointed as Divisional Risk Officer and the divisional Risk Register is a standing agenda item at monthly Heads of Section meetings to ensure the integrity of the Division and to safeguard the University against any reputational harm. All perceived risks within the Division or institutional risks impacting on the Division are identified and revisited at the Heads of Section meetings to maintain the institutional Risk Register.

High risk areas were identified in 2013 and mitigation strategies implemented. Among them were the following:

- *Risk: Theft or damage of artworks.*
Mitigation: The Arts Centre arranged insurance cover to deal with possible theft of artworks. CCTV cameras were installed inside and outside the UJ Gallery, as well as in the Arts & Culture offices at DFC. Alarm systems were installed in Gallery storerooms and regular inspections are conducted.
- *Risk: Non-compliance with corporate identity policies and procedures.*
Mitigation: A successful Brand Ambassadors programme has been established which focuses on corporate identity and reputation management. Forty-five staff volunteers received Brand Ambassador training and each in turn trained 15 new Ambassadors during the year. Training was also arranged for student leaders but was unfortunately poorly attended.
- *Risk: Lack of financial resources.*
Mitigation: Capacity has been increased in the Development & Fundraising and Alumni Affairs sections to facilitate better fundraising outcomes and Alumni engagement. Two new posts have been given to Development & Fundraising, while Alumni Affairs has three new posts and new leadership. Additionally, the new post of Senior Manager: Strategic Relations is tasked to work with the Development & Fundraising Office to source funding from local government, parastatals and government agencies.

- *Risk: Inability to attract suitably qualified staff.*
Mitigation: All posts, except for a Senior Development Officer: Major Gifts, were filled with suitably qualified staff during the year. Staff training receives priority and is ongoing.
- *Risk: Lack of a Customer Relationship Management (CRM) system.*
Mitigation: A CRM system, KidzAfrica Development Manager Software, has been introduced in Institutional Advancement. The system was purchased in 2012. Donor and prospect data were imported in 2013 and 75% of the data was cleaned. Donor income reports were also imported during the latter part of 2013 and a clean-up was initiated. All Development and Fundraising staff received training in KidzAfrica, and once the new ED started at UJ, he instructed rollout and usage of KidzAfrica to all Institutional Advancement staff to ensure consolidated data management.
- *Risk: Reputational risk.*
Mitigation: Reputational risk is endemic to all universities and UJ is no exception. Mitigation involves clear crisis communication guidelines and building strong relations with media, both of which are key priorities within Strategic Communications. Additionally, work done in response to a Deloitte (and later KPMG) internal audit of Institutional Advancement focusing on brand execution and the management of reputational risk incidents was completed to the firm's satisfaction in 2013.
- *Risk: Content and integrity of institutional website.*
Mitigation: Both the content and technical integrity of the UJ website has been an ongoing concern as UJ's Webometrics rankings have dropped. A strategy to mitigate these risks and to ensure that the website reflects UJ's move toward 'global excellence and stature' was subsequently drawn up during the year and will be implemented in 2014. Strategic Communications will also create a new position and appoint a dedicated Webmaster in 2014.
- *Risk: Loss of top-end and targeted student groups to peer institutions.*
Mitigation: A 'Yellow Carpet Campaign' has been introduced to augment the existing 'Orange Carpet Campaign' to mitigate the risk of losing top-end learners to competing institutions. This campaign targets quality learners (APS 35-40) who fall just below the criteria for Orange Carpet participation (APS40+) and who, as a result, are often lost to UJ. Additionally, a dedicated Student Marketer has been assigned to promote the UJ brand in private schools and to encourage high-quality applications from that sector.
- *Risk: Lack of a Crisis Communications Plan for students*
Mitigation: While student communication remains the remit of Student Affairs, the Strategic Communication section in Institutional Advancement has developed an updated and approved Crisis Communication Plan to include student communications and detailing policies, guidelines and procedures to follow in case of emergency.

These measures enabled the Division to reduce real and perceived risks significantly during the course of the year, particularly its inherent and residual risks rating. The Division sees no emerging or potential risks outside the risk profile outlined above.

STRATEGIC THRUSTS AND TARGETS

Guided by UJ Strategic Thrusts for 2020, the Division focused its efforts through the year primarily in support of four of the eight thrusts:

- **Thrust Two:** 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 Five:** Establish a brand for UJ that identifies it with relevant, accessible and excellent higher education.
- **Thrust Seven:** Alumni that are supportive and engaged and contribute actively to the institution's reputation and its resource base.
- **Thrust Eight:** Resources that enable UJ's fitness for purpose, support the achievements of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

With the appointment of the new DVC to oversee Institutional Advancement, five key areas were identified in divisional workshops in response to identified priorities and/or gaps within the Division for the years ahead 2014-2016:

- Closer alignment of divisional section activities with University vision, less activities and more focus, greater emphasis on prioritising outputs and greater synergy in the portfolio (Institutional Advancement, Internationalisation and Student Affairs).
- Institutional realignment of the brand from 'cool' and 'trendy' to 'global excellence and stature'.
- Closer collaboration between Institutional Advancement sections and Faculties.
- Motivate 'fit for purpose' stand-alone sections: Development & Fundraising, Alumni Affairs, Community Engagement and capacitate appropriately to effectively engage and encourage participation of external stakeholders.
- Above- and below-the-line support for the Internationalisation drive: Marketing, Communication and Alumni Affairs.

INSTITUTIONAL ADVANCEMENT HARD TARGETS for 2013

The 2013 Institutional Scorecard set the following hard targets for the Division:

Strategic Goal 5: Resource Generation, Institutional Efficiency, Effectiveness and Sustainability.

Institutional Advancement was set a target to raise R25 million (floor R20m and ceiling R30m) for 'Fundraising projects for DFC'.

Strategic Goal 7: Brand, Community Engagement and Alumni.

A target of 8 was set for assessment of brand stature (floor 7 and ceiling 9).

Alumni was set a target of 4 000 (floor 3 000 and ceiling 5 000) as the number of active Alumni by year-end.

Goal 5: Outcome

Table 88: Outcome DFC redevelopment fundraising

Target:	R25 000 000
Gifts-in-kind received:	R1 340 000
Pledge:	R5 000 000
Shortfall:	R18 660 000

In total 35 companies were contacted to fund the redevelopment of the DFC Campus in 2013, yet Development's goal of raising R25m was not met. R5m was pledged by Billiton Coal South Africa to be paid in 2014 and gifts in kind amounted to R1 340 000 (Gauteng Province donated an ambulance valued at R600 000 and Philips donated medical equipment valued at R740 000). This left a shortfall of R18 660 000 against the target. Billiton Coal have indicated that there may further support the University in 2015 and Sibanye Gold, the MTN SA Foundation and African Rainbow Minerals have all shown interest in offering support in 2014.

Goal 7: Outcome

Regarding the brand, the target for assessment of brand stature was. The Alumni Office is pleased to report that it also met its target with the number of active Alumni on the UJ Alumni Network database increasing from 2 694 in 2012 to an impressive 10 914 by year-end 2013. Of these, 7 559 were active either as paying members or in Alumni programmes while 5 414 students were active in pre-alumni programmes. The students involved in the pre-alumni programmes is being groomed to become engaged and active alumni once they graduate.

Awards in 2013

The Division is pleased to report that through its creative and strategic efforts it won a number of international and local awards which enhanced the University's reputation globally:

- The *Be Clear* campaign was awarded a prestigious International Association of Business Communicators (IABC) Gold Quill Excellence Award in New York. This is an excellent indicator of the success of the campaign as it was benchmarked across sectors including the private sector and was not only against educational institutions. It also walked away with an international Council for the Advancement and Support of Education (CASE) Excellence Award, as well as being judged the Overall Winner in the Integrated Campaigns Category at the annual Council for Marketing and Advancement in Education (MACE) Awards in South Africa.
- Arts & Culture's magazine, *Art Much?* won an international CASE Bronze Award for Special Constituency Magazines, further embedding UJ's Arts and Culture initiatives on the international stage.
- Events Coordinator, Ingrid Waldeck received a Vice-Chancellor Excellence Award for her work during the highly publicised and prestigious US President Barack Obama's visit to UJ.

INSTITUTIONAL ADVANCEMENT SOFT TARGETS for 2013

Soft targets set by the Division for its various operating sections, which are not part of the 2013 Institutional Scorecard. The Division is pleased to report that most soft targets were met or exceeded. They are outlined below with their outcomes.

Marketing and Brand

- *TARGET: Maintain brand recall at 34% (UJ in the eye and mind of stakeholders).* OUTCOME: Brand recall shot to an impressive 67% (2012: 34%) with media spend static at R6m for the past four years despite rising costs of media placement.
- *TARGET: Aim for 80% brand resonance (stakeholders willing to be associated with the brand).* OUTCOME: Brand resonance declined to 73% (2012: 80.7%).
- *TARGET: Stay in top 3 in the Sunday Times Generation Next annual brand survey.* OUTCOME: UJ came 2nd for the fifth year in a row in the 2013 survey, this independent survey further emphasises the brand's resonance with future applicants.

Student Marketing within Marketing and Brand

- *TARGET: Increase the number of APS 35+ applicants.* OUTCOME: The Orange Carpet campaign to draw APS 40+ learners saw Orange Carpet applications increase from 205 in 2012 to more than double the applicants with 520 in 2013. A new campaign to draw those learners falling just below the Orange Carpet criteria (APS 35-40) is being launched in 2014 to ensure the attainment of the University's goal to attract higher quality applicants.
- *TARGET: Increase number of SET applicants.* OUTCOME: SET applications are not available, but SET registrations in 2013 were 2 242 compared to 2 550 the previous year, reflecting a significant drop of 371 registrations in the Faculty of Engineering and the Built Environment.
- *TARGET: Successfully project manage Open Day (two days on all four campuses).* OUTCOME: Open Day 2013 was held successfully on 10 and 11 May without incident on all four campuses and attracted 39 950 visitors (41 500 in 2012). A total of 1 613 student applied during the event, this shows an impressive increase from the 485 applications received in 2012.

Furthermore there was a 30% increase in applications received by closing date for the year 2013 due in no small measure to the comprehensive *Be Clear* campaign in schools which advocates applying to UJ on time and the far-reaching Communications and Student Marketing campaign efforts to stop walk-ins.

Strategic Communications

- *TARGET: Respond to all media queries within 12 hours.* OUTCOME: All media queries were dealt with throughout the year well within the allotted timeframe.
- *TARGET: Publish four annual reports by 1 August.* OUTCOME: All four annual reports (Stakeholder, Research, Teaching and Learning, and Community Engagement) were publishing on deadline.
- *TARGET: Publish two issues of Advance magazine, July and December.* OUTCOME: Two issues of Advance were published on deadline.

- *TARGET: Raise UJ's Webometrics rankings.* OUTCOME: UJ's Webometrics rankings dropped during the year to 10th spot in South Africa (2012: 9); 16th in Africa (2012:13); and globally to 1 749th (2012: 1 335).

During the year, according to reports generated by independent media monitoring company NewsClip, 14 444 media items mentioning UJ featured in the national print and broadcast media, valued at approximately R544 642 027 (AVE). Approximately four million readers, listeners and viewers were reached during the year.

Community Engagement

- *TARGET: Increase voluntary student participation in CE projects to 4 000 (floor: 3 000, ceiling: 5 000).* OUTCOME: The target was by far exceeded and a total of 7 151 students were signed up for this new programme, each committed to doing 20 hours volunteer service annually.
- *TARGET: Monitor all CE staff and student projects across the four campuses and produce a Scope and Impact Study by year-end.* OUTCOME: All projects were monitored throughout the year and the annual Scope and Impact Study served at the CE Advisory Board meeting in October.
- *TARGET: Facilitate placement of staff and student projects in the Faculties.* OUTCOME: Placement Sub-committee of the CE Advisory Board was established and was active through the year.
- *TARGET: Train staff and students on CE project management and best practice in the implementation of CE projects.* OUTCOME: The CE Office successfully ran the following programmes in 2013: UJ CE Student Volunteer Programme, UJ Saturday School Programme, Art for AIDS, CE Student Showcase in May, CE Roadshow in September, Mandela Day in July, Women Empowerment Project in August and CE Awards in November.
- *TARGET: Produce CE Annual Report by 1 August.* OUTCOME: Community Engagement Report published on deadline.

Other outstanding achievements in 2013 were the successful initiation of 16 new CE projects in Faculties and Support Divisions, and five new institutional flagship partnerships introduced with major players in the South African communities and sectors.

Alumni

- *TARGET: Introduce programmes to build loyalty and philanthropy among pre-Alumni students at UJ and legacy Alumni.* OUTCOME: Innovative programmes, such as the establishment of Alumni Affinity Groups, Mentorship and Entrepreneurship programmes and Alumni events enticed Alumni to join the UJ Alumni Network in 2013. Vibrant and engaging programmes for current students (future Alumni) were designed and introduced during the year. These programmes developed UJ's student leaders and students from all four UJ campuses. Apart from having a significant impact on student experience, the groundwork done by these programmes will ensure engaged alumni when these students graduate.
- *TARGET: Identify UJ VIP and Goodwill Ambassadors and engage/build relationships with them.* OUTCOME: 100 VIP Alumni were identified at the request of the Board of Governors and individuals on this list will be contacted going forward.
- *TARGET: Build awareness of Alumni activity to 80% of the institution and 100 000 UJ Alumni on the current database through the Alumni portal and other tools.* OUTCOME: The target was exceeded and 126 000 names on the database were cleaned up during the year.

Development & Fundraising

- *TARGET: Meet the 2013 Kresge/Inyathelo challenge grant milestones.* OUTCOME: The Kresge/Inyathelo challenge set the University five achievement milestones for 2013, agreed upon between UJ and Inyathelo in April. Milestones included Institutional Advancement planning, operations and structure, procurement of an Information Management System, the promotion of giving through Alumni structures, and stewardship. Each of these milestones had their own required outcomes, most of which, except in Alumni, were met by year-end. The Kresge audit of outcomes will be completed in early 2014.
- *TARGET: Support initiatives to increased bursary income for UJ students.* OUTCOME: An exceptional R5 228 578

in additional bursaries were generated in 2013 due to the efforts of the Senior Development Officer within the Development Office.

- *TARGET: Activate and mobilise UJ's Board of Governors.* OUTCOME: The UJ Board of Governors had their inaugural meeting on 11 September.
- *TARGET: Support the efforts of the UJ Naming and Renaming Committee.* OUTCOME: The Committee met twice during 2013 and recommended to Council that the name of the Kodak Building on DFC be retained and that four auditoriums on APB be named after the following stalwarts: Albertina Sisulu, Helen Suzman, Lillian Ngoyi and Ruth First.
- *TARGET: Track income received from donations on a quarterly and annual basis.* OUTCOME: Donations income was tracked quarterly as planned. Donor funding from all UJ sources in 2013, excluding all research income, decreased to R54 213 394, representing a 30% decrease on 2012 donor income. Year-on-year donor income is as follows: R40 925 783 (2009), R43 623 482 (2010), R55 587 277 (2011) and R77 583 810 (2012), R54 213 394 (2013). The reason for the 2013 decrease is that 2012 saw a donation of more than R23m from the European Union for the Siyabuswa Campus of the new university in Mpumalanga which UJ is supporting.
- *TARGET: Facilitate peer-to-peer engagements on behalf of the Vice-Chancellor.* OUTCOME: The Development Office facilitated successful engagements on behalf of the VC and other Executive Leadership members throughout 2013. These included breakfast and lunch meetings with FirstRand, Fuchs Foundation, Anglo American, KPMG and the National Lottery Board.

Arts & Culture

- *TARGET: Maintain productivity, visibility and quality of all activities – Performing and Visual Arts.* OUTCOME: Arts & Culture staged 11 UJ productions, two festivals and four tours. It facilitated 18 concerts. In addition the UJ Choir performed at 27 concerts, 11 graduation ceremonies and three recording sessions, while the Gallery presented nine exhibitions, six of which were solo shows and three were group shows.
- *TARGET: Develop teaching and learning series incorporating short courses (student and public facing).* OUTCOME: Four master class workshops in Audience Development, two in Playwriting and one each in Musical Theatre and Understanding Shakespeare were conducted. Short courses included Comedy for Beginners, Dance and the Industry, and Strength Training for Dance. Applied Theatre Training was piloted at APB residences.
- *TARGET: Facilitate 20 incoming productions from outside producers (UJ as a Receiving House).* OUTCOME: Facilitated 29 incoming productions from outside producers.
- *TARGET: Make Arts & Culture activities in the following disciplines available on all campuses: poetry, dance, music and applied theatre training.* OUTCOME: Applied Theatre Training was piloted at APB residences. Dance, Poetry, Drama and Music were provided on all campuses.
- *TARGET: Align Arts marketing strategy to institutional reputation branding by producing Arts and Culture biannual magazine Art Much?* OUTCOME: *Art Much?* was published twice during 2013 with considerable praise from the Arts community and was recognised as a higher education publication of global excellence by CASE. Boxoffice, a newspaper supplement outlining UJ's involvement and that of its partners at the National Festival of the Arts in Grahamstown, was published during the Festival to general acclaim.
- *TARGET: Extend partnership with UJ resident companies: the Johannesburg Youth Orchestra Company (JYOC) and Forgotten Angle Theatre Collaborative (FATC).* OUTCOME: Partnerships with the JYOC and FATC have been extended for an additional three years. Both companies have been integral in extending Arts & Culture's music and dance programmes respectively with FATC offering open dance classes as an extramural for students on both APK and APB as part of the residence and student experience.

EMPLOYEE PROFILE

The Division had 58 permanent posts at year-end with only 8 vacancies. There were four resignations during 2013 – one Indian female and one black female moved to new jobs within the University, while two junior Communications staff (black males) left the University. 5 new appointments were made during the year, from designated groups and 1 new appointment from the non-designated group.

Table 89: The demographic breakdown of staff at end 2013

Black female	24
White female	13
Black male	13
White male	8

The total staff equity profile within Institutional Advancement at year-end was 62.07% against a University-wide target of 60%. The gender breakdown of the Division at year end was 36.21% male and 63.79% female.

A divisional breakdown of Peromnes levels at year-end for the 60 permanent posts in Institutional Advancement was as follows:

Table 90: The breakdown of Peromnes of staff at end 2013

Peromnes 3	1
Peromnes 5	1
Peromnes 6	7*
Peromnes 7	5
Peromnes 8	21
Peromnes 9	6
Peromnes 10	10
Peromnes 11	4
Peromnes 14	3

**Three Senior Managers' Peromnes levels remain under review*

Staff Development

During 2013, 33 Institutional Advancement staff members went on training and development relevant to their department/job portfolio as per the breakdown below:

Table 91: Training and development of staff within Institutional Advancement

Executive Directors' office:	3
Marketing and Brand:	5
Communications:	7
Community Engagement:	3
Alumni Affairs:	2
Development & Fundraising:	3
Arts and Culture:	10

Lesmarie Bentley-Steyn is completing a Master of Technology degree through the Cape Peninsula University of Technology.

Charmaine du Plessis is completing a Master's degree through the University of Johannesburg.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The Division supported the Slovo Centre of Excellence, an NPO based in Coronationville, assisting with the development of a corporate identity as a divisional community engagement project in 2013. Additionally, Institutional Advancement designed and produced business cards, corporate folders, wrote an annual report for the organisation and advised it on fundraising processes and proposals.

The primary business of the Division is to engage with University stakeholders from surrounding communities to parents and fee payers, alumni, the donor community, business and the general public through marketing and communications campaigns, public engagements, open events, inaugural lectures and Arts & Culture offerings.

Internally Institutional Advancement has close ties with the Faculties and Support Divisions via the Faculty 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 Graphic Studio, Operations, Finance and so forth.

From a media cultivation perspective, UJ has built sound relationships with the Independent Group, science, health and education journalists. Eight media networking sessions were hosted during the year, with the likes of the Independent Group, Times Media, the Sowetan and Media 24.

The Development and Fundraising Office aims to cement relationships with Alumni, key funding organisations and companies both in the private and public sectors. Staff from this section act as ambassadors of the University, promoting UJ's achievements and offerings while seeking funding and in-kind support. Thirty five companies were visited during 2013.

In partnership with The Arts and Culture Trust (ACT), South Africa's premier independent arts funding and development agency, UJ Arts & Culture presented a successful ACT | UJ Arts & Culture conference for the second year running. Over 120 major South African arts and culture stakeholders (including 58 speakers, presenters, panellists and 290 delegates) were represented at the conference this year.

UJ Arts & 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.

Other important relationships developed and cemented by Arts & Culture during the year include:

- **The Johannesburg Youth Orchestra Company (JYOC)**
The JYOC, with assistance from Institutional Advancement, secured R3 million from Popcru in 2013 to redevelop a building on APB that will house the company.
- **Forgotten Angle Theatre Collaborative (FATC)**
This Company took its residence in Dance Studio A of the Con Cowan Theatre on APB as UJ Arts & Culture's Resident Professional Contemporary Dance Company.
- **Student and Community Engagement**
In addition to Teaching and Learning which engaged over 400 students during 2013, UJ Arts & Culture partnered with several student organisations and societies through the year.

All the activities across the Institutional Advancement Division are focused on developing and maintaining the UJ brand and promoting the University's reputation as an institution of stature and excellence both internally and externally.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial Management

Institutional Advancement staff, through the Heads of Sections, are sensitised to the need to promote environmental sustainability and all staff have been instructed to use energy sparingly wherever possible.

Table 92: Breakdown of Total Budget and Expenditure for 2013

Total Institutional Advancement Budget for 2013:	R 65 749 96.00 (62 230 000 + 3 519 961)
Total Institutional Advancement Spend for 2013:	R 60 308 164.00
Outstanding orders at year end 2013:	R 6 024 003.00
Underspend/Overspend 2013:	R 582 206.00

LEADERSHIP

The Institutional Advancement Division at UJ has group membership of the Council for the Advancement and Support of Education (CASE), the international professional body for Advancement professionals; the Council for Marketing and Advancement in Education (MACE), the Southern African professional body; and the International Association of Business Communicators (IABC).

Lesmarie Bentley-Steyn (Senior Manager: Brand and Marketing) is a member of the Chief Marketing Officer Council, a global marketing body based in Palo Alto, California.

Charmaine du Plessis (Senior Manager: Communications) was President of MACE until July 2013 when she left for a Hubert Humphrey Fellowship and a board member of the Council for Communication Management (CCM). She is a member of the International Visitor Leadership Programme Alumni (IVLP Alumni) in the United States and during the year was the recipient of a Hubert Humphrey Fellowship.

Dr Kwazi Magwenzi (Senior Manager: Strategic Partnerships) is a board member of the South African Higher Education Community Engagement Forum and serves on a number of external boards in South Africa and the SADC region.

Rudy Petersen (Senior Manager: Strategic Relations) served as Institutional Forum member on behalf of NEHAWU during the year under review.

Ashraf Johaardien (Head of Arts & Culture) was chosen during the year to participate in the UJ Leadership Programme. He was invited to deliver the keynote address at the Opening of the SA Schools Festival in Nelspruit and was an adjudicator for UJ Diversity Week activities. Arts & Culture staff serving on external boards or committees in 2013 included Renette Bouwer (Senior Choirmaster) who served on the ATKV Composition Competition Advisory Committee, Grace Meadows (Manager: Performing Arts) served on the Drama For Life Academic Committee and Annali Dempsey (Curator: UJ Art Gallery) served on the Rendezvous Art Project Committee.

CONCLUSION AND WAY FORWARD

Overall the Division performed exceptionally well during 2013, meeting or exceeding most targets. However, three areas in particular require attention going forward to redefine the UJ brand to 'global excellence and stature'. Alumni Affairs needs to increase its engagement with Alumni across the board in the coming year. Development & Fundraising is not producing the results anticipated and Strategic Communications needs to become more proactive in its approach and work to raise the Webometrics rankings of the UJ website.

With new leadership and three additional staff members apportioned to Alumni Affairs and two to Fundraising & Development as a result of the Kresge/Inyathelo challenge, the Division expects significant gains in these two mission-critical areas in 2014. A media offensive by Strategic Communications and a dedicated Webmaster will assist in overcoming shortcomings in that section.

The year ahead will see two new brand/advertising agencies (Mortimer Harvey and Mojanation) supporting Marketing and Brand as well as the Alumni Office. Mortimer Harvey will drive the University's new focus towards 'excellence and global stature' by focusing on UJ success stories to shift public opinion and the Mojanation will actively market the University to the alumni body to increase alumni engagement and participation.

2014 will also see a major shift in emphasis for the University's Open Day offerings. In the coming year a number of mini-Open Days held throughout the year for Grade 11 and 12 learners will ensure that future applicants get a valuable experience at UJ and that the University derives maximum benefit and return on investment from the initiative. Monthly campus tours will supplement the mini-Open Days to specifically increase SET applicants.

Arts & Culture at UJ will focus on networking with leading arts organisations, as well as building and nurturing key partnerships to embed UJ Arts & Culture at the centre of the arts community in the City of Johannesburg, nationally and globally.

A handwritten signature in black ink, featuring a large, stylized 'M' and 'D' followed by a series of loops and a long horizontal stroke.

Milcho Damianov (Mr)

Executive Director: Institutional Advancement

A handwritten signature in black ink, featuring a large, stylized 'M' and 'L' followed by a series of loops and a long horizontal stroke.

Tinyiko Maluleke (Prof.)

Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs

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 as well as ensuring 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.

ICS organisation structure

The ICS Division consists of the following departments:

Technology Architecture and Planning

- Solutions Delivery
- Enterprise Systems Management
- IT Operations and Infrastructure Support
- Network and Telephony
- IT Service Delivery
- Information Security
- IT Portfolio Management

ICT Strategy

The key deliverables of UJ's ICT strategy are:

- Fast, reliable and secure technology infrastructure – the primary purpose of this deliverable is to provide the UJ community with an IT service that is secure, always available and failsafe, allowing them to focus on their core business guaranteed that IT will be an enabler rather than a hindrance to their operations.
- Ubiquitous connectivity is paramount to the University's strategy – this fosters collaboration among all the University's stakeholders both internally and externally. This deliverable ensures that a widespread network infrastructure that supports all devices used by the UJ community is provided, covering all locations such as the libraries, lecture venues, student centres, student residences and open area hotspots.
- Virtual student and stakeholder engagement – UJ realised that today's student is constantly connected and would like to take advantage of this by extending the engagement with students beyond the classroom through the use of online learning, social media and other means of technology-assisted learning.
- Online institutional knowledge repository – UJ generates an immense amount of knowledge through its research and other operational activities. The purpose of this deliverable is to ensure that a platform exists

that captures the University's knowledge into a repository and data warehouse that can be mined to support executive decisions and to promote the University's ratings and good standing.

- IT service excellence – ICS acknowledges that all the above cannot be possible without the culture of service excellence and delivery, hence this deliverable to ensure that this culture is focused on and that performance is measurable.

KEY MILESTONE ACHIEVEMENTS

Following are key achievements attained in 2013 through the adoption of the above strategy and ICS's relentless pursuit of service excellence:

Technology architecture and planning

- Blogs for academic staff – with the need to increase the exposure of our eminent academic staff, a request was made by Faculty to, in conjunction with the Department of Advancement, investigate the provision of a Blogging platform for academic staff. Several options and technologies were investigated and ultimately a hosted solution was identified, purchased, configured and deployed. A policy was also developed and socialised at the various forums to ensure compliance to UJ's governance requirements. This facility (blogs.uj.ac.za) has now been handed over to faculties to host all their blogs in line with the University objectives of stature and excellence.
- Server virtualisation – ICS has a target to limit the number of physical servers it is managing; this is to be achieved through a process of virtualisation where a number of physical machines are consolidated (virtualised) into a single machine. This reduces power and cooling requirements, frees up valuable space in the Data Centre and simplifies infrastructure management and support. Great success was achieved in the Microsoft space wherein currently the ratio of physical to virtual servers stand at 1:1 with a total of 220 servers of which 116 are virtualised.
- Video conferencing facility – UJ has been operating without video conferencing for a while and was dependent on Skype for video conferencing, which works for singular link up but is limited when an engagement with large groups is required. ICS undertook a project to source and install a state-of-the-art video-conferencing facility to meet UJ's collaboration needs. This has now been implemented and is beginning to serve the needs of the wider UJ community.

Solutions delivery

- The Management of Assessment Marks System (MAMS) continues to grow as requirements from faculties increase. A major part of the solutions delivery team's capacity was taken up in the development and improvement of this important system.
- In recognition of the move by the industry towards mobile applications, an initiative was started to build a capacity to ensure that ICS has an ability to build mobile apps in the future – this is still in the incubation stages with collaboration from Microsoft, Apple and other stakeholders.
- UJ has made a strategic decision at MEC level to invest in the development of a South African version of the open source Kuali software for higher education. This is in collaboration with North West University, together with other institutions that have shown interest. This project has been acknowledged as a long-term strategic project and the foundation is already being laid in this direction with Java resources being recruited and formal registration with the Kuali Foundation finalised.

Enterprise systems

- ITS is used as UJ's Student Information Management System. This system was running on the Solaris environment which was expensive to maintain and had limited support. A decision was taken to migrate this system to Linux, a platform that is less costly and provides much higher performances by comparison. The migration was a great success and the performance provided to users has been phenomenal, as experienced during the late application and registration periods. The risk of maintaining obsolete technology has also been mitigated.

- The iExpense module was implemented as part of the Oracle system in conjunction with the Finance Department allowing for an automated process of handling travel expenses and claims.
- Working with the HR Department, the Oracle self service module was further enhanced, allowing for online processing and approval of leave of absence together with online viewing of payslips. This is an ongoing project and it is envisaged that the printing of payslips will terminate as a result of this initiative, translating into major cost savings for the University.
- In collaboration with the HR and IPEM departments, the Employment Equity Report was reconfigured to provide the stakeholders with a more reflective picture on the status of EE within UJ.
- One of the challenges of a university the size of UJ is to keep track of its computing assets as these are normally expensed and therefore not tracked through a normal asset register. The VTrack system was upgraded and enhanced to ensure that the computer asset register and related software licences are properly accounted for. This will also assist in tracking of warranties or unsupported units which could pose a risk to the University.
- Planning for registration paid dividends as the online registration process was a great success with a substantial number of students utilising this facility. The system took very little strain during this period and response times were phenomenal, thanks to the upgraded infrastructure. Great collaboration was achieved between ICS, the Student Enrolment Centre, Central Administration and the faculties.
- A downside is that the poaching of our talented staff continues to plague ICS; the departure of the Department's Senior Manager to FNB brought this challenge to the fore.

Network and telephony

- The rollout of Wi-Fi was accelerated in 2013 in light of ensuring that all first-year lecture venues had to be covered – this was achieved well ahead of the opening of the 2014 academic year. Network utilisation continues to grow as more and more students acquire devices in response to UJ's push for a technology-enhanced learning experience.
- In order to ensure proper functioning of the network, a bandwidth management policy was introduced which meant that students were allocated a quota of five gigs per month and that Wi-Fi speeds would be throttled for the affected students who exceed their quota until the following month. Full speed access would, however, still be available from the Library and computer labs at all times. Following representations and discussions with student leadership, a policy review was implemented and the quota was revised to only be applicable between 07:00 and 19:00 (prime time); beyond that the network is free. This has seen utilisation jump to 90 TB per month. Fortunately this is outside of prime time. A network management system (OmniVista) was installed which will provide network monitoring and reporting functionality for the ICS Department.
- The telephone system achieved outstanding availability statistics despite the withdrawal of a least cost routing contract to a vendor for non-delivery. Network availability statistics are at +98% per the SLA. Extension of the call centre from 8 to 50 licences proved inadequate during 2013 late application processing, as the call volumes were overwhelming and a large number of calls were dropped. This has since been addressed with great success in preparation for the 2014 intake.

IT operations and infrastructure

- The 98% SLA target for systems availability was achieved for all collaboration systems (Email, Calendar, SharePoint). Major challenges were, however, experienced, with the anti-virus software necessitating tough actions to be taken against the concerned vendor. A process of rolling out a new, more effective solution has been initiated and positive results are already being felt.
- Disaster recovery initiatives – the server backup environment was upgraded to ensure system resilience and the Tape Backup Facility implemented to improve system availability, as well as to improve restore and recovery times in the event of disaster. The SharePoint facility was extended to provide departments with a secure, central environment for documents storage. This approach provides better data security than data that reside in laptops which could crash or be stolen.

- The Microsoft Service Manager solution was deployed with great success. A number of departments have now been migrated away from the call centre to a less expensive, functionality-rich solution that integrates well with UJ's back office IT infrastructure.
- In response to audit recommendations, user password requirements were made more stringent (sometimes to the objection of users) because of the length and combinations now required. At the beginning of the year ICS handled many calls from users who have either forgotten their passwords or have not taken notice of system reminders and simply left their passwords to lapse. A self-service password reset by cellphone facility has been implemented to help users reset their password without having to contact ICS.

IT Service Delivery

The Service Delivery Department is where perception about ICS's service delivery capabilities are formed. As a result, great efforts are made at training and supporting the Helpdesk and desktop technicians to ensure that they are always at their best. With the rollout of the Service Manager Tool it is envisaged that a self-service functionality will be implemented soon where users will log their own support calls and will rate the call online immediately upon resolution, giving an immediate SLA feedback.

The introduction of the Campus Support Manager role will help build relations with users and ensure an understanding of where user support requirements are located.

- Microsoft has announced the phasing of Windows XP from April 2014; this means that there will be no support from Microsoft on any system that is still running XP beyond the specified date. This is a concern to ICS as UJ still has a number of machines that are running Windows XP. A project has been initiated to identify such machines so as to either upgrade or to retire them. The elimination of Windows XP is complicated by the fact that users do not hand over machines when these are due for replacement, choosing instead to hand these down to student assistants.
- The AVU Department has gone through some difficult times, having lost its senior management and being transferred to ICS. There is, however, a Norming exercise taking place to merge the two cultures. A project has been initiated to equip all venues with appropriate audio visual equipment to eliminate "mobile units" where assistants run around delivering projectors before lectures start.
- UJ has a healthy student to computer ratio in the computer laboratories and provides a total of 4 537 computers across the four campuses. While it is expected that the use of computer labs will decline in the long term as students bring own devices, this service will continue to be provided and improved in the short term. It is acknowledged that there will always be a need for this service albeit to a lesser extent in the long term.

Information Security

With the University's dependence on IT comes a need to constantly review information security in compliance with new laws and in response to emerging threats. The Information Security Department has been working hard at ensuring that IT governance, policies and processes that protect information are in place and are being adhered to.

- Information security awareness sessions were conducted with user departments to sensitise them about information security threats, what is available from ICS's side to assist them and what they need to do to ensure security of their data.
- In total seven faculty engagements were conducted on information security and feedback was received on the advice which is most often required and how these sessions could be made more effective going forward.
- Information Security Policy Framework – an initiative was started in partnership to revise Information Security policies and to introduce new policies in line with the changing IT landscape. A total of 11 new policies and procedures were developed, adopted and are in the process of being rolled out within ICS.
- Risk and audit – improvements have been made in the management of IT risk and processes are in place to monitor progress. There is, however, still a lot of work needed to clear audit findings and ensure that these do not reoccur. ICS has adopted a policy of no repeat findings and is putting a lot of checks and balances in place to ensure that this happens.

- A UJ-wide business continuity project has been initiated under the Risk Officer Department. ICS is a key contributor to this project, as most of the Department's information resides in the IT systems. The IT and Finance departments have completed their sessions and are in the process of running mock sessions. The process continues with remaining departments.
- IT Governance – a lot of work went into the establishment of an IT Governance Framework as well as the IT Steering Committee. The Committee initially operated as a consultative forum and will be constituted as a MEC subcommittee tasked with IT governance matters per the adopted charter. Work is underway to complete the areas of the IT Project Governance Framework that are still outstanding.

Financial management

ICS has worked hard to ensure that it stays within its budget while achieving its mission; a challenge however exists in attracting and retaining good candidates given our salary scales.

The allocated capital expenditure budget was well spent, however issues were experienced with regards to the network re-cabling of some of the campuses, resulting in under expenditure in this area; appropriate actions have been taken to remedy this situation and support from the Operations Division has been sought to ensure that a similar situation does not occur.

CONCLUSION AND WAY FORWARD

In recognising the prevalence of IT and the key role that it plays in UJ's operations, ICS has prioritised IT service delivery as a key focus area during 2013 and good gains were achieved in this regard. Partnership with UJ's stakeholders was another milestone where ICS shifted its focus to not only concentrate on the traditional Data Centre technology matters but to extend to those areas that drive the University's core mission of teaching, learning and research. This culture change is a journey that needs to be reinforced constantly.

There is also a concerted effort to bring closer areas that run localised departmental systems, e.g. the Library, Academic Development and Support, Advancement, Institutional Planning, and Research Information Management so that they can be exposed to and share in ICS's IT best practice repository.

ICS sees the continued rollout of ICT in the area of Teaching and Learning as a key driver to enhance UJ's global stature. To this end, the following are some of the focus areas for 2014:

- Rollout of Wi-Fi to all lecture venues to complete the digitisation of key locations, making UJ one of the few universities where connectivity is available in almost every area of the student's life including the Library, open areas, student centres, student residences and lecture venues.
- Management and securing of mobile devices – there has been a dramatic increase in the number of mobile devices being used on campus. In February 2013, 6 000 devices at peak were logging into our network daily, a year later this figure has multiplied to a minimum of 25 000 connections every day. The rollout of tablets to staff continues with 420 rolled out as part of the Vice-Chancellor programme, while departments and individuals are also making their own purchases. The influx of these devices brings with it the potential for loss and more importantly the loss of critical data. ICS is developing a Mobile Device Management Policy that seeks to address the above issue. Coupled with this will be the implementation of a mobile device management tool, the purpose of which would be to secure data from landing in the wrong hands in the event that a device is lost.
- Technology-assisted learning – efforts are being made to make the adoption of technology in the classroom as seamless as possible. Courtesy of the Core Group, UJ has received a donation of 50 Apple TV devices to be installed in selected lecture venues. This project will be rolling out soon to allow lecturers to interact seamlessly as they demonstrate concepts using their tablet devices. There is also a concerted effort to do away with mobile projectors where assistants are employed to run around delivering projectors to lecture venues. The aim is to ensure that all lecture venues are equipped with state of the art audio visual facilities.
- Video streaming – there is a need to use technology as a means to improve reach and to help cut down on unnecessary travel. Lecturers require a means of conducting concurrent lectures across multiple campuses

through the use of video streaming. UJ hosts important events throughout the year and it is important that these be showcased to a wider audience, either as live stream or to be saved and made available over the internet. ICS will be introducing technology that enables this requirement and will be collaborating with the Advancement Department regarding the provision of camera work.

- Mobile apps development capability – mobile devices are the future and the development of apps to address this growing area is a key requirement for ICS. Effort is being made to acquire the necessary tools to enable in-house mobile apps development and to upskill ICS developers with relevant knowledge.
- Network redesign – the UJ network's backbone was designed to serve a particular era and as such a relook at the network design is necessary to respond to the new challenges of mobile devices, the need for fast connectivity, bring your own device (byod) and security. A project is being initiated in conjunction with Alcatel, the UJ network equipment provider, to relook at the current design and factor in all the above requirements in a best practice blueprint that will be rolled out in stages.



Andile Swartbooi (Mr)

Executive Director: Information & Communication Systems



Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Strategic Services

DIVISION FOR INSTITUTIONAL PLANNING, EVALUATION AND MONITORING

OVERVIEW

The primary functions of the Division for Institutional Planning, Evaluation and Monitoring are to provide the data, research and support for the strategic and institutional planning processes of the University, and the guidance and support needed for academic planning. Headed by a Senior Director, the Division consists of three units: Institutional Planning and Research, Academic Planning and Data Governance and Management.

Two major sets of activities marked the year 2013: UJ's first entry into a ranking system and a major revision of the University's strategic plan.

RANKINGS

The University's first application to be ranked by the Quacquarelli Symonds World University Ranking (QS WUR) system was made in April. Ranking results were released in September and UJ was ranked in the top 650 universities out of more than 3 000 applicants. Looking at scores for particular criteria, UJ did well in terms of employer reputation and international faculty, but scores for citations and academic reputation were disappointing. At what QS calls the faculty level, Arts and Humanities did well but scores were low in other areas despite the excellent research produced in the Sciences and in other fields at UJ. A ready explanation is that visibility is much harder to achieve in fields where levels of global competition are extremely high and a further factor is that subjects in the Management Sciences do not feature in current assessments of subject areas by QS.

What this suggests is that concentrated efforts must be made to not only increase research outputs, but where appropriate, to direct high-level research to publication in Scopus-listed journals (Scopus being the bibliometric database used by QS). Limiting the spread of research (particularly in the Sciences) is another strategy that could make for greater visibility in a few selected niche areas. (In effect, this is the strategy adopted in the new strategic plan in the building of key flagship programmes with associated research foci). Academic reputation is built largely on a university's reputation for high quality research as manifest in international publications, but it draws on other related activities such as partnering with leading researchers in research projects, participation in international conferences, alternative methods of disseminating research findings or alerting colleagues to publications such as the use of social media, and the offering of joint degrees at postgraduate level. All of these should be pursued.

Shortly before the end of the year, results for the ranking of universities in BRICS countries were released and UJ was ranked in the top 100 at place 61 out of more than 400 institutions.

Global ranking systems are a relatively recent phenomenon and their use and value remains highly contested. Shanghai Jiao Tong University developed the first of these systems in 2003 at the request of the Chinese government as a 'benchmarking' exercise in China's bid to establish world-class universities. That ranking system

is now known as the Academic Ranking of World Universities (ARWU) and it is based exclusively on research criteria, including Nobel prize-winners and field medallists among staff and alumni. Since then at least 10 global ranking systems have been developed, with ARWU, QS WUR and Times Higher Education (THE) leading the field as the best known. All these ranking systems use different methodologies and while ARWU can claim the greatest objectivity, its research bias excludes assessment of the core academic activities of teaching and learning. Some ranking systems have attempted to introduce criteria that will serve as a proxy for teaching and learning quality, such as student staff ratios, but this is a very limited measure. Other criteria are based on reputational surveys that encode subjectivity in apparently objective metrics. And, although different weightings are applied in different systems, research remains central and the bias is towards the natural sciences and medicine – in part because journals in these fields are far greater in number on the bibliometric databases that are used by ranking systems.

The question for the University is whether it should apply for assessment in any other ranking system in addition to QS. In essence this means assessing the criteria and weightings of different ranking systems against the strengths of the University. THE must be considered because of its prominence, but while the survey element (for which QS is criticised) is greatly reduced in THE, the proportional emphasis given to research is high (62.5% of which 32.5% is accorded to citation impact). In QS, citations are measured more simply as citations per faculty and given a weight of 20% while 40% is given to academic reputation (measured by survey). UJ scored 6.5 for citations per faculty over five years in QS and our external research income is relatively low, so this does not bode well for a THE ranking. Nonetheless, in view of the institution's rapid increase in research output, the Division will assess the potential for this application in 2014.

Another option is whether, within QS, UJ should apply for rating in the QS Stars system. QS Stars offers a much wider range of criteria against which an institution is measured, including its infrastructure, facilities and services, and it offers the means to identify similarly configured peer institutions around the world. This possibility will also be explored in 2014.

The University's second submission for QS world ranking will be made in April 2014 and in this respect, the Division has been providing significant assistance to the Human Resources Division to ensure that staff data is accurately recorded. Given that student to staff ratios are an important component of QS scores, it is of the utmost importance that all staff, temporary or permanent, who contribute to teaching and learning, and all international academics, are reflected on the HRIS system as accurately as possible. Great strides have been made in this respect and in the accurate recording of the highest level of academic staff qualifications. This effort should result in an improved data submission to QS.

For UJ, engagement with global ranking systems is almost unavoidable as it seeks to extend its global reputation and stature. Rankings have had an impact on higher education systems far in excess of their original purposes (as benchmarking exercises or to guide student choice) and commentators have identified a 'duality' of effect: they both measure an institution's reputation and, by ranking, considerably enhance its stature. Nonetheless, the broader academic community regards these systems with some scepticism, seeing them as flawed and reductionist. It will be important to allay fears that energies will be directed solely to strategies and activities that will advance UJ in the ranking tables and that the multiplicity of other valuable activities that constitute a high-quality university will not be acknowledged and supported.

Strategic Plan 2025

The second set of activities referred to above related to a major reformulation of the University's Strategic Plan, taking it through to 2025. On the basis of discussions held at the August ELG Breakaway and the succeeding MEC Breakaway, the Director undertook the writing up of the revised Strategic Plan and the development of tracking tables to monitor progress towards the accomplishment of targets for 2020 and 2025. The tables provide KPAs, KPIs and targets for each of the six primary objectives. These elements have been refined and revised, with each member of the MEC responsible for a particular area, and with very minor changes, the plan and monitoring tables were approved by Council in November 2013. This plan is a revision of the 2020 Strategic Thrusts that was

necessitated by the fact that progress on many of the original indicators had already exceeded 2020 targets. Fundamentals have not changed but have been elaborated and extended to give the plan a greater reach (with its emphasis on global stature), focus (as the pan-African epicentre of critical intellectual inquiry) and coherence.

Towards the end of the year, work began on the construction of an electronic 'institutional barometer' on the HEDA system. The barometer has a dashboard format and provides a view of progress towards 2020 targets on the basis of scores for each of the six objectives. Where the tracking source for an indicator is found in a readily available database such as HEMIS, data is regularly updated, while in other instances, data will be refreshed on a quarterly or half-yearly basis as appropriate.

This dashboard is a major achievement as its construction has involved the coding of every element reflected. It has a number of different functionalities, allowing the viewer to move through various tabs at the top of the page, from an overall view, to a view of each objective, its performance areas, all indicators and progress to date. The targets are those for 2020 and may be changed to 2025 as time progresses. Where appropriate, information can be drilled down to faculty level and trend lines are shown to indicate what needs to be achieved per annum if 2020 targets are to be reached.

The adoption of the new Strategic Plan necessitated the alignment of the Institutional Scorecard with the plan and this exercise was also undertaken by the Division in early 2014. While the institutional barometer measures progress over a seven-year period, the scorecard measures annual progress in relation to the trend line indication of targets to be met each year. A dashboard for the scorecard will also be developed in 2014.

Data collection and data reporting

Ranking and the new Strategic Plan are both reliant on extremely accurate data provision. Both in this respect, and for more general reporting by faculties and divisions to the internal governance structures of the University, data accuracy and consistency have not always been achieved and this has been the cause of justifiable consternation. The basic data collection platform used by the University is ITS and it is onto this platform that all operational data is loaded. HEMIS, the official management information system operated by DHET for the entire higher education system, is used to extract data daily from ITS, according to its defined protocols. HEMIS data is audited annually (in June, for the previous year) and these records then become part of the official national database for the system. The accuracy and consistency of data is therefore critically important as these reflect the official profile of the University and may be accessed for analyses conducted by third parties. QS and THE, for example, will source data from government records as well as from institutional websites to verify data submitted by an institution. Locally, the Centre for Higher Education Transformation (CHET) provides a tool for peer institutional comparison on its website that is based on HEMIS data. DHET draws conclusions about levels of staff qualifications and student to staff ratios based on this information. There are two issues here: the first is the issue of data capturing which has not been accurate, particularly in HR, and this has led to under and over counts in some categories. HEMIS draws data from HRIS for official reporting and inaccuracies in the data then become part of the official record. The second issue is constant contestation of official data by those whose first-hand knowledge provides a different perspective.

The Division worked very closely with HR in the course of 2013 in an attempt to align definitions used in the HR environment with HEMIS definitions. The support of the Executive Director of HR in this process has meant that many difficulties have been overcome and anomalies in records have been rectified. Systems have been set in place to ensure that data capturing will be undertaken in terms of agreed norms from here on, but it is impossible to rectify past inaccuracies. The consequence is that certain audited HEMIS records in relation to HR will have to remain as they were originally submitted.

By contrast, student records on HEMIS are accurate and reliable and it is to be hoped that HR information will have the same status in future. For this reason, the Division has been insistent that HEMIS data should be used for all reporting to the MEC, Senate and Council.

Nonetheless, internal reporting has been beset by data inconsistencies because data is sometimes drawn from the operational system according to non-HEMIS principles, or even from HEMIS itself using inappropriate filters and definitions. In order to mitigate the risks posed by these practices, the Division has coordinated meetings of a data governance group consisting of representatives from Academic Administration, Human Resources and the Research Division. This group has agreed that at the very minimum, all data used in official reports (including annual reports) should indicate the data source, time and date of download, and the definitional parameters used to filter the displayed information. Faculty administrative officers often provide deans with information that is not accessed according to these principles and this is yet another hole in the wall that must be plugged.

HEDA dashboards

The University subscribes to HEDA, a commercially developed portal that gives access to ITS and HEMIS data through software that enables the construction of customised views, reports and analyses of data. The HEDA portal gives access to a vast amount of data that can be customised for particular needs through the application pivot tables, and this is often the way information is generated for regular reports to the MEC, ELG and other bodies. Rich and flexible as it is, it nonetheless poses some challenges to executive users who are pressed for time and are not completely familiar with its applications. This has led to the development of dashboards which afford the viewer a quick, easy and reliable guide to frequently required information.

For the past few years, the University has operated only one dashboard on the HEDA system – for the monitoring of actual registrations against planned enrolments. This has proven to be a valuable tool both in the registration period and throughout the year and can be filtered by faculty, by programme, by campus and undergraduate or postgraduate status. It has been further supplemented by widgets that provide an easy graphic representation of enrolments by faculty or by extended programme with a traffic light indicator of progress towards target.

In 2013, work began in earnest on the development of a number of other dashboards, the principal one being the institutional barometer described above. This was preceded, however, by an undergraduate profile dashboard that gives immediate access to all the basic information in relation to undergraduate students at UJ and can be filtered by faculty. A parallel postgraduate profile dashboard is in the process of development and will be completed in the course of 2014.

Enrolment planning and monitoring

The enrolment monitoring dashboard has been in use since 2010 and has been refined in a number of respects, allowing for data refreshment every 10 minutes during the registration period. Confusion as to what is meant by a registration target as opposed to a headcount target has been a problem and the layout of the dashboard has been altered to give greater prominence to the headcount target. This target refers to the number of enrolled students on the HEMIS database at the end of each year, for which the University will receive subsidy. It is in relation to this target that the Enrolment Plan is devised each year and sent to Senate for approval. However, the reality is that a number of students cancel or drop out of their studies, and if they do so before the mid-year HEMIS census date, they do not count for subsidy purposes. Planning therefore takes this phenomenon into account and aims for a registration target that is slightly higher than the desired headcount target to allow for dropouts. In the second half of the year, subsidy-earning headcounts are reflected on the dashboard to indicate how close we are to achieving the planned target.

With the exception of 2011 (which produced an NSC-induced spike), enrolments have followed a much smoother path than in the years preceding 2010 and have come very close to matching planned figures. The achieved enrolment headcount for 2013 was within 1% of the planned target (445 short) which is a credit to the fact that faculties take the enrolment planning process very seriously. In relation to other aspects of the enrolment profile, there was a significant decline in undergraduate diploma registrations (736 short of target), and in relation to the CESM mix, the Faculty of Science exceeded its target, but Engineering and the Built Environment was under-enrolled, resulting in a shortfall in the SET CESM category. The drop in diploma enrolments was seen primarily in the Faculties of Management (394) and Engineering (174) and these two faculties were the subject of special

analysis as they both showed declining numbers of first-time entering students. This group of students is critical to sustainability and the faculties have taken steps to ensure that declining patterns are halted.

The intention in long-term planning is to decrease the CESM proportion of BUS/MAN but this category decreased more rapidly than planned in 2013, from a planned proportion of 40.7% to 39.4%. The shrinkage of this category was intended to make space for growth in SET and EDU, and while EDU increased its share, SET declined and the slack was taken up by the Other Humanities. Planning for growth in the SET category has previously been identified as posing some risks as it is dependent on what the school system can deliver by way of applicants with high scores in Mathematics and Science. There has been no improvement in NSC results in these subjects and therefore this strategy remains risky although it is endorsed by DHET.

The proportion of undergraduate to postgraduate was close to target, but in actual headcounts, targets were not met in either category. However, the greatest shortfall was in undergraduate enrolments with postgraduate registrations only 38 short of target. A pleasing outcome was that targets for master's and doctorates were exceeded with decline in both categories only registered in Humanities.

One further issue should be raised here, and that is the very clear trend of declining diploma enrolments over the years. In 2005, at the time of the merger, undergraduate enrolments were almost evenly split between diplomas and degrees. Now the split is approximately one-third diploma to two-thirds degree enrolments. The explanation relates to a number of factors including student preferences, market pressures from other providers, changes to the qualifications framework and professional body responses to the HEQSF. DHET is likely to interpret this as academic drift, and there may well be an element of this, but the interpretation also arises from a rigid demarcation of qualification types on the part of DHET. The University argues that as a comprehensive institution, it straddles three programme tracks with the following focus: career and occupation, professional, and general formative. Although the career and occupation track is predominantly associated with the diploma qualification type, there are degrees that are designed specifically to fulfil the purposes of this track, and these offerings should not be interpreted as 'drift'. In the next few years, as the four-year Health Science programmes and the Bachelor of Engineering Technology degrees kick in, diploma enrolments will drop even further.

The University submitted its Enrolment Plan 2013 to 2019 to DHET at the beginning of the year, and this will continue to provide the broad parameters for planning in the next few years in terms of undergraduate to postgraduate ratio, CESM mix and other factors. DHET has yet to provide the higher education system as a whole with a Ministerial Enrolment Planning Statement.

Programmes and HEQSF alignment

The process for the alignment of UJ's programmes with the stipulations of the HEQSF has taken considerably longer than anticipated. Original timelines set by the HEQC were revised repeatedly as the immensity and complexity of the exercise and the CHE's own limited capacity to deal with the process unfolded.

UJ's first submission of programmes to the HEQC in November 2011 consisted of a full list of existing programmes separated into A, B and C categories. Programmes requiring limited changes (A) were aligned and deemed accredited. The original submission date for B programmes was scheduled for July 2012, but this date was postponed by the HEQC because the submission template had not been finalised. In the meantime UJ designed its own template to address technical changes to these programmes, as well as proposed curriculum changes required for alignment. A draft HEQC template was only made available in November 2012. In March 2013 institutions received correspondence from the HEQC with new timelines for the conclusion of the process in the period between June 2013 and June 2014. Institutions were provided with three possible submission dates. The HEQC also indicated that the HEQSF Alignment online-system would be made available in June 2013 but this did not happen. In October 2013 UJ and a couple of other institutions were invited by the HEQC to a workshop to pilot the online system for B programmes. After the finalisation of the template, end-user training workshops were arranged for 27 November 2013 and 6 February 2014. At the first workshop, two new possible submission dates were given to institutions, namely 17 March and a date in June 2014. UJ submitted all subsidised category-B programmes on 17 March and will be submitting non-subsidised programmes in June.

One of the consequences of the HEQSF alignment process has been a proliferation of applications for new programmes, in some cases to replace qualification types that are to be phased out such as BTech and MTech, and in other cases to provide pathways to professional registration that would otherwise not be possible in the new qualifications framework. A new process for the review of programmes was adopted in April 2013 to accommodate the increased volume. A total of 43 subsidised programmes, 43 Continuing Education short learning programmes and one Continuing Education whole programme were reviewed. These included 10 three-year Bachelor of Engineering Technology programmes and a number of postgraduate diplomas in the Faculty of Economic and Financial Sciences to replace some of its Honours programmes where the PGDip is seen as more appropriate to the form of the programme.

In view of all the changes necessitated by the HEQSF, UJ's Academic Programme Policy was revised and submitted to Prof. De Kadt, who was responsible for the coordination of all revisions to policies related to the academic domain.

A number of positive outcomes have resulted from this process. One is that when 'old' programmes are finally phased out, UJ will have a reduced and cleaner set of programme offerings. A second outcome is that the number of electives offered to students in some of the general formative programmes has been greatly reduced which has great advantages for timetabling, and the third is that there is much greater consistency in the allocation of credit values to modules across all programmes.

Other elements of institutional research

Many of the reports and analyses emanating from the Division are based on hard quantitative data derived primarily from the HEMIS database. These are complemented by more qualitative forms of research that investigate critical issues in the area of student experience. These surveys are conducted separately for undergraduate and postgraduate students as their needs and interests differ significantly. In the past they were conducted biennially, but from here on the surveys will be administered annually.

Undergraduate Survey

The Undergraduate Student Experience Survey was first conducted in 2009, at which time it was paper based. Although 3 500 responses were received, many questionnaires were not fully completed. In 2011 the survey was conducted online for the first time with 2 800 complete responses. The survey was again administered online in 2013 and students could access it via a link on the UJ Student Portal. With the increase in student access to the internet, marketing initiatives and correctly captured email addresses, the number of responses sky rocketed to over 14 000 (a response rate of about 34%).

The researchers reviewed the previous 2011 Undergraduate Student Experience Survey questionnaire and enhanced it, retaining, however, the core elements of the 2011 questionnaire to ensure that accurate longitudinal comparisons with the 2011 outcomes are possible. The questionnaire gathered information on students' demographic background, their opinion of the UJ environment, their plans after completion of their studies, their perceived experiences of lectures, tutors and tutorials, learning outcomes and the availability of financial aid. The questionnaire elicited information on services offered by Central Academic Administration, faculty-based administration, the computer laboratories, the libraries, the Centre for Academic Technologies, and other academic services. The report on the outcomes of this survey has been distributed to faculty deans and ADS.

The finding overall is that undergraduate students have positive experiences regarding all of these features of student and academic life. Some areas/items of concern have been highlighted for attention by those responsible so as to effect improvements.

A further development in 2014 will be to construct an undergraduate satisfaction model, which should provide a statistically significant weighted satisfaction aggregate. The aim is to compare the aggregate with past and future satisfaction figures.

Postgraduate Survey

The main focus of this survey was the programme-related experiences of UJ postgraduate students. The intention is to get a clearer understanding of issues in this regard to assist in programme revitalisation, improving supervision practices and determining the extent of achievement of the anticipated programme learning outcomes.

Adjustments were made to improve the validity and reliability of the investigation after careful scrutiny of the 2011 questionnaire. As is the case with the Undergraduate Experience Survey questionnaire, the researcher kept the majority of the 2011 questionnaire unchanged in order to make comparisons possible. The target group of respondents for this survey was all UJ's master's and doctoral students who have registered and/or completed their postgraduate studies, from 2007 to 2011. The server returned a total of 493 usable responses.

The outcomes of the 2013 Postgraduate Experience Survey consists of three separate reports with a focus on PhD students, research master's students and coursework master's students. The questionnaire requested that the coursework master's students answer an additional set of questions pertaining to their coursework. The report yields valuable information regarding student experience. The postgraduate students perceive the overall postgraduate experience as positive but the report highlights some suggestions on how supervisory practices may be enhanced. The survey will be conducted annually from 2014 and again, a satisfaction model will be developed.

Collaboration with Umalusi

Institutional researchers in the Division took part in a pilot study commissioned by Umalusi during 2013. The study investigated the ability of NSC results to serve as predictors of academic success at higher education institutions. The aim was to determine whether results in three NSC matriculation subjects – namely English, Mathematics and Physical Science, could predict academic success of admitted students, and if this relationship had changed since the introduction of the NSC in 2008. The pilot study was conducted by researchers from three higher education institutions, namely the University of Johannesburg, the University of Pretoria, and the University of the Witwatersrand, who examined whether scores for the selected matriculation subjects (English, Mathematics and Physical Science) acted as predictors of academic success at their respective institutions.

The regression output illustrates a correlation of the NSC results with academic success by a positive and statistically significant coefficient for all three NSC subjects. Investigations at the three institutions across different faculties have confirmed this. On conclusion of this first pilot study, the overall findings suggest that NSC results continue to predict academic success at higher education institutions but the ability of NSC results to act as predictors may be influenced by future changes in NSC results themselves. It was also found that interventions and experiences in the environment at higher education institutions can work directly to affect the academic success of students of varying academic abilities.

The Unit for Institutional Research is involved in the planning phase of the second phase of the research project which will involve a greater number of higher education institutions.

Graduate employability

In the past, graduate employability surveys have been conducted by an external commercial enterprise (Magnet) in a limited set of fields (primarily Business and Accounting). The Unit for Institutional Research conducted its own graduate employability survey for the first time in 2011 but gathered only 303 responses. The aim of the Student Employability Survey is to gather and investigate data about UJ students' employability prospects. The questionnaire enquires about graduates' activities since their graduation, about their employability prospects, and how quickly and where they found employment.

In 2013, the researchers established a link to an online questionnaire for those students who graduated recently. Respondents participated voluntarily and anonymously in the survey. The server collected a total of 2 389 fully completed, usable questionnaires. Overall, the findings of this survey suggest that the majority of respondents

across all qualification levels were of the opinion that they would not have been able to find their current employment without their UJ qualification. On the basis of this sample, one of the findings was that within six months, more than 70% of graduates obtained employment, and 91.5% had found employment within 12 months. The report also concluded that a professional four-year qualification or an advanced qualification such as an Honours degree provided the employment seeker an advantage in securing full-time employment. As with the other surveys, the intention is to conduct this annually.

A handwritten signature in black ink, appearing to read 'P. Gibbon'.

Trish Gibbon (Ms)

Senior Director: Division for Institutional Planning, Evaluation and Monitoring

A handwritten signature in black ink, appearing to read 'Angina Parekh'.

Angina Parekh (Prof.)

Deputy Vice-Chancellor: Academic

UNIT FOR QUALITY PROMOTION

OVERVIEW

The goals of the Unit for Quality Promotion (aligned with the UJ Strategic Thrusts) are to:

- facilitate, support and oversee the implementation of the UJ Quality Promotion Plan: 2010 to 2016;
- sustain, support and improve the UJ Quality Promotion System;
- enhance and contribute to the effective functioning of the Unit for Quality Promotion.

UJ QUALITY PROMOTION PLAN

As far as the implementation of the UJ Quality Promotion Plan is concerned, the Unit is providing support with the preparations for quality reviews. The following quality reviews were conducted in 2013:

- a total of 30 academic programme reviews, including subsidised and non-subsidised programmes, aimed at improving the depth, stature, quality and relevance of the UJ programmes. These reviews included self-evaluations followed by external panel reviews;
- four support divisions also underwent similar quality reviews (i.e. Residences, IOHA, Transportation and HR);
- two faculty reviews in 2013 (the Faculties of Humanities and Health Sciences) and two faculty reviews scheduled for 2014 (FEFS and Faculty of Management).

SUPPORT IN 2013

The following support has been provided to the UJ Quality Promotion System:

- The UJ Progress Report was updated by means of contributions from different role players at UJ and Progress Report II was submitted to the HEQC by March 2013.
- A report on the implementation of the UJ Quality Promotion Plan in 2012 was presented to the STLC as a PowerPoint presentation, while a full written report was submitted and presented to the ELG. Key commendations and recommendations with regards to programmes were reported.
- The framework for non-subsidised programmes was reworked as a policy with separate procedures (by the Dean of the Faculty of Law) and submitted to MECA for approval. It was decided that one document should be developed and that the outstanding issues should be addressed by a task team with the DVC: Planning as chairperson.
- A proposal on the HEQSF alignment of non-subsidised whole programmes was approved and the relevant programmes reviewed and submitted to Senex (August 2013) for approval.
- As far as student involvement in quality assurance is concerned, one Unit staff member (Mr Vongo) is exploring the topic. He presented a workshop on the topic to the Garmin Group (an inter-institutional discussion forum for staff in quality offices at South African universities) in February 2013. He attended

a conference in Glasgow, Scotland in June – one of the conference themes was student involvement in quality enhancement. He also met with individuals from Edinburgh University to explore the topic further.

- An initial list of professional councils that accredit UJ programmes has been drawn up. Permission from the Registrar has been obtained to collect more information from the faculties, e.g. on the status of the council/statutory body, purpose of campus visits, etc. Information has been received from eight faculties thus far.
- The Unit provided support with the two faculty reviews conducted in 2013, namely the Faculty of Humanities and the Faculty of Health Sciences. The Faculty Review Management Committee met regularly, and the two staff members involved in these reviews (Ina Pretorius and Hester Geyser) have met several times with the faculties to discuss their preparations, etc. Preparations for faculty reviews scheduled for 2014 (FEFS and the Faculty of Management) were initiated;
- The Faculty Quality Discussion Forum met on 12 March 2013. A number of quality-related matters were discussed, e.g. HEQSF alignment of programmes, including non-subsidised programmes, programme reviews, etc.;
- Two Unit delegates attended the CHE Quality Assurance Forum. The workshop focused on the second cycle of audits; the National Review Of Social Work, and an update on the HEQSF;
- In February 2013 UJ hosted the Garmin Group, an inter-institutional discussion group. Institutions which attended were the Nelson Mandela Metropolitan University (NMMU), North West University (NWU), the University of the Free State (UFS), the University of Cape Town (UCT), Stellenbosch University and UJ. On the first day, the discussions centred on student engagement in quality processes. The attendance of three members of UJ's SRC was especially encouraging: we hope to follow-up on the contacts made. On the second day, challenges encountered during the peer review process were discussed. All attendees participated and shared challenges as well as best practice. Feedback from other participants confirmed UJ's perception that the discussion group was worthwhile and very informative;
- The ESA/SA-EU QA Colloquium in Stellenbosch was attended from 3 to 5 April. Main themes included the roles of quality managers and the shift in focus from QA to QE of teaching and learning. A report has served at the R-Exco of April 2013.
- An in-house Quality Conference was conducted on 15 August. Speakers included Prof. Diane Grayson (Director: Institutional Audits, CHE), Prof. Vivienne Bozalek (Director: Teaching and Learning, University of the Western Cape), Ms Mariaan Kloppe (Institutional Manager: Teaching and Learning, NWU) and Mr Mthu Vongo (Coordinator: Quality Promotion, UJ).

FUNCTIONING OF THE UNIT FOR QUALITY PROMOTION

The UQP has held a strategic breakaway and conducted a SWOT analysis in February 2013. A follow-up session was conducted in April, combined with a reflection on insights gained during the Garmin Group and the HESA Conference. One of the goals, to identify a relevant research project for the Office, has been addressed and the Unit is planning a project on the role of external panels in quality reviews.

CONCLUSION AND THE WAY FORWARD

For 2014 a wide range of reviews are planned, ranging from faculty reviews to programme reviews, reviews of service and support divisions and also a review of the Soweto Campus.



Kinta Burger (Prof.)

Registrar

ACADEMIC ADMINISTRATION

OPERATING CONTEXT AND GOVERNANCE

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 objectives. The current student data system is Integrator from Adapt IT (previously 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.

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 annual external student data audit is submitted to the Department of Higher Education and Training (DHET) via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination including Academic Structure, Higher Education Management Information System (HEMIS) Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling and Graduations. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex.

RISKS AND MANAGEMENT OF RISKS

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 Academic Administration risks with a possible threat to sustainability in order of impact and importance are listed below. The impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

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 student data system.

Large number of late applications/walk-ins

UJ has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University has decided not to allow any physical walk-ins.

To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January. For this purpose the **CLEAR** campaign (**C**hoose, **L**earn, **E**arn, **A**pply and **R**egister) was developed. Furthermore a dedicated application enquiry system, accessible via mobile devices with internet connection, was developed for late enquiries/applications. Applicants without internet access can access information via an extended call centre. Immediately after the release of the National Senior Certificate (NSC) results, UJ calculates the final admission status of first- and second-choice applications, as well as declined applicants whose Grade 12 results had improved. All category applicants were informed via SMS of their final admission status. These statuses were also available on the UJ Homepage. All four UJ campuses were closed during the period 3 to 11 January 2013 and only card-carrying students were allowed on campus for special assessment sessions.

DFC Campus upgrade and consolidation: venue readiness for teaching

Unforeseen operational difficulties resulted in numerous delays in the completion of the project and the readiness of venues for teaching with subsequent implications for the lecturing timetable. Intervention strategies were implemented in the operational environment to expedite the project. This was declared an institutional risk and the progress was monitored by the Audit and Risk Committee. Short-term alternative arrangements regarding timetabling were instituted to mitigate the risk.

A new DFC lecturing timetable was developed to provide for the new DFC teaching venue configuration and the Faculty of Health Sciences consolidation. For this purpose, newly acquired timetable optimisation software (Celcat) was utilised. An effective rate of 85% was reached. The remaining 15% of modules was scheduled manually. All HODs concerned signed off on the new lecturing timetable.

Late Publication or Incorrect Assessment Marks due to the Implementation of MAMS.

MAMS was developed in response to the need for real time student performance information for the early identification of at-risk students. The current Excel program only makes provision for a download of the assessment marks at the end of each semester. MAMS will create a central repository where marks will be accessible to Safenet as they become available during the course of the semester/year. MAMS also adds value to the management of marks as the following examples illustrate:

- The HoD, programme manager or module coordinator have access to test results during the semester for early identification of problems in a specific module or on a specific campus.
- Different lecturers on the same module are able to see the rest of the results and can benchmark their results against the rest of the group.
- The overall performance of a student in all modules is available to ensure appropriate and timely academic support interventions.

Testing of MAMS

The development was completed in April 2013. Central Academic Administration (CAA) tested the functionality of the programmes. From April 2013, user testing started with a small number of lecturers capturing their marks on the MAMS production system. This pre-pilot testing was done to verify the potentially high risks involved with marks. Although the pre-pilot group was small, all module types (semester modules, year modules and continuous assessment modules) and small and large groups were captured. The pre-pilot phase was completed after the July 2013 supplementary assessments. All reported system errors were documented and were fixed before the end of June 2013. The internal auditors (KPMG) were involved since March 2013.

Pilot project: July to December 2013

The planned date for full implementation of MAMS is the first semester of 2014. Due to the risks involved with assessment marks, user testing (on the production system) by means of a representative group of lecturers was done during the pilot phase from August to December 2013. The pilot group captured marks on the MAMS production system and no duplication of mark capturing was required. Implementation in the first semester of 2014 will only commence if the outcomes of the pilot testing are positive and the internal auditors sign-off on the project.

Inability to find a workable timetable for APK

The combination of too many module choices and limited lecturing venues had created numerous clashes on compulsory modules and non-compliance with the UJ Teaching and Learning Strategy. Less than 60% of modules comply with the required three formal contact sessions per week, creating a reputational and sustainability risk for the University. The undergraduate lectures were scheduled until 18:45.

To mitigate the risk, an existing partially under-utilised 1 000 seater assessment venue (D lab Cellar) was re-equipped as lecture venues. The MEC furthermore approved a budget for the construction of two large lecturing venues during 2013/2014. In the short term, departments can schedule ad hoc (catch-up) extended lectures in alternative venues/time slots.

Dr L. Stoop was tasked with determining the lecturing footprint of each qualification. The number of electives was subsequently reduced for new intakes from 2014. The Academic Structure on the student system (Integrator) was adjusted accordingly. New timetable optimisation software (Celcat) was acquired and piloted with the new DFC lecturing timetable. Lessons learned from the DFC experienced will be applied during the APK re-optimisation process. Major concerns whether a solution would be found still exists.

Non-subsidised offerings: insufficient quality management

Due to insufficient staffing, compliance with the UJ Quality Framework for Non-subsidised Programmes is lacking. The insufficient quality management resulted in reputational risks for the University. The MEC approved minor restructuring within CAA to enable the appointment of an employee dedicated to the improvement of governance and quality of non-subsidised whole programmes and short learning programmes. An appointment was made from 1 November 2013. The existing 80 non-subsidised whole programmes were reviewed during 2013, with the exception of 14 programmes that would submit their reviewed programmes in 2014. These programmes would be submitted to the Council of Higher Education (CHE) as part of the category B Higher Education Quality Standards Framework (HEQSF) alignment before June 2014 for external approval. From 2014 only pipeline students would be allowed to register for the old qualifications. New students would register for the new qualifications and compliance with the qualification endorsement requirements would be enforced.

STRATEGIC FOCUS AND TARGETS

2013 GOALS AND TARGETS

Enhancement of online application system

The enhancement of the online application system was tested and implemented before the start of the new application cycle on 1 April 2013. Adapt IT will terminate the support of Integrator 1 at the end of 2014 and UJ has decided to upgrade to Integrator 3 in March 2015. Preparations for the upgrade will start in July 2014 with the review of the UJ customised software. Further enhancement of the online application system of Integrator 1 is therefore not sensible. To encourage online applications, the MEC approved that no application fee would apply for online applications and a fee of R200 would apply for paper applications. To further streamline the process, no documentary proof for the Grade 11 results will be enforced. Electronic Grade 12 results were utilised for the final selection of applicants. The Application Rating System (ARS) would be utilised for the electronic selection of applicants from 1 April 2014. A fully automated selection process will be developed for the online system on Integrator 3.

Implementation of new timetable optimisation software

After an intensive process and involvement of a panel representative of all stakeholders, it was decided to acquire the Celcat optimisation software for lecturing, and assessment timetable optimisation, as well as the Roombooker software. Celcat is a UK-based company with more than 400 international clients. The software was successfully implemented, although Celcat was frequently challenged by complex UJ timetabling issues. Celcat pre-released software enhancements to UJ to resolve UJ timetable challenges. All indications are that Celcat is a powerful tool which could increase the timetabling efficiency provided that all dependencies, e.g. Space System information, are reliable.

New DFC timetable for 2014 (new lecturing venues and consolidation of Health Sciences)

The new Celcat optimisation software was utilised to construct a new DFC timetable. Numerous problems were experienced with incorrect Celcat set-ups, incorrect Space System data and unrealistic venue expectations from academics. The system reached a maximum optimisation level of 85%. The remaining 15% of modules were scheduled manually. The lessons learned, knowledge and experience gathered from this project will be utilised in the construction in the new APB and APK lecturing timetables. The DFC lecturing and assessment timetables were completed during November after an intensive consultation process with DFC academics.

New Assessment of Management Marks System (MAMS)

MAMS was developed by ICS in collaboration with CAA for the management of assessment marks in response to the need for real time student performance information for the early identification of at-risk students. The current Excel programme only makes provision for a download of the assessment marks at the end of each semester. MAMS creates a central repository where marks are accessible to Safenet as they become available during the course of the semester/year.

In February 2013, as part of Phase 1, KPMG validated and verified that the MAMS software met the requirements regarding its design and development in order to ensure that the key system objectives were met.

The pilot project commenced on 23 July 2013 and was concluded by the end of November 2013. Approximately 200 participating academics were trained. Feedback from academics regarding system enhancements was discussed with the development team on a weekly basis. ICS provided funding against a vacant position for the services of an external service provider to assist with and expedite MAMS enhancements.

KPMG audited the system at the end of November 2013 with the purpose of advising management regarding system integrity assurances. The audit report would inform the final decision regarding the full implementation of MAMS in 2014.

The specific objectives of the audit were as follows:

- identifying potential security threats and vulnerabilities associated with the lecturer interfaces of the MAMS web application;
- assessing whether the design and implementation of relevant system controls were effective;
- confirming whether the MAMS system functions as intended and meets business requirements.

2014 to 2016 GOALS AND TARGETS

The Academic Administration strategic objectives were aligned with the following strategic institutional objective:

Strategic objective 6: fitness for global excellence and stature

- world-class infrastructure and systems
- good governance

The strategic goals for the period 2014 to 2016 per Academic Administration Life Cycle Process are as follows:

Applications

- Develop automated electronic selection of applicants for the online and back office application system.
- Enhance process and procedures for postgraduate applications to support and enable the achievement of

the strategic objective to increase the number of postgraduate students.

- Phase-out paper applications in favour of online applications.

Registrations

- Implement governance and system controls to improve the non-subsidised student data quality.
- Enhance application and registration processes to enable and support an improved international profile.

Timetables

- Re-optimize the assessment timetables utilising the new timetable software (Celcat) for the next three-year cycle (2015, 2016 and 2017).
- Align the APB lecturing timetable to 45-minute lecturing periods.
- Rollout the new ad hoc venue booking software (Celcat) module.

Assessments

- Implement the MAMS assessment system.
- Improve invigilations during final assessment opportunities by means of surveillance cameras in assessment venues.
- Implement a sustainable alternative process to replace the current unsustainable process of sick notes which are open to fraud.

Certification

- Implement enhanced certification security measures.

ITS upgrade

- Upgrade to Integrator 3.
- Review current customised software and terminates programmes if functionality is included in Integrator 3.

Graduations

- Enhance communication with graduates by means of SMSes and graduation information on the UJ homepage.

Student data quality

- Mitigate the risk related to HEMIS submissions and sustained data quality through capacity building and skills transfer.
- Develop a system to improve governance and data quality in respect of new HEMIS reporting requirements for postdoctoral students.
- Complete review of the Adapt IT academic structure data quality following the new HEQSF alignment.

National positioning

Applications

Adapt IT, and by implication the UJ online application system, is in terms of functionality slightly below the systems used by other leading South African universities. Substantial enhancements were made during the past two years to bring the Adapt IT online application system on par.

Electronic selections

The development of the ARS for the electronic final selection of applicants with the use of electronic Grade 12 results is the first and currently the best in South Africa. The ARS, combined with the Electronic Application Inquiry System for late application enquiries, was developed, among others, to mitigate walk-ins. The ability of these systems to deal with approximately 80 000 applications in terms of selections and communication with the applicants are exceptional. The Tshwane University of Technology (TUT) procured and implemented the systems developed by UJ.

Registration

UJ is leading the online registration movement in South Africa. The enhancements that were made to the online registration system by UJ include improving governance in terms of admission requirements, documentation and legal compliance and also lecturing time class groups. These enhancements are well ahead of other universities not only nationally, but internationally. A student survey satisfaction rate of 81% was obtained.

Student data quality

In excess of 400 electronic data validations are available via the Higher Education Data Analyser (HEDA) to support Academic Administration in validating the data quality of students. Data quality is a reputation and credibility risk and eventually determines the subsidy claim of the University. Feedback from the University's external auditors (responsible for the audit of the HEMIS/subsidy claim of the University) and DHET confirms that the data quality of UJ is one of the best in South Africa. Only 21 fatal errors were recorded on student HEMIS data.

Timetabling

UJ experienced major challenges due to the complexity of its academic programmes, the comprehensive nature of the programmes offered and the demand on venues. The procurement of the Celcat software and the initiative to re-optimize the APK lecturing timetable would address some of the problems experienced with timetabling. Celcat is a UK-based service provider with over 400 clients worldwide. UJ would share in the international exposure of Celcat. The fact that Adapt IT is the official supplier of Celcat in sub-Saharan Africa would simplify the interfacing between Celcat optimisation software and the UJ student database.

Assessments

Nationally the UJ assessment processes and procedures are superior. This was confirmed during the national annual assessment conference/benchmarking opportunity (EXAF). CAA regularly presents papers at this conference. The Management of Assessment Mark System (MAMS), which was a joint project between CAA and ICS, was piloted in the second semester of 2013 and, if positive, will be implemented in 2014. This system will further improve the governance and provide increased functionality to deal with the early identification of at-risk students. TUT indicated that they are interested in procuring the system as soon as it is tested and stable.

Certification

UJ has implemented additional security arrangements during the past five years and is rated among the best in SA. This is confirmed by the annual external audit by means of the "zero exceptions" report. The process is also verified regularly by the internal auditors. CAA regularly presents papers at the national annual assessment conference (EXAF). UJ will shortly implement the latest international certification security measures.

Graduation

Based on benchmarking with other universities, UJ graduation ceremonies are rated as one of the best nationally. This is supported by UJ's annual student satisfaction survey at graduations with a 91% student satisfaction rate.

Student system: service provider

Currently only two system service providers, Adapt IT (Integrator) and Oracle (People Soft) are active in South Africa. UJ is utilising Adapt IT and has requested substantial student system enhancements/customisation to meet the compliance and governance needs of the University. Adapt IT complies with approximately 80% of the current UJ administrative needs. This had resulted in the development of more than 400 local/customised software programmes, increased monthly maintenance costs and difficulty to upgrade to newer versions. At every benchmarking opportunity, UJ representatives would benchmark the performance of Oracle and Oracle user satisfaction. Adapt IT is a South African-based company with more than 50 clients in South Africa, Africa, Bolivia, Ireland, Scotland and New Zealand. However, the 'research' universities in South Africa utilise Oracle. Benchmarking with People Soft users indicates that Oracle is currently not able to provide the same level of functionality in terms of user friendliness and compliance requirements as provided by Adapt IT.

Adapt IT Tertiary Software, Adapt IT Abacus and their holding company Adapt IT Holdings, have been majority owned by the JSE-listed Adapt IT Holdings Limited since 1 July 2009. On 1 January 2011 the remainder of the shareholding was sold and Adapt ITS became a 100% owned subsidiary of Adapt IT. In order to simplify the group structure, improve operating efficiencies and leverage the Adapt IT brand across industry sectors, this process had been completed by amalgamating these companies together with other group subsidiaries into a single operating entity, i.e. Adapt IT (Pty) Ltd. UJ constantly monitors the situation to ensure that the best possible student system is utilised by the University.

STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholders

The most important internal stakeholder is the students registered with 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 during registration, assessments and graduation. These survey results were reflected in the cycle reports that also served at the various governance structures.

The other internal stakeholder group is the employees, especially those involved in the academic life cycle of the student. These employees were 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 report to the Registrar via the Director of Academic Administration. This dual model works well, not only in the interests of good governance, but also in the interests of integrated stakeholder communication, teamwork and collective leadership.

This portfolio requires collective leadership and teamwork to succeed.

External stakeholders

The Registrar liaises with DHET regarding the submission of HEMIS audit reports.

CAA 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. KPMG conducts the various internal audits. Dippenaar and Reinecke is the official service provider for graduation attire and Gordon Harris the official photographer at graduation ceremonies.

The qualification Verification System (QVS) is the service provider for the verification of qualifications and servicing of alumni when academic transcripts were requested.

Adapt IT, the provider of the student system software, is a strategic partner that supports academic administration, from applications to graduations, and ensures overall student data integrity.

Metrofile is utilised for the storage of assessment answer scripts and the scanning and indexing of all student documentation.

Celcat Software (UK-based company) is utilised for the construction of lecturing and assessment timetables. Adapt IT is the sub-Saharan African Product supporter for Celcat.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Environmental sustainability

An online application system, including the electronic attachment of admission documentation, was available to applicants in addition to the paper application form. The student system was electronically updated with the Grade 12 results, including the IEB results. Final admission statuses were electronically calculated based on the published admission requirements and statuses were communicated to applicants by means of a SMS within two days following the release of the Grade 12 results.

UJ furthermore has an online registration system which is fully integrated, including the real-time validation and governance checks required for registration. The online credit card payment system is linked to the registration system and can be used for fee payments throughout the year. With the online registration system, registration, agreement and coding forms no longer need to be scanned, indexed and stored. All timetables and assessment results can be accessed via the Student Portal. The need for paper documentation has subsequently been minimised.

CONCLUSION AND WAY FORWARD

Academic Administration reached its targets in terms of the enhancement of the ARS to include the electronic selection of internal postgraduate applications. This project was piloted in collaboration with the Faculty of Economic and Financial Sciences but was available to all faculties. The risk of walk-in late applications was effectively mitigated by means of an electronic late application enquiry system, also available via mobile devices with internet access. An extended call centre was also available to assist applicants with application enquiries.

The timetable optimisation software (Celcat) was successfully implemented and piloted for the rebuilding of the DFC lecturing timetable following the consolidation of Health Sciences on DFC. Further enhancement of the interface between Celcat and Adapt IT is, however, needed and will be addressed in 2014. MAMS was piloted in the second semester of 2013. Numerous enhancements were requested by participating academics which will be incorporated in a second and third phase/release of MAMS. Sustained excellence in data quality was obtained in 2013 and the registration and assessment processes were successfully completed without any major incidences.

A total of 11 176 qualifications were awarded at 50 graduation ceremonies held in February, May and September 2013. A student satisfaction rating of 91% was reported.

No certification risks were identified or reported during 2013. An annual external audit on certification was performed in November 2013 and no exceptions were reported.

Academic Administration successfully performed and completed all life cycle processes.

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

Kinta Burger (Prof.)
Registrar

CENTRAL ADMINISTRATION

OVERVIEW

Central Administration is comprised of Director's Office; Graphic Studio; Language Unit; Postal Services Unit; Study Material Unit; University Secretariat.

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. In this light the different units within Central Administration strive for alignment with the following UJ strategic objectives:

- fitness for global excellence and stature;
- national and global reputation management;
- excellent student experience and support.

The different sub-sections within the directorate have performed admirably and have provided excellent service with regards to committee administration, the collection and distribution of post, the supply of learning material to learners, support to employees in the design and preparation of graphic material, ensuring the efficient use of the Madibeng conference venues and the provision of language services for staff and students by the Language Unit.

The University Secretariat is functioning exceptionally well and is setting trends in the country regarding committee administration. Their rating by the different statutory committees which they service is 9 on a 10-point scale. The University Secretariat serviced 133 statutory committees in 2013. Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC committees, which gave an overview of the following, were provided to new members:

- overview of the committee;
- functions of the committee;
- composition of the committee;
- Charter for the committee;
- Guidelines for Effective Meetings;
- officers of the committee (Chairperson and Secretariat);
- minutes of the last four meetings of the committee;
- meetings scheduled for the year;
- relevant policies (where applicable).

Positive feedback has been received from all the parties concerned. The University Secretariat also provides agenda packs to the UJ Archives in electronic format (CD), as opposed to the hard copies which were bound in book format.

The Graphic Studio is doing very good work as is evidenced by the fact that in 2013 they designed 6 747 items, including brochures, magazines, cover pages, advertisements, conference posters, flyers, etc. This took 3 275

hours and represents a saving of R2 963 024 if the work had to be outsourced.

The Postal Services Unit is doing very well. A total of R1 100 821 was spent on mail in 2013 while R58 991 was handled in the form of incoming registration fees etc. Bulk mail to the value of R378 592 was also handled and courier services to the value of R4 608 254 was processed.

The Study Material Unit is also playing an important role in support of the academic project of the University in the sense that learning material is reproduced by means of a tender process that generates meaningful financial saving for the University. Interactive CDs, textbooks and learning guides were distributed to students on registration which means that students could commence their studies from day one.

The Language Unit continues to play a crucial role in supporting the University in its implementation of the quadri-lingual language policy and the general transformation of the University, which it achieves by internal and external collaboration, language development projects, language awareness and languages services it offers to both staff and students.

The Director's Office ensures the efficient and effective use of the different Madibeng conference venues. The improved sign-posting has made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office played a significant role during the 52 graduation ceremonies where 11 001 students received their qualifications.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Central Administration is comprised of the University Secretariat, the Language Unit, the Study Material Unit, the Graphic Studio and the Postal Services Unit.

The University Secretariat aims to render professional support to the following statutory committees of the University:

- Council and Council Committees;
- Senate and identified Senate Committees;
- MEC and identified MEC Committees;
- Joint committees of the Council and Senate, and the Council and the MEC.

In addition to the professional support rendered to the statutory committees, the Secretariat also offers support to employees responsible for committees by assisting with agenda compilation and minute-writing sessions upon request.

The Language Unit envisions the support it offers to the University regarding the implementation of the UJ Language Policy as a contribution towards the general cultural transformation of the entire University. Key to this intent is to use the four UJ official languages and their associative cultures as the cornerstone of creating a uniquely UJ community distinct, but co-existing with, the peer institutions, the entire South African community and the world. The inclusion of Sesotho sa Leboa and IsiZulu within the UJ Language Policy is the University's genuine commitment expressing its respect of the indigenous African Languages and their roles for two reasons: first, to engender this distinct multilingual UJ community; and, second, to grant a nuanced South African academic, administrative, communicative and marketing practice within the entire University. The Language Unit is committed to provide a well-grounded and high-quality language policy implementation support to the entire University community.

The Study Material Unit accepts responsibility for stock management and the coordination of the reproduction, purchasing and issuing processes of the learning material. This Unit has material printed/purchased and delivered to the study material store, and then receives and issues the material to clients (students and lecturers).

The Graphic Studio is the in-house design studio of the University. The studio's key function is to conceptualise ideas through the integration of text, typography and illustrations in the production of printed and marketing material. The studio is supplied with 'raw' information by the client, which is utilised to create, design and

transform the material into a visually pleasing, printable end product that satisfies the client and communicates the intended message.

The Postal Services Unit strives to ensure efficient, accurate distribution and dispatch of mail for the entire University on all campuses for both students and staff members.

The Director's Office accepts responsibility for the efficient use of the conference venues in Madibeng and fulfils a governance role at graduation ceremonies by providing procession master services.

In terms of governance and risk management, the Study Material Unit underwent an external audit after which measures were put in place to mitigate risks. New forms and processes were developed and have been implemented effectively to ensure cost-effective printing.

The University has made a conscious decision regarding the rollout of 'tablets'/notebooks in first-year undergraduate teaching and learning, as part of a full rollout to all undergraduate students within four years, and in this regard, it is 'all systems go'. This will impact on the role of the Study Material Unit in that printing and distributing of hard copies will decrease as material is made available electronically. The effect of this on the employees of the Unit will be monitored very closely and staff will be deployed within other sections of the Portfolio where possible.

Within the University Secretariat, quality control is an ongoing process with the draft minutes being reviewed for style and content, where required, prior to being submitted to the relevant chairperson. The quality of submissions are also reviewed and submissions are referred to the author should it be unclear or not in the prescribed format. By checking the quality and the accuracy of the content of submissions, the committee administrators make valuable contributions towards improving the overall governance of the committees.

The Language Unit meets on a monthly basis and also on a one-on-one basis with the line manager to set parameters, monitor quality issues, turnaround time, planning, etc.

The Director meets with the manager of each of the units on a quarterly basis to discuss operational matters and to ensure the smooth running of each of the units.

STRATEGIC FOCUS AND TARGETS

Central Administration contributes to the following strategic objectives:

Strategic objective 1: excellence in research and innovation

KPA 1.3 – Excellent student experience and support;

KPI – Positive student survey results;

Strategic objective 5: national and global reputation management

KPA 3 – Dynamic brand;

KPA 3.1 – Established global excellence;

Strategic objective 6: fitness for global excellence and stature

KPA 3.1 – A welcoming and caring environment with a strong service orientation;

KPI – A welcoming and caring environment for staff, students and visitors;

– A service orientation for staff, students and visitors;

KPA 3.2 – Efficient conduct of University business;

KPI – Fitness for purpose and efficient structures/committees.

The University Secretariat contributes to this by compiling informative agendas which assist decision making and by providing accurate minutes of statutory meetings. The performance of the Secretariat is reflected in committee/structure annual reviews by a score of 9 out of a possible 10. The Secretariat cumulatively serviced 133 meetings.

The Language Unit did 446 translations (600 851 words) and 358 language editing tasks (665 401 words), as well as 8 interpreting sessions (24 hours) and 92 instances of telephonic language advice. A total of 217 clients were

served, comprising of 21 faculties/divisions, 62 departments and 133 individual staff members. Collectively, the clients made 820 language services requests and were dutifully well serviced.

The Unit also engaged in language development projects internally as well as collaboration with language interest groups externally. The *Language Unit Style Guides*, *Pukuthahli*, *Taalgids* and *Isiqondisi soLimi* were reviewed internally. The Unit also collaborated with the South African Weather Services, which generated 960 isiZulu concepts/terms. Other collaborations were with the Centre for Legal Terminologies which generated 155 Sesotho concepts and terms and with Stats SA.

The Unit played a central role in language promotion/awareness campaigns by launching the 2013 Language Awareness Campaign with the International Mother Language Celebration in February. The focus was threefold: UJ campuses, Language Unit school projects (Bopanang Primary and Orlando West Primary) and the launch of the Prof. Neville Alexander Language Scholarship. The Unit provided 11 language stories which were published in the Seipone Newspaper as part of the Language Unit-Seipone Sesotho sa Leboa Language promotion drive. Coordinating this project, the Unit distributed a total of 4 200 copies throughout UJ campuses. Some copies were given to Language Unit partner schools, Bopanang and Orlando West Primary schools. The project is steadily making serious inroads into the University since new requests for the newspaper are continually being received.

Various forms of learner material are developed within the faculties (learner guides, readers, interactive CDs and textbooks) to add value to specific courses. The Study Material Unit then reproduces the material for distribution to students. The correct products of high quality are handed out to the relevant students during the registration period and the Unit ensures that there is sufficient stock available for all registered students:

- Lecturers are regularly informed/reminded of stock levels, due dates, forms to be filled in, etc.
- Suppliers get well informed of requirements, deliveries are monitored, and appreciation is shown. Thus, urgent orders are completed within the requested time.
- To give students, as the end-users, the best service, an issue is checked together with the student. A sound system was installed to help with the efficient flow of matters at the various counters ensuring an effective client service. A total of 145 785 study guides were printed (at a cost of R1 357 004), 1 420 interactive CDs were reproduced and 3 281 text books were bought and distributed in a total of 34 667 issues made to students.

The Postal Services Unit processed outgoing mail with a total value of R1 100 821 and courier services to the value of R4 608 254. Incoming money to the value of R58 991 was received and bulk mail to the value of R378 592 was processed. A total of 883 circulars were also placed on the intranet.

The Graphic Studio processed a total of 6 747 items (posters, brochures, placards, cover pages, advertisements, stickers, transparencies, certificates, promotional material etc.) The material cost of this was R230 881 but represents a real cost of R3 193 905, which represents a saving of R2 963 024. The total time spent was 3 275 hours.

EMPLOYEE PROFILE

All of the 42 employees within Central Administration are permanent, full-time employees. Central Administration has a Director and a Director's Secretary, two line managers at P6 and three at P8. There are eight employees at P9, four at P8, three at P11, thirteen at P12, seven at P13 and one at P14.

The equity profile of Central Administration is currently acceptable. Twenty-five (60%) are female and 17 (40%) male. Twenty-nine (69%) of the employees are black and 17 (31%) are white; of the 29 blacks, four are Coloured and two are Indian.

In terms of age, only two are 64 and the rest are all younger than 60. One of these two employees is in the Study Material Unit and will thus not be replaced upon retirement. The other is a low-level assistant (P14) and can be easily replaced.

The Study Material Unit is likely to become redundant as all the students will eventually possess a tablet or laptop so that learning material will be electronically available and printing of material will become increasingly less. Seen in this light, as posts become vacant, a replacement will not be appointed.

Four of the employees are busy furthering their studies while 16 of the employees have attended the short courses available through the Training and Development section of HR.

Dr Monareng (Head of the Language Unit) presented a paper at the Darwin University in Australia and also completed an International Executive Development Programme through Wits University and London Business School. Ms Sibiya of the Language Unit collaborated with the South African Weather Services, which generated 960 isiZulu concepts/terms, while Ms Tisa Viviers was elected as Deputy Chairperson of Prolingua. Mr Lishilo and Ms Sibiya collaborated with Stats SA in producing a national publication, *Multilingual Statistical Terminology Guide*.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The University Secretariat's community engagement project for 2013 relates to Abraham Kriel Childcare. The University Secretariat visited the Abraham Kriel Childcare Home on 10 May 2013 to share in a special opportunity to gain insight into their services at the main branch based at Langlaagte in the south of Johannesburg. The highlights of the visit are summarised below.

A visit to the houses on the campus followed, where children with severe or complex trauma, mental disabilities or illnesses stay. The house parent system is used in the houses where mentally challenged children stay, while childcare workers on 24-hour duty are employed at the houses for children with severe trauma and behavioural problems. A visit to Marais Kloppers House followed. This is a campus that focuses on infants and toddlers who are abandoned, abused, have cognitive learning disabilities and/or HIV-positive children between the ages of 0 to 8. The living conditions of these children were really commendable in that they have clean facilities that are extremely well maintained. Following directly on the Marais Kloppers House was a visit to the Johan Malan Campus, which is a nursery school for the toddlers based at Marais Kloppers and other children from the surrounding areas. This stop was by far the most heart-warming. The kids welcomed us with a mini-concert filled with a song and some comic relief.

The employees within the Language Unit are involved in a number of collaborations, among others, Prolingua, the South African Weather Services, the Centre for Legal Terminologies and Stats SA. They are also involved with school projects with Bopanang and the Orlando West Primary schools in Soweto and Dr Monareng was a speaker at these events.

In terms of stakeholder engagement, there is regular engagement with committee members on all aspects of statutory committees and engagement with non-committee members who prepare submissions for statutory meetings. There is also engagement with employees who are responsible for faculty/departmental meetings to advise on agendas and minutes as well as engagement with employees who provide support to statutory committee functioning, e.g. Audio Visual Unit, maintenance, etc.

There is regular external engagement with peers at other higher education institutions to exchange ideas on relevant matters.

RESOURCE MANAGEMENT AND SUSTAINABILITY

In terms of resource management, all the units within Central Administration exercise a tight control over their respective budgets and all have remained within budget. On average, the Central Administration budget spend was 97%, which speaks of line managers who monitor their budgets very closely.

All statutory committee meetings are in electronic format and circulated, where appropriate, via Dropbox. Some agendas are circulated on CD (especially where external Council members are involved, and for Senate, as it has too many members for it to be distributed via Dropbox). The use of paperless meetings has been cascaded down within the institution and staff members have been encouraged to implement paperless meetings at all levels within UJ. An initiative was to request courier services to supply UJ with re-usable containers so as not to make use of plastic and cardboard boxes. Separate containers for plastics and paper are present in all units and

these are recycled. Other environmental sustainability efforts include full support of UJ's waste management and recycling initiatives by recycling paper, limiting printing and printing on both sides of paper, as well as switching off lights at night.

LEADERSHIP

A number of peers from other South African universities and selected international universities have visited different units within Central Administration to identify best practice and to hold discussions on governance and other related issues. Dr Monareng is invited regularly to partake in discussions on mother-tongue teaching and serves on a number of committees in this regard.

The entire portfolio is committed to transformation matters and a number of employees serve as Transformation facilitators. Transformation 'champions' have also been identified in each of the units. Employees within Central Administration have been very supportive of transformation and diversity matters initiated by UJ. In fact, employees of the Language Unit have manned stalls at all the UJ transformation initiatives and the Chief Coordinator for UJ Diversity Week is from Central Administration.

CONCLUSION AND THE WAY FORWARD

The different sub-sections within the directorate have performed admirably and have provided excellent service with regards 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, while the Language Unit continues to play a central role regarding the implementation of the UJ Language Policy as a contribution towards the general cultural transformation of the entire University.

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Kinta Burger (Prof.)
Registrar

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.

INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)

OVERVIEW

IOHA functions within the broader South African National AIDS Council and Higher Education AIDS Strategy frameworks and aligns its work with the UJ Strategic Objectives 2014 to 2025 with specific reference to the UJ Strategic Plan for 2025, the UJ HIV and AIDS Policy (2013) and other health-related policies that govern health and safety.

IOHA has aligned its strategies with UJ strategic objectives numbers three, four, five, six and eight regarding equivalence of all campuses; an enriching student-friendly learning and living experience; branding that identifies UJ with relevant, accessible and excellent higher education; leadership that matters, in the institution and in civil society; and resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship. A professional, efficient client and office-related service is offered on all four campuses. IOHA positions itself among internal and external stakeholders using strategic and innovative ways of communication. Leadership entails sustained excellence and trendsetting in HIV governance and equipping and empowering UJ students and communities with quality and updated HIV-related information to become active agents of change both within and outside the University context.

IOHA addresses this by providing a holistic wellness programme for people living with HIV, equipping students professionally and personally to address HIV and AIDS within their communities, addressing social drivers associated with risky behaviour related to HIV, e.g. substance abuse, stigma and gender-related issues, promoting and advocating human rights issues related to marginalised groupings and preventing new HIV infections by creating an enabling environment at a behavioural, biomedical and social level. IOHA strives to live up to the UJ values and in this way contributes to UJ's core business of teaching, learning and community engagement. All targets for 2013 were achieved with the exception of HIV counselling and testing (HCT) due to the unavailability of testing service providers (target was to test 10 000 people, only 5 260 people were tested).

IOHA, under the auspices of the UJ Quality Unit, underwent a programme review in October 2013 and its services were rated as excellent by the panel. Final feedback is still awaited.

IOHA serves as a member on the HIV and AIDS Committee and submits reports to the Registrar and HIV and AIDS Committee on a quarterly and annual basis, which serves at the relevant UJ Management Committees for noting. The Registrar or the IOHA Manager acts as the Chairperson of the University's HIV and AIDS Committee which gives direction to the HIV and AIDS Programme for the year.

All HIV and AIDS activities at UJ are monitored by the HIV and AIDS Committee, under the auspices of the Registrar, to ensure the quality delivery of services. The University's HIV and AIDS committee meets quarterly as reflected in the year programme and consists of the following:

- leadership commitment and reporting;
- prevention, care and support;

- workplace programme;
- curriculum integration, research and community engagement;
- corporate marketing and communication.

EMPLOYEE PROFILE

The Head of IOHA and the two HIV Coordinator posts are permanent positions. The Administrative Assistant was appointed on a contract basis in April 2011 and this post will be converted into a permanent position in 2014. The HIV Coordinator responsible for APK and SWC received a scholarship from the Dutch Embassy for enrolment into a skills programme (master's degree) that ended in 31 August 2013. He completed his master's degree at the end of 2013. The HIV Coordinator responsible for DFC and APB resigned at the end of March 2013. The post will be filled in January 2014. The Head of IOHA resigned at the end of November 2013 and the recruitment process will be initiated by HR in 2014 to fill the post. An Interim Manager has been appointed to oversee the functions of IOHA and the HIV Committee while awaiting the appointment of the post.

The staff equity profile comprises: one African (female), one Coloured (male), one Coloured (female) and one Indian (female). IOHA staff attends training that forms part of their continuous professional development requirements, which in turn ensures that they stay abreast of the latest trends and developments within the HIV and AIDS field.

INNOVATIVE ACHIEVEMENTS IN 2013

- UJ was identified as a national benchmark institution for HIV and AIDS programmes (confirmed in programme review held 15 to 18 October 2013).
- LINK (student peer programme) Alumni was established by UJ graduates who formed part of the LINK while studying at UJ.
- The IOHA leadership footprint was expanded at national level.
- An excellent monitoring and evaluation system was established in all IOHA programmes.
- UJ was one of four HEIs selected by United Kingdom Durex to participate in a safe sex campaign.
- A national flagship was the FADA HIV curricula-led initiative with IOHA.
- An integrated HIV and AIDS, sexually transmitted infections (STIs) and TB-strategic Plan was compiled and implemented.

OTHER ACTIVITIES IN 2013

IOHA organised many activities, some of which are listed below:

- Candlelight Ceremony, 10 May
- World AIDS Day, 20 September
- August Stigma Knockout Dialogue
- HIV Colloquium, 18 September
- HCT campaigns
- 395 095 condoms distributed on four campuses

FINANCIAL MANAGEMENT

The HIV and AIDS Committee's budget for 2013 amounted to R126 000. The budget was specifically allocated for the execution of HIV Committee marketing-related expenses and administration. IOHA's budget for 2013 amounted to R3 445 450.

SHORT- AND MID-TERM PRIORITIES FOR 2014 TO 2020

- Effect the recommendations of the IOHA Programme Review conducted in 2013 where feasible;
- Achieve the IOHA strategic objectives as outlined in the revised UJ Strategic Plan (2014 to 2025) through:
 - joint HIV initiatives with African universities;

- tailored programmes geared towards specific needs of key population groups related to HIV prevention;
- KAPB survey/stigma index to measure change in perceptions towards key population groups conducted every three years;
- key population sensitivity training for Health & Wellness staff, LINK and other student groups;
- collaborative projects between IOHA and LIBERATI (LGBTI student group at UJ);
- the annual Caring Men March;
- a monitoring and evaluation system for all IOHA processes;
- an interactive online module on management of HIV and AIDS in the workplace;
- expanding curriculum integration to all faculties and providing community engagement opportunities for students.

CONCLUSION AND WAY FORWARD

The strategic focus for 2014 will be on the following:

- sustaining excellence in service delivery, within the scope of the resources available;
- mitigating risky student behaviour related to HIV;
- achieving the IOHA strategic objectives as outlined in the UJ Strategic Plan (2014 to 2025).

The measurable targets for IOHA are as follows:

- client satisfaction rate in service delivery – at least 85%;
- expansion of LINK network to 2 000 members;
- significant positive shift in knowledge, attitude, perceptions and behaviour regarding risky student behaviours (as indicated by internal and external surveys);
- focused quarterly awareness campaigns run jointly with PsyCaD;
- incorporating educational material in induction programmes of the SRC, RAG, house committees and societies.



Kinta Burger (Prof.)

Registrar

OCCUPATIONAL HEALTH

OVERVIEW

A team of clinicians, specialists and administrators provided an accessible and dynamic health promotion service to employees. The legal mandate provided for the unique, clinical roles at the Occupational Health Practice, being occupational health risk auditing and medical surveillance. The target population incorporated employees and persons exposed to risk at work. Additional, entrenched portfolio components have been developed around identified need and consist of emergency medical response, food hygiene auditing, event medical risk treatment, travel medicine, radiation risk control, resilience programmes and disaster medical risk planning.

The Practice's strategic alignment with UJ Strategic Objectives numbers three, four and five regarding an international profile for global excellence and stature, an enriching student-friendly learning and living experience and national and global reputation management, found expression in various ways. The contribution to a safe teaching and learning environment for international and resident staff and students was achieved by continual assessment of occupational health risk in laboratories, medical surveillance of research staff and provision of emergency medical services. A welcoming, caring and service-orientated Practice was evidenced by client surveys wherein narrative feedback displays appreciation of the service. Legal and ethical compliance found expression in professionalism and in the efficient execution of legal roles. Risks uncovered from observation, assessment or auditing were admitted to the Risk Register through governance structures.

Core scorecard targets were actively pursued and exceeded during the period. The annual Health Risk Audit Plan has been augmented by three additional issue-based risk assessments, with a 94% overall completion on the adjusted target. The biennial Health Risk Assessment of the FHS scheduled for 2013 was postponed till mid-2014 when new facilities will be fully operational. Targets adopted further to the scorecard answered to legal requirements and untreated risk. Examples included event medical risk treatment, where the target was 'attendance to a medical emergency by a registered professional within five minutes,' and the radiation exposure risk target of maintaining skin doses lower than 0,15mSv per wearing period. These targets were met.

Completed health risk assessments included an Ergonomics survey of the Faculty of Law, the FEBE DFC Health Risk Assessment and a radiation audit of sources and practices at UJ. A comprehensive Legionella survey of all hot water systems at UJ was commissioned and conducted by the National Health Laboratory Service to determine the presence or risk of the disease and to gauge the safe temperatures at which hot water systems should be maintained to prevent pathogenic growth. Food hygiene results displayed compliance with the hazard Analysis Critical Control Point (HACCP) criteria by exceeding the norm of 85% across the board. The UJ average annual total score was 89%. The total score represents equally weighted *microbial counts* and *housekeeping scores*. Given

the dynamic research facilities, substances, processes and equipment, occupational health risk was measured through qualitative health risk assessments in all work spaces and quantification of hazard risk in selected high-risk environments.

Medical surveillance included baseline and periodic medical assessments, lung function tests and blood tests. A total of 1 003 consultations were done, which represents the stabilised figure since 2008. The majority of consultations (42%) were devoted to core occupational health assessments within given exposure risk groups. Examples of risk groups are radiation workers, employees exposed to chemicals and public driver permit holders.

The Resilience Programme is aimed at employees exposed to a comprehensive range of occupational stressors and the clientele consisted of the ELG, their personal assistants and 50 HODs. Some 8% of consultations were devoted to this programme. After an initial ELG resilience evaluation in 2007, a second assessment was done in 2013 and provided insight into levels of burnout, quality of life, workload and group dynamics. The March 2013 self-evaluation survey among the ELG on the Executive Resilience Programme yielded a 100% client satisfaction rate (a mix of *agree/strongly agree* responses).

An emerging need for Travel Medicine consultations resulted in 102 visits or 10% of all consultations; double that of 2012, when the service was initiated.

Seven hundred vaccines were administered to those at risk of exposure to blood, bacteria and sewage; e.g. health professionals, medical responders at Protection Services and plumbers. This figure included the 534 influenza vaccinations provided to UJ employees free of charge from April to June. A fair winter and the absence of an influenza pandemic accounted for the slight drop from an annual average of 610 vaccines.

A total of 85 events have received event medical risk assessment and deployment of medical resources in line with the norms. Intensive planning for the Open Days (*medium* risk categorisation) and President Obama's visit resulted in zero medical incidents.

The Radiation Protection Officer has acquired a uranium license to handle, store and transport uranium from the Nuclear Energy Corporation of South Africa (NECSA) to UJ. Planning is underway to construct a suitable storage facility at APK. Radiation workers were assessed medically and duly registered at the Department of Health before monthly dosimeter badges were issued to them to monitor their cumulative exposure. Results are assessed by the Occupational Medicine Practitioner and readings beyond the reference ranges are investigated. In the reporting year, no overexposures occurred.

The focus for the next year includes a triage simulation exercise, in-vitro clinical sessions and execution of core health risk assessments. The current in-depth study on the use and management of hazardous chemicals at HEIs should be followed by journal publications in the medium term. Evacuation exercises in major buildings should be motivated. By 2020 the Occupational Health Practice at UJ should be renowned for its leadership and stature among peers globally.

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Kinta Burger (Prof.)

Registrar

PRIMARY HEALTHCARE

EXECUTIVE SUMMARY

Primary Healthcare (PHC) provides students and staff of the University with answers to their healthcare needs. This is achieved by a dedicated team of Primary Healthcare nurse practitioners at all four campuses, together with a sessional medical practitioner who is available once a week at each clinic.

PHC aims to achieve the University's overall goal of global excellence and stature and other strategic objectives by using best industry standards of caring for patients and applying the National Department of Health's guidelines and protocols in the management of communicable and non-communicable diseases. A zero percent adverse events target was successfully achieved. We strive to provide a student friendly learning and living experience by providing the necessary support such as awareness on topical health issues, and organising campaigns in collaboration with student bodies.

Our 2013 client satisfaction survey indicated an overall score of 86%. Compliments were ranging from "a professional service" to "keep up the good work". A major challenge remains the high number of students using our clinics and to be able to provide the service to all who are in need.

The HIV counselling and testing statistics were similar to 2012. However, the set target of a 10% increase in testing was not achieved. The service experienced a phenomenal increase in HIV tests between 2011 and 2012. The total number of clients tested in 2013 was 3 637. The process of needle stick injuries is fully operational after MEC has approved the Policy for Exposure to Hazardous Substances. Ampath Laboratories are used for testing blood samples and post exposure prophylaxis is offered at PHC level, reducing the risk of accidental exposure to HIV infection for students, particularly in Health Sciences.

Several awareness campaigns were held throughout the year. The STI/Condom Week, TB Month, and Breast Cancer Awareness Month were also celebrated. The impact of the campaigns showed an increase in students reporting their challenges addressed at these campaigns. The service aims to do an impact study to provide evidence to future campaigns. The collaboration with the RAG committee included participation in the Ithemba Walkathon. This was preceded by free breast cancer screening sessions that were provided by Sure Touch, which had as aim the identification of abnormalities in the breast using an electronic scanner. Abnormal scans were referred to the radiologist for further investigation and diagnosis.

In a separate yet very relevant awareness campaign focusing on substance abuse, PHC focused on the awareness of risky sexual behaviour which can lead to undesirable STIs, unplanned pregnancy and HIV infection. The campaign was held in collaboration with IOHA, the SRC and PsyCaD.

The total number of clients seen at all PHC clinics was 27 536. This includes all categories of staff, students and contract workers within UJ. The number has significantly increased in comparison to the 25 506 for 2012. This increase can be attributed to the availability of an additional temporary PHC nursing practitioner who provided services at the Bunting Road and Soweto campuses. The high number of unplanned pregnancies among

our students is disturbing. Sexually transmitted infections remain high despite the provision of condoms and education regarding the prevention thereof.

In an effort to improve on the record keeping and complying with the Protection of Personal Information Act, an information session was held with the assistance of the Corporate Governance Office. An electronic patient information system that would be ideal for the healthcare setting in the University environment was sought. Benchmarking was done with the University of Stellenbosch where the system has been in use. A contract was agreed upon between Med-e-mass Health-one and the University of Johannesburg and the system will start to be used in the year 2014.

In line with our goal for leadership development, one of our professional nurses has been appointed as Treasurer for the Association of Campus Health Services; a poster from UJ was presented at the annual conference of the Association of Campus Health Services; and one professional nurse is currently in the late stages of research focusing on the knowledge of students regarding reproductive health care. The Manager and one Primary Healthcare Nurse Practitioner have completed the research methodology module in order to progress to a Master's Degree in Nursing. Several conferences have been attended by nurses and HCT counsellors in the effort to practise the latest developments in the healthcare industry.

CONCLUSION AND WAY FORWARD

A key priority for 2014 is the implementation of the Health-one Electronic Information System. This will be phased in after one year. This will contribute to environmental sustainability. Health awareness programmes planned include sexual health awareness and implementation of the sub-dermal contraceptive device that is used once every three years. This is in support of the Millennium Development Goals and to support the reduction of unplanned pregnancies. Enhanced involvement of student organisations to increase HIV testing and promote visibility of the health service is a priority. The service will undergo an institutional quality review guided by the Unit for Quality Promotion. The challenge remains the upgrading and relocation of the Doornfontein Campus Health Clinic as it does not meet the standards of a healthcare facility as determined by the Department of Health's Core Standards for Primary Healthcare. Several meetings were held to relocate the clinic and progress is slow as no construction has been done yet.

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Kinta Burger (Prof.)

Registrar

PEOPLE WITH DISABILITIES

OVERVIEW

The University of Johannesburg positions itself as a comprehensive institution that is cosmopolitan in character and asserts academic freedom in the liberal, progressive and transformative values it espouses. It then follows that the holistic support of individuals with disabilities remains a strategic and constitutional priority for the University of Johannesburg.

OPERATING CONTEXT AND GOVERNANCE

The governance of support for people with disabilities lies with the Committee for People with Disabilities (CPWD).

UJ aims to provide an integrative and inclusive approach to managing and developing issues associated with disability. It proposes that all stakeholders, employees and students have a vested interest in promoting principles of equity, access and universal design and further supports the premise that issues of disability form part of a University-wide initiative, which includes all divisions, departments and faculties at UJ. However, to direct and focus this specialised support, there are established structures, supported by the various faculties and divisions, which facilitate this.

The structures that drive the overall strategic support for disability within the University are:

- The Office: People with Disabilities (which lies within the Academic Development and Support Division);
- The Wellness Office (which lies within the Human Resources Division);
- Sports for Students with Disabilities (which lies within the Sports Division).

In the performance review of the CPWD, the average scores were as follows: Execution of functions: 8.4, Governance compliance: 10 and Administration: 10.

STRATEGIC FOCUS AND TARGETS

UJ's strategic plan with regards to disability, formulated and driven by the Committee for People with Disabilities, suggests that all individuals, regardless of category of disability, should enjoy the basic premise of support through reasonable accommodation.

Integrated service excellence for persons with disabilities:

- development and adoption of aligned strategic goals with regards to disability;
- separate unit (Disability Services Unit) established within the student counselling services to provide disability service to students;
- dedicated unit (Wellness Office) within Human Resources to provide services to staff members with disabilities;
- continued and focused collaboration between the dedicated units responsible for disability;
- focused collaboration with other key stakeholders within the University to effect holistic accessibility.

Dedicated and focused support for persons with disabilities:

- dedicated units collaborating with faculties and divisions with regards to advice and support of persons with disabilities;
- research and investigation into good practices (nationally and internationally) into support for persons with disabilities;
- direct line manager/lecturer support and training around aspects of disability;
- focused sensitisation and awareness programmes regarding disability facilitated on all campus sites;
- increased education around 'invisible' disabilities, e.g. learning and psychiatric disabilities;
- attending best practice sessions to enhance support for persons with disabilities within higher education;
- information dissemination through focused marketing and active psycho-education around the disclosure of disability status;
- professional development of Disability Unit staff through beginner sign language training;
- one-on-one consultation for staff members with disabilities to investigate adaptations required within the workplace.

Recruitment and retention of persons with disabilities:

- focused recruitment and retention strategies for staff with disabilities implemented through the development of a standard operating procedure for the University;
- inclusive strategies implemented to advertise vacant positions to a wider population;
- the establishment of a database of prospective staff members with disabilities – this may be used to inform future vacant positions;
- central budget established with the greater University to directly support the assistive device needs of staff with disabilities;
- focused recruitment for prospective students at special schools;
- increased graduate statistics for students with disabilities.

Accessible environment:

- operating from the premise that accessibility extends beyond the physical environment and aligning integrated planning to incorporate this;
- universal access design and accessible facilities incorporated into all new buildings;
- architects with expertise in universal design aspects contracted to provide a holistic access audit report for all UJ campus sites;
- Discussion with line managers to adapt performance outcomes based on specific need of staff members.

Holistic participation:

- the provision of adapted transport and a dedicated trained driver to support academic and work commitments of persons with disabilities;
- the establishment of a staff forum where issues of disability can be raised and discussed;
- the registration of a student society within Student Affairs.

Details about individual projects can be found within the specific divisions' and faculties' annual reports.

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Derek van der Merwe (Prof.)
Deputy Vice-Chancellor: Strategic Services

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 and within budget constraints. The mission also includes the effective management of 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 assisted in improving the level of service delivery.

Occupational Safety

Operations aimed to ensure a healthy and safe work environment by means of the following: Compliance with 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, 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 2013 and functioned within the UJ Master Plan.

Protection Services

Protection Services served on the following committees of the University: the Executive Director: Operations Management 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 and the MEC Risk Committee.

In addition, external liaison consisted of participation in community policing forums, local SAPS weekly meetings, 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 (CTS) accounts to the Management Executive Committee (MEC) via the Executive Director: Operations and DVC: Strategic Services, the Planning and Resources Committee of Council, as well as other sub-committees of Council. Furthermore, CTS was part of the Campus Forums and participated in 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 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 team, 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, 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:

- Infrastructure readiness for academic programme delivery at DFC with due date set for 15 January 2014 –
 - Steercom in place that manages the project. Action plans to accelerate the project did not materialise, leading to temporary arrangements in order for the academic project to continue;
- Insufficient and appropriate, safe and functional learning and teaching spaces –
 - the relocation of the Faculty of Health Science to DFC and the Faculty of Education to SWC will mitigate this risk;
 - the D Lab Cellar (APK) was converted to teaching spaces (completed July 2012);
 - the Campus Masterplan was revised and approved by Council in November 2013;
 - two large 750-seater lecture venues are in the process of being constructed to be ready for usage in the second semester of 2014.

Operations Risk Register

An initial internal facilities audit was conducted by Deloitte and the outcome was reflected in their report dated January 2013. Twenty-four significant findings were identified.

Subsequently, the same findings were included in the Operations Risk Register with action plans to address them.

A follow-up review was performed by KPMG during November 2013. Their report indicated that 20 findings were resolved, three were partially resolved, one was not applicable and 0 were not resolved.

The original 42 red risks have been managed down to six.

All remaining high-risk items have been provided with mitigation strategies, coupled to a responsible person and due date for completion.

Campus Management

Risk Registers were frequently interrogated in 2013 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 support and service 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 of Council 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 the APK library; and backlog maintenance.

STRATEGIC FOCUS 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 1); the equivalence of all campuses, with dedicated initial focus on SWC and DFC (Thrust 3); 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 8).

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 2013, Operations aimed to support academics by ensuring a two working-day 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 and preventative maintenance. Dedicated service desks ensured that 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 8% in the Institutional Scorecard as two of the strategic drivers.

PERFORMANCE

Campus Management

- The majority of targets were met.
- 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 facilities for People with Disabilities, and funds were subsequently received from DHET.
- 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 82.2% in December 2013. The target was 82%.

Waste recycled changed from 288 tonnes (2012) to 416 tonnes (2013), representing a 44% increase. A waste recycle percentage of 17.6% was achieved compared to a target of 8%.

Protection Services

An analysis of the South African Police Service statistics for 2012/2013 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 693 in 2012 to 640 in 2013. A crime prevention and awareness strategy has been put into place to address the incidents.

Visitors to all campuses decreased from 1 040 788 in 2012 to 869 248 in 2013.

Central Technical Services

A total of 21 capital and maintenance projects were completed, of which the following are the most notable: APK new building for Resolution Circle, APB Phase 2 HVAC in FADA building, APK C2 Lab installation of four new fume cupboards and extraction fans, APB upgrading of ICS wire ways and data cabling, APK construction of tutor venues in library, DFC upgrading of archive space in library, APK E Les 200 upgrading of roof structure, DFC upgrading of the Kodak and Synagogue buildings.

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-2013 by comparison to a less stable performance in the first part of 2013.

The implemented process and systems have become well accepted and entrenched and is evidenced by the improved performance.

A net energy saving for all four campuses of 7.1% on a year-on-year comparison was achieved, exceeding the Institutional Scorecard target of 7% according to the agreed method of calculation.

Property Management Services

Transfer of outstanding properties to UJ are still problematic. Functions typically performed by the conveying attorneys are now being addressed by Property Management.

The aerial servitude for the connection of the DFC with the Perskor building by means of a pedestrian sky bridge was approved and registered.

The property audit to establish the utilisation of all accommodation premises (houses, flats and rooms) resulted in legal action by certain members of staff which is being addressed.

Transport

Transport 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 means to and from campus.

The service to the students and staff was a free service in 2012, and again in 2013.

Finance

Actual spending of the operational budget excluding staff remuneration at the end of December 2013 indicates an overspending of 0.4%.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

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 analyses were 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.

At the end of June, SWC hosted the President of the USA, Barack Obama, who had a Town Hall Conversation with youth from eight countries around Africa.

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 a 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 where ever possible.

Central Technical Services

CTS' primary engagement with external stakeholders for 2013 related to the energy-management initiative. This included engaging with City Power to resolve billing discrepancies and improving 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 2013. In addition, there were regular meetings with the Johannesburg Road Agency (JRA), the Johannesburg Development Agency (JDA) and the Johannesburg Property Company (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.

RESOURCE MANAGEMENT

Human resource management

Overview of employee profile

Table 93: Distinction between the relevant management post levels

Position (Post level)	Black Male	White Male	Black Female	White Female
Executive Director (P4)	–	1	–	–
Director (P5)	6	1	–	1

Table 94: Permanent full-time versus. temporary employees

Profile	Total
Permanent	472
Temporary	140
Total	612

Table 95: Equity profile (diversity disclosure): overview and progress

	Black	White	Foreign nationals		Grand total	Disabled	Percentages			
			African	Other			Black	White	Foreign nationals	Disabled
Overall equity profile	472	72	1	0	545	3	86.61	13.21	0.18	0.55
Appointments	31	0	0	0	31	0	100	0	0	0
Resignations	8	3	0	0	11	0	72.73	27.27	0	0
Terminations	20	5	1	0	26	0	76.92	19.23	3.85	0

Management of vacancies

- Vacancies are actively managed and discussed every two weeks during the operations management meeting in the presence of the HR business partner.
- At year-end there were 22 vacancies, translating to 4.5%.

Management of overtime

- Overtime grew by 9.3% to R13.6 million, with R8.4 million contributed by Protection Services.
- In 2014 overtime will be reported on a monthly basis by the different portfolios in order to manage this more carefully.
- Protection Services overtime is strictly regulated by the managers on campus. All overtime is pre-approved and documented. Overtime is managed according to the UJ policy. The shortage of staff created by the staffing of the SWC Protection Services Office is creating pressure on the existing staff's overtime limits. These limits are regularly exceeded due to operational demands such as during Late Applications, Registration, Rag, Examinations and Graduations, etc. It is too risky to leave these critical events in the hands of outsourced security officers.

CONCLUSION AND WAY FORWARD**Summary of performance**

In general, targets for 2013 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 7.1% year-on-year reduction in electricity consumed by the four campuses.

Due to the recycling programme on all four campuses, 17.6% (416 tonnes) of general waste was recycled.

For maintenance management, a significant milestone was the improved client satisfaction performance towards the second half of 2013.

The current occupational safety compliance rate is 82.2 %, exceeding the target set for 2013 of 82%.

Summary of short- and medium-term initiatives (2014 to 2016)

- In 2014, 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 turnaround strategy of two working days will be set for responding to all academic requests for support.
- All project and construction management procedures will be fully developed and executed repeatedly to defined standards.
- The Occupational Health and Safety compliance target for 2014 will remain 82%, with 84% for 2016.
- An updated Campus Master Plan for the expansion and development of all UJ campuses will be implemented with five- and ten-year roll-out plans.
- The following construction projects will be delivered on time and at the approved price and quality: DFC development, APK lecture venues, second SWC residence, new SWC lecture venues for the Faculty of Education and extensions to the Funda Ujabule School.
- Energy Management that enables UJ to achieve energy efficiency that meets the Council-approved target for energy savings and carbon footprint.
- 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 2014 is 8% compared to the 2011 baseline.
- Management of water and gases will start to receive attention to establish the status quo and develop a management approach. By the end of 2014, a detailed implementation plan to the same standard as energy management will be finalised.
- Waste Management that enables UJ to achieve waste recycling efficiencies that meet the Council-approved target for waste recycling.
- Enhancement of Safety and Security through improved access control at UJ entrance gates (and on UJ buses), improved electronic surveillance on campus and the implementation of off-campus 'safety corridors' for UJ students.
- Active management of Operations Risk Register regarding current and newly identified risks, including internal audit reports that have relevance to Operations.
- Consistent improvement in Service Level Performance Score Index for client-initiated requests.
- Refurbishment of UJ properties to accommodate international scholars, PhDs and postgraduate students.
- Continued improvement to Occupational Safety policies and procedures.
- Restructuring of Campus Director: DFC portfolio and populating of new structure.
- Transfer of Cottesloe properties (APB) to UJ.

Summary of long-term initiatives (2020)

- 80% of laboratories state of the art;
- postgraduate accommodation for 100 students on campus;
- 15 houses close to campus and 10 flats on campus for international visiting and resident staff in line with the Master Plan;
- excellent and accessible library facilities on all campuses;
- 15 day houses on campus;
- electronic controlled access at both main gates, house doors and room doors;

- adequate accredited off-campus accommodation of the same standard as residences;
- at least one residence for postgraduates per campus;
- 12 safety corridors around four campuses fully operational;
- fully visible security with fully operational electronic surveillance on all campuses;
- pathways properly lit and secured;
- 75% satisfaction in student survey for welcoming, safe and stimulating student experience on all campuses;
- way-finding system fully implemented;
- facilities maintenance at 90% efficiency, no significant internal audit findings;
- overall campus 'look and feel' measured at 80% in survey;
- reduce energy consumption by 10%;
- recycle 15% of waste;
- carbon footprint indicates a 10% saving in the 2011 baseline;
- full and regular participation by University representatives in relevant community structures;
- 75% effective response rate by city decision makers and law enforcers to University concerns;
- corridor linking APK and APB 60% functional. Inter-campus transport fully functional for staff and students;
- all facilities accessible for PWD.



Reenen du Plessis (Mr)

Executive Director: Operations



Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Strategic Services



Ihron Rensburg (Prof.)

Vice-Chancellor and Principal



FINANCIAL SUSTAINABILITY

OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This section 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 tender policies and procedures, the procurement policies and procedures and 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 irrecoverable debt of the University. The University has provided assistance, in addition to its 2013 allotted NSFAS amount, to NSFAS students to the amount of R48 million. The University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R48 million in 2013. 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 it 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 takes into account the strategic objectives 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 2013 was also on financial sustainability, with specific reference to cost consciousness and effectiveness and sustainable resource generation.

FINANCIAL PERFORMANCE

Audited financial results for 2013 were delivered once more on time, without qualification and with no significant external findings. Generating unencumbered commercial income (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 2013 annual financial results show excellent outcomes, with the budgeted operating loss of R22 million being turned around to an operating surplus of R79 million. The main drivers for this achievement includes higher than anticipated subsidy and savings on operating expenses.

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'S' intertwined, with a horizontal line extending from the bottom right.

Jaco van Schoor (Mr)

Deputy Vice-Chancellor: Finance

FINANCIAL GOVERNANCE AND REVENUE

FINANCIAL GOVERNANCE AND REVENUE

ATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT The UJ Finance Division has two components: Financial Governance, and Revenue and Expenditure. These two components are dependent on each other. Financial Governance and Revenue has four separate sub-divisions and delivers certain services on all four campuses of the University.

The sub-divisions are:

- Planning, Cash Management and Financial Reporting
- Budget and Project Management
- Student Finance and Financial Aid
- Strategic Financial Projects

Risk areas are under constant scrutiny and identified risks are addressed and mitigated in a well-structured process. The Risk Registers for all areas are updated bi-annually. The Division mitigates its risks by incorporating appropriate precautionary measures in all its business processes.

Major risks experienced in 2013 were the:

- doubtful debt facing all universities due to the current financial climate in the consumer markets;
- future operational developments from NSFAS, impacting negatively on university enrolments;
- irrecoverable NSFAS debt which had a major impact on the institution's cash flow.

Planning, Cash Management and Financial Reporting

The Division is divided in three main sections:

- Financial Risk and Insurance – responsible for the coordination of UJ's Risk Register and related functions, the insurance portfolio of UJ and process management of the various internal and external audit functions;
- General Ledger and Reconciliations – responsible for the UJ income budget, statutory reporting, the maintenance of the general ledger and related financial structure and systems;
- Cash Management and Sundry Debtors – responsible for cash flow planning, the short- and long-term investment management according to the UJ mandate set by the UJ Investment Committee, as well as the effective management of the sundry debtor function.

Financial Governance is an important function which is performed here.

Budget and Project Management

Reporting to internal clients on financial information, the compilation of the UJ expense budget, research expenditure reporting, expense budget management and project accounting and reporting is the major function of this Division. Service delivery is attained through dedicated financial business partners, accountants and financial officers that are centralised, with the exception of:

- Faculty of Engineering
- Faculty of Science
- Library and Information Centre

The staff of the Division report to three centralised senior managers.

One of the primary functions of the Division is the preparation of the annual UJ expenditure budget. The approved budget sets the financial parameters for expenditure control and the Division is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances and the Division is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital- and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

Student Finance and Financial Aid

The Division is located on all four campuses, and is responsible for all student finance matters, including student debtors (external collections and cashiers), bursaries, other financial aid and NSFAS. The maintenance and updating of the fee structure also resides in this portfolio.

The strategic objective of this Division is to drive service excellence and to ensure effective and efficient business processes in order to deliver value to the internal customers, i.e. academic faculties, research and innovation and external customers, i.e. students, external bursary providers and other external stakeholders.

Student Finance actively manages the risk of irrecoverable student debt within the current socio-economic environment, i.e. developing nation with an ever-increasing demand for education and an ever-increasing number of financially needy students.

This Division is comprised of the following sub-division, namely Student Debtors, Bursaries – Internal and External, NSFAS, Student Fees and ITS Finance Support.

Strategic Financial Projects

Strategic Financial Projects is a relatively new division within Financial Governance and Revenue. The UJ's strategic thrust to commercialise its intellectual property necessitated the creating of this division to support the administration and statutory requirements of these commercial entities.

The function of this Division is specifically defined to manage the financial and statutory commitments of the commercial ventures, as well as to ensure that the reputational risk of UJ is mitigated by the correct governance enforcement.

STRATEGIC FOCUS AND TARGETS

- UJ joined the development team of the Kuali Financials for South African Universities according to the co-operational agreement between UJ and North-West University (NWU). As a development team member at NWU, we play a significant role in optimising the governance of the Kuali financial system and reducing further development to the South African 'vanilla' version.
- The insurance policy was revised to include actions pertaining to negligent staff. The report is circulated to the ELG on a quarterly basis to create awareness to minimise claims in respect of staff negligence.
- A comprehensive Risk Management Strategy was developed to position UJ as a mature risk intelligent organisation through the identification of current gaps and addressing them. (According to a Risk Maturity Assessment done by Internal Auditors, KPMG, UJ is currently positioned in the Top Down state and we need to work towards a Risk Intelligence position).
- Risk reports were evaluated to facilitate a more effective approach to identify and escalate risk inter-

dependencies and robust debates. This will enable risk control adequacy, effectiveness and determine gaps in controls.

- Testing of the I-Expense module was completed and roll-out is planned for the beginning of 2014. This will enhance the administration of the P-Card and Travel Card allocations.
- A complete VAT audit was undergone which improved the governance on cost centre level.
- The chart of accounts was created to be able to report on either/or entity (10), campus (7), cost centre (7 159), fund (4) and accounts (748). Further to this descriptive flex fields were also added to report per MEC, faculty, department, VAT recovery and Department of Education funding category.
- An analytical financial dashboard was developed to be introduced to management in 2014 to report on a monthly basis.
- New electronic reports were developed and implemented within the Project Module to ensure accuracy of consolidated reports. This enabled the effective reconciliation and management of 153 Capital, Maintenance and Property projects.
- As a risk-mitigating initiative, 42 Wizzit Cards were rolled out to replace petty cash and advances.
- Domain-specific five-year financial schedules for Executive Deans and Executive Directors were developed. This five-year analysis was provided to the DVC: Finance during the budget process.
- The total student revenue in 2013 was R1 223 billion. Only 3.4% of this debt was handed over for collection in comparison with the 3.6% in 2012.
- The merit bursary programme was enhanced, and this enabled us to automatically allocate all bursaries by April 2013.
- Bursaries contributed by UJ rose by R30 million from 2012 to 2013.
- External bursaries are a strategic focus. Active interaction with bursary providers and other external sources of funding resulted in a 6% increase over 2012.
- In 2013 Pastel Evolution was implemented as the financial ERP system for all the commercial entities. Each commercial entity's specific financial structure was created and the respective transactional elements were embedded in the system.
- Policies and procedures, together with processes, were developed to ensure governance is adhered to within this environment.
- The NSF project is a R212 million project which is rolled out over two years (2013 to 2014). We have successfully managed the first year, with successful quarterly audits and all claims paid to date.
- B-BBEE verification audits were successfully completed and valid certificate obtained – Level 4 for UJ and all commercial entities.

EMPLOYEE PROFILE

Table 96: Employee profile

Designation	Post level	Permanent staff	Contract staff	Temporary staff	Total staff count
Executive Director	P3	1			1
Director	P5	4			4
Senior Manager	P6	12	1		13
Senior Manager (5/8)	P6	1			1
Financial Business Partner / Manager	P7	26			26
Accountant	P8	13	1	2	16
Financial Officer	P9	5			5
Financial Officer	P10	40		4	44

Financial Officer (5/8)	P10	1			1
Financial Officer	P11	10			10
General Assistant	P15	1			1
Total Staff Count (P/T)		114	2	6	122

Table 97: Equity profile

Level	Vacant	Black		Coloured		Indian		White		Total	
		F	M	F	M	F	M	F	M	F	M
P3	1									0	0
P5						1		3		4	0
P6	1		1					8	4	8	5
P7	2	3	4	4	1			9	3	16	8
P8		2		2	1	2	1	6	2	12	4
P9			1	1				4		5	1
P10	4	15	4	7			1	12		34	6
P11		5		3				2		10	
P15			1							0	1
Total		25	11	17	3	3	2	44	9	89	25
Total	8	122								8	
Grand total											

Succession planning

Manager and senior manager posts are rotated between staff members in order to provide business continuity in the absence of the Senior Manager. Apart from continuous on-the-job training, staff are sent to conferences, normally only attended by senior managers, to be exposed to the environment and to meet with peers from other institutions.

Staff development initiatives and progress, qualifications of staff and staff engaged in study

The staff is the greatest asset and therefore opportunities are created whereby staff can gain practical experience by moving them around. This also provides staff with the opportunity to develop and acquire the multi-skilled disciplines within the different environments within each.

Staff is encouraged to attend the various short courses available on campus and a number of the staff members are enrolled in further educational programmes.

The relevant staff attended the following training and development courses:

- Managing HIV
- Employee wellness
- Just-in-Time leadership
- Fraud – The insider threat
- Advanced report writing
- Business English writing skills

- MS Word: basic, intermediate and advanced
- Innovation training
- VAT training
- Finance training

The staff of the Division attended team-building exercises where staff participated in various activities to create a more cohesive team and which encouraged a better understanding of one another, both individually and culturally. At these occasions the sections reviewed their previous year's performance, and planned the next year's goals. In doing this, the thrusts of the University were considered and goals were aligned to these thrusts.

Retention and attraction of top employees

There are two staff members within the Financial Governance and Revenue environment who receive the retention and attraction allowance.

Management of overtime

No overtime is budgeted or paid for in most of the sections within the Financial Governance and Revenue environment. The overtime paid within the Division pertains to staff within the Student Finance environment. Within the Student Finance section, staff members are required to work overtime during registration and the signing of NSFAS loan agreements.

Community service, stakeholder engagement and reputation management

The Division took part in Community Engagement projects/activities which form part of UJ's Strategic Thrust 1.

The Annual Diversity Day was well supported by staff. This has been instrumental in promoting understanding of diversity that has been brought about by the respective cultures and values.

Resource Management and Sustainability

The Division receives an annual budget to perform its duties and to fund the Division's operating expenditure. This enabled the utilisation of the allocated budget in such a way as to ensure efficient service delivery without wasting resources. It was possible to run the Division within the allocated financial resources.

This Division has various responsibilities towards the maintenance of good corporate governance in the institution. We are responsible to enforce all financial policies and procedures.

Environmental sustainability:

- This department actively takes part in the strategic placement of Nampak deposit boxes for waste and old paper for recycling purposes.
- This department always strive to optimise financial systems to the full to create a paperless environment.
- This department started implementing electronic signatures, which reduces the amount of printing. This has also contributed in improving efficiency to clients, as electronic signatures reduce travel time between campuses (for collection of approved documents), together with improving the carbon footprint by reducing fossil fuels burned.
- Unused furniture, computers and equipment are redeployed within UJ.

Leadership

Leadership is the centre piece in the success of teams, organisations, communities and societies. The need for different and better leadership was identified, and in 2013 we concentrated on developing management in this area. The management team attended the 'Just-in-Time' Leadership Training Programme, which is offered in-house.

The acronym 'LEADERSHIP' was used as each letter represents a quality of leadership:

L – Legacy
E – Ethical
A – Alignment
D – Dream
E – Engaged
R – Responsible
S – Serve
H – Heart
I – Integrity
P – People

In this we identified that there is a need within the Finance Department (Expenditure and Financial Governance and Revenue) to ensure more effective communication and interaction. Various interventions have been implemented to improve working relationships and communication within the department.

CONCLUSION AND THE WAY FORWARD

Summary of performance

The Division works towards the Finance vision to be “a World-Class empowered strategic partner striving for excellence and stature”.

Mutually agreed goals to improve service delivery were set and the level of achievement of these goals is an indication of improved staff performance across the domain.

The well-being of staff members is frequently analysed and action plans are developed and implemented as required ensuring staff wellness.

Summary of short-, medium- and long-term initiatives

Strategic directions/goals/targets for the Division 2014 to 2016:

- revise business processes and chart of accounts to implement Business Intelligence reporting;
- re-design monthly management accounting reports;
- develop programmes further to enhance NSFAS processes and management of allocations;
- develop a strategy to partner with CETAs and the private sector for additional funding;
- investigate weaknesses in the B-BBEE requirements and implement strategies to enhance these;
- implement additional ERP modules to support the business processes.

Strategic direction/goals/targets for the Division – 2020:

- to maintain an ascending trend in the customer satisfaction rating;
- to maintain an ascending trend in work efficiency, effectiveness and productivity;
- to optimise all financial systems and financial processes to the full to maximise the governance risks of all transactions to the maximum.



Melinda de Wet (Mrs)
Acting Executive Director:
Financial Governance and Revenue



Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

FINANCE EXPENDITURE

OVERVIEW

The following goals were developed for the complete Expenditure Division and, therefore forms part of the various functional departments:

- develop staff;
- communicate effectively;
- lower expense processing costs;
- improve management information;
- increase employee productivity and satisfaction;
- create an enabling environment.

During 2013 the main focus was management development. The management team attended 'Just in Time' leadership training. The acronym 'LEADERSHIP' was used as each letter represents a quality of leadership. The training comprised of half-hour sessions where each topic was presented and discussed. In addition a workshop was held and practices were identified to create a high-performance culture. The Executive Director and the two Directors also attended personal coaching sessions.

All supervisors started with a one-year training programme in order to develop their competencies in management relating to Planning, Organising, Leading, Controlling and Ethics. One staff member also attended the emergent leadership training.

Effective communication is the one area that the Finance Expenditure Division focuses on continuously. Various interventions were implemented to improve communications with customers, e.g. electronic notification of orders created with delivery dates. Workshops and individual training have been carried out to educate users on how processes work.

DEPARTMENTAL OBJECTIVES

The following are the various departments in the Expenditure Division with a short description of their responsibilities, as well as some of the objectives they achieved during 2013.

Procurement Services

Procurement Services is responsible for the **acquisition** of goods and services at the best possible price to meet the needs of the purchaser in terms of quality, quantity, time and location. It is imperative, however, that processes are fair and are seen as fair, transparent and equitable. Two of the major objectives achieved during 2013 were the following:

- The Procurement Department completed a pilot project for the rollout of Business Intelligence (BI) in the Expenditure Department. The BI system is required in order to analyse data for improved service delivery and to monitor progress against strategic goals. The process was stopped due to other departments having

the same requirements. A consolidated process will be embarked on early in 2014 in order to appoint one service provider for UJ.

- Image-Now, an electronic document management system, was implemented in September 2013. Therefore all procurement documents (I-proc, Quotes, Order and the GRV) are available electronically. However, procurement is only part of the total process – the accounts payable section must still be completed. Once completed, staff will be able to submit invoices electronically for approvals, thus saving time and paper and also reducing loss of documentation.

Fraud and corruption seems to be a scourge in the country right now and of course we have also borne the brunt of this. Despite vigilance and strict controls in place, it is almost inevitable that someone will find a gap to exploit. The positive of this was that action was taken immediately. Management responded to the allegations and requested a complete forensic investigation of the Procurement and Operations departments. This resulted in a lengthy investigation resulting in the suspension of 27 suppliers for various reasons, ranging from forged documents to non-compliance with legislation; the suspension of six employees for dishonest behaviour; and polygraph testing of the entire Procurement Department and some staff in the Operations Department. As a result, one employee was reinstated and the others were either dismissed or resigned prior to the disciplinary process, conveying a clear message to all suppliers and employees. UJ will not tolerate any fraud or corruption and will take full action against the perpetrators. In the interim changes were made in Procurement to strengthen controls while we continue the fight against fraud and corruption.

Tenders Department

The Tenders Department administers the procurement of goods and services that exceed R250 000 in value, as well as contracts and the appointment of consultants.

The Tender Department also implemented Image-Now, whereby all documents are made available electronically and the approval process of going out on tender and the recommendation from the project leader is approved electronically. In addition, the Tender Department investigated an electronic system whereby the tender process could be done electronically. Tenders will be advertised and interested suppliers must submit their company information, after which they are vetted and, if approved, they must pay an amount to gain access to the tender documents. These documents will only become available to tender staff after the closing date and time of the tender. The pilot project will be completed in 2014.

Supplier Management

The Supplier Management Section is responsible for the monitoring of preferential procurement, B-BBEE spend and day-to-day management of the supplier database, as well as the new supplier application process that includes site visits. In addition, it is also responsible for the monitoring of performance of suppliers and taking corrective steps in cases of poor service delivery.

The Supplier Management section has implemented additional controls, whereby all new companies are first vetted through the Lexis Nexus system, which matches new companies' directors/members to the UJ employee base, thereby identifying any possible conflict of interest. Thereafter, the Tax Certificate and VAT registration is verified with SARS.

Automatic notification has been developed to inform us one month in advance of all suppliers with expiring tax and B-BBEE certificates.

A Supplier Performance Evaluation Form was developed and was sent to project leaders to report on supplier performance after each project.

The B-BBEE spend resulted in a score of 19.81 out of a possible 20.00 points on the Preferential Procurement Indicator: Generic Scorecard. The increase from last year was mainly due to improved spend with black-owned and black female-owned suppliers.

UJ has been rated by an accredited verification agency with a Level 4 accreditation.

B-BBEE preferential procurement spend amounted to R829 968 016. The University achieved an 81% score compared to a target of 70% for years 6 to 10. However, the maximum points are achieved by meeting the target.

he B-BBEE spend with Qualifying Small Enterprises (QSEs) and Exempted Micro Enterprises (EMEs) was R250 669 012, which translates to 24.5% on the Scorecard. In 2012 UJ spent R265 214 567, translating to 30.96%. The target for years 6 to 10 is 15%.

The B-BBEE spend with suppliers where black ownership is more than 50% was R199 898 587, which translates to 19.57% of total B-BBEE spend. The target for years 6 to 10 is 15%. B-BBEE spend with suppliers with more than 30% black female ownership was R74 074 402, which translates to 7.25% of the total B-BBEE spend. The target for years 6 to 10 is 8%.

Accounts Payable Department

The Accounts Payable Department is responsible for the timely payment of all suppliers, reimbursement and advances to staff. Payments are made according to negotiated payment terms per supplier.

The Accounts Payable Department investigated the implementation of I-travel that would allow staff to submit travel requests electronically for approval, as well as payment of any related cost. However, due to the project cost, an alternative is being investigated for implementation due in 2014.

Image-Now was also implemented but with the go-live problems that were experienced, the implementation has been postponed to 2014.

The Fixed Asset Department

The Fixed Asset Department is responsible for the maintenance and administration of the Asset Register and the accounting of property, plant and equipment equal or greater than R15 000.

It is furthermore responsible for accounting processes such as the acquisition, disposal and depreciation of assets, barcoding of assets at the end-user, annual electronic and physical verification, and movement and disposal of redundant assets in partnership with the end user.

A second-hand store has been planned in the Perskor Building and this will happen once the building is ready for occupation. The motive behind the store is to transfer some benefit to employees with the sale of old furniture and equipment.

The Payroll Department

The Payroll Department is responsible for accurate and timely payment of all employees in accordance with *The Basic Conditions of Employment Act* and *The Income Tax Act*.

The Payroll Department started with the development of the Total Cost to Company payment method for implementation in 2014. The system changes were completed and it is now in its testing phase. A prospective supplier was provided with specifications to supply kiosks at strategic points on the four campuses in order to improve payslip distribution. It is envisioned that this would be rolled out in 2014.

The Payroll Department also significantly reduced the number of overpayments by advising the departments to hold the relevant staff member accountable for overpayment. The objective going forward is to reduce overpayments even further, so that they are practically non-existent. The recovery of overpayments is not only costly and time-consuming but arduous as well, as many staff members are reluctant to repay the funds within an acceptable timeframe.

The Payroll Department also embarked on a number of initiatives to improve communication within the Section, which include communicating urgent information via a newflash email and the compilation of a bi-monthly newsletter, informing Payroll staff of any newsworthy developments and notable achievements by staff. This also serves as a valuable motivational and training tool.

PEER REVIEW

The peer review was undertaken in 2012 which involved a critical self-evaluation to assess the effectiveness of the Department's policies, procedures and processes.

The following were some of the commendations that the department received:

- Appreciation was expressed for the fact that the merger brought together three institutions with three different approaches, and that the Expenditure Division had gone a long way in assisting the institution in moving forward. The Expenditure Division is seen to have assisted greatly in empowering all role players.
- Staff expressed their appreciation for the workshops presented by the Division at the beginning of each year to introduce their services and policies. These, along with the road shows, assisted end users in understanding the expenditure processes better.
- Stakeholders testified that SLAs of the Division are not just documents, but that the Division is always following up and monitoring that services are delivered as agreed.
- Staff members were very complementary on services rendered by Stores in general.
- External suppliers indicated that service levels within the Division have improved considerably over the past three years. SLAs are in place and working well.
- Staff members from various departments, researchers and HODs indicated that although there are still some challenges, there have been vast improvements within the Division over the past few months. Sentiments were expressed that the Division runs more smoothly and more predictably than in the past. The general feeling was that the Division is well managed.

The following major improvement plans were developed to address the concerns raised and implemented in 2013:

- The following vision was created for the Finance Department: "World-class empowered strategic partner striving for excellence and stature" in order to align the Finance Department to the new Vision of UJ.
- The access to all policies and procedures has been improved by the implementation of the SharePoint system. Policies and procedures can be searched per department or name. In addition, a CD was compiled with a welcoming letter explaining processes and where to find financial policies and procedures on the intranet. The CD has all the current financial policies and procedures with quick reference guides which are given to all new staff that join UJ.
- Improved B-BBEE scorecard, in other words, increasing the number of black-owned and black female-owned suppliers. This has been partially achieved with B-BBEE scores of between 17 and 20 per cent. The directories of Shanduka Black Umbrella and Absa Enterprise Development (which specialise in black supplier development) are used to assist in identifying suitable black female-owned suppliers for future rendition of goods and services to the University.
- The ad hoc payments which were done via completing a payment request form have been enhanced by the introduction of the Procure-To-Pay process in November 2013. Now ad hoc payments are requested via completing an I-Proc. Provided that the supplier is on the database, the I-Proc is automatically converted into a Purchase Order and GRVd. The supervisor reviews all the documents and, if correct, validates the transaction and thereafter payment can be made.

RISKS AND CONTROLS

The following major risk areas with the mitigating risk strategy were identified in Finance Expenditure:

- ghost employees – verification of banking details, payslip distribution lists verified by departments;
- fraudulent procurement practices – internal and external audits, whistle-blowing line;
- inappropriate warehouse facility – renovations to be done in 2014;
- sourcing and recommending of suppliers – electronic tender process;
- suppliers used without order or not on supplier database – requestor to be held responsible for payment of supplier.

This Risk Register is a standing item for review at the monthly management meetings and is amended as and when new risks and mitigating factors are identified.

Interesting statistics:

- The Accounts Payable Department processed 45 986 invoices to the value of R1.102 billion.
- The Payroll Department pays an average of 3 060 permanent and contract staff and an average of 3 267 temporary staff per month – total value of R1 449 billion for the year.
- The Stores Department issued R110 million worth of stock.
- The Procurement and Tenders departments processed 18 345 orders to the value of R565 741 million.

ENVIRONMENTAL SUSTAINABILITY: REDUCE, REUSE, RECYCLE

The Finance Expenditure Division prides itself on finding new ways to reduce the University's carbon footprint; consequently, the following measures have been taken:

- recycling of paper is actively encouraged;
- printers have been set to print on both sides of the paper, thus reducing the amount of paper used which results in cost saving to the University;
- old and used cartridges are properly disposed of by depositing them in boxes which are collected and responsibly disposed of by Hewlett Packard;
- virtual meetings that involve video conferencing are encouraged in order to reduce travelling time between campuses and thus reduce travel cost (and by implication carbon emissions);
- redundant, unused furniture, computers and equipment are redeployed within UJ or donated to deserving organisations.

The Division will continue to explore ways of reducing cost, improving efficiency and reducing the carbon footprint going forward.

STAFF MATTERS

The staff are viewed as the Division's greatest asset and therefore opportunities whereby practical experience is gained by moving around, are created. The Division also attended teambuilding exercises whereby sections reviewed the previous year's performance, planned the next year's goals and participated in various activities to create a more cohesive team and encourage a better understanding of one another, both individually and culturally.

A lot of time was spent improving the Performance Management process. Management was trained and various workshops were held in order to provide feedback to try and address current shortcomings.

Staff are encouraged to attend the various short courses available on campus and a number of staff members are busy with further studies.

Staff adopted an orphanage (Buhle Bezwe Children's Home) and they had various fundraising functions during the year. A Christmas party was held for all the children.

The Annual Diversity Day was well supported by Expenditure staff members. This has been instrumental in improving staff relations and promoting an understanding of diversity that has been brought about by the respective cultures. It is a day that is eagerly awaited and anticipated by the Finance Expenditure Department as it is a unifying and enjoyable experience for all who participate.

The Finance Expenditure Department has 94 permanent staff members, 69 of which are black (73.40%), 24 white (25.53%) and 1 foreign national (1.07%). A total of 54 are female (57.45%), while 40 are male (42.55%).

CONCLUSION AND WAY FORWARD

The Finance Expenditure Division is committed to ensuring that the overall goals and objectives of UJ are met, and therefore constantly strive to improve service delivery, efficiency, effectiveness and reliability. We are happy to serve the University and we do so with integrity and pride.

We look forward to the challenges, developments and victories of the year ahead. After all, "if you aren't challenged, you don't learn and if you don't learn, you'll never change!"

A stylized, cursive handwritten signature in black ink, appearing to read 'H Kruger'.

Hennie Kruger (Mr)

Executive Director: Expenditure

A stylized, cursive handwritten signature in black ink, appearing to read 'J van Schoor'.

Jaco van Schoor (Mr)

Deputy Vice-Chancellor: Finance

TECHNOLOGY TRANSFER OFFICE AND COMMERCIALISATION

OVERVIEW

The Technology Transfer Office and Commercialisation (TTO&C) 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 and acquire funding for further development of inventions, 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 2013 we engaged in projects encompassing a wide variety of disciplines, including ITC, medical biochemistry, engineering as well as the humanities. We also assisted in giving inputs with regards to the regulations according to the new IP Act and its effect on the UJ IP Policy.

According to the new *IP Act* that came into effect, it is required of all universities to have a Technology Transfer Office, which makes it difficult to keep and attract new staff members. The TTO&C did however succeed in obtaining a new IP Officer who will join the office at the start of 2014.

2013 saw many successes as we registered six new patents, started five spin-off companies and attended to five new commercial initiatives. The year was also used to further streamline the TTO&C as an established part of the University of Johannesburg with systems and practices equal to international standards.

The mission was to communicate the value and function of the TTO&C to all UJ staff and students which is gradually changing to be seen as more beneficial than hindering.

The RIMS system was further refined and developed for the TTO&C and will be fully operational in 2014.

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&C has worked on 10 "A" projects, 5 "B" projects and 6 "C" projects, which saw the exciting return of the Gradnet Project that was immediately placed into the A category.

With the increase attention to innovation, the TTO&C enjoyed good reporting in the media and had visits from two other universities' TTOs, three agencies, the Belgian Embassy, a USA institution and the National Intellectual Property Management Office (NIPMO). Closer contact was also established between government and semi-government institutions that operate in the innovation space.

The TTO&C placed their focus on putting processes into place to better identify new Intellectual Property opportunities while still in the research phase in order to better protect the IP and stop commercialisation opportunities from going to waste or being undetected. A proper structure within the TTO&C was also developed to ease the flow and progress of projects within the department.

In collaboration with Finance, a proper structure of governance was implemented by establishing the Commercial Investment Committee.

The TTO&C also worked closely with the Resolution Circle 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&C 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.

Except for marketing our services to inventors that requested assistance, the TTO&C also presented their services at faculty meetings and developed a new website to be updated and launched in 2014.

Some of the main projects of the TTO&C are as follows:

Thin film solar technology (TFST)

The Steering Committee drove the process of getting to final bankability. This involved the identification and scheduling of all the outstanding items, the completion of the market research project and updating of all reports and plans. They also completed a go-to-market strategy for which specialists were appointed. From the research conducted it is clear that the market is waiting for the photovoltaic technology to hit the markets. TFST worked hard to obtain the project requirements and deadlines. After all the work done, TFST is now waiting on PTiP for the supply of panels and technical information.

Gradnet

2013 saw the exciting return of the new Gradnet – an online platform used to connect students and alumni with their respective universities, industry partners, merchants and many more participants. This platform will be introduced to students from their first year of study at their respective university by giving them various value-added propositions and cultivating them into die-hard alumni members. Gradnet was presented to banks, publishers, commercial participants, institutions and eReader suppliers who, without reservations, agreed that the new Gradnet has great potential. Publishers received a mandate to look into eBooks and price reductions which led them to develop their own eBook roll-out action plans. After seeing the Gradnet platform presentation, they decided to cease in their efforts and asked to be made part of the Gradnet initiative instead.

Mineral positron emission tomography (PET)

This project involves a novel application of medical scanning technology to detection of diamonds within diamond-bearing rock ore. Once the diamonds are irradiated to extremely low levels, the ore is screened and the diamonds therein are imaged and the relevant ore samples can be retained for further processing without crushing large diamonds. This patented technology held by both UJ and Wits has continued in completing the Demonstration Plant, set up on location at the iThemba Labs. The diamond detection can now be commercially demonstrated to businesses at the current Plant.

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 cell culture (in vitro). During 2013 the research was ready to start animal studies where further tests were performed to validate the mechanistic workings of the compounds. So far the studies have proven successful.

Other TTO&C initiatives and projects

The TTO&C worked on various other projects, including those using image processing technology, each in their own phase of development. Of these image processing initiatives, one of the projects has significantly high-impact potential. As part of the TTO&C portfolio, the focus was also on various commercial aspects such as assisting in the purchase of the new Resolution Circle property, the opening of the new Arts Centre Deli, facilitating in UJ Unlimited Brand Shop matters, advising on the Car Wash Project as a socially responsible initiative and supporting in all QVS technicalities.

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'S' intertwined, with a horizontal line extending from the bottom right.

Jaco van Schoor (Mr)

Deputy Vice-Chancellor: Finance

REPORT: CHAIRPERSON OF THE COUNCIL FINANCE COMMITTEE

OVERVIEW

The 2013 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, ineffective communication between the University and NSFAS, amounts owed by NSFAS not paid on time, 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 2013. UJ also received R34.5 million more subsidy than budgeted for.

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 faculties and 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 faculty or department 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 NSFAS and the Department of Higher Education and Training (DHET) as this is a systemic financial risk. In addition to the shortfall in the allocation, NSFAS did not pay all amounts owed to UJ for loans in 2013 before year-end. This placed undue pressure on the cash flow of the University.

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 2013 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the DHET reporting requirements. The results show an operating surplus (if only referring to budgeted activities) of R79 million (2012: R147 million) but the total surplus, ignoring the pension surplus adjustment, fair value adjustment and after taking investment income into account, amounts to R301 million (2012: R411 million). The main reasons for this pleasing outcome was a better-than-expected state subsidy income, increased enrolments resulting in higher fee income, savings on key costs lines and an exceptional year for investment income.

A key ratio for any higher education institution is remuneration and related expenses (including leave payments, post-retirement medical aid (PRMA) and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of an institution. During 2013 the actual ratio was 59% (2012: 59%). 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).

UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2013. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2014 and beyond.

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

Trix Coetzer (Ms)

Chairperson: Council Finance Committee

CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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**STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL
for the year ended 31 December 2013**

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.

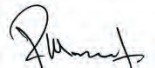
The financial statements presented on pages 7 to 59 of this Annual Report for 2013 have been prepared in accordance with International Financial Reporting Standards, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to 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 were 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 12 June 2014 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 AUDITORS' REPORT TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

Introduction

We have audited the consolidated financial statements of the University of Johannesburg and its subsidiaries set out on pages 7 to 59, which comprise the consolidated statement of financial position as at 31 December 2013 and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement 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 as amended, 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.

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Africa Senior Partner: S P Kana
Management Committee: H Boegman, T P Blandin de Chalaïn, B M Deegan, J G Louw, P J Molhibe, S N Madikane, T D Shango, S Subramoney,
A R Tilakdari, F Tonelli
The Firm's principal place of business is at 2 Eglin Road, Sunninghill where a list of the directors' names is available for inspection.
VAT reg.no. 4070182128

**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 2013, 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 as amended.

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

We performed procedures to obtain evidence on the reliability of the information contained in the Institutional Scorecard of the annual report.

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).

There were no material findings on the Institutional Scorecard concerning the reliability of the information.

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 applicable laws and regulations regarding financial matters, financial management and other related matters.

Internal control

We considered internal control relevant to our audit of the consolidated financial statements, the Institutional Scorecard 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.



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 procedure engagements performed in relation to 2013/2014:

Entity name/ engagement	Purpose of the engagement	Period covered
Varsity Cup 2014	Verifying the students participating in the Varsity Cup are registered students at the University	University players registered for the Varsity Cup 2014
Loans guaranteed by the state	Agreeing interest and capital amounts outstanding for loans received from the National Government.	1 January 2013 - 31 December 2013
National Language Service- Department of Arts and Culture	Verifying that amounts received from the Department of Arts and Culture have been awarded to valid students of the University	1 January 2013- 31 December 2013
National Research Foundation	Agreeing the deposits, expensed amounts and additional funding to supporting documentation.	1 January 2013 – 31 December 2013
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 January 2014 – 31 March 2014
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 April 2013 - 30 June 2013
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 July 2013 – 30 September 2013
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 October 2013 – 31 December 2013
DHET Infrastructure Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2013 – 31 March 2014
University of Johannesburg Metropolitan Academy expense	Agreeing payments and expenditure to supporting documentation.	1 January 2013 – 31 December 2013
Mintek	Agreeing payments and expenditure to supporting documentation.	1 April 2013 - 31 March 2014
Johannesburg Water Project	Agreeing payments and expenditure to supporting documentation.	1 May 2013 - 30 April 2014



DHET Research and Development grant	Agreeing payments and expenditure to supporting documentation.	1 October 2013 – 31 March 2014
Water Research Commission	Agreeing payments and expenditure to supporting documentation.	1 April 2013 – 31 March 2014
Foundation Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2013 – 31 March 2014
Teaching Development Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2013 – 31 March 2014
Clinical Training Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2013 – 31 March 2014
Research Articles Grant	Agreeing the existence of the articles and publications to authorised publications	1 January 2013 – 31 December 2013
AUS Aid Grant	Agreeing payments and expenditure to supporting documentation.	1 January 2011 – 30 April 2014
Technology Innovation Agency Funding	Agreeing payments and expenditure to supporting documentation.	1 April 2012 – 31 March 2013

Donor funding

Agreed-upon procedures were performed for grants and other funding.

Special audit

No matters to report.

PricewaterhouseCoopers Inc.
PricewaterhouseCoopers Inc.
Director: D.A. Desai
Registered Auditor
Johannesburg
20 June 2014

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2013

	Notes	2013 R'000	2012 R'000
ASSETS			
Non-current assets		4 771 249	4 040 027
Property plant and equipment	3	1 645 916	1 301 093
Intangible assets	4	5 614	3 964
Investment in associates and joint ventures	5	83 212	55 492
Available-for-sale financial assets	6	2 967 826	2 623 649
Defined benefit pension plan assets	15	68 681	55 829
Current Assets		535 890	537 602
Inventories	7	4 270	5 309
Trade receivables and prepayments	8	306 140	342 883
- Students fees		237 860	285 437
- Other receivables		68 280	57 446
Cash and cash equivalents	9	225 480	189 410
		5 307 139	4 577 629
EQUITY AND LIABILITIES			
EQUITY			
Non-distributable reserves		2 189 796	1 637 808
Funds invested in property, plant and equipment		1 547 819	1 265 700
Non-current investment revaluation		641 977	372 108
Reserve funds		2 263 263	2 219 376
<i>Restricted use funds</i>		<i>924 187</i>	<i>741 439</i>
Student residences funds		68 858	60 467
Trust/donor/bursary funds		855 329	680 972
<i>Unrestricted funds</i>		<i>1 339 076</i>	<i>1 477 937</i>
Designated/committed funds		36 602	418 404
Undesignated funds		1 302 474	1 059 533
Total Equity		4 453 059	3 857 184
LIABILITIES			
Non-current liabilities		300 051	338 901
Borrowings	10	31 611	36 403
Deferred revenue	12	98 153	120 418
Post-employment benefit obligation	15	170 287	182 080
Current liabilities		554 029	381 544
Trade payables, accruals and other liabilities	13	353 736	311 943
Student deposits received and income received in advance	11	101 027	60 647
Borrowings	10	3 367	2 954
Deferred revenue	12	95 899	6 000
Total Liabilities		854 080	720 445
		5 307 139	4 577 629

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
For the period ended 31 December 2013

	Notes	2013 R'000	2012 R'000
Revenue		2 641 111	2 467 849
State appropriations - subsidies and grants		1 303 513	1 222 029
Tuition and other fee income	16	1 224 550	1 162 121
Research/Research income		113 048	83 699
Other operating income	18	281 038	264 396
Operating income		2 922 149	2 732 245
Personnel costs	14	(1 647 900)	(1 468 831)
Depreciation	3	(79 197)	(64 654)
Amortisation	4	(2 443)	(3 178)
Bursaries		(204 807)	(126 301)
Other operating expenses	17	(960 616)	(923 977)
Operating surplus		27 186	145 304
Share of profit/(loss) in associate	5	(2 184)	-
Income from investments	19	281 737	248 763
Finance income	20	12 594	22 583
Finance costs	20	(18 364)	(5 387)
Surplus for the year		300 969	411 263
Other comprehensive income			
Fair value adjustments on available-for-sale financial assets	6	269 869	137 977
Actuarial gains and losses on defined benefit plans	15	206 654	(13 912)
Change in IAS 19.64(a) limit	15	(172 787)	(44 125)
Total comprehensive income for the year		604 705	491 203

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2013

	Undesignated Funds R'000	Designated / Committed Funds R'000	SUB TOTAL A R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	SUB TOTAL B R'000	Non-Current Investment Revaluation R'000	Funds invested in PPE R'000	TOTAL R'000
Balance as at 01 January 2013	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184
Previously unrecognised immaterial subsidiaries	-	(3 022)	(3 022)	-	-	-	-	-	(3 022)
Surplus for the year	1 059 533	415 382	1 474 915	680 972	60 467	741 439	372 108	1 265 700	3 854 162
Other comprehensive income	202 595	-	202 595	89 982	8 392	98 374	-	-	300 969
Fair value movement	33 867	-	33 867	-	-	-	269 869	-	303 736
Fair value movement transfer on disposal of investments	-	-	-	-	-	-	438 387	-	-
Transfers	6 479	(378 780)	(372 303)	84 375	(1)	84 375	(168 518)	282 119	(5 808)
Balance as at 31 December 2013	1 302 474	36 602	1 339 074	855 329	68 858	924 188	641 977	1 547 819	4 453 059
Balance as at 01 January 2012	773 921	414 166	1 188 087	629 579	53 331	682 910	234 126	1 260 858	3 365 981
Surplus for the year	308 135	-	308 135	95 991	7 137	103 128	-	-	411 263
Other comprehensive income	(58 037)	-	(58 037)	-	-	-	137 977	-	79 940
Fair value movement	-	-	-	-	-	-	273 377	-	-
Fair value movement transfer on disposal of investments	-	-	-	-	-	-	(135 400)	-	-
Transfers	35 514	4 238	39 752	(44 598)	(1)	(44 599)	5	4 842	-
Balance as at 31 December 2012	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184

Notes:

1. Sub-Total A refer to "Unrestricted Use" funds available as referred to in note 2.3.2.
2. Sub-Total B refer to "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in PPE" are Non-Distributable Reserves.

CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 December 2013

	Notes	2013 R'000	2012 R'000
Cash flows from operating activities			
Cash generated from / (utilised in) operations	22	221 090	9 129
Finance cost	20	(18 364)	(5 387)
Finance income	20	12 594	22 583
Net cash generated from operating activities		<u>215 320</u>	<u>26 325</u>
Cash flows from investing activities			
Purchases of property, plant and equipment	3	(431 114)	(60 206)
Proceeds from sale of property, plant and equipment	22	7 268	7 974
Purchases of intangible assets	4	(3 995)	(1 462)
Purchase of investments	6	(1 847 860)	(4 090 293)
Proceeds from sale of available-for-sale financial assets	6	1 949 677	3 786 730
Decrease in non-current receivables		-	6 000
Increase in loan to associates	24.4	(29 700)	-
Interest income	19	76 155	72 839
Dividends received	19	37 064	40 524
Net cash outflow from investing activities		<u>(242 505)</u>	<u>(237 894)</u>
Cash flow from financing activities			
Increase / (Decrease) in government grant	12	67 634	45 418
Repayments of borrowings	10	(4 379)	(3 856)
Net cash inflow from financing activities		<u>63 255</u>	<u>41 562</u>
Net increase / (decrease) in cash and cash equivalents		36 070	(170 007)
Cash and cash equivalents at beginning of the year	9	189 410	359 417
Cash and cash equivalents at end of the year		<u>225 480</u>	<u>189 410</u>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

1 General information

The consolidated financial statements were authorised for issue by the Council on 12 June 2014.

The University of Johannesburg and its subsidiaries is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) 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, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997 as amended) ("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.

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.

2.1.2 Changes in accounting policies and disclosures

a) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

Amendments to IAS 1, 'Presentation of Financial Statements', on presentation of items of OCI (effective 1 July 2012) - 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 reclassifiable to profit or loss subsequently (reclassification adjustments). The amendments do not address which items are presented in OCI.

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.

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 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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

2.1.2 Changes in accounting policies and disclosures (continued)

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.

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.

Improvements to IFRSs (Issued May 2012) was issued by the IASB as part the 'annual improvements process' resulting in the following amendments to standards issued, and effective for the first time for 31 December 2013 year-ends:

Amendment to IAS 1, 'Presentation of financial statements' (effective 1 January 2013 - The amendment clarifies the disclosure requirements for comparative information when an entity provides a third balance sheet either: as required by IAS 8, 'Accounting policies, changes in accounting estimates and errors'; or voluntarily.

Amendment to IAS 16, 'Property, plant and equipment' (effective 1 January 2013 - The amendment clarifies that spare parts and servicing equipment are classified as property, plant and equipment rather than inventory when they meet the definition of property, plant and equipment.

b) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2013:

IFRS 9 – Financial Instruments (2009) (effective 1 January 2015) - 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.

IFRS 9 – Financial Instruments (2010) (effective 1 January 2015) - The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and derecognition 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.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

2.1.2 Changes in accounting policies and disclosures (continued)

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 IAS 39 on novation of derivatives (effective 1 January 2014) - The IASB has amended IAS 39 to provide relief from discontinuing hedge accounting when novation of a hedging instrument to a CCP meets specified criteria. Similar relief will be included in IFRS 9, 'Financial Instruments'.

Amendments to IAS 36, 'Impairment of assets' (effective 1 January 2014) - These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less cost of disposal.

Amendments to IFRS 10, consolidated financial statements', IFRS 12 and IAS 27 for investment entities (effective 1 January 2014) - The amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead they will measure them at fair value through profit or loss. The amendments give an exception to entities that meet an 'investment entity' definition and which display particular characteristics. Changes have also been made in IFRS 12 to introduce disclosures that an investment entity needs to make.

2.2 Consolidation

2.2.1 Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated 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.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o 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:

- o National Research Foundation and similar funds – restricted use
- o Endowment funds – restricted use
- o Bursaries and scholarship funds – restricted use
- o Residences funds
- o 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
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o 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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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'.

2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably.

The carrying amount of a 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 it is incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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 closing prices as this is most representative of fair value in the circumstance. 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.

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) by 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 for 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 THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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 THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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 ("TWR") and Vista University ("VISTA"). 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 measurable until all contingencies relating to the activity have been resolved.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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.

2.15.7.1 Grants with specific conditions

These are grants with specific conditions in relation to either the expense they aim to compensate, period in which they need to be spent, 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 included in 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 are 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

These are grants with no specific conditions in relation to either the expense they aim to compensate, period in which they need to be spent, conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, period in which they need to be spent, 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 THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2013

3 Property, plant and equipment

2013

Cost as at 1 January 2013

Additions during the year	24 421	36 577	30 633	233 292	13 811	597	18 456	9 138	1 341 399	1 708 324
Adjustment	15 489	16 140	3 122	51 188	-	-	14 298	11 485	318 103	429 825
Reclassifications	120	-	580	423	-	-	-	-	166	1 289
Disposals during the year	-	-	-	25 159	1 166	-	680	-	(27 005)	-
	(428)	(3 866)	(2 505)	(7 604)	-	-	-	-	(996)	(15 399)

Cost as at 31 December 2013

	39 602	48 851	31 830	302 458	14 977	597	33 434	20 623	1 631 667	2 124 039
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Accumulated depreciation

Accumulated depreciation as at 1 January 2013	(11 831)	(18 366)	(20 348)	(79 750)	(5 472)	(399)	(9 011)	(2 437)	(259 617)	(407 231)
Current year depreciation	(5 552)	(8 008)	(5 068)	(28 018)	(968)	(36)	(1 074)	(5 315)	(25 158)	(79 197)
Depreciation on disposal made during the year	302	3 866	2 413	1 702	-	-	-	-	22	8 305
Depreciation on reclassifications	-	-	13	(1 373)	(759)	-	(230)	-	2 349	-

Accumulated depreciation as at 31 December 2013

	(17 081)	(22 508)	(22 990)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 404)	(478 123)
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Net carrying amount

Cost as at 31 December 2013	39 602	48 851	31 830	302 458	14 977	597	33 434	20 623	1 631 667	2 124 039
Accumulated depreciation as at 31 December 2013	(17 081)	(22 508)	(22 990)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 404)	(478 123)

Net carrying amount as at 31 December 2013

	22 521	26 344	8 840	195 019	7 778	162	23 119	12 871	1 349 263	1 645 916
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Assets under construction, to the total amount of R299 784 (2012: R127 945) are included in balances above.

As of 31 December 2013, assets to the amount of R448 803 (2012: R443 000) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2013

3 Property, plant and equipment

	Vehicles	Network & Mainframe computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air conditioners and plants	Lifts	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2012										
Cost as at 1 January 2012	21 017	22 704	29 970	195 750	13 871	597	16 857	9 138	1 343 123	1 653 027
Additions during the year	4 814	15 065	1 479	39 252	(60)	-	1 582	-	101 030	163 162
Adjustment	(230)	-	(30)	(21)	-	-	-	-	(102 675)	(102 956)
Reclassifications	-	-	-	(31)	-	-	31	-	-	-
Disposals during the year	(1 180)	(1 192)	(786)	(1 658)	-	-	(14)	-	(79)	(4 909)
Cost as at 31 December 2012	24 421	36 577	30 633	233 292	13 811	597	18 456	9 138	1 341 399	1 708 324
Accumulated depreciation										
Accumulated depreciation as at 1 January 2012	(10 628)	(14 147)	(15 412)	(72 769)	(4 247)	(363)	(8 117)	(2 217)	(226 769)	(354 669)
Current year depreciation	(2 098)	(5 410)	(5 594)	(8 489)	(1 250)	(36)	(883)	(220)	(40 674)	(64 654)
Depreciation on disposal made during the year	-	-	-	-	25	-	(11)	-	(18)	(4)
Depreciation on reclassifications	895	1 191	658	1 508	-	-	-	-	7 844	12 096
Accumulated depreciation as at 31 December 2012	(11 831)	(18 366)	(20 348)	(79 750)	(5 472)	(399)	(9 011)	(2 437)	(259 617)	(407 231)
Net carrying amount										
Cost as at 31 December 2012	24 421	36 577	30 633	233 292	13 811	597	18 456	9 138	1 341 399	1 708 324
Accumulated depreciation as at 31 December 2012	(11 831)	(18 366)	(20 348)	(79 750)	(5 472)	(399)	(9 011)	(2 437)	(259 617)	(407 231)
Net carrying amount as at 31 December 2012	12 590	18 211	10 285	153 542	8 339	198	9 445	6 701	1 081 782	1 301 093

Assets under construction, to the total amount of R127 945 (2011: R57 418) are included in balances above.

As of 31 December 2012, assets to the amount of R443 000 (2011: R310 000) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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4 Intangible assets

	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2013	2013	2013	2012	2012	2012
	R'000	R'000	R'000	R'000	R'000	R'000
Year ended 31 December						
Cost						
Opening cost	1 284	33 022	34 306	1 147	31 761	32 908
Additions	-	4 177	4 177	137	1 325	1 462
Disposal	-	(182)	(182)	-	-	-
Write-off	-	-	-	-	(64)	(64)
Adjustment	(140)	56	(84)	-	-	-
Total cost	1 144	37 072	38 216	1 284	33 022	34 306
Amortisation						
Opening balance	-	(30 342)	(30 342)	-	(27 196)	(27 196)
Amortisation charge for the year	-	(2 443)	(2 443)	-	(3 178)	(3 178)
Amortisation on disposals	-	182	182	-	32	32
Total accumulated amortisation	-	(32 603)	(32 603)	-	(30 342)	(30 342)
Net carrying amount						
Cost as at 31 December	1 144	37 072	38 216	1 284	33 022	34 306
Accumulated depreciation as at 31 December	-	(32 603)	(32 603)	-	(30 342)	(30 342)
Net carrying amount as at 31 December	1 144	4 470	5 614	1 284	2 680	3 964

5 Associates and joint ventures

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 was classified as an associate in the prior financial period as the University no longer had joint control, but rather significant influence over the entity.

There were no changes to the University's shareholding in PTIP during 2013.

	2013	2012
	R'000	R'000
Cost of investment – 1 January	9 141	9 141
Loan to associate opening balance	46 351	22 768
Additional loan to associate	29 904	42 210
Impairment of loan to associate	-	(18 627)
Plus: share of associate's post tax income / (loss)	(2 184)	-
Less: dividend distributions received	-	-
Plus/(minus) share of items recognised in other	-	-
Cost of investment – 31 December	83 212	55 492

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

Assets	45 142	35 369
Liabilities	46 978	37 225
Revenue	3 103	1 955
Profit/(Loss) for the year	451	(496)

The loan to PTIP has been reclassified to be included in the total Investment in Associate in the 2013 year, amounting to R 76 255 (2012: R 46 555). This amount is net of the impairment loss of R 0 (2012: R 18 627).

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6 Available-for-sale financial assets

	Cost	Market Value	Cost	Market Value
	2013	2013	2012	2012
	R'000	R'000	R'000	R'000
Opening balance 1 January	2 251 785	2 623 649	1 961 678	2 198 763
Cost of additions during the year	1 847 860	1 855 467	4 090 293	4 087 090
Disposals during the year	(1 782 716)	(1 781 159)	(3 800 186)	(3 800 181)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(168 518)	-	(135 400)
Increase / (decrease) in market value recognised in other comprehensive income	-	438 387	-	273 377
	2 316 929	2 967 826	2 251 785	2 623 649

Available-for-sale financial assets include the following:

Government bonds and stocks	127 000	129 692	174 685	184 307
Listed - stocks and debentures	356 088	372 343	336 781	363 126
Listed - shares	1 353 403	1 975 063	1 350 906	1 682 921
Fixed deposits	18 259	22 930	98 927	104 798
Unlisted - shares	2 075	2 075	2 073	2 073
Other deposits	452 867	458 486	275 918	273 929
Other loans	5 000	5 000	10 258	10 258
Endowment policies	2 237	2 237	2 237	2 237
	2 316 929	2 967 826	2 251 785	2 623 649

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 2013. 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.

7 Inventories

	2013	2012
	R'000	R'000
Consumables at cost	4 270	5 309
	4 270	5 309

The cost of inventories recognised as expense and included in 'other operating expenses' amounted to R23 539 (2012: R23 424).

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

8 Receivables and prepayments

	2013 R'000	2012 R'000
Student receivables	366 887	398 185
Less: Provision for impairment	(129 027)	(112 748)
Student receivables - net carrying amount	<u>237 860</u>	<u>285 437</u>
Other receivables	68 280	57 446
Advances and pre-payments	32 617	11 571
Deposits	312	444
Staff loans, receivables and advances	301	235
Value Added Tax	-	978
Other receivables - net carrying amount	<u>28 684</u>	<u>37 822</u>
Other receivables	32 252	42 049
Less: Provision for impairment	(3 568)	(4 227)
Interest and dividends receivable	<u>6 366</u>	<u>6 396</u>
	<u>306 140</u>	<u>342 883</u>

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 23.2 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.

Student Receivables

As of 31 December 2013, student receivables of R0 (2012: R0) were fully performing, all debt are overdue.

As of 31 December 2013, student receivables of R237 860 (2012: R285 437) were past due date 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.

	2013 R'000	2012 R'000
The ageing of these receivables is as follows:		
Students enrolled in current year	237 860	285 437
Students enrolled in prior years	-	-
	<u>237 860</u>	<u>285 437</u>

As of 31 December 2013, student receivables of R129 027 (2012: R112 748) 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 recoverable.

The ageing of this provision is as follows:

Students enrolled in current year	64 901	54 561
Students enrolled in prior year	36 499	38 372
Students enrolled more than two years ago	27 627	19 815
	<u>129 027</u>	<u>112 748</u>

Movements on the provision for impairment of student receivables are as follows:

At 1 January		
Provision for impairment	112 748	88 564
Increase in provision for receivables impaired	50 794	39 014
Receivables written off during the year as uncollectable	(34 515)	(14 830)
At 31 December	<u>129 027</u>	<u>112 748</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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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8 Receivables and prepayments (continued)

Other trade receivables:

As of 31 December 2013, other trade receivables of R68 280 (2012: R57 446) were fully performing.

As of 31 December 2013, other trade receivables of R0 (2012: R0) were past due but not impaired, all debt were fully performing. These relate to a number of companies or institutions for whom there is no recent history of default.

	2013 R'000	2012 R'000
The ageing of these receivables is as follows:		
Up to 3 months	68 280	57 446
3 to 6 months	-	-
	<u>68 280</u>	<u>57 446</u>

As of 31 December 2013, other trade receivables of R3 568 (2012: R4 227) 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 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	3 143	2 627
Over 6 months	425	1 600
	<u>3 568</u>	<u>4 227</u>

Movements on the provision for impairment of other trade receivables are as follows:

At 1 January	4 227	3 289
Provision / (Reversal) for impairment	(441)	1 016
Receivables written off during the year as uncollectible	(218)	(78)
At 31 December	<u>3 568</u>	<u>4 227</u>

The creation and release of the provision for impaired other trade 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.

9 Cash and cash equivalents

	2013 R'000	2012 R'000
Call deposits, cash in the bank and cash on hand	167 180	70 696
Short term deposits	58 300	118 714
	<u>225 480</u>	<u>189 410</u>

The fair value of cash and cash equivalents approximates 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 23.

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

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10 Borrowings

	2013 R'000	2012 R'000
Long-term borrowings	34 978	39 357
Current portion transferred to current liabilities	(3 367)	(2 954)
	<u>31 611</u>	<u>36 403</u>
<i>a) Government loans secured by increment guarantees</i>	4 344	4 693
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%.		
<i>b) Loans secured by Government guarantees</i>	2 369	4 759
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%.		
<i>c) Other secured loans</i>	28 265	29 905
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 3).		
	<u>34 978</u>	<u>39 357</u>

The exposure of the University's borrowings to interest rate changes and the contractual reprising dates at the reporting dates are as follows:

	2013 R'000	2012 R'000
Up to 1 year	3 367	2 954
Between 1 and 2 years	3 849	4 437
Between 2 and 5 years	16 860	20 593
After 5 years	<u>10 902</u>	<u>11 373</u>
	34 978	39 357
Less: current portion	<u>(3 367)</u>	<u>(2 954)</u>
	<u>31 611</u>	<u>36 403</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).

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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11 Students deposits received and income received in advance

	2013 R'000	2012 R'000
At 1 January	60 647	108 436
Deferred during the year	43 525	(34 446)
Credited to the statement of comprehensive income	<u>(3 145)</u>	<u>(13 343)</u>
At 31 December	101 027	60 647
Less: current portion	(101 027)	(60 647)
Included in non-current liabilities	<u>-</u>	<u>-</u>
Non-Current portion	<u>-</u>	<u>-</u>

12 Deferred revenue

The Minister of Higher Education has approved student enrolment plans for all higher education institutions for the period up to 2013. 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.

	2013 R'000	2012 R'000
Opening balance as at 1 January	126 418	81 000
Grants received during the year	73 437	178 418
Grants utilised to reduce asset cost	<u>(5 803)</u>	<u>(133 000)</u>
	194 052	126 418
Current portion transferred to current liabilities	<u>(95 899)</u>	<u>(6 000)</u>
	<u>98 153</u>	<u>120 418</u>

13 Trade payables, accruals and other liabilities

Trade payables	203 795	175 622
Accruals	50 612	43 988
Leave pay accrual	69 653	67 704
Bonus accrual	25 749	24 629
Value Added Tax	<u>3 927</u>	<u>-</u>
	<u>353 736</u>	<u>311 943</u>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

14 Personnel costs

Academic Professional	810 048	723 037
Other Personnel	703 466	627 902
Other post retirement	37 776	31 659
Pension cost - defined contribution	83 897	74 885
Pension cost - defined benefit	<u>12 713</u>	<u>11 348</u>
	<u>1 647 900</u>	<u>1 468 831</u>

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

Full Time	3060	3037
Part Time	3267	3008

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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15 Post-employment benefits

	2013 R'000	2012 R'000
Post-retirement medical benefits (note 15.1)	170 287	182 080
	<u>170 287</u>	<u>182 080</u>
<i>Reconciliation of the actuarial gains / (losses) on defined benefit plans:</i>		
- Post-retirement medical benefits	24 340	15 713
- UJ Pension fund	154 525	(29 625)
- UJ Disability fund	27 789	-
	<u>206 654</u>	<u>(13 912)</u>
<i>Reconciliation of the change in asset limit:</i>		
- UJ Pension fund	(139 189)	(44 125)
- UJ Disability fund	(33 598)	-
	<u>(172 787)</u>	<u>(44 125)</u>
UJ pension fund (Note 15.2)	68 681	55 829

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to 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 2013.

	2013 R'000	2012 R'000
Present value of the obligation	(170 287)	(182 080)
	<u>(170 287)</u>	<u>(182 080)</u>
<i>Reconciliation of the movement in the defined benefit obligation:</i>		
Present value of obligation: beginning of the year	(182 081)	(183 738)
Current service cost	(4 034)	(5 373)
Interest cost	(15 600)	(14 884)
Benefit paid	7 088	6 202
	<u>(194 627)</u>	<u>(197 793)</u>
Remeasurements:		
- Settlement gain	-	52 038
- (Gain)/loss from change in financial assumptions	(20 558)	(34 422)
- (Gain)/loss from change in demographic assumptions	(3 782)	(1 903)
	<u>(24 340)</u>	<u>15 713</u>
Present value of obligation: end of the year	<u>(170 287)</u>	<u>(182 080)</u>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

15.1 Post-retirement medical benefits - Wholly unfunded (continued)

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

Effective date of assumptions	31 Dec 2013	31 Dec 2012
Post retirement plan		
Discount rate	9.80%	8.75%
Health care cost inflation	9.10%	8.75%
Continuation of membership	100.00%	100.00%
Normal retirement age	65 yrs	65 yrs
Expected retirement age	65 yrs	65 yrs
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after balance sheet date:	(7 257 000)	(7 088 000)

The sensitivity of the defined benefit obligation to changes in the weighted

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Healthcare cost inflation	1%	Increase by 12.5%	Decrease by 15.4%
Discount rate	1%	Decrease by 16.0%	Increase by 12.7%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Increase by 3.1%	Decrease by 3.0%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practise, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

15.2 Pension obligations - Wholly funded

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 plan 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 2013. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

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15.2 Pension obligations - Wholly funded (continued)

	2013 R'000	2012 R'000
<i>Balance at end of the year</i>		
Present value of the obligation	(775 079)	(727 455)
Fair value of plan assets	1 128 388	917 577
Unrecognised surplus due to IAS 19(a) limit	(284 628)	(134 293)
Defined benefit surplus at 31 December	<u>68 681</u>	<u>55 829</u>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the university in the form of refunds of reductions in future contributions.

Reconciliation of the present value of the obligation

Defined benefit obligation at beginning of the year	727 455	671 772
Member Contributions	2 956	5 884
Current service cost	11 928	10 307
Interest cost	59 922	55 873
	<u>802 261</u>	<u>743 836</u>
Remeasurements:		
- Actuarial (gain)/loss	11 961	48 190
Benefit Payments	(39 143)	(64 571)
Defined benefit obligation at year end	<u>775 079</u>	<u>727 455</u>

Reconciliation of the fair value of plan assets

Fair Value of assets as at 1 January	917 577	815 605
University contributions	5 622	9 773
Member Contributions	2 956	5 884
	<u>926 155</u>	<u>831 262</u>
Remeasurements:		
-Net interest income/expense	74 890	80 283
-Actuarial gain/(loss)	166 486	70 603
	<u>241 376</u>	<u>150 886</u>
Benefits Paid	(39 143)	(64 571)
Fair Value of assets as at 31 December	<u>1 128 388</u>	<u>917 577</u>

The actual return on plan assets is as follows:	241 376	150 886
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NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

15.2 Pension obligations - Wholly funded (continued)

The assets of the University of Johannesburg Defined Benefit Pension Fund

	2013
Cash	10.77%
Equity	41.62%
Bonds	21.26%
Property	0.24%
International	25.00%
Other	1.11%
Total	100.00%

The opening values were calculated by ABSA Consultants and Actuaries and therefore no comparative information is available for the assets invested as shown above.

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2013.

	2013	2012
Discount rate	8.20%	8.30%
Inflation rate	6.00%	6.50%
Salary increase rate	7.00%	7.50%
Pension increase allowance (Ex-NTRF)	3.30%	2.17%
Pension increase allowance (Other pensioners)	3.90%	2.65%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after balance sheet date:	9 179	35 188
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Amounts for the latest actuarial valuation and previous four periods are as follows:

	2009 R'000	2010 R'000	2011 R'000	2012 R'000	2013 R'000
Defined benefit obligation	151 117	155 348	183 738	182 081	(170 287)
Fair value of plan assets	(37 399)	(44 997)	(53 665)	(55 829)	68 681
Retirement benefit obligation	113 718	110 351	130 073	126 252	(101 606)

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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15.3 Disability Fund

The University provides post-retirement Disability benefits to certain qualifying employees in the form of continued disability contributions. 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 2013.

	2013 R'000	2012 R'000
Balance at end of the year		
Present value of the obligation	(24 470)	(28 529)
Fair value of plan assets	131 577	96 973
Unrecognised surplus due to IAS 19(a) limit	(107 107)	(68 444)
Defined benefit surplus at 31 December	<u>-</u>	<u>-</u>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the university in the form of refunds of reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	28 529	15 547
Current service cost	4 301	2 095
Interest cost	<u>2 055</u>	<u>1 346</u>
	34 885	18 988
 - Actuarial (gain)/loss	 (4 584)	 11 422
Benefits paid	<u>(5 831)</u>	<u>(1 881)</u>
Present value of obligation: end of year	<u>24 470</u>	<u>28 529</u>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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15.3 Disability Fund (continued)

	2013 R'000	2012 R'000
<i>Reconciliation of the movement in the plan assets:</i>		
Present value of assets beginning of the year	96 973	78 005
Contributions (net of reinsurance premiums)	5 602	5 391
Value of assets as at 31 December 2012	102 575	83 396
Remeasurements:		
-Net interest income/expense	7 327	7 910
-Actuarial (gain)/loss	23 205	7 548
	30 532	15 458
Benefits (net of reinsurance premiums)	(1 530)	(1 881)
Value of assets as at 31 December 2013	131 577	96 973
The actual return on plan assets is as follows:	30 532	15 458
The assets of the University of Johannesburg Disability Fund were invested as		
Cash	10.77%	
Equity	41.62%	
Bonds	21.26%	
Property	0.24%	
International	25.00%	
Other	1.11%	
Total	100.00%	

The opening values were calculated by ABSA Consultants and Actuaries and therefore no comparative information is available for the assets invested as shown above.

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2013.

Claimants

Number of members	21	17
Annual benefit	6 350	4 836
Annual reinsured benefit	4 430	2 955
Benefit weighted average service	54.8 years	51.9 years
Effective date of assumptions	31 Dec 2013	31 Dec 2012

The principal assumptions used for accounting purposes were as follows:

General inflation rate	6.00%	6.40%
Discount rate	7.90%	7.40%
Expected increases in benefits	7.00%	7.40%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after balance sheet date:

(12 195 000)	(11 397 000)
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The sensitivity of the defined benefit obligation to changes in the weighted

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Inflation rate	1%	Increase by 11.7%	Decrease by -10.7%
Discount rate	1%	Decrease by 6.4%	Increase by 7.1%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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16 Tuition and other fee income

The following items are included in 'tuition and other fee income':

	2013 R'000	2012 R'000
Application Fees	4 525	19 362
Bad Debts Recovered	3 696	2 735
Deposit Income Retained	438	274
Levy Income	25 321	63 852
Registration Fees	28 444	28 606
Remark of Exam Paper	14	236
Residence Fees	121 323	108 311
Tuition Fees	1 040 789	938 745
	1 224 550	1 162 121

17 Other operating expenses

The following items are included in 'other operating expenses':

	2013 R'000	2012 R'000
Auditors remuneration	10 333	12 099
- external audit	3 701	3 457
- internal audit	5 204	4 965
- other audit services	1 428	3 677
Advertising and marketing	29 109	24 324
Cartridges	5 544	5 370
Cleaning	47 993	46 480
Conference Registration Fees	8 039	6 023
Consulting and contract costs	71 254	45 279
Consumables - support services	927	942
Corporate Functions	6 052	4 734
Data lines	6 325	3 518
Discount on Tuition Fees	11 554	10 355
Entertainment	41 542	34 007
Expenses relating to library book acquisitions written off	60 694	34 972
Foreign exchange (gains)/losses	1 604	843
Fuel, Oil and Gas	9 877	3 038
Grants and donations	26 775	34 240
Hire/Rental	30 564	25 820
Insurance	7 828	6 547
Legal Fees	7 040	5 300
Medical Aid Pensioners	7 257	6 331
Municipal rates and taxes	98 358	105 203
Non-capitalisable assets	38 705	54 574
Financial leases		
- Equipment and vehicles	29 664	23 091
Printing	31 441	31 356
Repair and maintenance expenses	61 234	80 284
Security	35 336	31 972
Software licenses	34 439	25 996
Stationery	5 310	5 383
Student and staff development	21 935	22 686
Teaching and lab consumables	19 758	20 545
Telephone and fax	9 015	6 351
Travel International	61 733	57 761
Uniforms and Protective Clothing	7 563	6 278
Unrecoverable debts/amounts written off	34 437	61 840
Write Offs	11 789	1 291
Other expenses	69 588	79 144
	960 616	923 977

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18 Other operating income

The following items are included in 'other operating income'

	2013 R'000	2012 R'000
Hire out of facilities	8 767	6 611
Public sales and services	19 353	31 129
Project income	115 850	1 868
Sundry income	21 526	26 024
Donations	92 070	152 448
Consultation/Evaluation income	15 254	19 768
Profit on disposal of PPE	174	15 161
Other income	8 044	11 387
	<u>281 038</u>	<u>264 396</u>

19 Income from investments

Dividend income on available-for-sale financial assets	37 064	40 524
Interest income	76 155	72 839
Fair value movement transfer on disposal of investments	168 518	135 400
Profit on sale of securities	224 054	241 393
Loss on sale of securities	(55 536)	(105 993)
	<u>281 737</u>	<u>248 763</u>

20 Finance income and finance costs

Finance cost		
- borrowings	(7 000)	(5 387)
- defined benefit plan	(11 364)	-
	<u>(18 364)</u>	<u>(5 387)</u>
Finance income		
- students fees	11 491	21 368
- current accounts	1 103	1 215
	<u>12 594</u>	<u>22 583</u>

21 Commitments

<i>Commitments – approved, not contracted for</i>	216 797	516 400
<i>Commitments – contracted</i>	85 000	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
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	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	11 405	32 564
Lease amounts payable later than one year to five years	11 616	33 276
Total operating lease amounts payable	<u>23 021</u>	<u>65 840</u>

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22 Cash generated from operations

	2013 R'000	2012 R'000
Surplus for the year	300 969	411 263
Adjustments for:		
– Share of loss from associate	2 184	-
– Increase in bad debt provision	15 620	25 122
– Depreciation (note 3)	79 197	64 654
– Amortisation (note 4)	2 443	3 178
– Profit on disposal of property, plant and equipment	(174)	(15 161)
– Finance income (note 20)	(12 594)	(22 583)
– Interest income on investments (note 19)	(76 155)	(72 839)
– Finance cost (note 20)	18 364	5 387
– Dividends received (note 19)	(37 064)	(40 524)
– Profit on sale of shares (note 19)	(168 518)	(135 400)
– Movement in post-retirement obligations (note 15)	(21 531)	(3 821)
– Inventory expensed (note 7)	-	23 424
– Foreign exchange losses on operating activities (note	(1 604)	(843)
Changes in working capital:		
– receivables and prepayments	36 742	(217 980)
– trade payables, accruals and other liabilities	41 793	34 105
– student deposits and income received in advance	40 380	(47 791)
– inventory	1 039	(1 062)
	<u>221 090</u>	<u>9 129</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 18)	174	15 161
Net book amount (note 3)	<u>7 094</u>	<u>(7 187)</u>
Proceeds from disposal	<u>7 268</u>	<u>7 974</u>

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23 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.

23.1 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.

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 R583 million (2012: R1 187 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 R583 million (2012: R1 187 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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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23.1 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.

	2013 R'000	2012 R'000
Listed equities	1 975 063	1 682 921

For the year ended 31 December 2013, 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 R1 975 million (2012: R1 683 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.

23.2 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.

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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23.2 Credit risk (continued)

i) Student and other receivables (continued)

Details of the student receivables as at 31 December are:

	2013 R'000	2012 R'000
Student receivables	366 887	398 185
- fully performing	-	-
- past due but not impaired (4 months overdue)	237 860	285 437
- impaired (more than 4 months overdue)	129 027	112 748
Less: Provision for impairment	(129 027)	(112 748)
Student receivables – net carrying amount	237 860	285 437

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
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the

Details of the other receivables as at 31 December 2013 are as follows:

	2013 R'000	2012 R'000
Other receivables	71 848	61 673
- fully performing	68 280	57 446
- past due but not impaired	-	-
- impaired	3 568	4 227
Less: Provision for impairment	(3 568)	(4 227)
Other receivables – net carrying amount	68 280	57 446

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23.2 Credit risk (continued)

i) Student and other receivables (continued)

	2013 R'000	2012 R'000
Student receivables		
At 1 January	112 748	88 564
Provision for receivables impaired	50 794	39 014
Receivables written off during the year as uncollectable	<u>(34 515)</u>	<u>(14 830)</u>
At 31 December	<u>129 027</u>	<u>112 748</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2010 and older	-	19 815
Handed over to collecting agencies – 2011	-	38 372
Handed over to collecting agencies – 2012	27 627	-
Handed over to collecting agencies – 2013	36 499	-
4 Months overdue	<u>64 901</u>	<u>54 561</u>
	<u>129 027</u>	<u>112 748</u>
Other receivables		
At 1 January	4 227	3 289
Provision for receivables impaired	(441)	1 016
Receivables written off during the year as uncollectable	<u>(218)</u>	<u>(78)</u>
At 31 December	<u>3 568</u>	<u>4 227</u>
Ageing of provision for impairment		
Handed over to the collecting agencies - 2010	-	216
Handed over to the collecting agencies - 2011	117	451
Handed over to the collecting agencies - 2012	533	933
Handed over to the collecting agencies - 2013	1 585	-
Impaired as at reporting date	<u>1 333</u>	<u>2 627</u>
	<u>3 568</u>	<u>4 227</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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23.2 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.

	2013 R'000	2012 R'000
Trade receivables		
Counterparties without external credit rating:		
- Current students which will register in 2013/2014. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2013/2014 registration period.	237 860	285 437
- Interest and dividends receivable. This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at AAA related entities.	6 366	6 396
- Other receivables		
Group 1 *	28 684	37 822
Group 2*	-	-
	<u>272 910</u>	<u>329 655</u>
Cash and cash equivalents		
AAA Ratings:		
- Prime South African Banks	225 480	189 410
Available-for-sales financial assets		
AAA ratings:		
- Government stocks and bonds	129 692	184 307
- Listed stocks and debentures	372 343	363 126
- Listed shares all top 40 companies	1 975 063	1 682 921
- Fixed and other deposits, prime South African Banks	481 416	378 727
- Endowment policies, top 40 South African insurance	2 237	2 237
- Unlisted shares	2 075	2 073

*Group 1 – New customers (less than 2 months).

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23.3 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.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 Years R'000	Over 5 Years R'000
31 December 2013				
Non-current borrowings	3 367	3 849	16 860	10 902
Account payable	254 407			
	257 774	3 849	16 860	10 902
31 December 2012				
Non-current borrowings	2 954	4 437	20 593	11 373
Account payable	219 610			
	222 564	4 437	20 593	11 373

23.4 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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23.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2013			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2 967 826	2 967 826
Trade and other receivables (excluding prepayments)	272 910	-	272 910
Cash and cash equivalents	225 480	-	225 480
			Financial liabilities at amortised cost R'000
<i>Financial liabilities</i>			
Borrowings			31 611
Trade payables			254 407
Borrowings included in current liabilities			3 367

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2012			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2 623 649	2 623 649
Trade and other receivables (excluding prepayments)	329 655	-	329 655
Cash and cash equivalents	189 410	-	189 410
			Financial liabilities at amortised cost R'000
<i>Financial liabilities</i>			
Borrowings			36 403
Trade payables			219 610
Borrowings included in current liabilities			2 954

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23.6 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)

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2013:

	Level 1	Level 2	Total
	R'000	R'000	R'000
Available-for-sale financial assets			
- listed shares	1 975 063	-	1 975 063
- listed stocks and debentures	372 343	-	372 343
- government stocks and bonds	129 692	-	129 692
- fixed deposits	-	22 930	22 930
- unlisted shares	-	2 075	2 075
- other deposits and loans	-	463 486	463 486
- endowment policies	-	2 237	2 237
	2 477 098	490 728	2 967 826

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2012

	Level 1	Level 2	Total
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	-	284 187	284 187
- endowment policies	-	2 237	2 237
	2 230 355	393 296	2 623 649

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 quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

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24 Related party transactions

24.1 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

	Members of Council R'000	Management R'000	2013 R'000	2012 R'000
Salaries and other short-term employee benefits	671	50 756	51 427	51 261

24.2 Payment to members of the Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – R'000	Reimburse- ments of R'000
Chair of Council	1	96	0
Chairs of committees	5	215	6
Members of Council	14	360	8

24.3 Related parties

The University of Johannesburg, and its subsidiaries and trusts, control or own 100% of the shares of the following companies:

Company and Principle business activities	Year End	Shareholding	Principle place of business
<ul style="list-style-type: none"> • Million Up Trading (Pty) Ltd The principle activities of this company is to provide 	31 December	100%	Cnr University and Kingsway Rd, Auckland
<ul style="list-style-type: none"> • Resolution Circle (Pty) Ltd and its subsidiaries The principle activities of this company is to create an inter-disciplinary and applied technology research and development ecosystem which provides work-integrated learning to students in the science and engineering fields by undertaking industry related projects under supervision of experienced professionals to develop students' workplace readiness skills and to drive commercial exploitation of intellectual property. The subsidiaries of Resolution Circle are: - Intellilab (Pty) Ltd in which they have an 85% shareholding - Isibaya Somontho (Pty) Ltd in which they have a 45% shareholding 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • ARSA (Pty) Ltd The principle activities of this company is to purchase private properties on behalf of the University. This company is dormant. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Appsbybrats (Pty) Ltd t/a UJ Properties The principle activities of this company is to purchase properties and utilize these as investment property for rental income. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park

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24.3 Related parties (continued)

Company and Principle business activities	Year End	Shareholding	Principle place of business
<ul style="list-style-type: none"> • Enerkey Solutions (Pty) Ltd The principle activities of this company is to provide energy solutions. This company is dormant. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • UJ Investment Holdings (Pty) Ltd The principle activities of this company is to be the holding company for all UJ's investments in commercial companies. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • UJ Propco (Pty) Ltd This is a shelf company which is dormant. No business activities have been defined in terms of registration documentation and no restrictions have been placed on business activities. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Gradnet Portal (Pty) Ltd The principle activities of this company is to supply online services to students and alumni of education institutions. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • UJ Consulting (Pty) Ltd The principle activities of this company is to provide consulting services. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • UJ Trust The principle activities of this trust is to hold the University's investments in trust. The funds are managed by an independent board of trustee's. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • TWR Trust The principle activities of this trust is to provide funding to faculties and students. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • City Lodge Educational Trust The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women. 	30 June	100%	Cnr University and Kingsway Rd, Auckland Park

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24.3 Related parties (continued)

The University of Johannesburg, and its subsidiaries and trusts have an interest in the following companies:

Company and Principle business activities	Year End	Shareholding		Principle place of business
		University of Johannesburg	Non-controlling interest	
<ul style="list-style-type: none"> Bio Media Technologies (Pty) Ltd The principle activities of this company is to develop facial recognition software 	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity. 	31 December	25.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Naledi Computer Systems (Pty) Ltd The principle activities of this company is to provide computer related services, products and technology. 	28 February	60.00%	40.00%	Forty Four Main street, Johannesburg
<ul style="list-style-type: none"> QVS - Qualification Verification Services (Pty) Ltd The principle activities of this company is to provide an electronic verification system where academic results and qualifications can be verified. 	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> Photovoltaic Intellectual Property (Pty) Ltd The principle activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. 	28 February	27.64%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC. 	31 December	7.14%	N/A	Cnr University and Kingsway Rd, Auckland Park

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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	Photovoltaic Intellectual Property (Pty) Ltd			Resolution Circle (Pty) Ltd			Appsbybrats (Pty) Ltd			UJ Investment Holdings (Pty) Ltd			Gradnet Portal (Pty) Ltd			ARSA (Pty) Ltd		
	2013 R'000	2012 R'000		2013 R'000	2012 R'000		2013 R'000	2012 R'000		2013 R'000	2012 R'000		2013 R'000	2012 R'000		2013 R'000	2012 R'000	
Opening balance	46 351	22 768		6 080	6 080		10	-		-	-		-	-		1 000	-	
Loans advances during year	29 700	42 210		8 115	-		-	10		10	-		5	-		-	1 000	
Loans repayment received	-	-		-	-		-	-		-	-		-	-		-	-	
Interest charged	-	-		-	-		-	-		-	-		-	-		-	-	
Interest received	-	-		-	-		-	-		-	-		-	-		-	-	
Impairment of loan	-	(18 627)		-	-		-	-		-	-		-	-		-	-	
Closing balance	76 051	46 351		14 195	6 080		10	10		10	-		5	-		1 000	1 000	

No impairment was recognised for the loans made to associates in 2013 (2012: R 18 627) relating to the loan provided to PTIP.

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24.5 The following transactions were carried out with related parties:

	2013	2012
	R'000	R'000
(a) Purchase of goods and services		
Purchases of services:		
from Resolution Circle (Pty) Ltd	14 032	-
from Appsybrats (Pty) Ltd	311	-
(b) Year-end balances arising from sales/purchases of goods/services:		
Payables to related parties:		
Resolutions Circle (Pty) Ltd	836	-

25 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.

25.1 *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.

25.2 *Provision for post-retirement medical aid liability*

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2013 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

25.3 *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.

25.4 *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 University 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.

25.5 *Critical judgments applying the University's accounting policies*

The University follows the guidance of IAS 39 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 ANNUAL FINANCIAL STATEMENTS
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25.6 *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. The company does not have future orders, but has started to manufacture panels. The company is earnestly looking at prospects to sell manufacturing licenses of these panels. Based on this, no further impairment was made in the current year (2012: R18 627)

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

26 Executive Remuneration

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Grand Total R'
Vice-Chancellor & Principal	Prof IL Rensburg	2 555 550	435 811	448 136	3 439 497	116 911	400 000	3 956 408
DVC Strategic Services	Prof D Van der Merwe	1 938 774	151 522	352 201	2 442 496	94 011	112 829	2 649 336
DVC Finance	Mr JA Van Schoor	1 229 380	249 795	242 714	1 721 888	64 586	583 283	2 369 757
DVC Finance	Prof JH Kriek	655 017	153 753	122 859	931 630	265 373	314 094	1 511 097
DVC Academic	Prof A Parekh	1 647 278	149 906	254 302	2 051 485	-	561 724	2 613 209
DVC Research, Post Grad Studies, Library & Info Centre	Prof T Marwala	1 331 591	230 682	234 574	1 796 847	39 707	484 211	2 320 765
DVC Research, Innovation & Advancement	Prof AM Habib	271 696	20 999	45 711	338 406	184 987	105 865	629 258
DVC Internationalisation, Advancement & Student Affairs	Prof S Maluleke	1 074 375	189 845	186 331	1 450 550	-	72 190	1 522 740
Registrar	Prof IC Burger	1 310 474	125 996	202 287	1 638 758	64 301	408 755	2 111 814
Registrar	Prof ME Muller	1 490 548	70 364	287 639	1 848 552	693 830	740 766	3 283 148
Executive Dean Economic & Financial Sciences	Prof A Dempsey	1 182 342	94 458	214 098	1 490 899	34 447	284 916	1 810 261
Executive Director Finance Expenditure	Mr CJ Kruger	1 028 128	93 406	212 623	1 334 157	234 502	221 239	1 789 897
Executive Dean Art, Design & Architecture	Prof M Sauthoff	-	-	-	-	-	60 796	60 796

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

26 Executive Remuneration

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Grand Total R'
Executive Dean Art, Design & Architecture	Prof F Freschi	1 041 519	84 903	173 622	1 300 044	-	202 762	1 502 806
Executive Dean Education	Prof SJ Gravett	1 198 319	94 405	198 174	1 490 899	-	327 542	1 818 441
Executive Dean Engineering & the Built Environment	Prof S Sinha	253 125	45 247	43 139	341 511	-	-	341 511
Executive Dean Health Sciences	Prof A Swart	1 198 319	56 960	235 620	1 490 899	57 411	327 542	1 875 851
Executive Dean Humanities	Prof RP Ryan	1 009 046	273 799	208 053	1 490 898	52 208	177 284	1 720 391
Executive Dean Law	Prof PH O'Brien	1 198 319	55 326	237 253	1 490 898	57 411	324 590	1 872 899
Executive Dean Management	Prof D Van Lill	1 012 791	162 721	190 919	1 366 431	31 574	242 194	1 640 200
Executive Dean Science	Prof BB Mamba	835 969	43 733	169 371	1 049 073	111 251	-	1 160 324
Executive Dean UJ Sport	Prof WJ Hollander	933 005	181 815	186 650	1 301 470	50 125	28 849	1 380 444
Executive Director Advancement	Mr MV Damianov	312 500	66 718	42 797	422 015	-	-	422 015
Executive Director Advancement	Mr KP Swift	1 086 396	207 055	44 990	1 338 441	102 281	30 965	1 471 687
Executive Director Human Resources	Dr V Singh	843 750	177 731	115 552	1 137 033	-	80 493	1 217 526
Executive Director Human Resources	Dr PZ Dube	242 038	18 826	50 429	311 292	131 449	48 102	490 843

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

26 Executive Remuneration

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Grand Total R'
Executive Director Information & Communication Systems	Mr AA Swartbooi	1 343 257	35 739	236 163	1 615 159	-	82 865	1 698 024
Executive Director Internationalisation	Dr PG Mekgwe	1 123 522	101 479	141 430	1 366 431	-	279 158	1 645 589
Executive Director Library & Information Centre	Dr R Bawa	1 276 296	63 012	174 736	1 514 044	-	286 767	1 800 811
Executive Director Operations	Mr R Du Plessis	1 173 724	211 661	195 625	1 581 010	60 877	50 379	1 692 266
Executive Director Research & Innovation	Dr IM Msibi	487 500	103 759	66 763	658 022	-	-	658 022
Executive Director Academic Support & Development	Prof E De Kadt	1 399 434	16 044	-	1 415 478	54 510	340 987	1 810 975
Executive Dean Student Affairs	Prof MS Mandew	741 496	53 816	154 304	949 616	-	1 599 961	2 549 576
		34 425 477	4 021 288	5 669 063	44 115 828	2 501 752	8 781 108	55 398 688

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2013

27 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 in note 21.

A contingent asset of R11 893 exists with regards to the City of Johannesburg for the incorrect allocation of charges towards our accounts over the past two financial years. It is expected that our accounts will be corrected within the next two financial years. The University has also performed a calculation for water and sewerage which has not been billed by the City of Johannesburg on the Auckland Park and Soweto campuses, to the amount of R12 311.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2013

	Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Consolidated 2013	Consolidated 2012
		R'000	R'000	R'000	R'000	R'000	R'000
2013							
Total income		2 749 427	341 416	3 090 843	123 453	3 214 296	3 003 591
Recurring items		2 749 253	341 416	3 090 669	123 453	3 214 122	2 988 430
State appropriations – subsidies and grants		1 303 513	-	1 303 513	-	1 303 513	1 222 029
Tuition and other fee income	16	1 097 541	5 686	1 103 227	121 323	1 224 550	1 162 121
Income from contracts		73 544	68 126	141 670	-	141 670	103 467
For research		50 922	62 126	113 048	-	113 048	83 699
For other activities	18	22 622	6 000	28 622	-	28 622	19 768
Sales of goods and services	18	68 160	90 866	159 026	1 145	160 171	77 019
Private gifts and grants	18	37 113	54 946	92 059	12	92 071	152 448
Sub-total		2 579 871	219 624	2 799 495	122 480	2 921 975	2 717 084
Income from investments	19	160 732	120 947	281 679	58	281 737	248 763
Share of profit/(loss) in Associate	5	(2 184)	-	(2 184)	-	(2 184)	-
Finance income	20	10 834	845	11 679	915	12 594	22 583
Non-recurring items							
Profit/loss on disposal of PPE	18	174	-	174	-	174	15 161

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2013

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2013 R'000	Consolidated 2012 R'000
2013							
Total expenditure		2 546 832	251 434	2 798 266	115 061	2 913 327	2 592 328
Recurring items		2 512 095	249 286	2 761 381	114 146	2 875 527	2 537 755
Personnel		1 581 251	49 583	1 630 834	17 066	1 647 900	1 468 831
Academic professional	14	849 284	26 537	875 821	9 134	884 955	786 133
Other personnel	14	731 967	23 046	755 013	7 932	762 945	682 698
Other current operating expenses	17	695 887	147 447	843 334	79 482	922 816	869 404
Depreciation	3	60 449	5 040	65 489	13 708	79 197	64 654
Amortisation of software	4	2 326	113	2 439	4	2 443	3 178
Bursaries		157 854	46 953	204 807	-	204 807	126 301
Sub-total		2 497 767	249 136	2 746 903	110 260	2 857 163	2 532 368
Finance costs	20	14 328	150	14 478	3 886	18 364	5 387
Non-recurring items							
Capital expenditure expensed	17	34 737	2 148	36 885	915	37 800	54 573
Surplus for the year		202 595	89 982	292 577	8 392	300 969	411 263
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	269 869	-	269 869	-	269 869	137 977
Actuarial gains and losses on defined benefit plans	15	206 654	-	206 654	-	206 654	(13 912)
Change in IAS 19.64(a) limit		(172 787)	-	(172 787)	-	(172 787)	(44 125)
Total comprehensive income for the year		506 331	89 982	596 313	8 392	604 705	491 203

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