UNIVERSITY OF JOHANNESBURG

# University of Johannesburg

## ANNUAL REPORT 2019

The Future Reimagined

UNIVERSITY OF JOHANNESBURG

# University of Johannesburg

# ANNUAL REPORT 2019

**The Future**
Reimagined

# Scope and Boundary of the Report and Report Content

## OVERVIEW, SCOPE AND BOUNDARY OF THE REPORT

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is, firstly, guided by the Department of Higher Education and Training 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.

The Annual Report covers the period of 1 January 2019 to 31 December 2019 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

The report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

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

- The Regulations for Reporting by Public Higher Education Institutions.
- The Institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP).
- The Institutional Risk Register approved by Council.

The Annual Report is presented in sections largely determined by the structure of the institution; however, the important cross-over themes of risk management, sustainability, and transformation, as well as the six strategic objectives of the institution, are addressed both in dedicated sections and across the Annual Report.

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**ADDENDUMS**

**Kinta Burger (Prof)**
Registrar

# LIST OF ACRONYMS AND INITIALISMS

| | |
|---|---|
| **AAMP** | Accelerated Academic Mentorship Programme |
| **ABLU** | Annual Banking Law Update |
| **ACCA** | Association of Chartered Certified Accountants |
| **ACCORD** | African Centre for the Constructive Resolution of Disputes |
| **ACFE** | Association of Certified Fraud Examiners |
| **ACSSE** | Academy of Computer Science and Software Engineering |
| **ACT** | Arts and Culture Trust |
| **ACTSA** | Association of Corporate Treasurers of Southern Africa |
| **ACU** | Association of Commonwealth Universities |
| **ADAPTT** | Academic Doctoral Acceleration Programme Towards Transformation |
| **ADC** | Academic Development Centre |
| **ADEA** | Association for the Development of Education in Africa |
| **ADI** | Academic Development Innovation |
| **ADS** | Academic Development and Support |
| **AFS** | Annual Financial Statements |
| **AIDS** | Acquired Immune Deficiency Syndrome |
| **AHPCSA** | Allied Health Professionals Council of South Africa |
| **AIEA** | Association of International Education Administrators |
| **AIESEC** | International Association of Students in Economic and Commercial Sciences |
| **AL** | assistant lecturer |
| **ALC** | African Laser Centre |
| **ALD** | Academic Literacies Development |
| **AP** | Academic Partnerships |
| **APAIE** | Asia-Pacific Association for International Education |
| **APB** | Auckland Park Bunting Road Campus |
| **APK** | Auckland Park Kingsway Campus |
| **APP** | Annual Performance Plan |
| **APQC** | Academic Planning and Quality Committee |
| **APRM** | African Peer Review Mechanism |
| **APS** | Admission Point Score |
| **APTS** | Academic Programme Tracking System |
| **ARCC** | Audit and Risk Committee of Council |
| **ARP** | Academic Recovery Plan |
| **ARS** | Application Rating System |
| **ART** | antiretroviral treatment |
| **ARWU** | Academic Ranking of World Universities |
| **ASJC** | All Science Journal Classification |
| **ASSA** | Actuarial Society of South Africa |
| **ASSAf** | Academy of Science of South Africa |
| **ASRT** | Academy of Scientific Research and Technology |
| **ATD** | Achieving the Dream |

| | |
|---|---|
| **AU** | African Union |
| **BA** | Bachelor of Arts |
| **BA Ed** | Bachelor of Arts in Education |
| **BASA** | Business and Arts South Africa |
| **B-BBEE** | broad-based black economic empowerment |
| **BCEA** | Basic Conditions of Employment Amendment Act |
| **BCP** | business continuity planning |
| **BCWIP** | Business Communications and Writing for Intergovernmental Professionals |
| **BGUR** | Best Global Universities Rankings |
| **BI** | business intelligence |
| **BIS** | Business intelligence systems |
| **BMS** | Building Management System |
| **BRI** | building-related illnesses |
| **BRICS** | Brazil, Russia, India, China and South Africa |
| **BSc** | Bachelor of Science |
| **BTech** | Bachelor of Technology |
| **CA** | chartered accountant |
| **CAA** | Central Academic Administration |
| **CAB** | Centre for African Business |
| **CANSA** | Cancer Association of South Africa |
| **CAPQP** | Centre for Academic Planning and Quality Promotion |
| **CASD** | Centre for Academic Staff Development |
| **CASE** | Council for the Advancement and Support of Education |
| **CALT** | Centre for African Languages Teaching |
| **CAT** | Centre for Academic Technologies |
| **CATHSSETA** | The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority |
| **CAWE** | Community, Adult and Worker Education |
| **CBE** | College of Business and Economics |
| **CBL** | Centre for Banking Law |
| **CBO** | community-based organisation |
| **CBR** | community-based research |
| **CCM** | Council for Communication Management |
| **CCRED** | Centre for Competition Regulation and Economic Development |
| **CE** | Community Engagement |
| **CEAB** | Community Engagement Advisory Board |
| **CEB** | Central Executive Board |
| **CENLED** | Centre for Local Economic Development |
| **CEP** | Continuing Education Programme |
| **CEPR** | Centre for Education Practice Research |
| **CERA** | Community Engagement Recognition Awards |
| **CERT** | Centre for Education Rights and Transformation |
| **CESM** | Classification of Educational Subject Matter |
| **CEU** | Community Engagement Unit |

| | |
|---|---|
| **CFA** | chartered financial analyst |
| **CfAR** | Centre for Anthropological Research |
| **CFCR** | Centre for Constitutional Rights |
| **CFMS** | Computerised Facilities Management System |
| **CGE** | Commission for Gender Equality |
| **CHE** | Council on Higher Education |
| **CHELSA** | Committee for Higher Education Librarians of South Africa |
| **CHET** | Centre for Higher Education Transformation |
| **CIC** | Commercial Investment Committee |
| **CICLASS** | Centre for International Comparative Labour and Social Security Law |
| **CIF** | Community Innovation Fund |
| **CIS** | Council of International Schools |
| **CIMA** | Chartered Institute of Management Accountants |
| **CIMERA** | Centre of Excellence of Integrated Mineral and Energy Resource Analysis |
| **CIPC** | Companies and Intellectual Property Commission |
| **CIPS** | Chartered Institute of Purchasing and Supply |
| **CIS** | Council of International Schools |
| **CISI** | Chartered Institute for Securities and Investments |
| **CLASA** | Corporate Lawyers Association of South Africa |
| **CMC** | Council Membership Committee |
| **$CO_2$** | carbon dioxide |
| **COC** | certificate of compliance |
| **CoE** | Centre of Excellence |
| **CoP** | Community of Practice |
| **CORE** | Centre for Operations Research and Econometrics |
| **CPASD** | Centre for Professional Academic Staff Development |
| **CPMG** | Centre for Public Management and Governance |
| **CPD** | continuous professional development |
| **CPUT** | Cape Peninsula University of Technology |
| **CPWD** | Committee for People with Disabilities |
| **CSDA** | Centre for Social Development in Africa |
| **CR** | Community Research |
| **CSESE** | Centre for Social Entrepreneurship and Social Economy |
| **CSBD** | Centre for Small Business Development |
| **CSI** | Corporate Social Investment |
| **CSIR** | Council for Scientific and Industrial Research |
| **CSO** | Career Services Online |
| **CSR** | Centre for Sociological Research |
| **CSRC** | Central Student Representative Council |
| **CTG** | Clinical Training Grant |
| **CTS** | Central Technical Services |
| **CUCSA** | Confederation of University and Colleges Sports Association |
| **CUT** | Central University of Technology |

| | |
|---|---|
| **CWUR** | Center for World University Rankings |
| **DAPQPASD** | Division of Academic Planning, Quality Promotion and Academic Staff Development |
| **DBE** | Department of Basic Education |
| **DCDT** | National Department of Communications and Digital Technologies |
| **DCE** | Department of Childhood Education |
| **DCDT** | National Department of Communications and Digital Technologies |
| **DCES** | Department of Civil Engineering |
| **DEES** | Department of Electrical and Electronic Engineering Science |
| **DEFSA** | Design Education Forum of South Africa |
| **DIES** | Dialogue on Innovative Higher Education Strategies |
| **DELM** | Department of Education Leadership and Management |
| **DESIS** | Design for Social Innovation and Sustainability |
| **DFC** | Doornfontein Campus |
| **DHET** | Department of Higher Education and Training |
| **DHIS** | District Health Information System |
| **DIPEM** | Division for Institutional Planning, Evaluation and Monitoring |
| **DoE** | Department of Education |
| **DOH** | Department of Health |
| **DSD** | design society development |
| **DST** | Department of Science and Technology |
| **DTI** | Department of Trade and Industry |
| **DVC** | Deputy Vice-Chancellor |
| **EAIE** | European Association for International Education |
| **EAP** | Employee Assistance Programme |
| **ECCE** | European Council on Chiropractic Education |
| **ECSA** | Engineering Council of South Africa |
| **ED** | executive director |
| **Edcom** | Education Sector Committee |
| **EDP** | Equity Development Programme |
| **EDRMS** | Electronic Document and Records Management System |
| **EE** | employment equity |
| **EEA** | Employment Equity Amendment Act |
| **EFL** | English for Law |
| **EI** | Education International |
| **ELG** | Executive Leadership Group |
| **ELI** | Education Leadership Institute |
| **EMC** | Emergency Medical Care |
| **EMLA** | European Medical Laser Association |
| **EMS** | emergency medical services |
| **ER** | Employment Relations |
| **EPR** | Enterprise Resource Planning |
| **ISEP** | International Student Exchange Programme |
| **ESM** | Executive Strategy Management |

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|---|---|
| **ESPC** | Engineering Science Programme Committee |
| **EU** | European Union |
| **Exco** | Executive Committee |
| **FADA** | Faculty of Art, Design and Architecture |
| **FASSET** | Finance and Accounting Services Sector Education and Training Authority |
| **FCC** | Finance Committee of Council |
| **FDHC** | Faculty Higher Degrees Committee |
| **FEBE** | Faculty of Engineering and the Built Environment |
| **FELMC** | Faculty of Education Leadership and Management Committee |
| **FERL** | Food Evolution Research Laboratory |
| **FES** | First Year Seminar |
| **FET** | Further Education and Training |
| **FELMC** | Faculty of Education Leadership and Management Committee |
| **FHDC** | Faculty Higher Degrees Committee |
| **FIDH** | International Federation for Human Rights |
| **FP** | family planning |
| **FPI** | Financial Planning Institute of Southern Africa |
| **FRC** | Faculty Research Committee |
| **FSC** | Faculty Strategy Committee |
| **FSCC** | Financial Sustainability Committee of Council |
| **FTE** | full-time equivalent |
| **FYE** | First Year Experience |
| **FwCI** | field-weighted citation impact |
| **GALA** | Gay and Lesbian Archives |
| **GBV** | gender-based violence |
| **GDID** | Gauteng Department of Infrastructure Development |
| **GDOH** | Gauteng Department of Health |
| **GDE** | Gauteng Department of Education |
| **GDSACR** | Gauteng Department of Sports Arts, Culture and Recreation Department |
| **GES** | Global Excellence and Stature |
| **GIBS** | Gordon Institute of Business Science |
| **GRAS** | Global Ranking of Academic Subjects |
| **GSA** | Graduate School of Architecture |
| **GSACR** | Gauteng Sport, Arts, Culture and Recreation |
| **GTEA** | Global Teaching Excellence Award |
| **HACCP** | hazard analysis and critical control point |
| **HCT** | HIV counselling and testing |
| **HEAD** | Health Environment and Development |
| **HEAIDS** | Higher Education HIV and AIDS Programme |
| **HEDA** | Higher Education Data Analyser |
| **HEDSA** | Higher Education Disability Services Association |
| **HEFMA** | Higher Education Facilities Management Association |
| **HEI** | higher education institution |

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|---|---|
| **HEMIS** | Higher Education Management Information System |
| **HEPSA** | Higher Education Partners South Africa |
| **HEQC** | Higher Education Quality Committee |
| **HEQSF** | Higher Education Qualification Sub-Framework |
| **HESA** | Higher Education South Africa |
| **HFA** | Head of Faculty Administration |
| **HIV** | Human Immunodeficiency Virus |
| **HC** | house committee |
| **HOD** | Head of Department |
| **Hons** | Honours |
| **HPCC** | high performance computing cluster |
| **HPCSA** | Health Professions Council of South Africa |
| **HR** | human resources |
| **HR&T** | Human Resources and Transformation |
| **HRBP** | Human Resources Business Partner |
| **HRIS** | Human Resources Information System |
| **HRSEC** | Human Resources and Social Ethics Committee of Council |
| **HTC** | Health Training Centre |
| **HVAC** | heating, ventilation, and air conditioning system |
| **IAEA** | International Atomic Energy Agency |
| **IAESB** | International Accounting Education Standards Board |
| **IALS** | International Association of Law Schools |
| **IAS** | Institute for Advanced Study |
| **ICS** | Information and Communication Systems |
| **ICAS** | Independent Counselling and Advisory Services |
| **ICC** | International Criminal Court |
| **ICCC** | Investment and Commercialisation Committee of Council |
| **ICITP** | Institute of Chartered IT Professionals |
| **ICT** | Information and Communications Technology |
| **IDEP** | Institute for Economic Development and Planning |
| **IDP** | Independent Development Plan |
| **IEASA** | International Education Association of South Africa |
| **IEDC** | International Economic Development Council |
| **IES** | International Education Studies |
| **ISEP** | international student exchange programmes |
| **IF** | Institutional Forum |
| **IFAC** | International Federation of Accountants |
| **IFRS** | International Financial Reporting Standard |
| **IGD** | Institute for Global Dialogue |
| **IIS** | Institute for Intelligent Systems |
| **ILMS** | Integrated Library Management System |
| **IMS** | International Metabolomics Society |
| **IOHA** | Institutional Office for HIV and AIDS |

| | |
|---|---|
| **IP** | intellectual property |
| **IPATC** | Institute for Pan-African Thought and Conversation |
| **IPDE** | Initial Professional Development of Educators |
| **(IPET)** | Initial Professional Education of Teachers |
| **IRMSA** | Institute of Risk Management South Africa |
| **IRP** | Intensive Revision Programme |
| **ISA** | International Study Abroad |
| **ISSA** | International Information Security South Africa |
| **ISEP** | International Student Exchange Programs |
| **ISPL** | International Survey of Peer Leadership |
| **ISS** | Institute for Intelligent Systems |
| **ISSI** | Integrated Student Success Initiative |
| **IT** | Information Technology |
| **ITC** | Initial Test of Competence |
| **ITE** | initial teacher education |
| **ITLS** | Institute of Transport and Logistics Studies |
| **ITP** | Institutional Transformation Plan |
| **JBS** | Johannesburg Business School |
| **JBCC** | Joint Buildings Contracts Committee |
| **JDA** | Johannesburg Development Agency |
| **JIAS** | Johannesburg Institute for Advanced Study |
| **JRA** | Johannesburg Roads Agency |
| **JSE** | Johannesburg Stock Exchange |
| **JYOC** | Johannesburg Youth Orchestra Company |
| **KPA** | key performance area |
| **KPI** | key performance indicator |
| **LEAD** | Legal Education and Development |
| **LGBTI** | lesbian, gay, bisexual, transsexual and intersex |
| **LINK** | Student Peer Education Programme |
| **LLM** | Master of Law |
| **LMS** | Learning Management System |
| **LPF** | Legal Practitioners' Forum |
| **LRAA** | Labour Relations Amendment Act |
| **LRC** | Laser Research Centre |
| **LSS** | Language and Skills for Science |
| **LTSM** | learning and teacher support material |
| **MAMS** | Management of Assessment of Marks System |
| **MANCO** | Management Committee |
| **MAPS** | Mastering of Academic and Professional Skills |
| **MEC** | Management Executive Committee |
| **MECA** | Management Executive Committee: Academic |
| **MEC CC** | Management Executive Committee: Commercialisation Committee |
| **MECO** | Management Executive Committee: Operations |

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|---|---|
| **MECPWD** | Management Executive Committee: People with Disabilities |
| **MECRMC** | Management Executive Committee: Risk Management Committee |
| **MECTC** | Management Executive Committee: Transformation Committee |
| **MERSETA** | Manufacturing, Engineering and Related Services Sector Education and Training Authority |
| **MOA** | memorandum of agreement |
| **MOOC** | massive online open courses |
| **MOU** | memorandum of understanding |
| **MQC** | Mining Qualifications Authority |
| **MRC** | Medical Research Council |
| **MSDS** | material safety data sheets |
| **MTEF** | Medium-term Expenditure Framework |
| **NAFSA** | National Association of Foreign Student Advisors |
| **NASDEV** | National Association of Student Development |
| **NBV** | net book value |
| **NCD** | non-communicable disease |
| **NDP** | National Development Plan |
| **NECSA** | Nuclear Energy Corporation of South Africa |
| **NEHAWU** | National Education, Health and Allied Workers' Union |
| **NEPAD** | New Partnership for Africa's Development |
| **nGAP** | New Generation of Academics Programme |
| **NGO** | non-governmental organisation |
| **NIPMO** | National Intellectual Property Management Office |
| **NMMU** | Nelson Mandela Metropolitan University |
| **NPO** | non-profit organisation |
| **NRF** | National Research Foundation |
| **NSC** | National Senior Certificate |
| **NSF** | National Skills Fund |
| **NSFAS** | National Student Financial Aid Scheme |
| **NSP** | National Strategic Plan |
| **NSTF** | National Science and Technology Programme |
| **NTEU** | National Tertiary Education Union |
| **NTU** | Nanyang Technological University |
| **NUMSA** | National Union of Metalworkers in South Africa |
| **NWU** | North-West University |
| **OAU** | Organisation of African Unity |
| **OGC** | Office of the General Counsel |
| **OHP** | Occupational Health Practice |
| **OHS** | Occupational Health and Safety |
| **OJS** | Open Journal System |
| **OO** | organised outreach |
| **OROSS** | Online Research Output Submission System |
| **ORRU** | Off Road Rescue Unit |
| **OSD** | Occupational Safety Department |

| | |
|---|---|
| **OTACS** | Online Temporary Appointment and Claims System |
| **PASD** | Professional Academic Staff Development |
| **PDP** | Professional Development Plan |
| **PDRF** | Postdoctoral Research Fellowship |
| **PEAR** | Professional Evaluation and Research |
| **PED** | Provincial Education Department |
| **PEERC** | Public and Environmental Economics Research Centre |
| **PET** | positron emission tomography |
| **PFS** | Postgraduate Funding Section |
| **PG** | postgraduate |
| **PGC** | Postgraduate Centre |
| **PGCE** | Postgraduate Certificate in Education |
| **PGWF** | Postgraduate Writing Fellows |
| **PHC** | Primary Healthcare |
| **PHCNP** | primary healthcare nurse practitioners |
| **PLHIV** | People Living with HIV |
| **PMS** | Performance Management System |
| **POPI Act** | Protection of Personal Information Act, 2013 |
| **POSA** | privately owned student accommodation |
| **PPE** | personal protective equipment |
| **PQM** | programme qualification mix |
| **PRCC** | Projects and Resourcing Committee of Council |
| **PRP** | Peer Review Panel |
| **PRR** | Peer Review Report |
| **PSET** | post-school education and training |
| **PSIRA** | Private Security Industry Regulatory Authority |
| **PsyCaD** | Centre for Psychological Services and Career Development |
| **PTC** | Professional Test of Competency |
| **PTIP** | photovoltaic technology intellectual property |
| **PURCO** | Purchasing Consortium Southern Africa |
| **PWD** | People with Disabilities |
| **PWG** | Programme Working Group |
| **PYU** | Pan-African Youth Union |
| **QE** | Qualifying Examination |
| **QEP** | Quality Enhancement Project |
| **QK** | Qoboza/Klaaste Building |
| **QS WUR** | Quacquarelli Symonds World University Rankings |
| **QVS** | Qualification Verification System |
| **RAA** | residence academic advisors |
| **RAU** | Rand Afrikaans University |
| **RAUM** | Researching Architecture as Urban Method |
| **RC** | Resolution Circle |
| **RCD** | Research Capacity Development |

| | |
|---|---|
| **RDA** | Resource Description and Access |
| **RDG** | Research Development Grant |
| **RID** | Reading in the Discipline |
| **RIMS** | Research Information Management System |
| **RMC** | Risk Management Committee |
| **RPO** | Radiation Protection Officer |
| **RSB** | risky student behaviour |
| **SA** | South Africa |
| **SAAB** | South African Association of Botanists |
| **SAACHS** | South African Association of Campus Health Services |
| **SAAIR** | Southern African Association for Institutional Research |
| **SAAMA** | South African Asset Management Association |
| **SAASTA** | South African Agency for Science and Technology |
| **SABS** | South African Bureau of Standards |
| **SAC** | Student Advisory Council |
| **SACAP** | South African Council for the Architectural Profession |
| **SACPCMP** | South African Council for Project and Construction Management Professions |
| **SACPLAN** | South African Council for Planners |
| **SACQSP** | South African Council for the Quantity Surveying Profession |
| **SADC** | Southern African Development Communities |
| **SAFMA** | South African Facilities Management Association |
| **SAGC** | South African Geomatics Council |
| **SAHRC** | South African Human Rights Commission |
| **SAIAT** | South African Institute of Architectural Technologists |
| **SAICA** | South African Institute of Chartered Accountants |
| **SAICE** | South African Institution of Civil Engineering |
| **SAIFAC** | South African Institute for Advanced Constitutional, Public, Human Rights and International Law |
| **SAJCE** | South African Journal of Childhood Education |
| **SALDA** | South African Law Deans Association |
| **SANAS** | South African National Accreditation System |
| **SANAVA** | South African National Association for the Visual Arts |
| **SANC** | South African Nursing Council |
| **SANCA** | South African National Council on Alcoholism and Drug Dependence |
| **SANORD** | Southern African-Nordic Centre |
| **SANRC** | South African National Resource Centre |
| **SAPA** | South African Payroll Association |
| **SAPOA** | South African Property Owners Association |
| **SAPS** | South African Police Services |
| **SAPSS** | Submission of Assessment Papers Secured System |
| **SAPTU** | South African Parastatal and Tertiary Institutions Union |
| **SAQA** | South African Qualifications Authority |
| **SAQAN** | South African Quality Assurance Network |
| **SARL** | Student Accommodation and Residence Life |

| | |
|---|---|
| **SARChI** | South African Research Chairs Initiative |
| **SARS** | South African Revenue Services |
| **SARSYC** | South African Regional Students and Youth Conference |
| **SARUA** | Southern African Regional Universities Association |
| **SARWEB** | Southern African Regional Web for Life |
| **SASCO** | South African Students' Congress |
| **SASCOC** | South African Confederation and Olympic Committee |
| **SASOHN** | South African Society of Occupational Health Nursing Practitioners |
| **SASPEN** | Southern African Social Protection Experts Network |
| **SASSDA** | South African Stainless Steel Association |
| **SATICA** | South African Tertiary Institutions Coral Association |
| **SATLAB** | Simulation Assessment Tool to Limit Assessor Bias |
| **SAULCA** | South African Universities Law Clinic Association |
| **SAULT** | Southern African Learning and Teaching |
| **SAUPEA** | South African Universities Physical Education Association |
| **SAWiSA** | South African Woman in Science Awards |
| **SAYAS** | South African Young Academy of Science |
| **SCEBE** | School of Civil Engineering and the Built Environment |
| **SCiiS** | School of Consumer Intelligence and Information Systems |
| **SDC** | Student Disciplinary Committee |
| **SDG** | sustainable development goal |
| **SEJS** | Student Ethics and Judicial Services |
| **Senex** | Senate Executive Committee |
| **SER** | Self-Evaluation Report |
| **SET** | Science, Engineering and Technology |
| **SeTAR** | Centre for Sustainable Energy Technology and Research |
| **SETAs** | Sector Education and Training Authorities |
| **SFP** | Special Financial Projects |
| **SHDC** | Senate Higher Degrees Committee |
| **SHRM** | Society for Human Resources Management |
| **SL** | service learning |
| **SLA** | service level agreement |
| **SLG** | Student Life and Governance |
| **SLP** | short learning programme |
| **SLPS** | Service Level Performance Score |
| **SMMCE** | School of Mining, Metallurgy and Chemical Engineering |
| **SMME** | small, medium and micro enterprises |
| **SMRI** | Sugar Milling Research Institute |
| **SOEE** | School of Electrical Engineering |
| **SOMIE** | School of Mechanical and Industrial Engineering |
| **SOP** | standard operating procedure |
| **SoTL** | Scholarship of Teaching and Learning |
| **SQP** | Staff Qualifications Programme |

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| **SRC** | Student Representative Council |
| **SRH** | sexual reproductive health |
| **SRHR** | sexual reproductive health and rights |
| **SRSA** | Sports and Recreation South Africa |
| **SSC** | Soweto Science Centre |
| **SSC** | Student Services Council |
| **SSCI** | Social Sciences Citation Index |
| **SSD** | Sport for Students with Disabilities |
| **SSE** | Senior Student Experience |
| **SSGBV** | social, sexual and gender-based violence |
| **STAND** | Scholarly Teaching and Art, Architecture and Design |
| **Statkon** | Statistical Consultation Service |
| **STH** | School of Tourism and Hospitality |
| **STI** | sexually transmitted infection |
| **STLC** | Senate Teaching and Learning Committee |
| **SU** | Stellenbosch University |
| **SVCP** | Student Volunteer Champion Programme |
| **SWC** | Soweto Campus |
| **SWD** | Students with Disabilities |
| **SYE** | Senior Year Experience |
| **TDG** | Teaching Development Grant |
| **THE** | Times Higher Education |
| **THE EEUR** | Times Higher Education Emerging Economies University Rankings |
| **THE WUR** | Times Higher Education World University Rankings |
| **THE YUR** | Times Higher Education Young University Rankings |
| **THRIP** | Technology and Human Resources for Industry Programme |
| **TIA** | Technology Innovation Agency |
| **TIF** | Teaching Innovation Fund |
| **TL&A** | teaching, learning and assessment |
| **TM** | talent management |
| **TMF** | Transformation Managers' Forum |
| **TMS** | Time Management System |
| **TOP** | termination of pregnancy |
| **TPC** | Technical Programme Committee |
| **TSAR** | Tydskrif vir die Suid-Afrikaanse Reg |
| **TSG** | Transformation Steering Group |
| **TTO** | Technology Transfer Office and Commercialisation |
| **TUT** | Tshwane University of Technology |
| **TWAS** | The World Academy of Science |
| **TWR** | Technikon Witwatersrand |
| **U21** | Universitas 21 |
| **UCCF** | University Chairs of Council Forum |
| **UCDG** | University Capacity Development Grant |

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|---|---|
| **UCT** | University of Cape Town |
| **UDG** | Unit for Data Governance |
| **UFS** | University of the Free State |
| **UG** | undergraduate |
| **UJ** | University of Johannesburg |
| **UJCE** | UJ Centre for Entrepreneurship |
| **UJELP** | University of Johannesburg English Learning Programme |
| **UJICE** | UJ Institute for Childhood Education |
| **UJILP** | University of Johannesburg International Learning Programme |
| **UJPS** | University of Johannesburg Postgraduate School |
| **UJSRC** | University of Johannesburg Student Representative Council |
| **UJMA** | University of Johannesburg Metropolitan Academy |
| **UJWLDP** | UJ Women Leadership Development Programme |
| **UJWiCEEP** | UJ Women in Community Engagement Empowerment Programme |
| **UJYLDP** | UJ Young Leaders Development Programme |
| **UKZN** | University of KwaZulu-Natal |
| **UL** | University of Limpopo |
| **UMP** | University of Mpumalanga |
| **UNESCO** | United Nations Educational, Scientific and Cultural Organisation |
| **Unisa** | University of South Africa |
| **UOFS** | University of the Orange Free State |
| **UP** | University of Pretoria |
| **UQP** | Unit for Quality Promotion |
| **URAP** | University Ranking by Academic Performance |
| **URC** | University Research Council |
| **US** | University of Stellenbosch |
| **USAf** | Universities South Africa |
| **USSA** | University Sport South Africa |
| **UWI** | University of the West Indies |
| **VFS** | Visa Facilitation Service |
| **VIAD** | Visual Identities in Art and Design Research Centre |
| **WHRC** | Water and Health Research Centre |
| **WID** | writing in the discipline |
| **WIL** | work-integrated learning |
| **WISA** | Women in Science Award |
| **Wits** | University of the Witwatersrand |
| **WRHI** | Wits Reproductive Health Institute |
| **WRC** | Water Research Commission |
| **YDISA** | Youth Development Institute of South Africa |
| **YWSA** | Young Women for STEM in Africa |

# Chairperson of Council Report

As I write the University of Johannesburg Chairperson's report on 27 March 2020, this is the first day of the lockdown announced by our State President, Mr Matamela Cyril Ramaphosa, in an attempt to arrest the spread of the Coronavirus, known as COVID-19. This is an unprecedented development and will be part of global history as the world comes to grips with this deadly virus. All academic institutions and all schools in our country were closed on 16 March 2020, long before the shutdown.

I am mentioning this, as we all know that it is the power of information, enlightenment and knowledge that will assist us as citizens of the world and, specifically of South Africa, to deal with this pandemic.

Institutions of higher learning are central to this fight, as they research, provide support to the citizens in the form of information, enlightenment and knowledge, assist in providing direction and, most of all, play a role in communicating best practice.

Institutions of higher learning, like the University of Johannesburg, are important to every society. They need to be led and managed by strong leaders, need to be developed to be the best, need to be operated following best practices and must be respected as sacrosanct social pillars.

## Is the University of Johannesburg well led and managed?

"Like the Spartans, we will have to learn that our strength will come not from the sharpness of our spears but from the willingness to offer others the protection of our shields".

Simon Sinek, Leaders Eat Last (2014)

Much as I do my best not to influence the selection of Council members, I uphold the wish to have Council members joining the University Council with one frame of mind, to be part of a collective leadership that serves the interests of the students.

The Council changes of 2019 were great as we welcomed several new members and bade farewell to those who had served the University Council with distinction. We thank them for having been part of this great story. At the same time, we elected new chairpersons for various Council committees, and I am glad to report that all our committees understand their mandate and are well led and managed.

The Human Resources and Social Ethics Committee is now chaired by Mr Frans Baleni. 2019 was not an easy year for the University as we dealt with a three-week strike action by the National Union of Metal Workers of South Africa. Our University team acted responsibly in managing this development, and through the Executive Leadership of the University and the Human Resources and Social Ethics Committee, action around this matter was streamlined.

The Financial Sustainability Committee of Council and the Audit and Risk Committee, chaired by Ms Kone Gugushe and Ms Zanele Matlala, respectively, are two critical committees that watch our finances closely and ensure that every step we take regarding our finances is taken with rigour. I believe we continue to improve every year.

The Projects Committee of Council is also led by a new chairperson, Dr William Rowland. This Committee is committed to applying the highest standards to execute our projects.

I am excited that our institution is well led at Council level.

I am also excited to see the trajectory of the MEC, which has strengthened its unity and alignment under the leadership of Prof Marwala.

## Is the University of Johannesburg well developed?

An institution of higher learning is not only made from bricks and mortar. When referring to the fact that the University of Johannesburg is well developed, I am not referring only to the buildings and the surrounding infrastructure, which are well developed to a decent extent. I am also referring to the alignment among all structures regarding the mission, vision and strategic direction of the University. The University continues to develop in the direction proposed by the Vice-Chancellor, Prof Marwala, and his entire team, and to quote him when he addressed the Vaal University of Technology on 24 July 2019, "We cannot be spectators during this time. Artificial intelligence is telling us where technology is going and provides opportunities to create alternative ways to reach out to students and how to produce students who will be able to survive in this era". The University continues to be active in the artificial intelligence space.

## Is the University of Johannesburg operated through best practice?

As Bretschneider has reminded us, "The term 'best practice' implies that it is best when compared to any alternative course of action and that it is a practice designed to achieve some deliberative end".

It is through best practice that the leadership of the University of Johannesburg is aligned in most areas and makes the University successful.

The 2019 Annual Performance Plan (APP) for Quarter Four Achievement of Key Performance Indicators (KPI) is a clear reflection of best practice in the manner of presentation and the achievement of different key performance indicators. This is well presented, but also highlights the areas where the University failed to achieve some of the KPIs. The one target the University failed to meet is:

The number of female associate professors and professors. At 37%, this is currently below the target of 38%, despite the number of female associate professors and professors having grown throughout the year. The growth in numbers is not reflected in the proportion: while there were 10 more female associate professors and professors than in 2018, the professoriate grew by 34, overall. Targets for this indicator will henceforth be expressed in numbers rather than percentages.

In 2019, we experienced the realignment of the University Convocation, and new leadership was elected to ensure that this key structure functions very well.

The University continues to drive best practice in areas that are regarded as insignificant but impact on the image of the institution. One such area is the cleanliness of the campuses, which I can attest has improved drastically. As the popular Anglican Cleric John Wesley attested in one of his sermons, "Slovenliness is no part of religion … cleanliness is indeed next to godliness".

## Is the University of Johannesburg respected as a sacrosanct social pillar?

Our Vice-Chancellor and Principal, Prof Marwala, is the Deputy Chairperson of the Fourth Industrial Revolution Commission chaired by the President of the country, Mr Cyril Ramaphosa. We are entrenched in the social agenda of South Africa.

The University cannot divorce itself from developments in society; hence, we drive initiatives that will make the world a better place and allow society to function optimally. The University reduced its carbon footprint in 2019, achieving 4,4% against a target of 4%; waste minimisation was achieved by 33.65% against a target of 23%; energy consumption was reduced by 6,9% against a target of 5,25%. However, water usage increased by 12,26% instead of achieving the target of 5.5% reduction in water use.

These initiatives may seem trivial, but in the context of making the world a better place, they are important.

## In conclusion

The 2018 Chairperson's report closed with the following:

The future of our academic institutions must be characterised by health and wellness of all, a safe learning space in all respects and the vibrant exchange of idea and ideals.

I mentioned last year that 2018 was a stable year regarding the safety of the entire University community, but I continue to lament the sporadic safety transgressions we experience on our campuses. We continue to invest in security and in staying vigilant to ensure everyone's safety.

While other institutions of higher learning face financial and administrative challenges, the Council of the University of Johannesburg is relentless in driving robust financial prudence in all that we do. At the end of the day, this is an institution of higher learning and a public institution, and we must guard its assets with our lives.

*"Our life is brief,*
*It will be finished shortly.*
*Death comes quickly*
*Atrociously, it snatches us away.*
*No one is spared."*

Gaudeamus

**Mike Teke (Mr)**
Chairperson of Council

# Vice-Chancellor and Principal Report to Council

I write this report in the context of our national lockdown in response to the global COVID-19 pandemic. As our nation draws together in its efforts to limit the number of infections and deaths, our universities have sought to respond creatively to the constraints on our normal activities and to limit the impact of the lockdown on our students. It has rapidly become evident that there will be major shifts in and long-lasting effects on how we work and how universities learn and teach. The 2019 Annual Report provides an opportunity to reflect on the extent to which UJ has responded to the fundamental shifts of the Fourth Industrial Revolution (4IR). This has been hastened by the changes to the way we operate, necessitated since the emergence of the virus in December 2019. I trust that this Annual Report will demonstrate UJ's preparedness for this shift, which has allowed us to commit, substantially, to the sectoral response to the COVID-19 emergency.

For the past five years, UJ has positioned itself for an enhanced leadership role in terms of its Global Excellence and Stature Strategy (GES 1.0), which initiated a highly successful developmental trajectory in terms of the University's global academic standing. With the appointment of the new Vice-Chancellor in 2018, and through an encompassing institutional process, the GES Strategy was reconceptualised in inspirational new terms to build on and continue what had already been achieved: Global Excellence and Stature 4.0 (GES 4.0). Through GES 4.0, UJ intends to advance and position its strategic intent of attaining global excellence and stature in the context of 4IR and to support the African continent in embracing 4IR, as a leading African institution in a globally competitive environment.

4IR poses great challenges, but also offers great opportunities. In contrast to the earlier industrial revolutions, 4IR is based not on a single technology, but on the confluence of multiple developments and technologies. These include artificial intelligence (AI), machine learning, robotics and automation, cryptocurrencies and renewable energy, to name but a few. Technologies and processes, which are often interrelated, are increasingly connecting the digital world with the physical one. Substantial disruptions will impact all industries and entire systems of production, management and governance, and will undoubtedly transform all aspects of 21st century life and society. Importantly, humans will be affected in many ways through interfaces between humans and technology. 4IR will "intrude into the private spaces of our mind", it will affect our identities, and specifically our notions of privacy. This technological revolution will "fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before".[1]

The changes that will be brought about by 4IR will be rapid and often unpredictable; it is crucial that our planning processes allow for constant adaptation. The ability of the continent, countries, organisations and individual people to rapidly adapt and evolve to take advantage of the changing environment will be essential and can be a competitive advantage.

4IR is a global movement. The nature of our rapidly changing world is shifting the role and focus of universities. The purpose of universities is moving from their original raison d'être along with existing structures, towards a particular focus on the emerging requirements of business, governments and society at large. Along with these changes in demand and requirements, provision of skills development and education through free access is prompting fresh thinking and a reorientation of universities. This goes beyond the 'what' and 'how' of teaching and learning, and also relates to research outputs – type and nature, interaction with society, interuniversity collaborations and the notion of multidisciplinary learning and activities.

Through the GES 4.0 initiative, UJ seeks to position itself within the context of the changing social, political and economic fortunes of Africa, as no longer a mere passive recipient, but as a leader and contributor to the developments of 4IR – in a context where inputs and outputs are clearly multidisciplinary. Importantly, UJ's approach to 4IR is Pan-African in focus, with the goal of ensuring that there is an African perspective for at least some answers to the challenges raised by 4IR.

This Annual Report will confirm the extent to which 4IR, understood in these terms, is already embedded within UJ, and will give some indication of what has already been achieved.

The 2019 Annual Report will also confirm that 2019 has been a year where the University has performed exceptionally well in terms of its Annual Performance Plan and in making good progress in realising the goals of the UJ Strategic Plan 2025.

## Institutional performance in terms of the Annual Performance Plan

The University tracks its achievements against two annual performance plans, one of which is required in terms of the reporting regulations of the Department of Higher Education and Training (DHET), and another which is a subset of UJ's full Strategic Plan 2025.

The first of these, the DHET Annual Performance Plan 2019, sets targets for a variety of indicators as required by regulation. A number of these are output indicators, such as research and graduate output, which are measured for the previous year (2018, n1) because the results can only be finalised in the reporting year (2019). There is also a strong emphasis in other indicators on the size and shape of the institution as derived from the approved enrolment plan for the University.

Some revisions to the APP for 2019 were undertaken in late 2018 to reflect, in particular, the University's new focus on 4IR. While most of the indicators presented here are the same as for the 2018 APP, there are some additions, namely that there are 27 (three with subitems), as opposed to the 23 (two with subitems) of 2018. The additional indicators and other changes were approved by Council at its November 2018 meeting.

The 2019 UJ Annual Performance Plan therefore consists of 27 indicators drawn from all six of the objectives framing the Strategic Plan 2025, with three indicators subdivided. Of the 27 indicators measured, the targets have been met or exceeded for all, with the following exceptions (as explicated below): the result for one indicator (KPI 4) is still provisional, and for one sub indicator only (KPI 24b), the target has not been met.

Exceptional year-end results include the following:

- **KPI 1: Total postgraduate outputs (n-1)**
  The number of PG graduates for 2018 exceeded 2017's achievement by 123 (or 4%) and stands at 68 above target.

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[1] Klaus Schwab, 2015. The Fourth Industrial Revolution: what it means, how to respond. *Foreign Affairs*, 12 December 2015. Also available as: https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/ (Accessed 30/7/2018).

- **KPI 2: Percentage permanent and fixed-term academic staff with doctorates**
  The proportion of academic staff with doctorates exceeded both the target (by 1,2%) and the ceiling (by 1%) and stands at 49,2%.
- **KPI 3: Number of Scopus-listed research outputs on 4IR**
  There were 113 Scopus-listed research outputs on 4IR relative to the target of 25.
- **KPI 5: Annual citations in Scopus (n-2)**
  At 14 938, the number of citations is 3 438 or 29,8% above the ceiling, which is an impressive outcome.
- **KPI 6: Enrolment profile by CESM category (SET)**
  Enrolment in Science, Engineering and Technology increased to 36,3% (target of 34,8%), which was in line with strategic intentions.
- **KPI 7: Undergraduate output (n-1)**
  Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2018 exceeded the target of 10 032 by 534, or 5,3%.
- **KPI 8a and b: Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)**
  For the 2016 cohort, 38,3% succeeded in completing three-year qualifications in minimum time, which is 2,3% above target, while for three-year degrees in particular, 41,4% completed in minimum time, which was 3,4% above target.
- **KPI 9: Number of CEPs for 4IR**
  25 CEPs were developed where 9 were planned.
- **KPI 10: Number of students completing African Insights module (cumulative)**
  At 17 363, the number of students completing the African Insights module was almost four times the targeted figure of 4 500.
- **KPI 11: Number of academic initiatives advancing 4IR**
  There were 29 academic initiatives advancing 4IR, which is 9 above the target.
- **KPI 12: The number of international students registered**
  At 4 191, the number of international students registered is 540 above the target.
- **KPI 13: Percentage international permanent and fixed-term academic staff**
  At 18,1%, the percentage is 1,1% above the target.
- **KPI 14: Number of study abroad students (inbound and outbound)**
  The final tally of 1 799 is comfortably above the target of 1 650 and the ceiling of 1 700.
- **KPI 15a and b: Student satisfaction**
  Both undergraduate and postgraduate student satisfaction levels were higher than the target.
- **KPI 16: Number of awards (national and international) and prestigious recognition**
  The 49 awards noted exceeded the ceiling by 12.
- **KPI 17: Number of op-eds on 4IR**
  There were 62 op-eds produced on 4IR, relative to the target of 40.
- **KPI 18: Annual operating surplus**
  The R583 million projected surplus (unaudited) is far above the R10 million target.
- **KPI 19: Council-controlled reserves**
  The reserves of R1 636 million (unaudited) are higher than the ceiling by R436 million.
- **KPI 20: Third-stream income (unencumbered)**
  At year-end, third-stream income of R224.7 million exceeded the ceiling by R4.7 million.
- **KPI 21: Third-stream income (externally generated research funding)**
  The R221.9 million externally generated research funding was 20,5% above the target of R205 million.
- **KPI 22: Percentage black permanent and fixed-term academic staff**
  The proportion of academic staff meeting the criteria for SA designated (black) staff at year-end was 47,2%, which is above the target of 44,5% and above the ceiling set for this indicator.
- **KPI 23: Permanent and fixed-term academic staff by rank (associate professors and professors)**

The percentage of academic staff who are associate professors and professors (24,5%) exceeded the ceiling of 23,4% by 1,1%.

- **KPI 24a: Number and percentage of black (SA) associate professors and professors**
  Both the target and ceiling for this indicator have been exceeded, with the proportion of black (SA) associate professors and professors at 22,2%. This is 1,7% above the target.
- **KPI 25: Number of academic staff recruited who are working in 4IR**
  The 7 recruits by year-end exceeded the ceiling by 2.
- **KPI 26: Reduction in carbon footprint**
  The reduction of 4,4% in the carbon footprint for the year exceeded the ceiling of 4,2% and was 0,8% greater than the baseline.
- **KPI 27: Governance review**
  At 84,4%, the governance review is 4,4% above the target.

Success rates and graduate output at both undergraduate and postgraduate levels have exceeded all previous levels. At present, the University is in a healthy financial position. As far as issues related to academic staff are concerned, significant efforts made by the University have paid off in relation to indicators that focus on characteristics of the permanent academic staff. The proportion of academic staff with doctorates is now at 49,2%, and the size of the professoriate has reached 24,5%; black academic and research staff are now at 47,4% (which is above the ceiling); and black associate professors and professors at 22,2%. Particularly pleasing is the performance of indicators relating to 4IR: KPI 3, KPI 9, KPI 11, KPI 17 and KPI 25. In each case, the target has been exceeded, and in many cases substantially so. This confirms the keen interest of staff in issues relating to 4IR, and the progress made by the University in this regard.

For KPI 4: Accredited research output units (n-1), the result is still provisional. The 2 047 units submitted were much higher than the 1 868 for 2017 publications submitted in 2018. However, the final outcome with respect to accredited 2018 publications is not yet available, given that DHET has withheld a portion of institutions' submissions for further review. The interim figure is 1 690 units accredited, with 160 withheld, against 1 741 for the previous year.

The sole target that has not been met is KPI 24b: Number of female associate professors and professors. At 37%, this is currently below the target of 38%, despite the numbers of female associate professors and professors having grown throughout the year. The growth in numbers is not reflected in the proportion: while there were 10 more female associate professors and professors than in 2018, the professoriate grew by 34, overall. Targets for this indicator will henceforth be expressed in numbers rather than percentages.

## Appointment of staff at executive level

Significant recruitment for a number of high-level executive positions culminated in the following appointments and reappointments in 2019:

- Dr Denyse Webbstock was appointed as the Senior Director: Institutional Planning, Evaluation and Monitoring, with effect from 1 January 2019.
- Prof Sehaam Khan was appointed as the Executive Dean: Faculty of Health Sciences, with effect from 1 March 2019.
- Ms Tokoza Kwinana was appointed as the Executive Director: Human Resources, with effect from 1 July 2019.
- Ms Yonela Mfeya was appointed as the Senior Director: Operations, with effect from 1 October 2019.
- Prof Daneel van Lill was reappointed as the Executive Dean: College of Business and Economics (CBE), with effect from 1 January 2020.
- Prof Debra Meyer was reappointed as the Executive Dean: Faculty of Science, with effect from 1 January 2020.

Following upon the end of contract of the former Chief People Officer in August 2019, the portfolio was split as follows:

- The Chief Operating Officer, Prof André Swart, assumed responsibility for the Human Resources and Transformation functions.

- The Senior Executive Director: VC's Office, Dr Nolitha Vukuza, assumed responsibility for the Student Affairs function.
- The Chief Financial Officer, Ms Nolwazi Mamorare, assumed responsibility for UJ Sport.

## Engaged institutional approach to developing the Fourth Industrial Revolution (4IR) catalytic initiatives

Following on enthusiastic endorsement by Senate in late 2018 of the GES 4.0 Strategy and approval by Council of the associated substantial budgetary investment in early 2019, immediate groundwork was laid for GES 4.0 within the institution. The GES 4.0 project was structured in the following key categories: teaching and learning, research and innovation, communication, and infrastructure. Some key themes are listed below.

Teaching and learning seek the delivery of a digital student experience focusing on the student. Themes include the use of digital tools and resources, such as blended learning, collaborative learning and chatbot; MOOCS; a module in AI; and broadly, teaching and learning to prepare for the new age.

Research and innovation propose numerous themes, as follows:

- The continued appointment of visiting academics: distinguished professors, distinguished visiting professors, distinguished visiting academics, and also professors of practice who have continual engagement with industry.
- The development of continuing education programmes, with industry, for industry, for science councils and for government departments, which will seek to seed the 4IR thinking into various industries.
- Scholarships for postgraduate studies in areas relating to 4IR; and funding for postdoctoral research fellows working on 4IR.
- Seed funding for various interdisciplinary projects, some with our Universitas 21 network partners, with a focus on the Pan-African approach to 4IR, and on inclusivity, particularly of women.
- Joint research centre development initiatives, with a priority on partnerships within the BRICS economic cluster.
- Continued support for the flagship research institutes, with special focus on the Institute for Intelligent Systems.
- Seeding start-ups, for valorisation, through our Technology Transfer Office (TTO), for ideation and for incubation: shaping the future of work.
- Library upgrade and implementation of 4IR technologies.

Communication was focused on how best to communicate the UJ vision as well as new ideas around 4IR to all UJ stakeholders. This involved developing an awareness and understanding of the various dimensions associated with 4IR and the connection with UJ's GES 4.0 vision; identifying and utilising communication platforms for effective communication and dialogue relating to UJ's GES 4.0 vision; facilitating the content development for various communications, as applicable; and positioning UJ as leading the 4IR conversation in Africa.

Infrastructure is a fundamental requirement to compete in the digital/4IR worlds, and a key aspect of the digital age is automation of business processes. With regard to infrastructure, the goal must be Wi-Fi anytime, anywhere, across all UJ campuses and student residences. Automation of business processes will require a university wide customer relationship management tool, the Oracle Enterprise Resource Planning (ERP) Strategy, and server virtualisation and consolidation.

During 2019, the groundwork has already been laid for implementation of this encompassing GES 4.0 project, and regular reference will be made to achievements in the various chapters of this Annual Report.

The University has appointed the Advancement Advisory Board to guide it on the advances that are catalysing this revolution. The 12-member team consists of influential industry leaders, such as CEOs and advocates, who will assist in stimulating UJ's inclusive response to 4IR, within global academia.

## A growing 4IR presence nationally/UJ as a thought leader on 4IR

Throughout the year, the University successfully positioned itself as a thought leader on 4IR by leading a number of important conversations in this area on various platforms, internally and externally. These included

presentations nationally and internationally by the Vice-Chancellor and other staff members, and radio interviews and newspaper articles by academics from across the disciplines. The Vice-Chancellor and Principal, Prof Marwala, and Mr Rendani Mamphiswana, a PhD candidate in Engineering Management specialising in Innovation Management, were appointed as members of the National 4IR Commission. The University participated in a two-day inaugural 4IRSA Digital Economy Summit, attended by the President and several Cabinet ministers, marking an important milestone in the 4IRSA partnership between UJ, the Universities of the Witwatersrand (Wits) and Fort Hare as well as Telkom SA.

The UJ Library and Information Centre has also contributed to positioning UJ as a significant thought leader on 4IR and information management. The Library hosted a total of 165 public lectures, discussions, and workshops – some events explaining how 4IR technologies work, and other more philosophical discussions about the impact of 4IR on the future of work and society. A highlight was the Vice-Chancellor's Reading Group, in which Prof Marwala led discussions on the following books: *AI Superpowers: China, Silicon Valley and the New World Order* by Kai-Fu Lee; *21 Lessons for the 21st Century* by Yuval Noah Harari; *Thinking Fast and Slow* by Daniel Kahneman; *The Fourth Industrial Revolution* by Klaus Schwab; and Eichmann in Jerusalem by Hannah Arendt. Another most exciting event was the first-ever TED$^{X}$ conference hosted by UJ, on the theme 'Reimaging our Present and Redefining the Future'. Prof Marwala and other UJ academics gave talks that can now be downloaded from the TED$^{X}$ site. Relating to 4IR-driven changing library practice, an international conference entitled 'The Fourth Industrial Revolution and the Library Practices' will result in an edited book with Cambridge Scholar Press in 2020.

## Research output and impact

Since 2005, UJ's accredited research publication output units have grown 16% on average per annum, which equates to a compound annual growth rate of 15% over the period. Preliminary figures for the total number of units for 2019 research publications to be submitted in May 2020 are presently under review. At the time that the data were drawn (24 February 2020), 3 355 publications, accounting for 2 151 units, had been captured. This represents a significant increase from the 2 619 publications and 1 790 units under review this time last year. So far, 90% of the publications to be submitted for accreditation are in internationally (ISI, IBSS, Norwegian and Scopus) indexed journals. A setback is envisaged, however, for the 2018 research output units. Of the 2 047 research output units (as submitted in May 2019), only 1 690 research output units have been accredited thus far. For UJ, and a number of other institutions, some research output units have been withheld pending a review by DHET.

In terms of UJ's visibility in the international Scopus database, as of 24 February 2020, the field-weighted views impact over the period (2014-2019) is 1.93 and the field-weighted citation impact (FwCI) is 1.29. In terms of the Scopus All Science Journal Classification (Scopus ASJC), UJ achieved the highest citation impact in the fields of Physics and Astronomy (2.62), Neuroscience (1.98), Materials Science (1.56), Chemical Engineering (1.54) and Energy (1.46). UJ received an above-average citation impact compared to other institutions with similar publication profiles in 20 out of 26 ASJC disciplines. The ASJC system indicates that the top 10 publication areas by volume are Engineering, Social Sciences, Physics and Astronomy, Computer Science, Business Management and Accounting, Material Science, Chemistry, Arts and Humanities, Environmental Science, and Earth and Planetary Sciences.

In line with UJ's internationalisation strategy, co-authorship with international collaborators is increasing. Between 2014 and 2019, UJ co-authored 7 491 publications with international collaborators at 2 492 institutions across the globe. These figures are up from 5 190 and 2 048, respectively, for the previous reporting period 2013-2018.

## Postdoctoral research fellows (PDRFs) make an increasingly significant contribution to UJ's research output

The number of postdoctoral research fellows (PDRFs) has increased from 126 in 2012 (and 275 in 2018) to 327 in 2019. The PDRFs are generating an increasing number of accredited publications and units, often in collaboration with UJ researchers. Taking into consideration the unit contribution of PDRFs only, the number of publications and units has increased from 235 publications (95.19 units) in 2015 and 474 publications (178.27 units) in 2017,

to 566 publications (213.88 units) in 2018. This represents an increase in the average units generated per PDRF from 1.34 units in 2015, to 2.24 units (2018 provisional statistics).

## UJ researchers: Highly credentialed academic staff

NRF-rated researchers within an institution remain a national indicator of research excellence. The number of NRF-rated researchers at UJ continues to grow, with an increase from 193 during the 2018/2019 period to 220 in January 2020. The University currently has eight A-rated researchers, and there has been a slight increase in the number of B-rated researchers compared to the previous year. New and re-awarded NRF A-ratings were awarded to Prof Philip Hallinger (Department of Education Leadership and Management); Prof John Maina (Department of Zoology); and Prof Thaddeus Metz (Department of Philosophy).

The number of awards and prestigious recognitions to UJ staff increased from 27 in 2017 to over 40 in 2019.

UJ currently hosts 17 South African Research Chairs Initiative (SARChI) Chairs. Three of these are new SARChI Chairs, which commenced work in 2019.

- DHET/DST SARChI Chair for Community and Worker Based Education with Prof Salim Vally in the Faculty of Education as chairholder.
- DHET/DST SARChI Chair for Entrepreneurship Education with Prof Cecile Nieuwenhuizen in the CBE as chairholder.
- DST/NRF DST/NRF/Newton Fund Trilateral Research Chair in Transformative Innovation for the Fourth Industrial Revolution and Sustainable Development, with Prof Erika Kraemer-Mbula as chairholder. This Chair programme is a partnership between UJ, the University of Sussex and the African Centre for Technology Studies (ACTS) in Kenya.

The SARChI Research Chair in Social Change with Prof Kate Alexander as chairholder was renewed for another five-year term and upgraded to Tier 1 status in 2019. Prof Philiswa Nomngongo, a Y1-rated researcher in the Faculty of Science, serving as interim chairholder of the SARChI Chair in Nanotechnology and Water, was approved as the replacement Chair at Tier 1. The DST-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA) was reviewed by the NRF during the reporting period and received a successful outcome, resulting in the renewal of funding for another five-year cycle.

## GES flagship institutes and programmes

To date, nine GES flagship institutes and programmes have been established under the GES initiative, all of which were operational and productive during the reporting year.

- In line with the GES 4.0 initiative, the Institute for Intelligent Systems (IIS) is carrying out cutting-edge research in the multidisciplinary areas associated to 4IR, with 33 journal articles produced, and has been granted a Research and Innovation Chair sponsored by Nedbank.
- The Institute for Pan-African Thought and Conversation hosted two IPATC Policy Dialogues: one in the West Indies, on 'Comparative Nation-Building in Africa, the Caribbean and the Pacific', and the second in Johannesburg on the topic of 'African/European Union Migration'.
- The Johannesburg Institute for Advanced Studies (JIAS) is firmly positioned as an intellectual centre in the Gauteng region, with its highly visible flagship Writing Fellowship Programme now expanded to include research, visiting and postdoctoral research fellowships.
- The longer-standing flagship programmes in Earth Sciences, International Commercial Law, and Childhood Education have been highly productive, in terms of graduating students and research output.
- The more recent flagship programme in Nanotechnology for Water (together with the associated SARChI Chair) has a strong commitment to the education of postgraduate female students.
- The Confucius Institute (CI), in conjunction with UJ Centre for Africa/China Studies (CACS), has continued to position itself influentially through its focus on language learning, cultural activities and, increasingly, research activities.

- Finally, the Graduate School of Architecture (GSA) is now firmly entrenched and widely acknowledged in Africa and beyond through its groundbreaking unit system approach to architectural education.

In addition to contributing towards the University's research outputs, flagship institutes and programmes continue to bring prestige to UJ in various ways through their work, while also enhancing intellectual discussions across the University and beyond.

## Research capacity development through the DHET University Capacity Development Grant

The DHET University Capacity Development Grant (UCDG) contributes significantly to supporting teaching and learning, academic staff research activities and capacity development.

In the domain of research, innovation and internationalisation, UCDG supported six projects, fully utilising the total annual budget of R7 136 500. The six projects were:
Project 1: Improvement of staff qualifications
Project 2: Research career development of emerging and mid-career researchers
Project 3: Improving staff research productivity, innovation and quality
Project 4: Supervision development
Project 5: Mobility grant for UJ academic staff
Project 6: Promoting postgraduate quality.

## Postgraduate studies

Audited HEMIS figures for 2018 show a substantial growth in doctoral headcount between 2017 and 2018 of 26,4%, which brought the number up to 1 363. Similarly, the number of doctoral graduates increased between 2017 and 2018 by an impressive 50%, with 189 graduates. Both these figures compare very favourably to the national averages. Of the 189 doctoral graduates, 111 (41,3%) are South African, 65 of whom are black South African. There was also good performance at master's level, both in terms of growth in registrations (a 28% increase to 3 868 students) and in the number of graduates (864).

## Postgraduate funding

The total amount allocated to postgraduates and PDRFs has increased by 2,9% from 2018 to 2019, despite a very constrained postgraduate funding environment nationally. The NRF funding reduced by 16,5% between 2018 and 2019 after continued growth over the previous five years, and other external postgraduate funding decreased by 64,7%. At the same time, the University Research Committee funds increased by 9,7% and the GES and GES 4.0 funding increased by 24,6%. In 2019, University funds formed 60,1% of all postgraduate funding, compared to 53,1% in 2018. There is a focus on improving the competitive funding from external sources, and support is being provided to postgraduate students when applying for this.

There is a need to focus more strongly on funding for master's students, as this is lagging behind the other postgraduate funding.

## Innovation and technology transfer

Through the services of the Technology Transfer Office (TTO), UJ registered ten provisionally or fully registered patents. In addition, the TTO received 39 new invention disclosures in 2019, and UJ was granted a USA patent (US Patent Number: 10288521 (Force and moment balance and support therefor)) with Jules de Ponte and Frederik Pieterse as inventors.

The TTO led the establishment of a commercial holding company for the University, UJ Invnt (Pty) Ltd, which was launched on 22 October 2019. Furthermore, the TTO launched the University's Incubation Programme, which was able to offer a first cohort of eight student-led businesses and innovations. A full incubation programme is envisaged in 2020.

Four UJ inventors were recognised by the National IP Management Office as Intellectual Property Creators for 'actionable disclosures' in the period between 1 April 2011 and 31 March 2018.

## Enrolment planning to achieve strategic objectives

Enrolment planning is key to steering the size and shape of the University according to the main principles embedded in the UJ Strategic Plan 2025. The Plan outlines a low growth scenario, maintaining an overall cap of 50 000 contact enrolments, while accommodating growth in Science, Engineering and Technology, and in the proportion of postgraduates. The 2019 enrolment process marked the last year of the previous six-year plan, and the University's Enrolment Plan 2020-2025 was approved by the Department of Higher Education and Training for the next cycle. In 2019, the University performed well against the targets set. An overall headcount of 50 477 was achieved, which was within 0,4% of the target of 50 698.

With respect to shifting the balance of enrolments between faculties to achieve the desired distribution between CESM categories, the University was successful in increasing Science, Engineering and Technology enrolments to 36,4% relative to a target of 34,8%, mainly through decreasing the proportion in BUS/MAN from the 38,5% baseline of the previous year, to 36,6%.

The shifting higher education environment poses challenges for enrolment planning, and in 2019, the effects of the HEQSF-alignment process were evident in the faster phasing out of non-aligned diplomas than had been expected, and a lower number of returning students than had been anticipated. On the other hand, increased financial aid contributed to a faster rate of enrolment of students at the beginning of the year, and, in general, the process of enrolment in 2019 was smooth and efficient.

## Increased postgraduate and international enrolments

The planned shift towards more postgraduate enrolments continued in 2019, with the proportion of postgraduates rising to 18,4% from 17,9% in the previous year. Doctoral enrolments grew to 1 401, an improvement of 3% on the previous year, as did master's enrolments by the same proportion. Targets on international registrations were also exceeded, with 1 494 postgraduate students and 2 746 undergraduate students.

## Decolonisation

The issue of decolonisation, also in its intersections with 4IR, is central both at the University and in discussions at faculties. A detailed report monitoring the different decolonisation interventions across the University was analysed and discussed at various governance structures. Increasingly, the focus is on decolonising 4IR in the African context. Various support staff units are also actively engaging the 4IR imperative. The DVC: Academic has hosted two workshops on 'Rethinking and Revisiting our Curriculum', and two discussion documents emanated from this and have been discussed at faculty boards. A Teaching and Learning Symposium was hosted on 'Exploring Industry 4.0'. Through discussions held at various platforms, generic MPhil and DPhil qualifications aimed at fostering collaboration across disciplines were developed. At the beginning of 2019, discussions were held with CBE, the Faculty of Science and the Faculty of Humanities to develop a BA in Politics, Economics and Technology, and 2020 has seen the first intake.

## Online extension modules for UJ students

'African Insights', a fully online module, was launched in April 2017. To date, 30 635 students from three different student cohorts have been enrolled for the module. In total, 17 363 students have completed the module, which represents 58% of the total enrolment for this module over the past three years.

'Artificial Intelligence in the 4IR', a free, fully online, non-credit bearing module, was developed and will be rolled out to the UJ community (to all undergraduate and postgraduate students and staff members) in February 2020. The purpose of this module is to introduce students to AI, its applications, and its implications for society and the future of work in the Fourth Industrial Revolution (4IR).

## UJ Winter School

During July 2019, the newly conceptualised UJ Winter School was launched. The 2019 iteration of the Winter School consisted of two main events. First, in collaboration with TechnoGirl Trust (a Trust initiated by the Department of Basic Education and in partnership with UNICEF), UJ implemented the first 'Young Women for STEM in Africa (YWSA)' event. The TechnoGirl initiative identifies high school girls between the ages of 15 and 18 who are from disadvantaged communities, and who are interested in STEM careers.

The second event, 'Winter School. Reimagined' was organised by the Academic Development Centre (ADC) and held in the APK Library on 9 and 10 July 2019. The event included a wide range of presentations, all showcasing the excellent 4IR-related work being done at UJ. The Winter School garnered substantial interest, and in total reached 236 910 unique views on social media and the UJ website over the two-day event.

## Quality reviews and new programmes

The Council on Higher Education (CHE) announced a national review of all doctoral programmes offered by South African higher education institutions (HEIs) in the second half of 2019, establishing tight deadlines for the preparation and approval of the University's self-evaluation report (SER). Extensive consultations, workshops and input sessions across a wide range of University stakeholders were held in 2019, and UJ's SER has been approved by Senate. The SER will be submitted to the CHE by the national deadline (31 March 2020).

In addition to external quality assurance measures, such as the National Review, the University is responsible for its internal quality management system. To this end, the Centre for Academic Planning and Quality Promotion (CAPQP) has reviewed and finalised the University's internal programme review and development process, as required and informed by the UJ Quality Promotion Policy. This newly approved internal quality review process was piloted in 2018-2019, and six programme reviews, which commenced in 2018, were completed in 2019. Seven new programme reviews commenced in 2019 for completion in 2020. During 2019, 31 workshops and approximately 72 consultative sessions were conducted with 286 academics participating in the process.

CAPQP worked with faculties across 29 programmes in various stages of professional accreditation processes with external statutory and non-statutory professional bodies. A UJ Register of Professional Board Accreditation was developed in 2019. The following professional accreditations were received in 2019: six programmes received accreditation from the Health Professions Council of South Africa (HPCSA); one programme received accreditation from the South African Nursing Council (SANC); the Allied Health Professions Council of South Africa (AHPCSA) accredited the Homoeopathy Clinics; the South African Board for People Practices (SABPP) accredited five programmes; seven Engineering programmes were accredited by the Engineering Council of South Africa (ECSA); and one accreditation was received from the South African Council for Planners (SACPLAN).

The HEQSF alignment process was concluded with 88 realigned programmes submitted in 2018 and 2019 for intake in January 2020. In total, 82 Category A and 91 Category B programmes have all been allocated IDs by SAQA. CAPQP assisted with the SANC accreditation for the Bachelor of Nursing Science, enabling an intake in 2020. The nursing postgraduate diplomas were submitted in November 2019.

A critical dimension of the work undertaken in CAPQP is to oversee programme and curriculum development and ensure compliance with regulatory structures. Nine programmes were reviewed and evaluated by the programme working group (PWG), as well as 55 short learning programmes, five CESM additions and two name changes. In total, 29 programmes were submitted to the CHE for accreditation. CAPQP reviewed 63 internal programme amendments. In 2019, a total of 76 programmes were accredited by the CHE, 33 programmes were approved by DHET, and 53 qualifications were registered by SAQA. In total, 25 SLPs in the 4IR arena have been developed across the faculties.

## Online programmes portfolio 2019

The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in October 2017, with the launch of two master's in Information and Communication Technology in

Education, and in Public Health. The suite of online programmes, in partnership with higher education partners, increased by means of another two master's programmes, namely the Master in Educational Management and the Master of Public Management and Governance, and three undergraduate programmes: Bachelor of Commerce in International Accounting, Bachelor in Human Resource Management, and the Advanced Diploma in Financial Markets. A further three advanced diploma programmes were added to the undergraduate suite from the second intake in March 2019, namely Logistics, Transportation and Management, and People Performance Management.

## Teaching and learning in the age of 4IR: Blended learning and teaching

The Centre for Academic Technologies (CAT) supports and enables the smart use of innovative and evolving technologies for teaching and learning. In 2019, CAT used a variety of strategies to train and support staff and students in blended teaching and learning. There has been a steady increase in the use of technology-supported teaching and learning at UJ – most undergraduate modules have a presence on the Learning Management System. CAT's 2019 Student Technology Survey was completed by 14 053 UJ undergraduate students. The results indicated that students are increasingly digitally literate (having digital knowledge and skills) and digitally fluent (moving between devices and platforms) compared to 2017 and 2018 survey results, as became evident from their responses about attitudes, perceptions, device ownership and digital activities.

## Tablets and e-textbooks

In 2019, CAT distributed handheld devices for the fifth year. UJ made R18 million available to purchase 4 000 Mecer Xpress 2-in-1 tablets with removable keyboards. Using CAT's Face-and-Place platform with a facial recognition algorithm and a booking system, CAT handed the devices out to Quintile 1 to 3 NSFAS first-year students in a short period.

In 2019, UJ made R8 million available for purchasing etextbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. ITSI Funda was appointed by UJ as the 2019 ebook aggregator. They provided an ereading platform with the miEbooks application. With CAT support, 79 books were linked to 112 priority modules for a potential 24 000 downloads – for roughly equal numbers of modules in both semesters. By the end of 2019, 68% (16 000+) of the etextbooks had been downloaded.

## Student success: FYE and the Student Success Strategy

During 2019, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued to strengthen their contributions by means of a refocusing of the UJ FYE/SSE initiative. The 2019 FYS achieved the highest student attendance in the history of the UJ FYS.

2019 also saw the second year of full implementation of the groundbreaking Integrated Student Success Initiative (ISSI). ISSI aims to impact student success at UJ in terms of module pass rate, degree completion rate and the dropout rate, with a data informed process that focuses UJ resources where they can have the greatest impact on student success. The ultimate measure of ISSI lies in student success. The dedicated, collaborative efforts of Academic Development Centre (ADC) staff and academics resulted in very satisfying improvements in the success rates of the selected ISSI modules. During 2019, the 90 selected ISSI modules performed 3,5% better in the first semester (when compared to performance in 2018) and 6% better in the second semester. This resulted in a 4,75% increase for all the ISSI modules in 2019.

A total of 1 707 student evaluations of teaching and modules were conducted using the eXplorance Blue online platform. Blue produces individual, departmental, faculty and institutional reports. These reports provide insight into teaching and learning and highlight the strengths and areas that need development at the various levels.

## Tutorials

UJ's vibrant tutor programme continues to make a substantial impact on student performance across the University, and tutor training is now being taken to further levels. In 2019, the Centre for Academic Staff

Development (CASD) piloted a tutor training programme in the Faculty of Humanities and applied for international accreditation via the College Reading and Learning Association (CRLA). In total, 164 tutors were trained according to the CRLA programme, while 915 tutors and 30 senior tutors were trained following the UJ tutor training model.

In order to professionalise, recognise and offer sustained support for tutoring at UJ, tutor training in 2020 will be offered as a blended learning programme comprising both face-to-face and online training, which will be fully aligned with the training recognised by CRLA. The online Blackboard based tutor community, which is being developed by CASD in collaboration with ADC and CAT, went live in April 2020. The advantage of this model is that it allows for both general self-paced online training and more discipline-specific, face-to-face training. International accreditation for tutor training through the CRLA is being explored. This will contribute towards the professionalisation of tutor development and will provide students with a much sought after formal accreditation.

## The UJenius Club

The UJenius Club encourages undergraduate students to strive for excellent academic success, while offering a variety of intellectual, social, professional and career development opportunities. In 2018, 561 students were accepted into the UJenius Club, which increased to 596 in 2019. During 2019, a decision was reached to merge the Orange Carpet students with the UJenius Club. Orange Carpet remains as a marketing strategy by Student Marketing to attract top-achieving students, and these students automatically become 2020 UJenius members once they register with UJ. These students get the privileges associated with Orange Carpet, but also the added UJenius privileges. One of the major reasons for merging Orange Carpet and UJenius was to align financial and other benefits of the two initiatives.

## Academic staff development

In 2019, the University Capacity Development Grant (UCDG) allocated R41 million to teaching and learning through the support of various projects relating to academic staff development. The projects supported decolonisation and 4IR teaching and learning through training and development of staff and development of platforms for online and blended learning. Support and training were provided to uplift the lecturing staff, providing them with opportunities to attend conferences and workshops.

The Postgraduate Diploma in Higher Education (PGDip (Higher Education)) is offered by the Centre for Academic Staff Development (CASD), and eight students from the third cohort will be graduating in April 2020. During 2019, CASD facilitated 26 teaching and learning related events involving 679 staff members. The workshops are designed to model good practice in teaching and learning by providing opportunities for deep engagement on specific topics. Staff were introduced to innovative practices using technology to enhance learning and teaching. CASD hosted four masterclasses on Assessment for Learning facilitated by experts in the field.

## Growing leadership of UJ in the HE sector for teaching and learning

Staff in the Division for Academic Planning, Quality Promotion and Academic Staff Development have also contributed to positioning UJ visibly in the HE sector, as regards teaching and learning. Comment has been provided on the following national policies and/or frameworks: Comments on the Draft BCom Standard for the Council on Higher Education (CHE); Comments for the CHE on the Central Applications Service (CAS) Bill; Comments for the CHE on the Doctoral Standard.

Dr Kirti Menon (Senior Director) and Ms Gloria Castrillón (Director) are representing the University as members of the Integrated Quality Assurance Framework Reference Group of the CHE. In 2019, DHET appointed UJ as custodians for the National Framework for the Professional Development of Academics as Teachers as from 2020. In 2019, DHET sent out a call to universities to be the custodians for Phase 2 of the Future Professors Programme, to which UJ responded; we are awaiting further information.

The collaborative Teaching Advancement at Universities (TAU) programme, a national DHET-funded programme seeking to professionalise teaching and learning as a scholarly activity at all public universities, is

based at UJ and is convened by the Head of UJ's Centre for Academic Staff Development. TAU seeks to enable participants to become change agents in working towards a socially just education and has thus far produced two cohorts of fellows.

## Internationalisation

At UJ, internationalisation is deliberately applied with the objectives of enriching the student experience at home and abroad, the University's research and innovation, teaching and learning towards excellence of scholarship, as well as enhancing UJ's international profile.

UJ is a member of a wide range of associations for international education (with one of the directors in the Management Council of IEASA) and was represented at recruitment platforms in 21 countries. This has led to targets being exceeded. By December 2019, 580 inbound and 1 219 outbound student mobility had been reached against the total study abroad target of 1 650. Targets on international registrations were also exceeded, with 1 494 postgraduate students and 2 746 undergraduate students. As a member of the Council of International Schools, the University has automatic access to illustrious international schools across the globe, which is part of the strategy to diversify UJ's markets for student recruitment.

UJ continues to utilise the digital marketing platform, Keystone Academic Solutions, to market all postgraduate and undergraduate programmes. UJ's partnership with Visa Facilitation Services (VFS) resulted in UJ being granted credentials to a special applications portal (unique in SA universities), with VFS also operating on the APK Campus during registration to facilitate visa applications for students and staff.

High-level delegations from UJ visited a range of countries: the United Kingdom; Uganda, Rwanda and Ghana; Sweden, Norway, Denmark and Finland; and finally, New Zealand. In several cases, the Vice-Chancellor was invited to deliver a presentation on 4IR-related topics.

In partnership with a range of institutions, important conferences and fora were hosted: the 13th Annual Africa Young Graduates Scholars Conference, titled 'Youth development in Africa – Challenges, solutions and the way forward'; the Africa Universities Forum with the theme 'Universities powering Africa's renaissance for the Fourth Industrial Revolution'; the Universitas 21 Educational Innovation Symposium under the theme 'The Fourth Industrial Revolution and the future of the university'. Prof Marwala and Prof Qiao Xu, President, Nanjing Tech University, signed an MOU and jointly unveiled the South Africa-China Joint Research Centre on Chemical and Environmental Engineering. A further highlight was the high-level roundtable discussion between Her Royal Highness, the Duchess of Sussex, and students and academics on the topic of gender equality and women's empowerment in higher education.

## Global recognition and university rankings

The University participates in a number of global and other ranking systems of universities, as it values the international recognition of its accomplishments that they facilitate. External acknowledgment of the considerable work that is undertaken at UJ in striving for excellence in nationally relevant and internationally significant research, and in providing the best possible teaching and learning opportunities for its students and staff, is important and welcomed.

In 2019, the University performed very well in a variety of global, regional, and subject ranking systems. See Table 1.

Where: WUR – World University Rankings, *THE – Times Higher Education*, *QS – Quacquarelli Symonds*, BGUR – Best Global Universities Rankings, URAP – University Ranking by Academic Performance, ARWU – Academic Ranking of World Universities, CWUR – Center for World University Rankings, EEUR – Emerging Economies University Rankings, YUR – Young University Rankings, and GER – Graduate Employability Rankings.

**Table 1: University rankings**

| RANKING SYSTEM | | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|
| GLOBAL | *THE* WUR | – | – | – | **601-800** SA = 5 | **601-800** SA = 5 | **601-800** SA = 5 | **601-800** SA = 6 |
| | *QS* WUR | **601-650** SA = 7 | **601-650** SA = 6 | **601-650** SA = 7 | **601-650** SA = 6 | **601-650** SA = 5 | **551-560** SA = 4 | **501-510** SA = 4 |
| | BGUR | – | – | **562** SA = 6 | **550** SA = 6 | **457** SA = 6 | **397** SA = 5 | **366** SA = 5 |
| | URAP | **788** SA = 6 | **704** SA = 6 | **676** SA = 6 | **706** SA = 6 | **655** SA = 6 | **627** SA = 6 | **647** SA = 6 |
| | ARWU | – | – | – | – | **401-500** SA = 4 | **601-700** SA = 6 | **601-700** SA = 6 |
| | CWUR | – | – | – | – | **951** SA = 6 | **790** SA = 6 | **761** SA = 6 |
| | WEBO-METRICS | **1749** SA = 9 | **1204** SA = 9 | **1136** SA = 7 | **985** SA = 7 | **970** SA = 7 | **850** SA = 6 | **826** SA = 6 |
| REGIONAL | *THE* EEUR | – | – | – | – | **141** SA = 7 | **92** SA = 6 | **99** SA = 6 |
| YOUNG | *QS* UNDER 50 | – | – | – | **91-100** SA = 1 | **91-100** SA = 1 | **81-90** SA = 1 | **81-90** SA = 1 |
| | *THE* YUR | – | – | – | – | **151-200** SA = 1 | **101-150** SA = 2 | **151-200** SA = 2 |
| GRADUATE EMPLOY-ABILITY | *QS* GER | – | – | – | – | **301-500** SA = 4 | **301-500** SA = 3 | **301-500** SA = 5 |

## Global rankings

- For the *Times Higher Education* World University Rankings (*THE* WUR), the University retained its global position in the 601-800 band for the fourth year running. It placed joint sixth nationally.
- For the *QS (Quacquarelli Symonds)* World University Rankings (QS WUR), the University climbed for the second time by roughly 59 places from a global position in the 551-560 band to its highest global position to date in the 501-510 band, retaining fourth place nationally. Notably, the University ranked among the top 1,8% of universities globally and was the only South African university whose global position had not declined since its debut in 2013.
- For the *US News & World Report's* Best Global Universities Rankings (BGUR), the University climbed for the fifth straight year in its fifth appearance by 31 places from a global rank of 397 to its highest global rank to date of 366, keeping a place in the top 400 in the world, which it entered for the first time in 2018. It held its position at fifth place nationally. The outcome from this global ranking system is the University's highest global ranking position across all global ranking systems.
- For the University Ranking by Academic Performance (URAP), the University ranked at 647 in the world, a slight drop of 20 places from its highest global rank of 627 in 2018 and retained sixth place nationally.
- For the Academic Ranking of World Universities (ARWU), or Shanghai Ranking, the University remained in the 601-700 band in the world and in sixth place nationally, in its third appearance.
- For the Center for World University Rankings (CWUR), the University climbed 29 places from a global rank of 790 to a global rank of 761 in its third appearance, maintaining its national standing at sixth place.
- For the Ranking Web of Universities, or Webometrics ranking, the University climbed 24 places from a global rank of 850 to a global rank of 826, retaining sixth place in the country.

## Subject rankings

For the QS World University Rankings by Subject, the University was ranked for six subjects, up from four in 2018, debuting in five subjects, with one subject in the Number 3 spot and three subjects in the Number 4 spot in South Africa:

- Number 3 in South Africa for:
  - English Language and Literature (251-300)
- Number 4 in South Africa for:
  - Mechanical, Aeronautical and Manufacturing Engineering (351-400)
  - Physics and Astronomy (451-500)
  - Business and Management Studies (451-500) – debut)
- Number 5 in South Africa for:
  - Economics and Econometrics (451-500)
  - Chemistry (501-550).

For the *Times Higher Education (THE)* World University Rankings by Subject, the University was ranked in all eleven subjects, up from ten in 2018, debuting in one subject, with one subject in the Number 1 spot, one subject in the Number 2 spot, four subjects in the Number 3 spot, and two subjects in the Number 4 spot in South Africa:

- Number 1 in South Africa for:
  - Engineering and Technology (301-400 – up from 401-500 in 2018)
- Number 2 in South Africa for:
  - Physical Sciences (401-500)
- Number 3 in South Africa for:
  - Arts and Humanities (301-400)
  - Social Sciences (301-400)
  - Psychology (301-400)
  - Computer Science (501-600)
- Number 4 in South Africa for:
  - Law (151+)
  - Education (301-400),
- Number 5 in South Africa for:
  - Life Sciences (401-500)
  - Business and Economics (501+)
- Number 7 in South Africa for:
  - Clinical, Pre-clinical and Health (501-600).

For *Shanghai Ranking's* Global Ranking of Academic Subjects (GRAS), the University was ranked for twelve subjects, up from seven in 2018, debuting in five subjects, with seven subjects in the Number 1 spot, two subjects in the Number 2 spot, and two subjects in the Number 3 spot in South Africa:

- Number 1 in South Africa for:
  - Hospitality and Tourism Management (18, up two places from 20 in 2018),
  - Sociology (101-150)
  - Geography (101-150)
  - Education (151-200, up from 301-400 in 2018)
  - Chemical Engineering (201-3000)
  - Political Sciences (201-300)
  - Management (401-500)
- Number 2 in South Africa for:
  - Communication (201-300)
  - Mathematics (401-500)
- Number 3 in South Africa for:
  - Earth Sciences (201-300)

  - Physics (301-400)
- Number 6 in South Africa for:
  - Ecology (301-400).

For *US News & World Report's* Best Global Universities Rankings (BGUR) by Subject, the University was ranked for six subjects, up from three in 2018, debuting in three subjects, with two subjects in the Number 2 spot and two subjects in the Number 3 spot in South Africa:

- Number 2 in South Africa for:
  - Chemistry (367)
  - Engineering (404)
- Number 3 in South Africa for:
  - Geosciences (234)
  - Physics (267, up 52 places from 319 in 2018)
- Number 5 in South Africa for:
  - Social Sciences and Public Health (296, up 14 places from 310 in 2018)
- Number 6 in South Africa for:
  - Plant and Animal Science (379).

## Impact rankings

The University participated in the inaugural (pilot) edition of the *Times Higher Education (THE)* University Impact Rankings (*THE* UIR), based on the UN Sustainable Development Goals (SDGs), ranking highly worldwide in two of the individual SDG impact rankings – SDG 5: Gender Equality, and SDG 10: Reduced Inequalities. For the individual impact ranking on SDG 10: Reduced Inequalities, which assesses universities on their commitment to addressing social and economic inequalities and to providing access to underrepresented and disadvantaged groups, the University was ranked Number 5 in the world. For the individual impact ranking on SDG 5: Gender Equality, which assesses universities on their research on the study of gender and their commitment to gender equality and to recruiting, promoting, and supporting women, the University was ranked Number 43 in the world.

## Office of the General Counsel

The Office of the General Counsel (OGC) was established on 1 January 2016, in the context of the #FeesMustFall and #OutsourcingMustFall movements. It has now matured into an Office that provides legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution (4IR). As from 2018, its focus has primarily shifted to matters arising from the University's commercialisation domain and academic enterprises. Hence, the main subject matters to which the Office attended during 2019 were business transactions, commercial matters, educational affairs, contracts, and litigation.

The demands on the OGC for legal advice relating to the Companies Act of 2008 for the commercial entities in which UJ holds shares continued to increase during 2019. Particular attention was given to the establishment of UJInvnt (Pty) Limited. The company was duly registered, and the OGC assisted with the drafting of all the governance documents, which included the Memorandum of Incorporation, the governance framework, the board charter as well as the delegation of authority.

Legal advice was provided on 1 242 new contracts, and 602 contracts were revised during 2019. All contracts are vetted in terms of UJ's Policy on Contract Development and its Standard Operating Procedures. The litigation dealt with covered a wide range of law, including construction law, the law of lease, companies' law, insolvency law, constitutional law (human rights), procurement law, and labour law.

As a public higher education institution, there are several statutes that impose special duties on the University, for example, the Promotion of Access to Information Act 2 of 2000, the Promotion of Administrative Justice Act 3 of 2000, and the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008.

Providing advice in respect of this legislation and applying the provisions of these statutes in a wide range of contexts form a substantial part of the work rendered by the OGC.

All professional members of the OGC are also members of the Legal Practitioners' Forum (LPF), a forum open to all the legal advisors of universities. In addition, the General Counsel and the Director: Contracts serve on the Legal Advisory Committee of Universities South Africa (USAf). The Director: Contracts serves as one of six members of a working group advising USAf on the POPI code of conduct for universities.

## An optimal work environment for all staff

### *Insourced staff*

UJ completed the insourcing process on 1 April 2017, in terms of the commitment made by Council in November 2015. However, employment relations matters regarding insourced employees remain a challenge, and several initiatives were launched to correct and align behaviours in terms of UJ's institutional values. It seems as if the identified interventions had a positive effect, but further improvements are required.

The University has a formalised relationship (by means of recognition agreements) with two unions, the National Union of Metalworkers in South Africa (NUMSA) and the National Education Health and Allied Workers Union (NEHAWU), respectively. Towards the latter part of the year, NUMSA organised a protected strike action that lasted for more than a month. The demands received from the union would have had a huge impact on the financial sustainability of the University. Management and other stakeholders were kept abreast of the developments of the strike action activities and legal issues by means of questions and answers provided in writing for clarity purposes. In addition, strike readiness meetings were held daily and chaired by the Chief Operating Officer, who in turn updated the Management Executive Committee and other appropriate stakeholders on progress. The strike action was well managed with very few disruptions to the University.

### *The ratio of academic and research staff to support staff*

The unfavourable ratio of support staff to academic staff (which was impacted considerably by the insourcing of support staff) was initially addressed by means of a moratorium on the filling of vacant positions in support environments, implemented from August 2018. As a result, the academic and research workforce increased to a total of 1 283 in 2019 (an increase of 4,99%), while the number of support staff decreased from 3 105 in 2018 to 3 080 in 2019. During 2019, a review was undertaken of the support versus academic staff ratio to ensure strategic staff allocation in support of academic excellence. The focus was on the identification of duplicate responsibilities, idle capacity, misplaced functions that ought to belong to a specific environment but are currently situated elsewhere, and disintegrated functions that are necessary but non-existent. Change management interventions will be implemented to ensure the project is successful upon approval of the proposed recommendations.

### *Transformation initiatives within the staffing domain*

Several of the themes in the institution's Transformation Strategy address issues relating to the staffing domain. (Other themes have been addressed elsewhere in this Annual Report).

With regard to institutional culture, the biennial Culture Survey conducted during September 2018 was followed by a comparative analysis with the Culture Surveys of 2014 and 2016, which indicated improvement in five of six environments. In early 2019, the respective ELG members requested interventions and change management processes in their domains, which were facilitated by the Transformation Division during 2019.

The Ethics Survey from 2018 had identified two severe and five ethical culture risks. As a result, the Ethics Management Strategy was proposed and developed by a task team consisting of senior staff members from the academic and support domains. The ethics strategy seeks to reinforce the institutional values and rules and will be executed through the following five strategic focus areas: ethical intent and leadership commitment; governance of ethics and ethics management; institutional ethics competence/training; ethical people management; and student ethics. The implementation of this strategy will start in January 2020.

A number of events facilitated by the Transformation Office sought to build a stronger sense of the UJ values among staff. These included Staff Day in May 2019, around the theme 'Our Blood is Orange', and Diversity Week in September 2019. During this week, the Transformation Division led staff and students in silent protest walks. The walks were part of an effort to raise awareness about gender-based violence and hate crimes against foreign nationals, and to foster a spirit of unity in diversity. All UJ campuses participated in the silent protests that were led by MEC members and SRC members. At the end of the walk, there was an address to the crowd, emphasising the need to stand up against all forms of discrimination and violence. The University released a statement that clearly articulated the institution's stand and its commitment to addressing issues pertaining to gender-based violence within the institution.

In addition, the Transformation Office hosted a number of talks and public forums around issues of gender equity.

With regard to the important theme of employment equity, UJ remains committed to the transformation of the academic staff profile, with the objective of achieving appropriate representation in terms of population group and gender across all levels within the institution. Demographic representation at all levels is carefully monitored.

The black academic and research staff component has increased from 37,06% in 2015 to 46,92% in 2019; and female academic and research staff have increased from 47,34% in 2015 to 49,03% in 2019. Female associate professors and professors are now at 37,34%. While the number of promotions has increased (from the 39 approved in 2015 to 50 in 2019), males and non-designated or international groups still constitute the majority. To achieve a more balanced profile, UJ will need to ensure that more designated staff and more women are prepared for promotion to senior lecturer level.

Demographic representation is also monitored in the Executive Leadership Group (ELG). The black headcount at ELG level has increased from 51,8% in 2015 to 60,87% in 2019. At present, the overall profile reflects 60,87% black, 34,78% white and 4,35% international. At the same time, the ELG black gender profile has shifted notably from 2015 to 2019. Black female representation was 29,92% in 2015, 32% in 2017 and 43,48% in 2019. Black male representation has decreased from 26,1% in 2015 to 17,39% in 2019.

### *Accelerating transformation of the academic staff profile*

The advancement of women remains a key focus; UJ's objective is to achieve appropriate representation across all levels within the institution. The 2019 employment equity statistics reflect that at top management levels, 57,1% are female, at senior management levels, 41,9% are female, and at middle management levels, 49,5% are female. A number of programmes seek to advance women, most especially the prestigious UJ Women in Leadership Programme, where the third cohort completed the programme, and a fourth cohort was selected and commenced their activities. A further programme is the UJ Emerging Leaders Programme, which was conceptualised and approved during 2019, and in which six study schools had been completed.

Further programmes, such as the Assistant Lecturer Programme, contribute to transforming the academic cohort. In 2019, a total of 100 assistant lecturers were appointed. Since the inception of the programme in 2014, 35 assistant lecturers have been appointed into full-time positions at UJ, with nine of these assuming duty in 2019.

UJ's Accelerated Academic Mentorship Programme (AAMP) was established several years ago to effect institutional change in terms of race and gender, through the targeted development of primarily designated and female members of the academic staff. The budget was fully utilised in 2019 and tracking of the impact of AAMP has deepened with a stronger focus on accountability from participants and the introduction of more personalised contact with the academics.

UJ also remains firmly committed to DHET's New Generation Academic Programme (nGAP), as it seeks to grow a new cohort of academics, with a focus on transformation in terms of race and gender. In 2019, DHET awarded UJ five new nGAP posts, and one pending appointment for Phase 4. Six appointments were approved by DHET (Environmental Health; Biochemistry; Biotechnology and Food Technology; Physiology; Chemical Engineering

Technology; and Public Law). UJ received an unqualified audit for the 2018/2019 nGAP audit report. DHET continues to compliment the University on the management and administration of the programme as well as the progress of the nGAP scholars. In 2019, specialised workshops were held with the nGAPs to support their academic development. 2019 also saw the doctoral graduation of the first UJ nGAP appointee, Dr Tebogo Makhubela, who is appointed in the Department of Geology in the Faculty of Science.

Dr Khumisho Moguerane from the Department of History was selected by DHET into the first cohort of a further transformative project, the Future Professors Programme.

The total number of people with disabilities is 69, representing 0,5% of the total staff complement. This number is still below the economically active population target, drawn from the Gauteng statistics, against which the institution benchmarks.

### *Promotion of health and wellness for staff*

Together, the Employee Wellness Unit and the Occupational Health Practice promote, improve and optimise the health, wellbeing and high performance of UJ staff members. Regular medical surveillance and health risk assessments are carried out for employees whose duties may put them at risk, and wellness information sessions and campaigns are held.

## An optimal learning environment and student experience

Ensuring that students can learn optimally requires, first and foremost, adequate accommodation and adequate food. UJ goes to great lengths to ensure that these needs are met as fully as possible.

On-campus accommodation remains in great demand; this is now complemented by carefully monitored and approved privately owned student accommodation (POSA). In 2019, UJ was able to accommodate 27 251 enrolled students on and off campus, as compared to the 24 700 in 2018. POSA accounted for 76% of the available accommodation. Both on-campus residences and POSA had an occupancy rate of 100%. The improvement in the number of beds complying with UJ standards and the minimum norms and standards of the Department of Higher Education and Training was due to strict application and monitoring of compliance by both accredited and prospective service providers. Further progress was made in implementing the targets set by the Admissions and Placement Policy regarding the accommodation of first-year students in University residences. There were 2 006 first-year students in residence, and 3 492 senior undergraduate students. A number of students living with various disabilities were also accommodated in UJ residences.

In terms of degree credit success rate, residence students achieved an 87% success rate, while students who were not staying in residence achieved 83%.

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. Student Affairs also facilitated opportunities for recreational activities and community service and engagement.

Student health and wellness is another key concern. Primary Healthcare clinics are available to students on all campuses, with over 27 000 consultations during the year. Of particular importance to students are services focusing on reproductive health and sexually transmitted infections. HIV testing was carried out through the Institutional Office for HIV and AIDS (IOHA), with a 14% increase in the number of students testing, or 12 733 in total; institutional prevalence of HIV was below 1%. Of the 70 who tested positive, many joined the care and support programme made available through IOHA. A series of coordinated health promotions and campaigns were held during the year, on the topics of First-Things-First, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Balance your Life, and Future Beats.

Student safety, both on campus and its surrounds, also continued to receive considerable attention during 2019. The safe route project (safe routes outside of UJ campuses) first implemented in 2017, which had a positive impact on the decrease of crime, was taken forward in 2019 in collaboration with local police stations. The deployment of armed response patrols on safe routes and escort services within the safe routes yielded 80 arrests off campus. In addition, Protection Services successfully tested and launched the Namola app: a smartphone safety application that allows students, staff and visitors to get help fast in emergencies by sharing their GPS coordinates with the closest emergency response teams, i.e. security, medical, fire and other.

In a year of considerable social unrest, UJ successfully averted several attempts by students to disrupt university programmes through collaboration between support and academic departments across the institution.

Further contributions to a rounded student experience were made through sport, and arts and culture. UJ Sport continues to play a significant role in transforming university sport in South Africa and beyond. Through university sport, coaches, administrators, and athletes are developed. While prestigious athletes are groomed, mass participation and recreation sport, including cultural activities, are key for the wellbeing of the general student population. The vision is to shape Africa university sport through excellence, honour and victory. More opportunities have been provided for our students to compete internationally with specific focus on continental and regional competitions.

Highlights for the year included participation in international events by UJ student athletes and officials, outstanding achievements by the basketball men's team who became University Sport South Africa (USSA) and Varsity Basketball champions. The netball team was promoted to the Super League after winning the Premier League Division at USSA winter games. USSA Squash continued with their winning ways by defending their title for the eighth consecutive year. There were also outstanding results from athletics in the Athletics South Africa (ASA) Competition, Sport for Students with Disabilities (SSD) in the SASAPD Competition, and rowing in the Rowing Championships. The Sevens Rugby team were crowned champions of Varsity 7s. The Sevens Rugby teams also showed outstanding performance on the African stage when they won the Kings of Rugby 7s FASU Games hosted in Kampala, Uganda. The women's football team also won the USSA Club championships with the men's team finishing third. The appointment of Bongiwe Msomi, the Protea's captain, to coach our netball team has seen the interest in the sport by both internal students and potential students drastically grow.

Involvement in arts and culture is made freely available to students from across the University through the UJ Arts Academy. In total, 497 students gained access to opportunities of a high standard to participate in and develop artistic skills. Extracurricular opportunities offered to students at no cost include the UJ Choir, UniJoh Chorale, a jazz band, and an African drumming group. Other popular offerings include weekly poetry sessions as well as hip hop, Afro-fusion, contemporary, ballet, Latin and ballroom and Zulu dance classes. Drama classes and opportunities to audition for theatre productions were also made available to students from across the University.

The Faculty of Art, Design and Architecture's (FADA) Interdisciplinary Theatre Programme saw its third iteration in 2019. This involved engagement with the 2019 design project, *Let the right one in*, an enchanting, brutal, vampire myth and coming-of-age love story adapted from the best-selling Swedish novel and award-winning film by John Ajvide Lindqvist, adapted for stage by Jack Thorne and reimagined for a South African context. A student band competition, *Rhythm of the Bands*, was implemented alongside the *UJ Weekend of Jazz*, which has seen three groups with potential sharing the stage with the likes of Nduduzo Makhatini, Titi Luzipo and Spha Mdlalose. The *UJ Youth Arts Festival* included an acting showcase, *Our Stories*, a dance showcase, La He(ART), a ballet recital, *Lord of the Flies*, as well as free lunchtime concerts by UJ Choir and the UniJoh Chorale. The *Izimbongi Poetry Festival* concluded UJ Arts and Culture's student programme for the year and included *Shhh!*, a new cutting-edge musical that fuses hip hop, soul, trap and poetry, Home Is, a student poetry production that took audiences on a journey into their homes, and *When Words Dance* featuring professional poets, Kabelo Ringane, Donald Mokgale, Belita Andre, Sibulelo Manamatel and Nomashenge Dlamini.

### *Enhancements in student life-cycle management*

UJ once again confirmed its leadership in the further development and use of online systems for the management of the student life cycle, ranging from applications through to graduations. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems, like the Celcat system for timetable optimisation and Blackboard (learning management system), and regular enhancements are undertaken.

The University again promoted the utilisation of the online application system by means of the No Application Fees Policy. The number of applicants utilising the online system has now stabilised at 97% over the past three years, following on the introduction of the No Application Fees Policy in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of applicants has continued to rise; the number of headcount applicants (including for short learning programmes) in 2019 was 235 382 compared to 204 557 in 2018. A database of unsuccessful yet qualifying applicants was developed to use as a selection list in case enrolment targets were not met.

In order to further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on basic career guidance. The UJ career guidance system showed an exceptional increase in usership when compared to the previous year, increasing from 1 108 in 2018 to 14 749 in 2019. The UJ career guidance system has more users than any other South African institution's career guidance system.

The student marketing function plays a critical role in the marketing strategy of the University by creating the required awareness among high school learners as to the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions. The following activities were executed in support of the student marketing strategy: the Orange Carpet Campaign; UJ Open Days; Grade 9 Subject Choice Seminars; the Apply-On-Time Campaign; the No Walk-ins Campaign; and the Hamlet and Othello marketing opportunity at the UJ Arts Centre attended by more than 8 000 learners and 300 teachers. The strategy of focusing on and increasing the 'above 35 APS' applicant category was also effectively executed, with an increase in registrations for this category in 2019. The Orange Carpet category of applications was also increased from 2 033 in 2017 and 2 048 in 2018 to 2 160 in 2019.

In 2019, Central Academic Administration (CAA) introduced new digital marketing and virtual engagement strategies. For example, VR (virtual reality) headsets were designed and branded to be handed out at school marketing visits in 2020 for learners to do virtual campus tours of UJ. In 2020, CAA will be purchasing a number of high-end VR headsets to take to school visits for the virtual campus tours and will also investigate the possibility of having an augmented reality virtual assistant in the VR tour.

To mitigate the risks related to late applications/walk-ins, the University did not allow any physical walk-ins during the week following the release of the Grade 12 results. A comprehensive communication campaign was launched to inform prospective applicants of the application process. Furthermore, a dedicated application enquiry system, accessible by means of mobile devices, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre. An online chat facility was also available. In total, 86 000 people utilised the late enquiry system, with more than 14 500 being able to log a formal enquiry via our online system or call centre. In the previous year, a total of 81 000 people had utilised the system, with 10 000 being able to log a formal enquiry.

During registration, given the potential for disruption, the comprehensive risk mitigation strategies put in place again saw an enhanced focus on online services. Only online off-site registrations were accepted. (Assisted on-site registrations have decreased dramatically from 40% of the student population in 2015 to around 15% in

2019). More online services were introduced, e.g. for F7 (i.e. academic exclusion) appeal motivations, course changes after registration and special assessment applications. Strict access control was implemented at campus entrances, with security vetting stations to assist with enquiries. An extended call centre and online chat facility assisted with off-site registration. For 2019, all the faculties were available in these vetting areas to assist with enquiries.

The academic calendar for the following year was approved: this discontinued the use of Saturdays for summative assessments and also concluded the supplementary assessments for the second semester in the same year (one week after the main assessments in the second semester). In order to maintain and improve on governance of assessments, the decision was made to centralise the printing and storing of assessment papers under CAA. To facilitate and enhance the process, a new secure assessment paper upload system was implemented between academics and the Assessment Department. Central office facilities have also been refurbished on all campuses to take into account the heightened security needs and extra secure storage space required to photocopy and store assessment books and papers in advance of assessments.

The implemented SAPSS (Submission of Assessment Papers Secured System) was enhanced with an assessment paper verification feature where the HOD could view the uploaded assessment papers to make sure these were the correct papers and also to have the option of deleting an uploaded paper (if this had to be replaced). All the module assessments (approximately 8 500) were uploaded electronically by academics, and the Assessment Department printed in excess of 170 000 paper assessments for the year.

More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. A student satisfaction rate of 91% was reached (compared to 89% in 2018). UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of UJ and the integrity of its qualifications. Two additional features on the digital certification system, the functionality of ordering replacement certificates online and to have these sent by courier anywhere in the world, and the qualification verification functionality, have been well received by graduates. External auditors performed the annual compliance audit, and no exceptions were recorded, as has been the status quo for a number of years now.

Because of increasing disruption of graduation ceremonies by latecomers, it was decided to not allow any late arrivals during the September set of graduation ceremonies. To facilitate this, a strong communication campaign was launched, and graduates were issued with electronic tickets to their ceremonies. Graduates could then share the electronic tickets with their guests in advance.

The final stage of the student life cycle is after graduation: students become alumni of the University, and the alumni network helps to serve alumni needs and encourage their involvement and support in preserving the brand and stature of the University. Regular communication on UJ activities or events is shared with 68 000 active email subscribers encompassing almost 150 000 alumni (from UJ and founding institutions).

2019 saw focused efforts to increase the alumni marketing reach through online and social networking platforms. The UJ Alumni Connect platform was launched, which makes it easier and more convenient for alumni to connect with the University and to build alumni networks. The online platform not only matches graduates to a willing mentor and allows UJ graduates to reconnect with classmates (locally and abroad), to receive news and UJ event updates, but also permits UJ graduates to expand their network, with the aim of cultivating a culture of giving back. Two more editions of the alumni *Impumelelo* magazine were finalised and distributed.

### *Monitoring student experience and employability*

The quality of student experience in and outside the classroom is increasingly important as an element influencing student choice of institution before enrolment, student success after enrolment, and student prospects after graduation. UJ conducts annual student surveys to gauge levels of student satisfaction with various aspects of their overall experience, and to determine where initiatives need to be put in place to address concerns.

The report on the Undergraduate Student Experience Survey 2019 showed that the overall satisfaction level with UJ in 2019 was 86,8%, which has remained consistently in the 86%-87% range since 2016. The positive response to the question of how supportive the academic environment had been was 89,6%, and again there has been consistency over the last few years. As another measure of overall satisfaction, 86,8% of the students would choose UJ again as the institution at which to study.

In general, the results indicated that UJ has a complement of academic staff that scores very highly (in the high 80s or in the 90s) on all the main indicators. Not only are lecturers performing their functions as required (over 95% consulting in the advertised times, 92% using Blackboard and uLink, 93,7% preparing for their lectures), but nearly 94% of the students expressed the view that their lecturers' behaviour had earned their respect, 93% that their lecturers used relevant examples, and, importantly, 92% found that at least one of their lecturers made them excited about learning.

The profile of the students has changed significantly over the last five years. The proportion of those living in residence or UJ-approved accommodation for the 2019 respondents is 63,3%, with those in UJ-approved accommodation having more than doubled since 2015. The proportion living with their parents has declined from 31,6% to 18,7%. At the same time, those funded by their parents has declined from 40,1% to 18,1%, while the proportion with NSFAS bursaries has increased since 2015 from 18,2% to 52,7%. These numbers suggest that UJ's reach in terms of taking care of the accommodation and financial aid needs of students has extended markedly. The number of students with Internet access has also increased over the years, from about half in 2009, to nearly 82% in 2019.

The report on the Postgraduate Student Experience Survey 2019 similarly showed positive results, with a significant improvement in levels of satisfaction. The mean (on a scale of 1-5) on the question regarding research supervision improved from 3.31 in 2018, to 4.12 in 2019. In total, 70% of the respondents were satisfied or very satisfied with the quality of services and support offered by UJ (with 17,2% neutral on this issue), and over 75% agreed that they would refer prospective postgraduate students to UJ.

The Graduate Employability Survey of 2019 showed that 81% of the 2016 and 2017 graduates surveyed were either employed, studying further, or not seeking employment. Over 90% of those respondents who found employment did so within 12 months. Additionally, the findings show that having a job during university is the most significant predictor of success in finding employment, followed by qualification type. The majority of graduates (64,1%) agreed that their studies had adequately prepared them for their working life.

## Infrastructure for excellence in research and teaching and learning

The Information and Communications Technology (ICT) environment is constantly changing and being influenced by ever-evolving technology, and accordingly, ever-new opportunities arise for higher education. This situation is further complicated by the blurred lines between what our staff and students are exposed to and the pace and capability of our Information and Communication Services (ICS) Division to introduce these technological innovations and disruptors into our technology ecosystem.

2019 saw the following major developments. ICT governance was implemented through the establishment of structures and supporting processes to plan and manage ICT hardware, software and services. The approved UJ ICT Governance Framework fosters leadership and structures to support IT decision making, processes for control and management of IT assets, and mechanisms to measure and improve IT performance within UJ.

In support of the ICT Governance Framework, an ICT Policy Framework was also developed. The ICT Policy Framework sets out a set of procedures or goals, which are used in negotiation or decision making to guide a more detailed set of policies and maintenance of all IT-related policies in UJ. The IT Governance Framework identified a total of ten structures to be implemented at both operational and strategic levels. ICS concluded the process of soliciting buy-in for the IT governance through a university wide engagement process in 2019, and seven out of the ten structures are implemented and operational.

The cyber threat landscape continues to evolve, with new threats emerging at an exponential rate and with ever-growing sophistication. ICS, in partnership with an external service provider, conducted a security assessment of the University. The assessment was intended to measure the adequacy, effectiveness and required changes to the University practices, and tools to protect University information assets. The outcome of the assessment was a cyber security strategy and roadmap crafted from the gaps identified in existing processes, tools and skills associated with protecting the University information assets.

A comprehensive programme for threat management was undertaken, which included prevention, detection, analysis, repair and reporting. This was achieved through the implementation of the Qualys Vulnerability Management (VM) tool, Symantec Endpoint Encryption, and the Cofense Security Awareness tool. The Cofense Security Awareness tool focuses on phishing-specific threats, providing human-vetted analysis of phishing and ransomware campaigns and the malware they contain, with employee training. A fully managed Security Incident Operations Centre (SOC) was implemented through an outsourced service provider to detect and report incidents 24/7.

In April 2019, UJ performed an external security assessment and penetration test to gain visibility of the state of vulnerabilities affecting our external, Internet-facing systems and applications. Multiple vulnerabilities were discovered on the University's infrastructure and websites/applications as exposed to the Internet. ICS remediated the vulnerabilities with affected departments (CAT, Library and Academy of Computer Science).

As a way of providing assurance to the organisation, ICS has established an assurance programme as a measure aimed at validating the implementation and monitoring of controls to ensure compliance with regulatory requirements and related standards and best practice. A review of internal controls in specific areas of the IT management function was conducted with Deloitte. In 2017, a Cyber Maturity Assessment (CMA) was conducted by KPMG, and the assessment was revisited by Deloitte as part of its 2018/2019 audit scope. Deloitte conducted a high-level mapping of the methodology previously applied by KPMG to its current methodology, in order to identify any differences and potential gaps. A total of 28 findings were uncovered, all of which have been successfully resolved in 2019.

Risk management is at the core of day-to-day activities in achieving the vision and mission of UJ. Risk assessments are ongoing, and the identified risks are mitigated through a risk management process in conjunction with the Office of the Executive Director Financial Governance and Revenue. All ICT initiatives under implementation and planned are aligned to mitigate the identified risks.

ICS implemented various projects to increase the security within the Wi-Fi environments. ICS needed to secure the network by successfully segregating the staff Wi-Fi network from the production systems network. This was accomplished by implementing the following projects:

- Staff Wi-Fi firewall at the local area network (LAN) environment.
- The successful implementation of network access control (NAC) in open areas such as boardrooms, reception areas and lab environments.
- Port security as a security measure to restrict people from plugging foreign computers or network devices on the UJ network.

The High-Performance Computing Cluster (HPCC) is an open source data-intensive computing system platform that provides a reliable, scalable and centrally managed research computing facility to UJ's researchers. This provides the users of the cluster with more processing power and storage than would otherwise be available to them. With the University aligning to 4IR, the cluster hardware refresh allowed the Division to obtain graphics processing unit (GPU) compute elements for deep learning and large memory compute nodes. These nodes will allow researchers to access machine learning resources for their research projects. This will allow better and quicker turnaround times for training models.

The web enhancement project 2019 saw huge strides being made in user accessibility of the UJ website. Through the implementation of a mobile first approach to design, a new look and feel, reorganised content and

search engine optimisation, ICS delivered a great user experience to all stakeholders. This improved the ability to find more relevant information on the site.

The Library, too, provides innovative infrastructure relating to teaching and learning in the age of 4IR. A grant of R2 599 000 from Nedbank has enabled the further development of the Library's Makerspace (a place where people use cutting edge technology in robotics, 3D printing, and laser cutting to make objects). To assist lecturers in using the Makerspace and other 4IR innovations, like coding and virtual reality in their teaching, the Library's blended learning task team developed an online Learning Innovation Hub, which is a catalogue of learning 'artefacts', such as lines of code, 3D printing recipes, and podcasts for all disciplines. Lecturers search the catalogue according to their subject and specify what type of learning aid they are looking for, e.g. a virtual reality experience for Emergency Medicine students. This catalogue will be launched in 2020.

## Optimal campus facilities

All academic and support facilities need to be readily available, accessible, functional and safe. This encompassing goal involves maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens, and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, and student life. In this regard, numerous strategic projects were completed on time, and of these, many with a saving against budget.

Considerable attention is being paid to residence accommodation. Importantly, the third student residence on the Soweto Campus was completed, and students moved in. Also, in 2019, the new fourth Soweto student residence design was finalised, and actual construction started. On the DFC Campus, the Habitat residence refurbishment project was completed in early 2019, allowing for improved accommodation for 400 students. Other residence refurbishment and upgrading are under way.

Projects relating to the teaching and learning infrastructure included the improvement of laboratory facilities, the completion of the DFC Civil Engineering Building upgrade, completion of the QK Building BEngTech refurbishment to create additional lecture venues, and the APK and APB Library heating, ventilation and air conditioning (HVAC) projects.

A key goal in campus management and development is sustainability, and significant improvements can be reported. The total carbon footprint for 2019, based on energy consumption from various sources, is approximately 54 156 tons of CO2 compared to the 56 637 tons reported during 2018. This indicates a decrease of approximately 4,38%. Furthermore, UJ achieved an electrical energy savings of 13,22%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. As regards waste recycling, here too there was a substantial improvement to 33,65% recycling of waste generated, against 22,54% in 2018.

The first 300 kWe photovoltaic solar project was completed and started producing power on 1 May 2019. As it achieved its immediate performance goals, a project was initiated to install a further 1.4 MWe solar on the APB, SWC, and DFC Campuses. Designs and tendering were completed in 2019 for this R17 million project, and implementation should be complete by mid-May 2020. This is the first in a series of about 13 such projects to reduce UJ peak load energy costs across all four campuses. By the completion of the project, more than 20% of UJ's total electrical energy consumption will be generated renewably.

## Sound financial management and financial sustainability

Sound financial management is integral to ensuring optimal functioning of the University through provision of adequate resources, ensuring adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future. Highlights for the year under review include the achievement of all financial targets according to the institutional Annual Performance Plan, an increase in the number of NSFAS funded students, the significant amount raised through institutional fundraising as well as improvements in the governance framework for commercialisation.

### *Financial review*

The University has achieved an operating surplus of R583 million against a projected operating surplus of R10 million. The income generated during the year exceeded our budget by 10% (budget: R4.002 billion vs actual R4.478 billion). This is largely due to the higher than expected government subsidy income resulting from unit value increases implemented by DHET for teaching input and output subsidies; the higher than budget research output units; as well as higher than budgeted investment income resulting from improved investment strategies. Our actual expenses for the year were at 98% of budget (budget: R3.992 billion vs actual R3.896 billion). A large component of the saving is from vacant positions not filled during the year.

The comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary entities, after accounting for income from investments, including fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on post-retirement benefits, the actual outcome is a surplus of R722 million (2018: R25 million). The growth is largely as a result of the positive performance of equity markets in the last quarter of 2019.

Our financial position remains strong with consolidated net assets of R6.4 billion (2018: R5.7 billion). The amount spent during the year on infrastructure developments is R230 million.

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council controlled reserves at year end amounted to R1.636 billion (2018: R1.344 billion), which represents 76% of annual permanent remuneration. The growth in Council controlled reserves is earmarked for infrastructure expansion and GES 4.0 catalytic interventions, to the extent that the level of these funds does not go below 50% of annual permanent remuneration.

Our liquidity position also remains strong with the ratio of our current assets to current liabilities at 1:4 up from 1:1 in 2018.

### *Student funding*

While we had hoped to implement a fee increase of 7% in 2019, the Minister of Higher Education and Training recommended that all universities cap tuition fees for 2019 at 5,3% and residence fees at 7,3%. This translated into a decrease of R50 million from our budgeted fee increase. The lost revenue in this regard has been compensated through the higher than budgeted subsidy income as explained above. DHET continued to provide the gap grant funding for qualifying students in the year under review, with this grant now included in subsidy income. This amount was applied towards reducing the 2019 student debt for the qualifying students.

The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. We still await the Minister's announcement in this regard. The gap between fee increases and escalation in employment costs remains a major concern.

The number of our students funded by NSFAS increased significantly during the year, resulting in alleviation of the cash flow pressures often created by the low collection on student debt.

Despite the above interventions from the state, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 3 945 students who would otherwise not have been able to study in 2019. This amount was further complemented with funds raised through institutional fundraising. Despite the tough economic climate, the University still raised an astounding R268 million (2018: R197 million), with a marked increase in funds generated from corporate South Africa and internationally.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

Collecting student debt on time remains a challenge with students tending to postpone the settlement of outstanding debt until registration for the next year.

### *Procurement*

UJ invests a significant amount of effort in ensuring that procurement practices are aligned to best practices to ensure that the sourcing strategy accurately addresses UJ's context, ensures good value for money, and contributes towards improving our BBBEE scorecard. In this regard, the University's BBBEE scorecard rating has improved from a rating of 8 to 5.

Our supplier and enterprise development continues on its upward trend with now well over 600 small suppliers graduating from our programmes. This year saw us collaborating with the Department of Applied Information Studies on the Technopreneurship Programme, giving our SMMEs the opportunity to enhance their skills in ICT solutions, web design and technology. For 2019, 240 candidates graduated from our Small Business Enrichment Programme and the Technopreneurship Programme.

Our staff recruitment and development plans ensure that the profile of our staff will in time reflect the transformation ideals of the University.

### *Commercialisation*

Our activities in this area over the past year have been largely focused on establishing UJInvnt (Pty) Ltd as the holding company for commercial activity, winding down of the entities identified for exit by Council and strengthening the overall governance framework. The majority of the entities have been successfully terminated. Through the MEC Commercialisation Committee, UJ Invnt (Pty) Ltd will receive intellectual property (IP) assignments where the technology and business readiness level is appropriate and for further guidance. An independent board has been constituted for UJ Invnt (Pty) Ltd and provides requisite leadership.

A notable achievement in the commercial space is the realisation of an operating surplus, based on preliminary results, amounting to R6.6 million by Resolution Circle. This is commendable against an approved breakeven budget, after a history of operating losses incurred. Preliminary results for UJ Properties also indicated realisation of an operating surplus in excess of their budgeted surplus (R1.6 million).

Our revised governance framework has ensured increased transparency and accountability in this area and has created opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead role in this area to continue to excel in innovation.

## Risk management

University risk management is an important function of this portfolio and risks are under constant scrutiny. Identified risks are addressed and mitigated in a well-structured process throughout the University.

Major risks identified in 2019 were:

- Financial sustainability of the University, influenced by:
  - Inadequate funding for the missing middle students resulting in an increasing trend of non-payment of fees by this group of students.
  - Continued uncertainty around university fee increases into the future.
  - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the insourcing of the previously outsourced services and staff.
  - Ageing infrastructure.
  - Inadequate on-campus student housing.
  - Impact of decline in the South African economy.

- Stringent cost control measures and continuous exploration of alternative sources of income and student funding are in place to mitigate the financial sustainability risk.
- Inefficiencies in NSFAS administration processes that result in delayed communication of funding decisions and disbursement of allowances to students expose the University to the risk of student protest. We continue to engage with NSFAS and the student body to mitigate this risk.
- The COVID-19 pandemic has brought about a number of challenges for the global, national and University community. These include liquidity and going concern status of universities. We continue to closely monitor these and put in place mitigating controls. The pandemic has also presented an opportunity to test institutional business continuity plans, which have responded very positively to the crisis.

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

# Report on the Annual Performance Plan 2019 of the University of Johannesburg

## INTRODUCTION

The following report analyses the 2019 outcomes against the targets set in the 2019 UJ Annual Performance Plan (APP). Key performance indicators (KPIs) are grouped under the six major objectives that frame the UJ Strategic Plan 2025, and reference is made to the corresponding indicator in the Strategic Plan in brackets. Where appropriate, the results are shown by means of a chart accompanied by a brief narrative explanation. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. For some indicators, such as citations, the reference year is n-2 to allow time for published articles to be cited. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of survey results, for example. Financial year end results are provisional until audited.

### Revision to APP

While most of the indicators presented here are the same as for the 2018 APP, there are some additions, such that there are 27 (3 with subitems), as opposed to the 23 (2 with subitems) of 2018. The additional indicators, and some changes as noted below, were approved by Council at its November 2018 meeting.

Changes include the following:

- KPI 3 is an addition that refers to 'Number of published (accredited) research outputs on 4IR'.
- For KPI 6, 'Enrolment profile by CESM category (SET)', no ceiling has been set as it would move outside the enrolment plan.
- KPI 8, 'Percentage students completing 3-year UG degrees/qualifications in minimum time' has two subitems; one refers to 'All 3-year qualifications (2015 cohort)', and the other to '3-year degrees only (2015 cohort)'.
- KPI 9, which refers to 'Number of CEPs for 4IR', replaces 'Programmes submitted for accreditation or accredited for online learning'.
- KPI 10, which refers to 'Number of students completing African Insights module' replaces 'Number of programme changes to address decolonisation'.
- KPI 11 is an addition, which refers to 'Number of academic initiatives advancing 4IR'.
- KPI 17 is an addition, on 'Number of op-eds on 4IR'.
- KPI 25 is an addition, which refers to 'Number of academic staff recruited who are working in 4IR'.

All changes to the numbering of indicators in the Strategic Plan 2025 owing to reorganisation, addition and deletion have been reflected in the corresponding references in this document.

## SUMMARY RESULTS – TARGETS MET OR EXCEEDED

**KPI 1: Total postgraduate outputs (n-1)**
The number of PG graduates for 2018 exceeded the 2017 achievement by 123, (or 4%), and stands at 68 above target.

**KPI 2: Percentage permanent and fixed-term academic staff with doctorates**
The proportion of academic staff with doctorates exceeded both the target (by 1,2%) and the ceiling (by 1%) and stands at 49,2%.

**KPI 3: Number of Scopus-listed research outputs on 4IR**
There were 113 Scopus-listed research outputs on 4IR relative to the target of 25.

**KPI 5: Annual citations in Scopus (n-2)**
At 14 938, the number of citations is 3 438, or 29,8%, above the ceiling, which is an impressive outcome.

**KPI 6: Enrolment profile by CESM category (SET)**
Enrolment in Science, Engineering and Technology increased to 36,3% (target of 34,8%), which was in line with strategic intentions.

**KPI 7: Undergraduate output (n-1)**
Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2018 exceeded the target of 10 032 by 534, or 5,3%.

**KPI 8a and b: Percentage students completing 3-year UG qualifications, and degrees only, in minimum time (n-1)**
For the 2016 cohort, 38,3% succeeded in completing 3-year qualifications in minimum time, which is 2,3% above target, while for 3-year degrees in particular, 41,4% completed in minimum time, which was 3,4% above target.

**KPI 9: Number of CEPs for 4IR**
25 CEPs were developed where 9 were planned.

**KPI 10: Number of students completing African Insights module (cumulative)**
At 17 363, the number of students completing the African Insights module was almost four times the targeted figure of 4 500.

**KPI 11: Number of academic initiatives advancing 4IR**
There were 29 academic initiatives advancing 4IR, which is 9 above the target.

**KPI 12: The number of international students registered**
At 4 191, the number of international students registered is 540 above the target.

**KPI 13: Percentage international permanent and fixed-term academic staff**
At 18,1%, the percentage is 1,1% above the target.

**KPI 14: Number of study abroad students (inbound and outbound)**
The final tally of 1 799 is comfortably above the target of 1 650 and the ceiling of 1 700.

**KPI 15a and b: Student satisfaction**
Both undergraduate and postgraduate student satisfaction levels were higher than the target.

**KPI 16: Number of awards (national and international) and prestigious recognition**
The 49 awards noted exceeded the ceiling by 12.

**KPI 17: Number of op-eds on 4IR**
There were 62 op-eds produced on 4IR, relative to the target of 40.

**KPI 18: Annual operating surplus**
The R595 million projected surplus is far above the R10 million targeted.

**KPI 19: Council controlled reserves**
The reserves of R1 650 million are higher than the ceiling by R450 million.

**KPI 20: Third-stream income (unencumbered)**
At year-end, third-stream income of R224.7 million exceeded the ceiling by R4.7 million.

**KPI 21: Third-stream income (externally generated research funding)**
The R221.7 million externally generated research funding was R16.7 million above the target of R205 million.

**KPI 22: Percentage black permanent and fixed-term academic staff**
The proportion of academic staff meeting the criteria for SA designated (black) staff at year end was 47,2%, which is above the target of 44,5% and above the ceiling set for this indicator.

**KPI 23: Permanent and fixed-term academic staff by rank (associate professors and professors)**
The percentage of academic staff who are associate professors and professors (24,5%) exceeded the ceiling of 23,4% by 1,1%.

**KPI 24a: Number and percentage of black (SA) associate professors and professors**
Both the target and ceiling for this indicator have been exceeded, with the proportion of black (SA) associate professors and professors at 22,2%. This is 1,7% above the target.

**KPI 25: Number of academic staff recruited who are working in 4IR**
The 7 recruits by year-end exceeded the ceiling by 2.

**KPI 26: Reduction in carbon footprint**
The reduction of 4,4% in the carbon footprint for the year exceeded the ceiling of 4,2% and was 0,8% greater than the baseline.

**KPI 27: Governance review**
At 84,4%, the governance review is 4,4% above the target.

## Provisional results

### *KPI 4: Accredited research output units (n-1)*

The 2 047 research output units (ROUs) submitted were much higher than the 1 868 for 2017 publications submitted in 2018[1]. However, the interim figure for accredited units is 1 691, with 160 withheld, against 1 741 for the previous year. Furthermore, the University has noted inconsistencies in rejection of some research outputs and, separate to those withheld, is submitting appeals. As is standard to the processes, any further ROUs accruing from the withheld or appealed units will be added to the following year's subsidy allocation.

## Targets not met

### *KPI 24b: Number of female associate professors and professors*

At 37%, this is currently below the target of 38%, despite the numbers of female associate professors and professors having grown throughout the year. The growth in numbers is not reflected in the proportion: while there were 10 more female associate professors and professors than in 2018, the professoriate grew by 34 overall. Targets for this indicator will henceforth be expressed in numbers rather than percentages.

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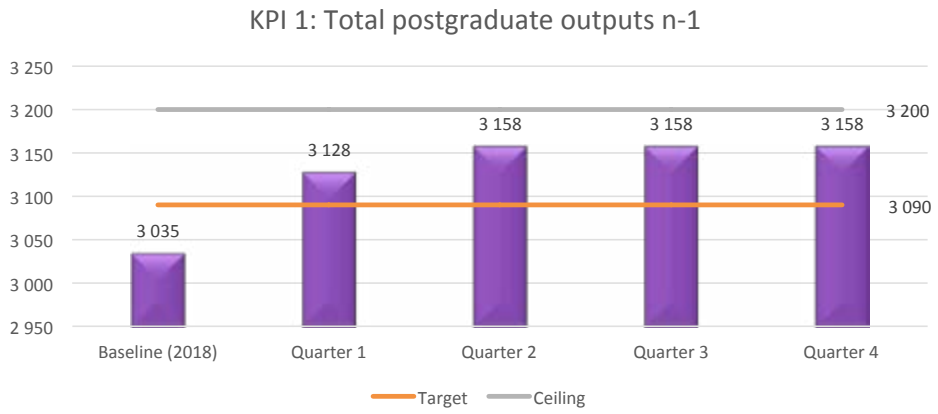
[1] Learning from this 'risk,' we will recommend through the November 2020 Council Workshop/Meeting that targets are set on the basis of accredited outputs. In the past, we have projected based on those submitted. Going forward, we expect that the evaluation of research outputs, nationally, will become more stringent.

STRATEGIC OBJECTIVE ONE:
# EXCELLENCE IN RESEARCH AND INNOVATION

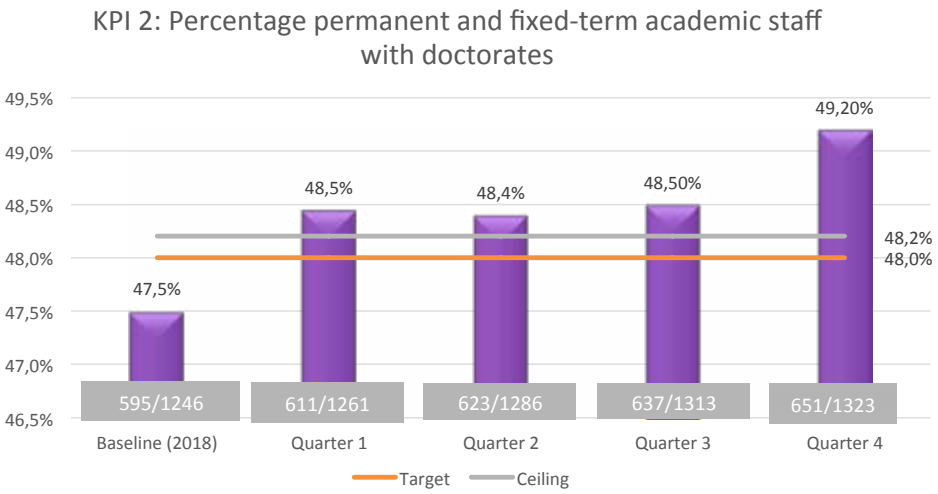
## Research and innovation

### *1. Total postgraduate outputs n-1 (1)*



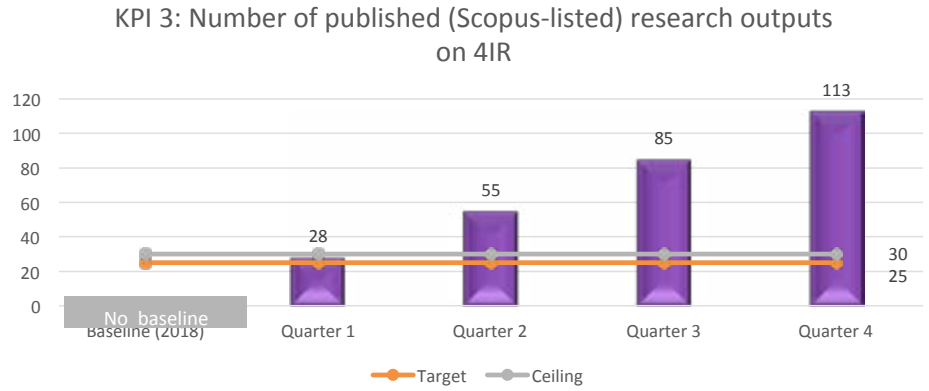

The baseline for this indicator is the final 2017 PG graduate output of 3 035 as reflected in 2018, which was well above the target of 2 859. Given the high output in the previous year, the target for 2019 (the number of 2018 PG graduates) was set at 3 090. Despite the higher target, the outcome for the number of PG graduates for 2018 has exceeded the achievement of 2017 by 123, and is 68 above target. The outcome for this indicator improved since Quarter 1 as a result of outstanding results having been captured, and then stabilised.

### *2. Percentage permanent and fixed-term academic staff with doctorates (79)*



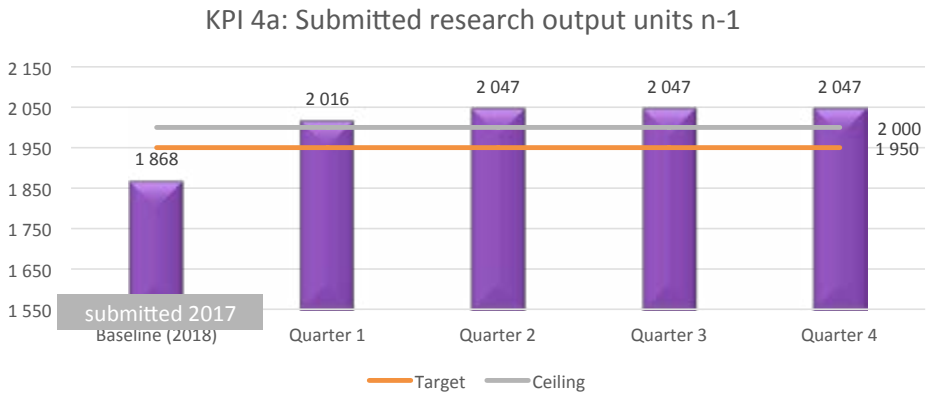

The target for this indicator was set at 48%, and the proportion of staff with doctorates at year end is 49,2%, which is 1,2% above target and 1% above the ceiling. The number of academic staff with doctorates increased steadily over the year, with a significant rise in Quarter 4, indicative of successful interventions to improve the qualification profile of the academic staff complement.

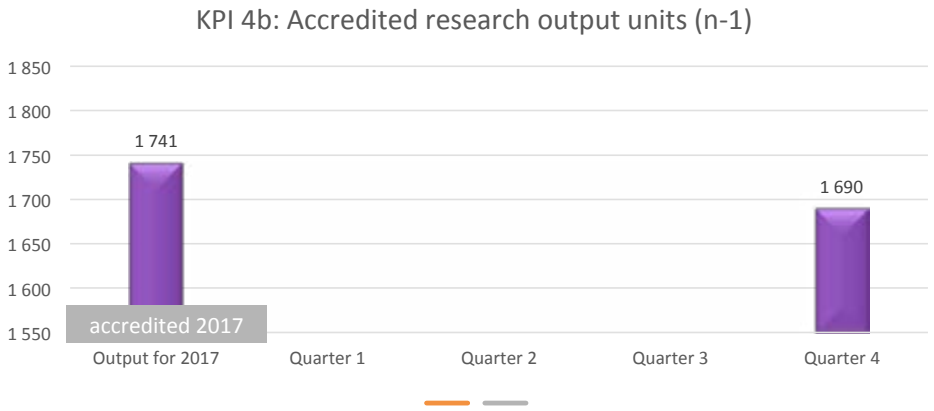
### 3. *Number of published (Scopus-listed) research outputs on 4IR (6)*




As this is a new indicator, there is no baseline, but the target that was set at 25 was exceeded in Quarter 1, and by year end, the ceiling was exceeded by 83 (or 277%). Given that the number of outputs has risen significantly, it is evident that academics are responding positively to the UJ 4IR strategy.[2]

### 4. *Accredited research output units n-1 (3)*



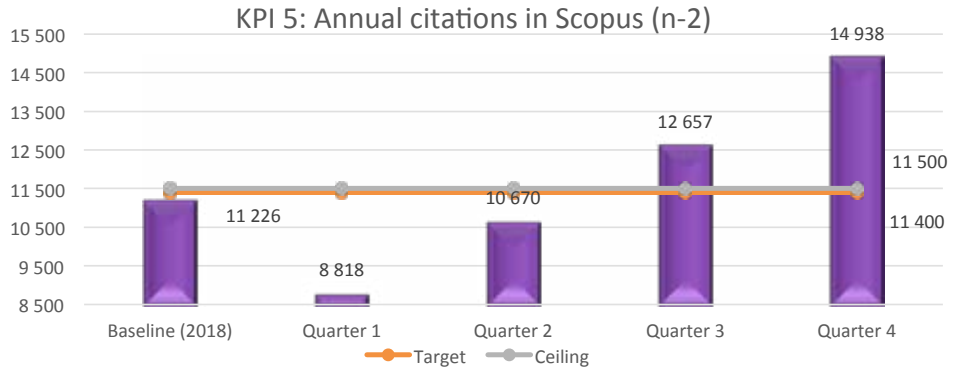




For this indicator, research output units for 2018 are reported in 2019. The numbers shown in KPI 4a are the *submitted* units that are assessed by DHET late in the year, or even early the following year. In KPI 4b, the actual ROUs for 2017 publications are shown, with the provisional number of accredited 2018 publications in

[2] Note: The research output units (ROU) are not yet available for these publications, as these are listed in Scopus for 2019. Given that one article = 1 ROU, factoring in author affiliation and other adjustments, it is likely that these submissions could yield about 100 ROUs.

Quarter 4. DHET has withheld some units for further review – any further ROUs accruing will be added to the following year's subsidy award.

### *5. Annual citations in Scopus n-2 (8)*

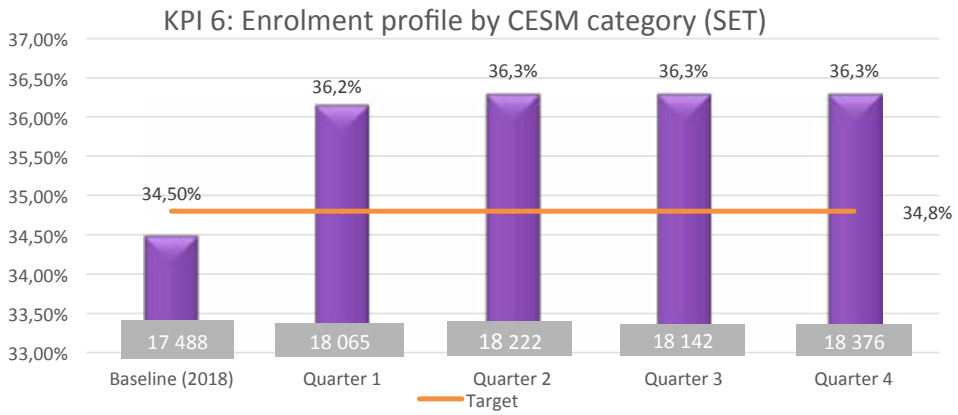



In 2019, the citations accrued for 2017 publications are tracked. The baseline set of 11 226 is considerably higher than the baseline for the previous year, which was 7 095. The Quarter 1 tally at 8 818 was already higher than the previous year's target, and in Quarter 2 it increased to 10 670. In Quarter 4, the number of citations at 14 938 exceeded the target by some margin and was almost 30% higher than the ceiling.

## STRATEGIC OBJECTIVE TWO:
## EXCELLENCE IN TEACHING AND LEARNING

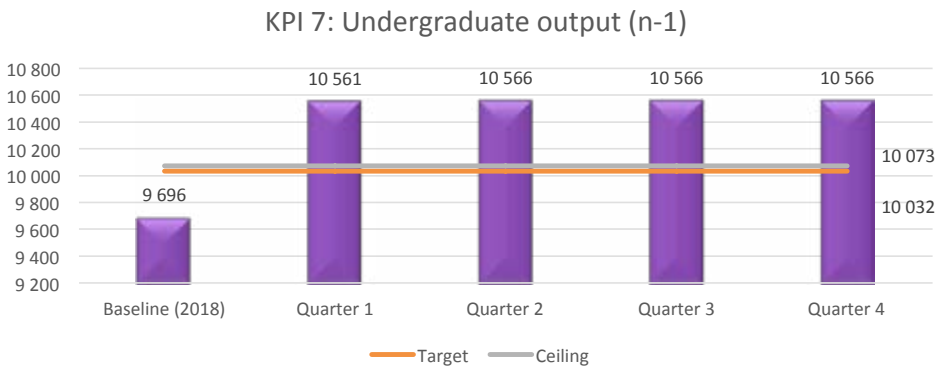
## Teaching and learning

### *6. Enrolment profile by CESM category (SET) (20)*



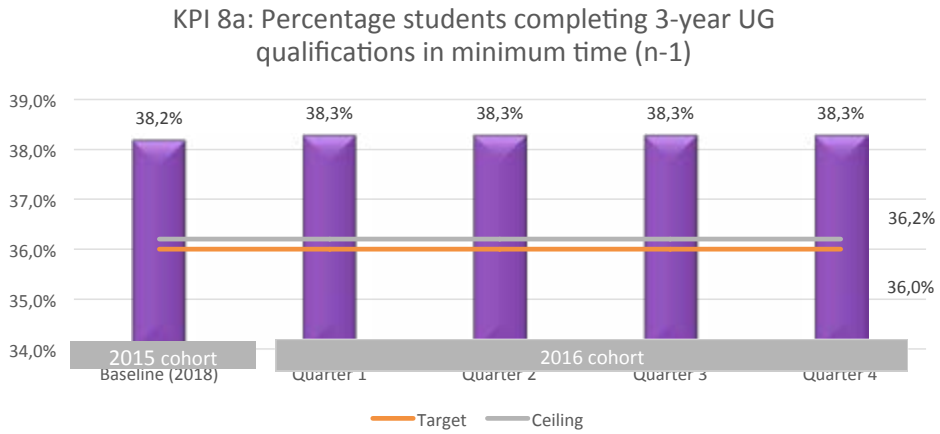

For this indicator, the proportion of students enrolled in science, engineering and technology (SET) programmes is tracked. At 36,3%, it is above the target of 34,8%. The target reflects the projection anticipated in the 2018 enrolment plan for this category, and the aim is to achieve an enrolment proportion as close to the target as possible. It must be noted that an increase in SET, however, is in line with strategic intentions. There is no ceiling for this indicator.

### 7. *Undergraduate output (n-1) (39)*



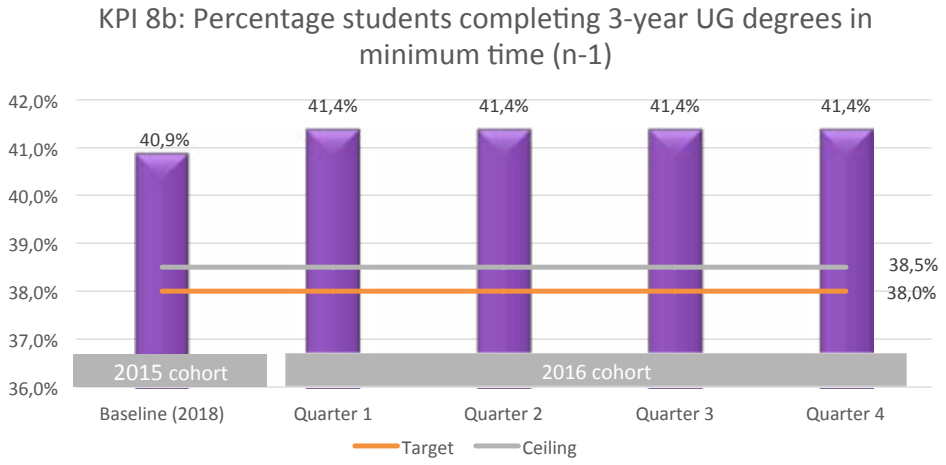

As is the case for postgraduates, the number of students from undergraduate programmes who completed the requirements for their qualifications in 2018 has increased relative to the previous year, and has exceeded the baseline of 9 696 by 870, or 9%, the target by 534 or 5,3%, and the ceiling by 493, or 4,9%, which is a very pleasing outcome.

### 8. *Percentage students completing 3-year UG degrees and qualifications in minimum time (n-1) (37)*



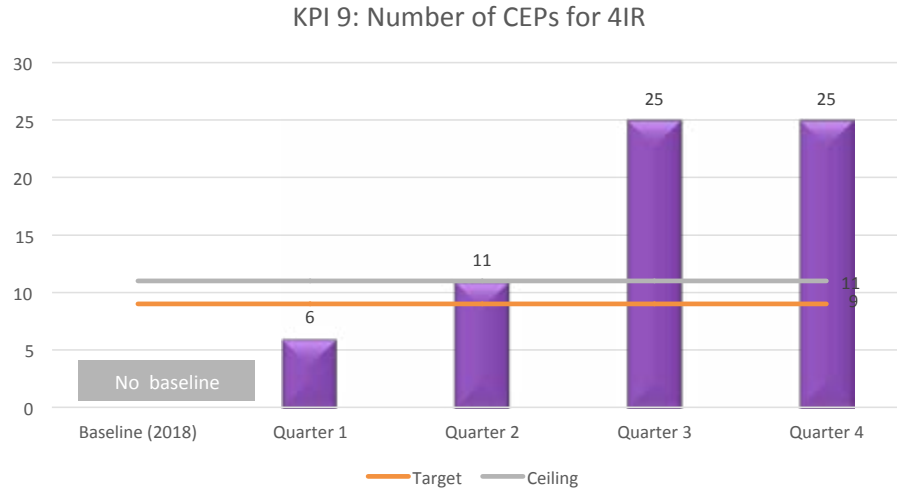

The outcome for this indicator is based on data for the 2016 cohort of students registered for three-year qualifications who completed their studies in 2018. Of this cohort, 38,3% succeeded in completing in minimum time, which is 2,3% above target, and 2,1% above the ceiling. This is slightly better than for the 2015 cohort, and a far better outcome than for the 2014 cohort where only 35,3% completed in minimum time.[3]

[3] The targets for KPIs 8a and 8b were set based on prior years' trends before the data for the 2015 cohort were finalised.



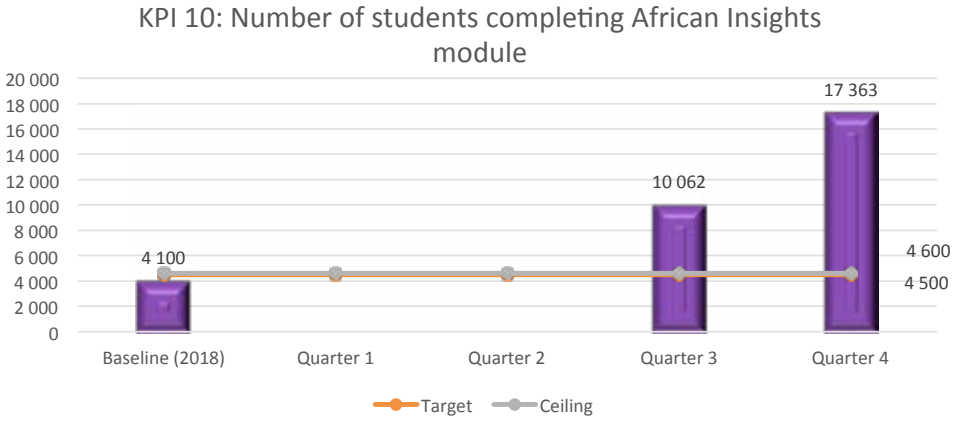

KPI 8b refers to the completion of 3-year undergraduate degrees only, and here the outcome is higher than for all 3-year undergraduate qualifications. The outcome for the 2016 cohort is 0,5% above the 2015 cohort and 3,4% above the target.

### *9. Number of continuing education programmes (CEPs) for 4IR (31)*



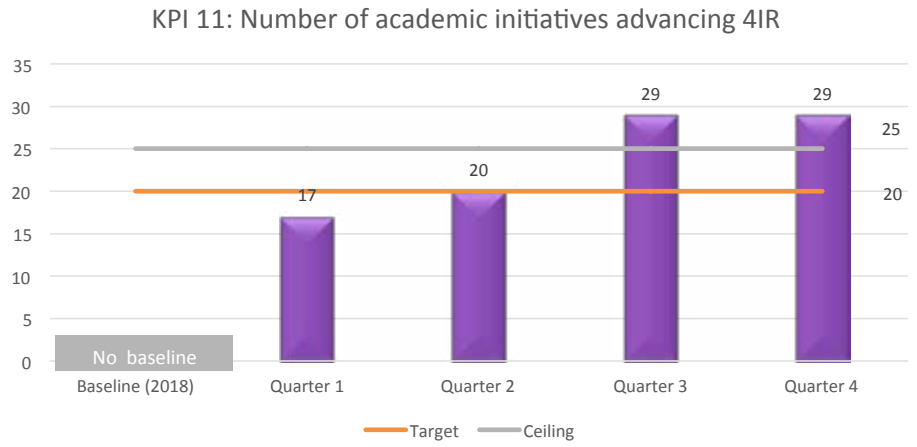

This indicator measures the number of CEPs, including whole qualifications and SLPs, on 4IR. As it is a new indicator, there is no baseline, but the outcome for 2019 indicates that the ceiling, which was already reached in Quarter 2, was significantly exceeded, and is more than double what was expected.

### *10. Number of students completing African Insights module (32)*



This indicator is reported on in the second semester. The cumulative total of 17 363 in 2019 is nearly four times the target that was set, indicating an extensive take-up of this module.

***11. Number of academic initiatives advancing 4IR (30)***

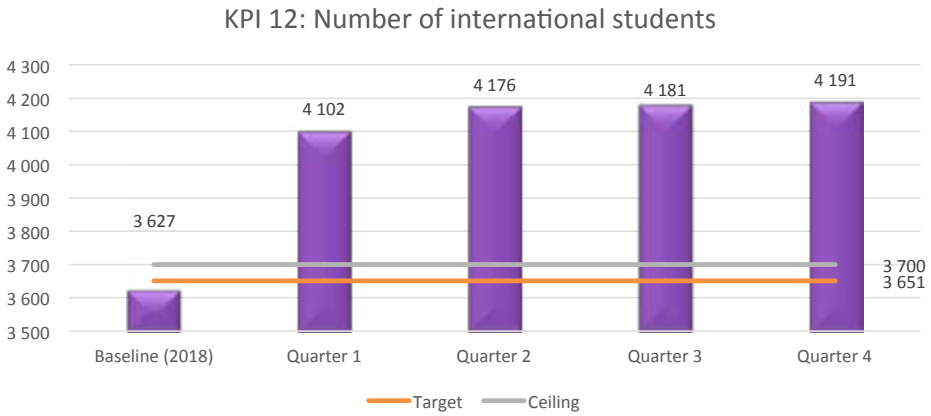



This is a new indicator and hence there is no baseline. However, the target of 20 was already reached in Quarter 2, and by Quarter 3 the ceiling was exceeded. This indicates an increasing uptake of the 4IR focus in the academic life of UJ.

## STRATEGIC OBJECTIVE THREE:
## INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

### International profile

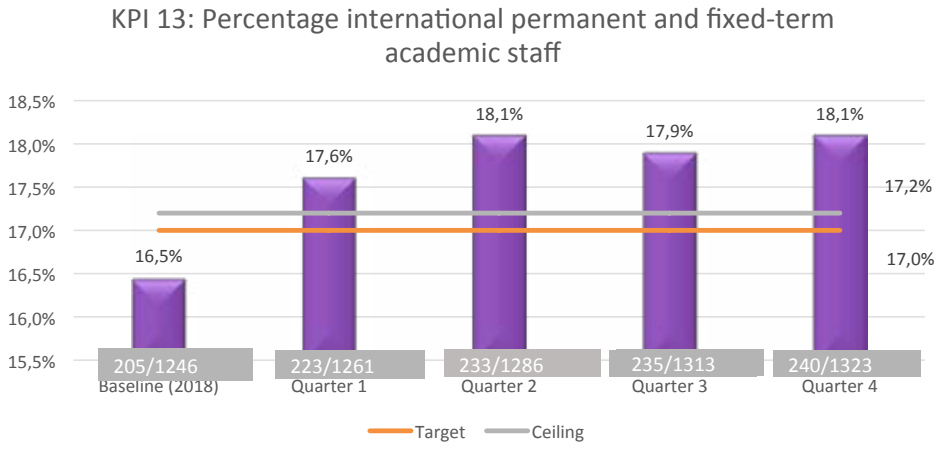
***12. Number of international students (46)***




The final number of international students at UJ for 2019 is 4 191, which is well above the baseline achieved in 2018. It is also 13,2% above the ceiling, with the increase from Quarter 1 attributable to registrations of international PG students.[4]

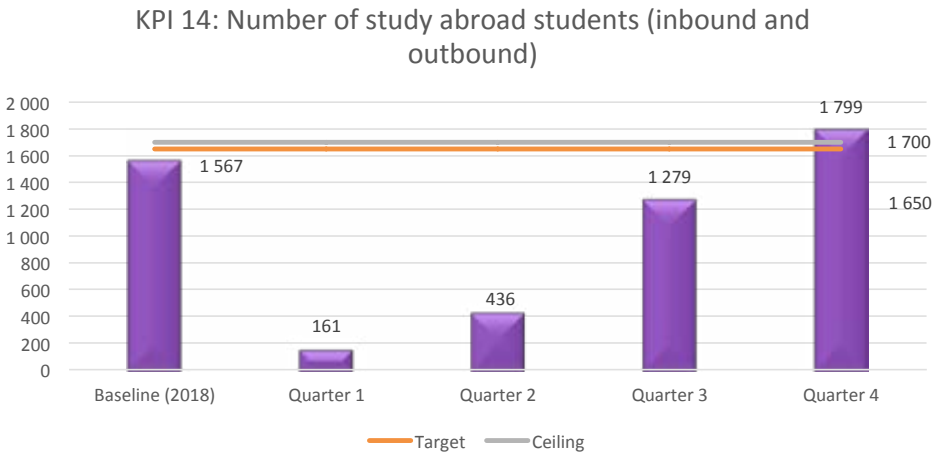
[4] There was a change in the way the data were captured in 2019, which in part accounts for the increase in KPI 12.

***13. Percentage international permanent and fixed-term academic staff (80)***




For Quarter 4, the percentage of international academic staff is above the 17% target by 1,1%, and 0,9% above the ceiling. The numbers increased from the baseline of 205 in October 2018, to 240 by 2019 year end.

***14. Number of study abroad students (inbound and outbound) (49 & 50)***



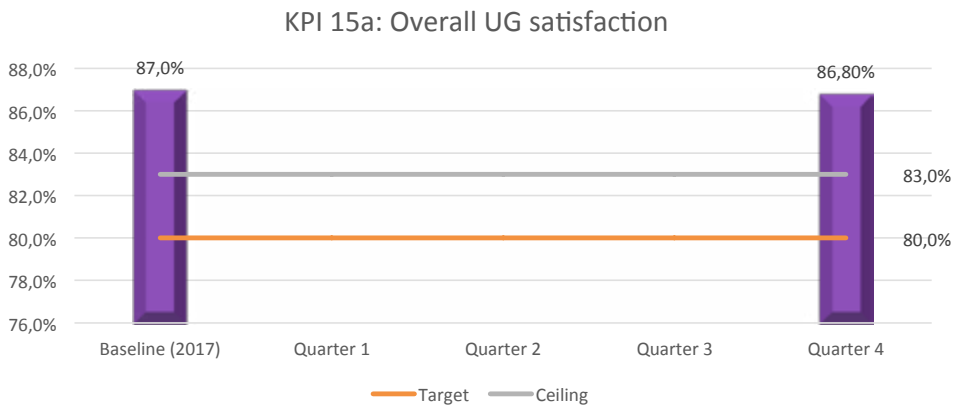

The movement of students on study abroad opportunities increased to 1 799 by year end, which is 5,8% above the ceiling, and 232 more than the 2018 baseline.

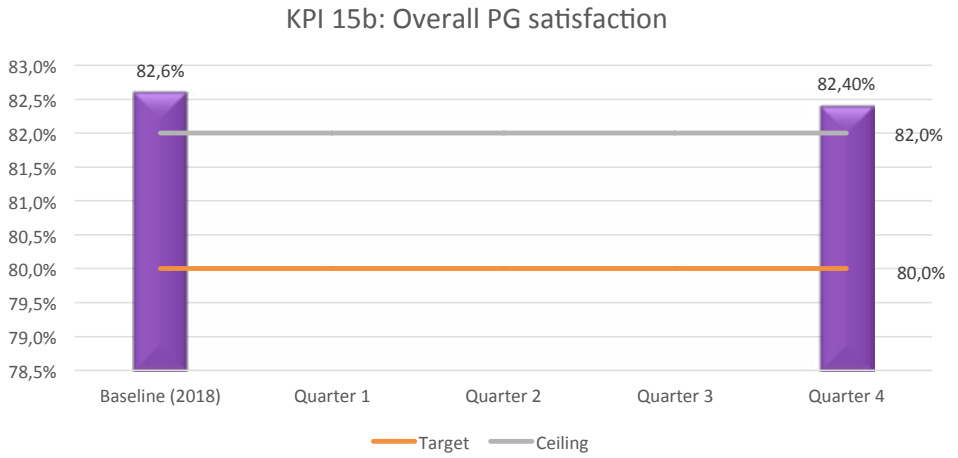
STRATEGIC OBJECTIVE FOUR:

# ENRICHING STUDENT FRIENDLY LEARNING AND LIVING EXPERIENCE

## Student experience

### *15. Overall UG and PG student satisfaction as determined by Student Experience Surveys (52 & 54)*



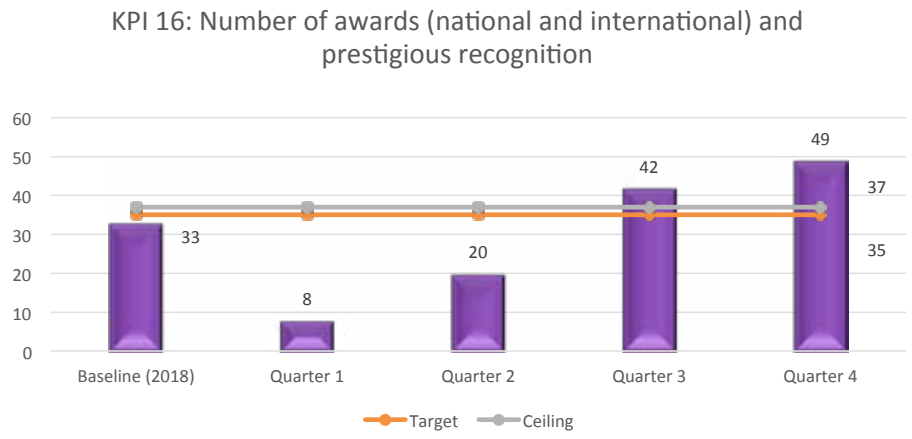

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys. Undergraduate satisfaction levels were higher than the ceiling set at 86,8%, and almost on a par with 2018. Similarly, the PG feedback indicated a level of satisfaction at 82,4%, which is comparable with the 82,6% of 2018, and which exceeds the ceiling by 0,2%.

STRATEGIC OBJECTIVE FIVE:

# NATIONAL AND GLOBAL REPUTATION MANAGEMENT

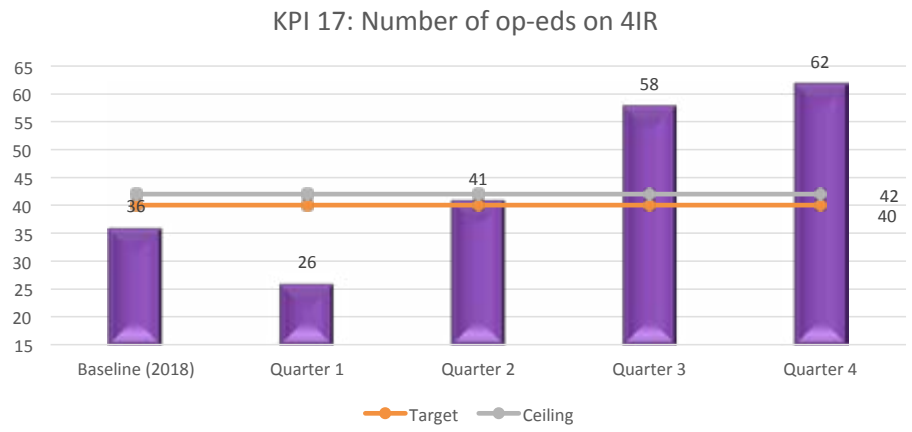
## Reputation management

### *16. Number of awards (national and international) and prestigious recognition (58)*




Forty-nine awards were received by UJ staff by the end of 2019, which is 12 higher than the ceiling, indicating significant recognition for the work of UJ staff members.

### *17. Number of op-eds on 4IR (64)*



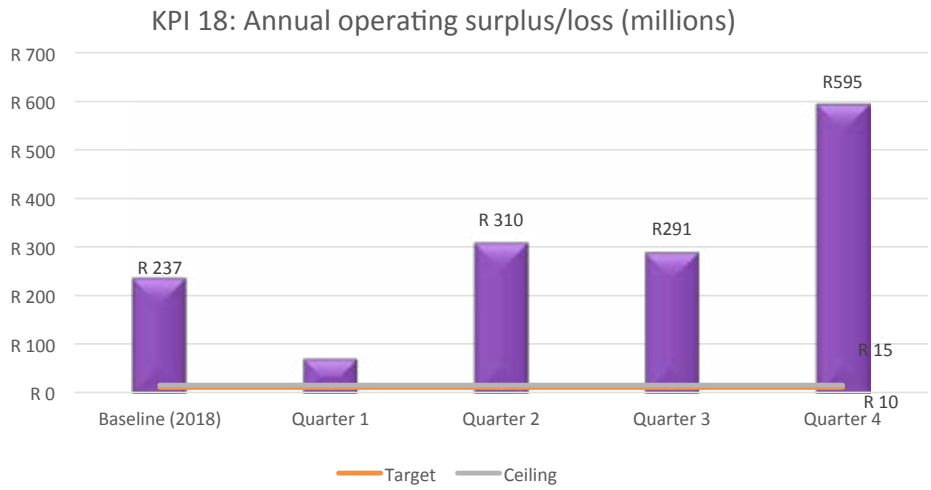

By the end of 2019, a cumulative total of 62 op-eds on 4IR had been produced by staff members of the University, which substantially exceeds the target and the ceiling, indicating a sustained and increasing UJ media presence relating to the strategic focus on 4IR.

STRATEGIC OBJECTIVE SIX:

# FITNESS FOR GLOBAL EXCELLENCE AND STATURE

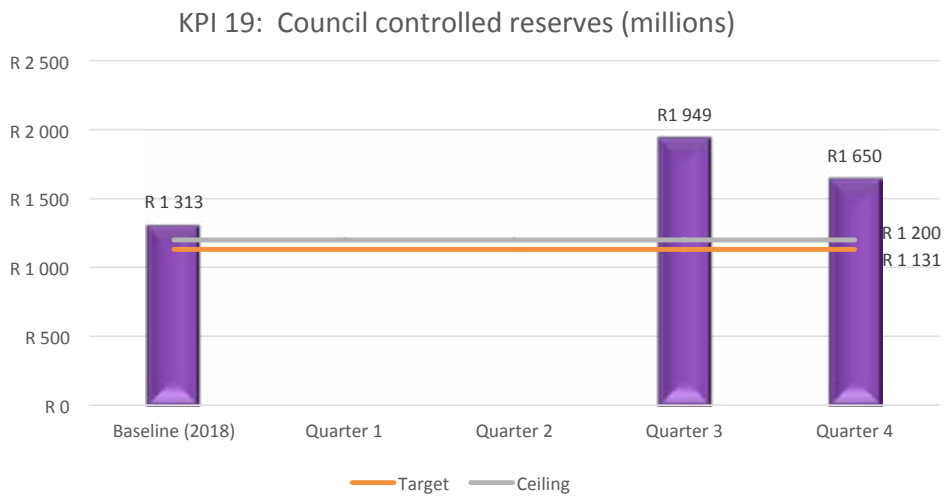
## Fitness for purpose

### *18. Annual operating surplus/loss (millions) (67)*



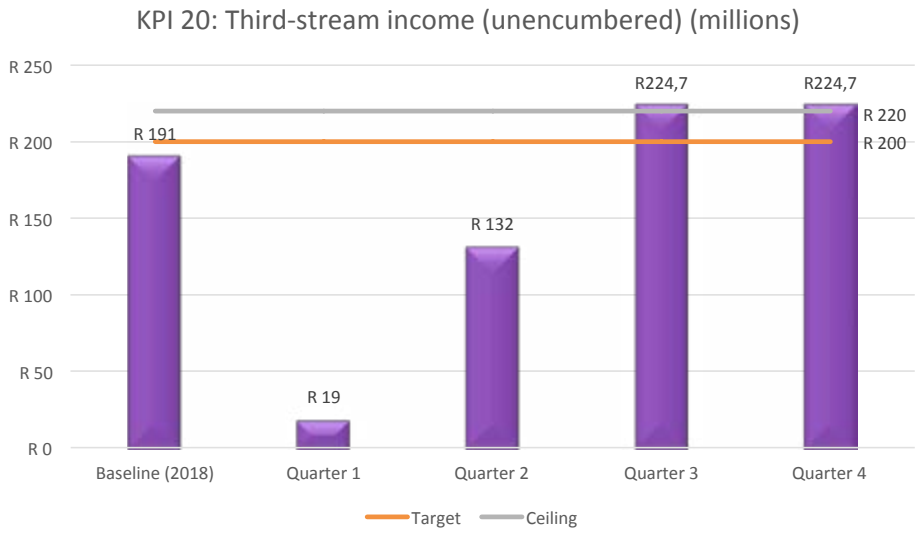

The goal for KPI 18 was to achieve a R10 million positive outcome, but the surplus achieved exceeds this by some way, given that it is R595 million.

### *19. Council controlled reserves (millions) (70)*



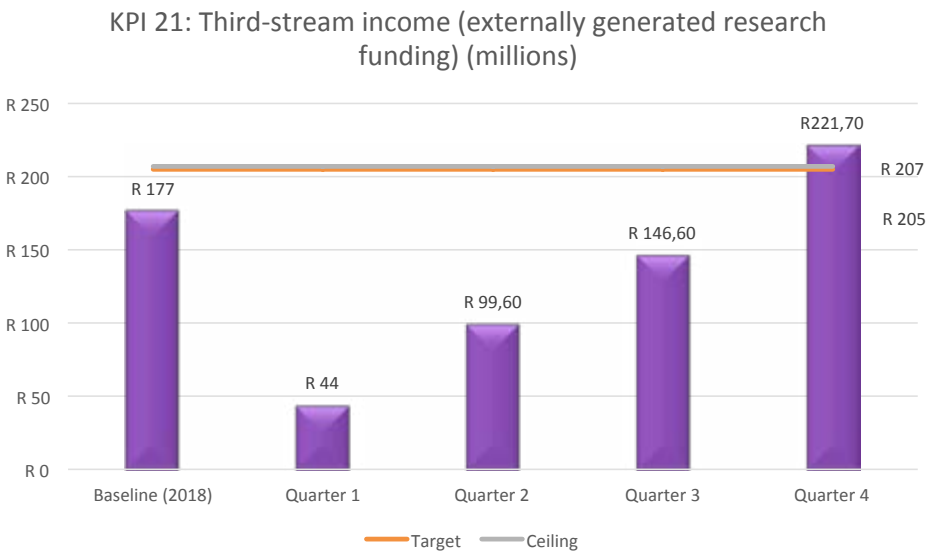

At year end, the audited figure for Council controlled reserves is R1 650 million, which is 25,7% more than at the end of 2018, and well above the ceiling.

### *20. Third-stream income (unencumbered) (millions) (69)*



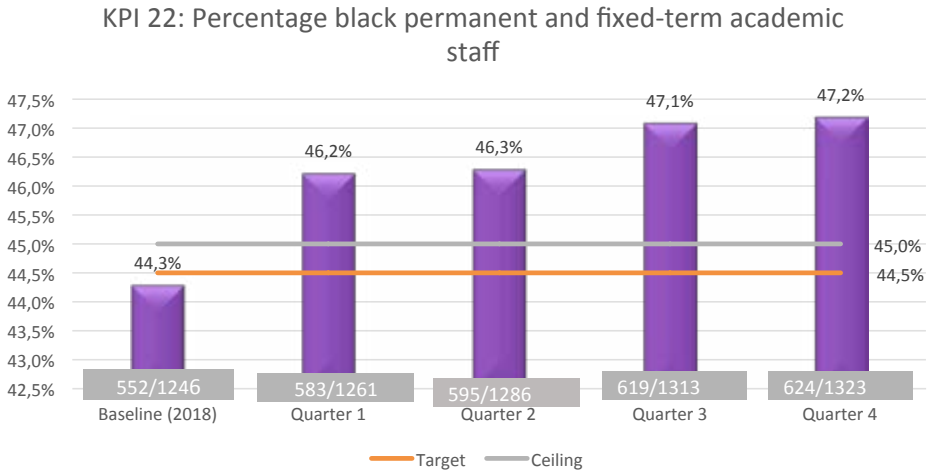

Unencumbered third-stream income reached R224.7 million by the end of Quarter 3, exceeding the ceiling by R4.7 million.

### *21. Third-stream income (externally generated research funding) (millions) (11)*



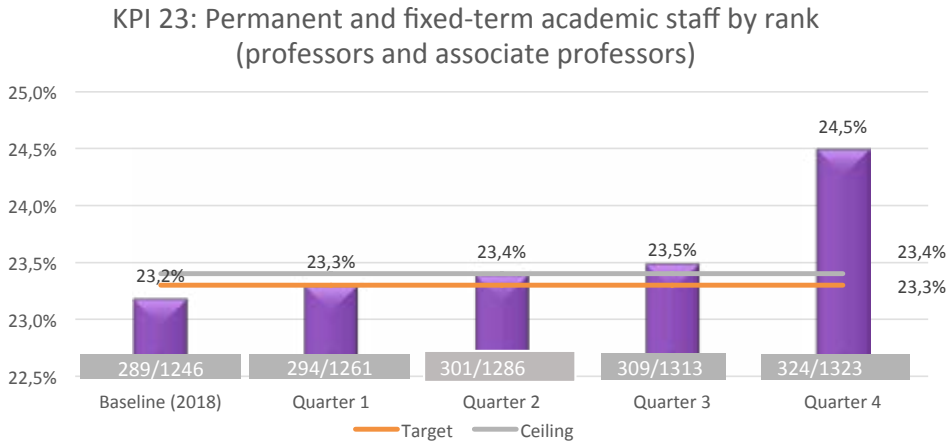

By the end of the year, externally generated research funding reached a pleasing R221.7 million, which was R16.7 million above the target.

### *22. Percentage black permanent and fixed-term academic staff (80)*



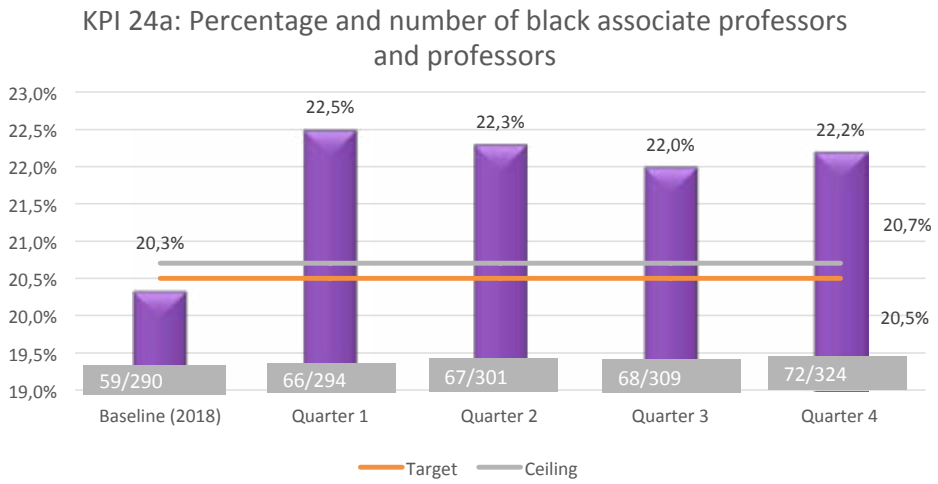

The outcome against this indicator is very pleasing. With 47,2% of the academic staff meeting the criteria for SA designated (black) staff, this is well above the target of 44,5% and the ceiling of 45%.

### *23. Permanent and fixed-term academic staff by rank (associate professors and professors) (82)*



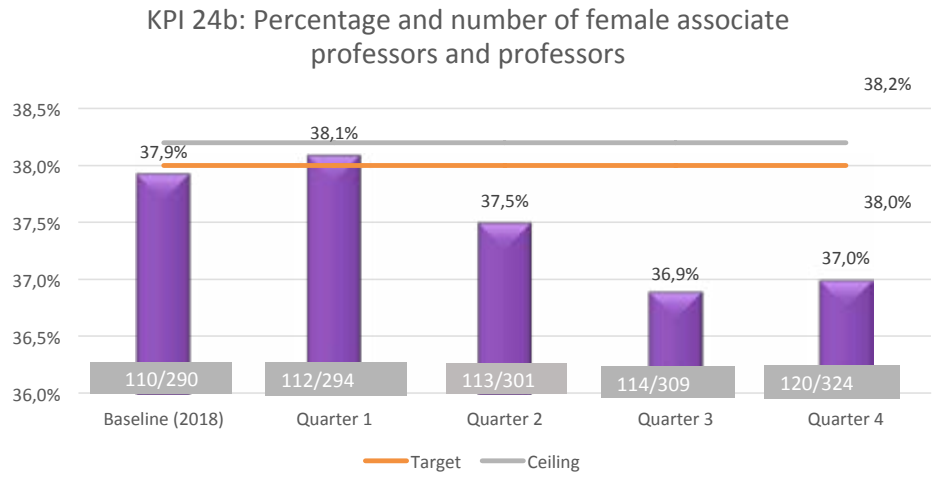

This indicator monitors seniority among the academic staff. At year end, the percentage of associate professors and professors, at 24,5%, has exceeded the ceiling set by 1,2%. It should be noted that the proportionate increase is particularly pleasing, given that the number of staff also increased from 1 246 in October 2018, to 1 323 in Quarter 4 of 2019.

***24a. Percentage and number of black associate professors and professors (81)***




The number of black associate professors and professors increased from the baseline of 59 to 72 by the end of 2019, and the target and ceiling for this indicator were comfortably exceeded. The proportion of black (SA) associate professors and professors at 22,2% is 1,9% above the level achieved at the end of 2018. The baseline in 2017 was 18%.

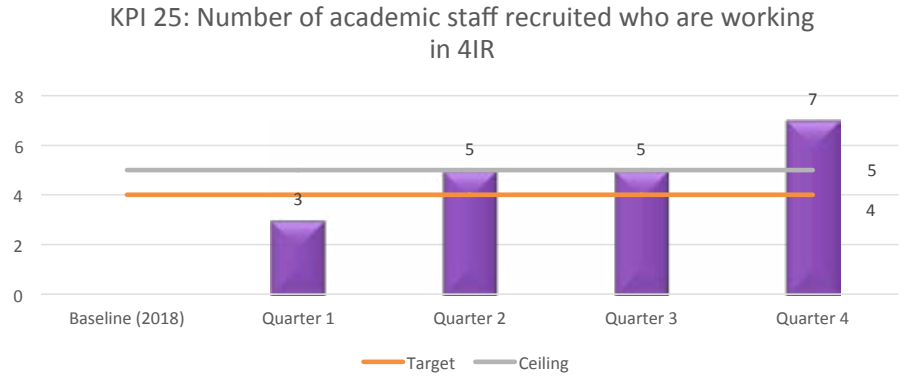
***24b. Percentage and number of female associate professors and professors (81)***



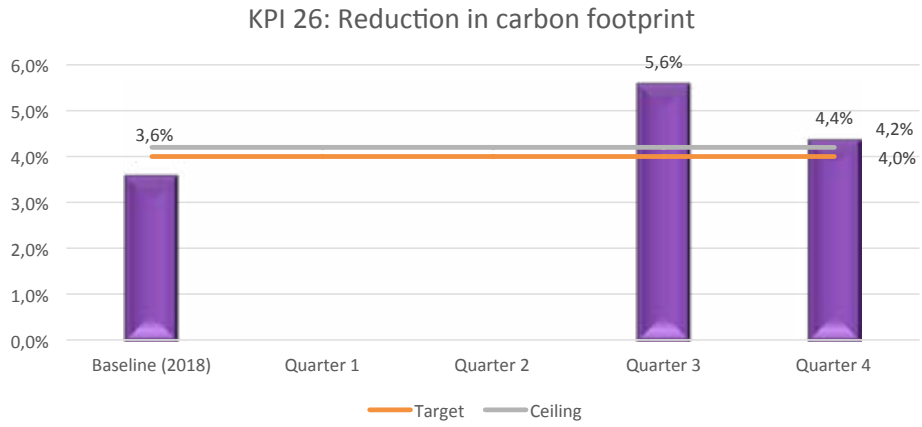

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the Quarter 4 outcome is slightly below target. However, the number of female associate professors and professors has grown throughout the year, with the biggest increase of 6 between Quarter 3 and the end of the year. The growth in numbers is not reflected in the proportion: while there were 10 more female associate professors and professors than in 2018, the professoriate grew by 34 overall.

### *25. Number of academic staff recruited who are working in 4IR (85)*

This is a new indicator. The results for Quarter 4 show that the ceiling has been exceeded by 2.

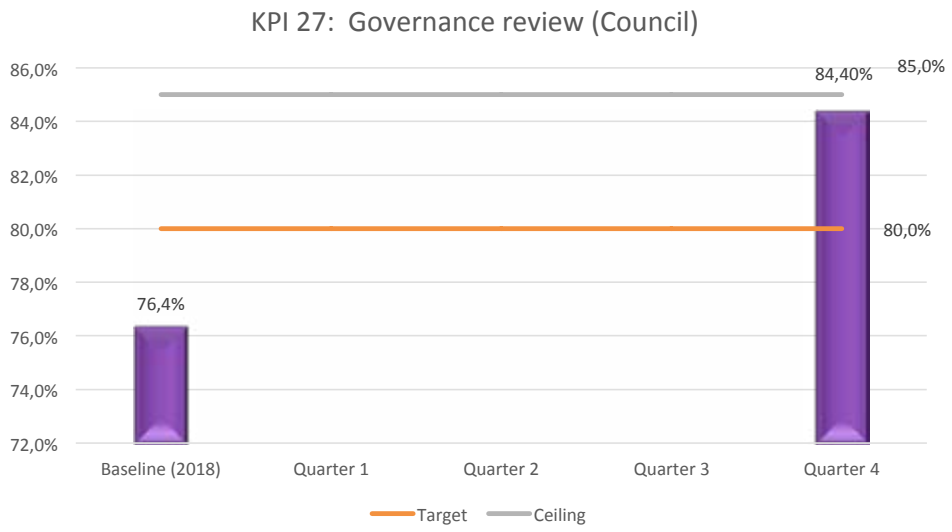



### *26. Reduction in carbon footprint (86)*




The outcome for this indicator is usually only measured at the end of the year. While the Quarter 3 outcome indicated a substantial improvement on the 2018 baseline, energy usage has since decreased the level of improvement. The outcome is, however, above the ceiling by 0,2%, and 0,8% better than the baseline.

### *27. Governance review (Council) (88)*




This metric is only assessed once, at the end of the year, and the result of 84,4% exceeded the 80% positive feedback target set for 2019.

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council

# Report on the DHET Annual Performance Plan 2019 of the University of Johannesburg

## INTRODUCTION

This year-end report covers achievements measured against the targets set in the University of Johannesburg Annual Performance Plan 2019 as submitted to DHET and covers the period 1 January to 31 December 2019.

### ACHIEVEMENT

The Annual Performance Plan 2019 is informed by three of UJ's six overall strategic objectives, i.e. Objectives One, Two and Six. It covers eight related key performance areas (KPAs), as indicated in the title of each table presented. There are a total of 28 key performance indicators (KPIs) reported on, which relate to these KPAs. Note that *output* indicators refer to achievement in year (n-1) and not the reporting year (n). The baseline is based on the results of the previous year, i.e. as at October 2018. The enrolment data for 2019 are as of February 2019.

The outcome for the research-related indicators are provisional (accredited research output, publications in international journals, publication units per permanent staff member) pending the release of the DHET's Research Output Report, and they are therefore subject to change. Of the remaining indicators, 20 are within the green range (i.e. within a variation of 2,5% of the target) and are considered to be achieved, while 5 are within the amber range of target and are moving in the intended direction.

#### *Classification of achievement*

In considering the data provided, the following classification of achievement level was used, and a traffic light model adopted:

- **Green** (Within 97,5%-100% of target)
  – *Grayscale colour code: 10% black background with black lettering*
- **Amber** (Within 75-97.4% of target)
  – *Grayscale colour code: 50% black background with white lettering*
- **Red** (Less than 75% of target)
  – *Grayscale colour code: 85% black background with white lettering*

Outcomes that exceed 100% of target are shown as green only if this movement is in line with strategic intentions. If they are not far off the target but run counter to intentions, they are shown as amber.

STRATEGIC OBJECTIVE ONE:
# EXCELLENCE IN RESEARCH AND INNOVATION

## Research

| Research productivity (year n-1) | | | | | |
|---|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **2019 CEILING** | **MID-YEAR** | **YEAR-END** |
| **Total number of accredited research output units (n-1)** | 1 868 (submitted 2017) 1 741 (accredited) | 1 950 | 2 000 | 2 047 (submitted 2018) | **1 690[5] (accredited; 160 withheld)** |
| **Percentage of publications in international journals (n-1)** | 87% | 88% | 89% | Cannot be measured yet | **88%[6]** |

The number of publications submitted for accreditation has been on an upward trajectory and in 2018 is 179 (or 9,6%) higher than in 2017. The number accredited as of March 2019 is lower than the 1 741 accredited in the previous year, but not all results are available yet and this may change when the final DHET outcome is released.

| Per capita research output per permanent academic staff member (year n-1) | | | | | |
|---|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **2019 CEILING** | **MID-YEAR** | **YEAR-END** |
| **Publication units per permanent academic staff (n-1)** | 1.49 | 1.41[7] | 1.41 | 1.6 for submitted publications | **1.33[8] for provisional accredited publications** |

The mid-year outcome is based on the submitted total of 2 047 for 1 246 permanent academic staff employed in 2018. The final outcome for accredited publications is not yet available, so the 1.33 is based on the 1 690 research output unit (ROUs) for publications already accredited. This number may increase. Research productivity at UJ continues to increase and a greater number of UJ academics are engaged in research.

| Outstanding academics (highest qualification) | | | | | |
|---|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **2019 CEILING** | **MID-YEAR** | **YEAR-END** |
| **Academic staff with doctorate** | 47,75% (595/1246) | 47,5% | 48% | 48,44% (623/1286) | **49,2% (651/1323)** |
| **Academic staff with master's** | 43,9% (547/1246) | 43,5% | 42% | 46,27% (595/1286) | **43,1% (570/1323)** |
| **Academic staff with other qualifications** | 8,35% | 9% | 8% | 5,29% (68/1286) | **7,7% (102/1323)** |

[5] Provisional, as final DHET Research Report has not yet been released. 1 690 have been accredited so far; 160 units have been withheld for further review.

[6] Provisional, as final DHET Research Report has not yet been released.

[7] The target and ceiling for this indicator were set fairly conservatively as the appointment of additional assistant lecturers at entry level in order to effect further transformation of the academic staff could have affected them.

[8] Provisional, as final DHET Research Report has not yet been released.

The year-end outcome for these indicators is above target, with the proportion of staff with doctorates edging steadily upwards. There were 28 more staff members with doctorates at year end than in mid-year. At 7,7%, the proportion of academic staff with qualifications other than a master's or a doctorate has decreased from the 8,35% of 2018, indicative of a more highly qualified academic staff complement overall. This may be attributable to the success of the staff qualifications programme and hiring practices, as the academic staff complement has increased by 77 since 2018. Note that these indicators are interdependent.

## STRATEGIC OBJECTIVE TWO:
## EXCELLENCE IN TEACHING AND LEARNING

### Enrolment profile

| An enrolment profile across all primary disciplinary areas with growth in Education and SET fields | | | | |
|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **MID-YEAR** | **YEAR-END** |
| **BUS/MAN** | 38,5% | 37,3% | 36,7% | **36,6%** |
| **EDU** | 7,8% | 9% | 7,9% | **7,9%** |
| **SET** | 34,5% | 34,8% | 36,4% | **36,4%** |
| **OTHER HUMANITIES** | 19,1% | 18,8% | 19,1% | **19,1%**[9] |

The goal of reducing the proportional share of the BUS/MAN CESM category has been achieved in that the current proportion is 0,7% lower (i.e. better) than the target. While EDUCATION is slightly higher than the baseline and is moving in the intended direction, it is below target. The strategic intention to increase SET has been successful in that the proportion is 1,6% above the target and 1,9% higher than the previous year. As has been remarked before, enrolment proportions by CESM are very difficult to manage directly as they are partly determined by student choices within programmes, but the overall shifts in the mix are generally in line with strategic intentions.

| Increased enrolment in postgraduate studies | | | | |
|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **MID-YEAR** | **YEAR-END** |
| **Proportion of UG:PG** | 82,1%:17,9% | 81,2%:18,8% | 81,8%:18,2% | **81,6%:18,4%** |

The proportional distribution between undergraduate and postgraduate enrolments is remarkably close to target. The University's strategy of increasing its postgraduate student body is clearly succeeding, with a distinct shift in the distribution from 2018 to 2019.

[9] Note: Only targets, not ceilings are set for the enrolment indicators because the proportional enrolments in these CESM categories are interdependent and linked to the 2019 enrolment plan.

| Enrolment | | | | |
|---|---|---|---|---|
| **KPI** | **BASELINE (October 2018)** | **2019 TARGET** | **MID-YEAR** | **YEAR-END** |
| **Total headcount enrolment** | 50 679 | 50 698 | 50 322 | **50 477** |
| **Unweighted FTE totals** | 39 137 | 39 438 | 38 852 | **39 012** |
| **First-time entering undergraduates** | 9 532 | 9 922 | 10 024 | **9 960** |
| **UG: Dip & certificates** | 12 653 | 10 882 | 11 240 | **11 241** |
| **UG: Degrees** | 28 972 | 30 258 | 29 936 | **29 955** |
| **PG: Below master's** | 3 826 | 4 321 | 3 904 | **3 900** |
| **Master's** | 3 867 | 3 849 | 3 883 | **3 980** |
| **Doctoral** | 1 361 | 1 388 | 1 359 | **1 401** |
| **PG Total** | **9 054** | **9 558** | **9 146** | **9 281** |

Total headcount enrolment is almost exactly on target (0,4% lower).

In relation to the distribution of enrolments across qualification types, the outcome at year end is close to the planned distribution. The mix of degrees to diplomas is shifting in the direction intended, with 1 412 fewer diploma enrolments than in 2018, and 983 more degree enrolments, though these are not quite on target. These six indicators are interdependent and therefore the outcome for each influences the others. While PG numbers are 277 below target, they have increased by 227 since 2018 and are thus moving in the right direction.

## Outstanding achievements across our diverse student body

| Excellent student success rates, retention and graduate output | | | | | |
|---|---|---|---|---|---|
| **KPI** | **BASELINE** | **2019 TARGET** | **2019 CEILING** | **MID-YEAR** | **YEAR-END** |
| **Degree credit success rates (n-1)** | 85,7% | 85,8% | 85,9% | 85,6% | **85,6%** |
| **Total graduation rate and output (n-1)** | 25,8% (13 004) | 25,9% (13 122) | 26% (13 182) | 27,1% (13 724) | **27,1% (13 724)** |
| **UG graduation rate and output (n-1)** | 23,5% (9 969) | 24,1% (10 032) | 24,2% (10 073) | 25,4% (10 566) | **25,4% (10 566)** |
| **PG output:** | 3 035 | 3 090 | 3 200 | 3 158 | **3 158** |
| **PG below master's (n-1)** | 2 230 | 2 200 | 2 230 | 2 105 | **2 105** |
| **Master's (n-1)** | 679 | 750 | 800 | 864 | **864** |
| **Doctoral (n-1)** | 126 | 140 | 145 | 189 | **189** |

The outcomes for all of these indicators are measured for the year (n-1) preceding the reporting year (n), when data are complete. Student success rates are quite consistent and the graduation rates are above target and ceiling. Where the total headcount is more or less stable, an improved graduation rate indicates greater efficiency

in that a greater proportion of the enrolment as a whole is graduating. The postgraduate output is higher by 123 than in the previous year and has exceeded the target. Master's outputs have increased by a remarkable 27,2% and are 8% above the ceiling. Doctoral graduates are above 2018's level by a noteworthy 50% and are 30,3% above the ceiling.

## STRATEGIC OBJECTIVE SIX:
## FITNESS FOR GLOBAL EXCELLENCE AND STATURE

### Financial stability and sustainability to support GES drive

| Financial sustainability | | | | | |
|---|---|---|---|---|---|
| **KPI** | **BASELINE (October 2018)** | **2019 TARGET** | **2019 CEILING** | **MID-YEAR** | **YEAR-END** |
| **Balanced annual budget and five-year financial plan** | R237m projected surplus | R10m surplus | R15m surplus | R310m surplus | **R595m surplus** |

The University has comfortably exceeded its target of R10 million by R585 million.

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council

UNIVERSITY
OF
JOHANNESBURG
MADIBENG

# 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 Institutional Forum
- The Convocation Report to Council

### Corporate Governance pre-determined objective (UJ Annual Performance Plan)

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2019 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 80%, with a baseline of 82% and a ceiling of 80%. An average score of 84,4% was achieved, reflecting an increase when compared with 2018.

The ratings of the following five of the ten corporate governance responsibilities have increased when compared with 2018:

- General principles of governance, statutory committees/structures and decision making.
- Information technology governance.
- Compliance with legislation, UJ Statute, codes and standards, regulations (external and internal) and rules (as amended).
- Community engagement and stakeholder relationships.
- Sustainability.

The ratings of the following four of the ten corporate governance responsibilities have remained the same as in 2018:

- Strategy development, value creation/impact and execution (mission, vision, indicators and values).
- Risk governance.
- Combined assurance (internal and external audit function, internal controls, governance structures and performance).
- Core business governance (teaching and learning and research).

The rating of the remaining corporate governance responsibility, Transformation, has decreased when compared with 2018.

## Declaration of interests 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. The 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 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.

**Kinta Burger (Prof)**
Registrar

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council

# Council and Council Committees' Governance Report

## OVERVIEW

The following has reference:

- Council composition
- Declarations of interests and position of trust
- Attendance of Council and Council Committees
- Council and Council Committees' governance and performance
- Matters of significance considered by Council

### Council composition

The UJ Council governs the University of Johannesburg, subject to the Higher Education Act 101 of 1997 and the institutional Statute. The functions and composition of Council are set out in the UJ Statute. The Council consists of 21 members, of whom 13 are external members, as per Table 2 below.

**Table 2: Council members**

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **FIVE EXTERNAL PERSONS APPOINTED BY THE MINISTER OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY** | | | |
| **Ms S Dlamini** | 1 August 2015 – 31 July 2020 | Bachelor of Business Science (UCT); Programme in Investment Analysis and Portfolio Management (Unisa) | Strategy formulation and implementation; Investment management; Marketing/ branding; Business development; Project management; Presentations/ public speaking. |
| **Ms K Gugushe** | 1 July 2017 – 30 June 2022 | CA (SA) (SAICA); BCom (Accounting) (RU); Postgraduate Diploma in Accounting (UKZN) | Finance; Investment Analysis; Development Finance; Risk Management. |
| **Ms MG Khumalo** | 4 September 2019 – 3 September 2024 | CA(SA) | Enterprise Risk Management; Risk Management; Internal Auditing; Compliance; Finance; External Auditing; Governance; Consulting; Independence; Conflict Management; Leadership Training. |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **Mr G Khosa** | 1 July 2017 – 30 June 2022 | BA (Education); Postgraduate Diploma in Public and Development Management; BA Hons (Geography). Master's in Management | 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, schoolteacher; Chief Executive Officer: National Education Development Trust since 2014; CEO of NECT. |
| **Dr Y Ndema** | 1 March 2017 – 28 February 2022 | BProc (Law) (University of Natal); LLB (UKZN); LLM (Tax Law) (UCT); PhD (Law) (UCT) | Various directorships and trustee positions; Chief compliance and ethics officer; Legal and Compliance Executive; Member of various professional affiliations. |
| **Dr MM Tom** | 1 January 2018 – 30 June 2019 | National Diploma in Cost and Management Accounting; BSc (Physics and Applied Mathematics) (University of Fort Hare); MSc in Financial Economics (University of London); Postgraduate Diploma Economic Principles (University of London); PhD (Cooperative Entrepreneurship) | Governance and financial failures; Financial economics; Public Financial Management; Public Administration; Treasury Management. |
| **TWO MEMBERS OF THE CONVOCATION** | | | |
| **Mr M Khoza** | 15 September 2019 – 14 September 2022 | MEng (Electrical) (UJ); BScEng (Computer) (UKZN); NDip (Leadership) | Extensive regional knowledge and experience in financial services across Africa; Detailed knowledge of financial services industry (including history, trends, future development, investment banking, capital raising and providing strategic financial advice); Strong leadership credentials, including leading through change and associated capital and cost management requirements; Ability to leader multi-year strategic planning and strategic execution in large organisations. |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **Ms BJ Memela-Khambule** | 1 July 2014 – 30 June 2019 | BA (Social Science) (Swaziland); Master's in Public Administration (Zimbabwe); Management Advancement Programme (Wits Business School); Advanced Diploma in Banking (RAU); Executive Development Program: Graduate School of Management & Urban Policy (USA); Senior Executive Program: Wits and Harvard IWF (Harvard & Cambridge) | Business development and growth in strategy, people management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee member of Cadiz; Finance and Audit Committee member of International Partnerships for Microbicides, an NGO focusing on HIV/AIDS research for a prevention solution; Executive placement; Chairperson of SETCO for a JSE listed entity board; Trustee of a local and international non-profit foundation. |
| **Ms MC Tshilande** | 1 December 2019 – 30 November 2022 | BEng Civil Engineering (UJ); MEng Geotechnical Engineering (UCT) | Professional Geotechnical Engineer, Civil Engineer, Project Manager (Aurecon); Member (UJ Executive Committee of Convocation); Executive Board member of Geotechnical Division South African Institution of Civil Engineering (SAICE); Reviewer of African Young Geotechnical Engineers Conference technical papers; Past Chair for Limelight (Emerging Professionals Forum); Past Vice-Chair for Society for Women in Engineering and Technology; Speaker (UJ, SAICE, Taungana). |
| **SIX MEMBERS WHO REPRESENT APPROPRIATE SECTORS AND PROFESSIONS AND WHO COLLECTIVELY REPRESENT A BROAD SPECTRUM OF COMPETENCIES** | | | |
| **Mr F Baleni** | 1 August 2014 – 31 July 2019<br>1 August 2019 – 31 July 2024 | BA (Development Studies); Diploma in Political Science and Trade Unionism; Project and Financing (London Business School) | Executive Management: NUM. Involvement in National Union of Mineworker's Development Projects, Training Centre; Management of people; Policy development.<br>Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions). |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **Prof D Hildebrandt** | 1 February 2019 – 31 January 2024 | BSc (Chemical Engineering) *cum laude* (Wits); MSc (Chemical Engineering); (Wits); PhD (Chemical Engineering) (Wits) | Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory. Process Engineer (Sastech, SASOL); Senior Lecturer, Department of Metallurgy (Potchefstroom University).<br>Senior Lecturer (Department of Chemical Engineering) (Wits); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits); SARChI Professor of Sustainable Process Engineering (Wits); Director MaPS (A research unit at Unisa); Director: IPEAS at Unisa; Director HEBEI Bioconvers Lab; HEVEI Institute of Technology China. |
| **Ms X Kakana** | 1 April 2018 – 31 March 2023 | BSc (Mathematics and Applied Mathematics) (University of Transkei); Master's Degree in Electronics Engineering (FH Giessen-Friedberg University, Germany); MBA (Henley Management College, London); MBA, Technology Management and Innovation (Massachusetts Institute of Technology); Master's in Public Administration (Harvard University) | Chief Executive Officer of ICT-Works; Electronics Engineering and ICT; Development of the Green and White Paper processes; Founder and former chairperson of Women in ICT; Non-Executive Director at Broadband Infraco and ZA Central Registry. |
| **Ms Z Matlala** | 1 January 2017 – 31 December 2021 | BCom; BCompt (Hons) (Unisa) Chartered Accountant (South Africa) | Financial Management; Risk Management; Governance. |
| **Mr MS Teke** | 1 July 2017 – 30 June 2022 | BA (Ed); BEd; BA Hons; MBA | HR background; General management; Leadership; Business Management. |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **Dr WP Rowland** | 1 August 2018 – 31 July 2023 | BA, BA Hons, MA (Unisa) PhD (UCT) | National Executive Director of SA National Council for the Blind until 2005; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising. Director of various enterprises, companies, universities and NGOs nationally and internationally; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at United Nations, World Bank and World Health Organisation. |
| **VICE-CHANCELLOR AND PRINCIPAL** | | | |
| **Prof TM Marwala** | 1 January 2018; membership by virtue of office | BSc (Mechanical Engineering) (Case Western Reserve University, Cleveland), Master's in Mechanical Engineering (UP); PhD (Engineering) (University of Cambridge) | Full Professor of Electrical Engineering; the Carl and Emily Fuchs Chair of Systems and Control Engineering; SARChI Chair of Systems Engineering at the Wits.<br>Postdoctoral research associate at the Imperial College (London); registered professional engineer, a Fellow of TWAS, the World Academy of Sciences, the Academy of Science of South Africa, the African Academy of Sciences and the South African Academy of Engineering; Senior Member of the Institute of Electrical and Electronics Engineering and a distinguished member of the Association for Computing Machinery; Human Capacity Development having supervised 47 Masters and 28 PhD students to completion; Associate editor of the International Journal of Systems Science (Taylor and Francis Publishers); Reviewer for more than 40 ISI journals. |
| **ONE DEPUTY VICE-CHANCELLOR, RECOMMENDED BY THE MEC AND APPOINTED BY COUNCIL** | | | |
| **Prof A Parekh** | 24 June 2016 – 23 June 2021 | BA (Psychology and Philosophy) (UKZN); BA Hons; MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN) | Deputy Vice-Chancellor: Academic (UJ); Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology. |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **TWO MEMBERS OF SENATE WHO ARE NOT OTHERWISE MEMBERS OF COUNCIL, ELECTED BY SENATE** | | | |
| **Prof H Abrahamse** | 1 August 2018 – 31 July 2023 | BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (SU); MSc (Medical Biochemistry) (SU); PhD (Biochemistry/Molecular Biology) (Wits); BSc (Hons) (Psychology) (Unisa) | Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing. Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees. |
| **Prof A Strydom** | 1 August 2018 – 31 July 2023 | BSc (Physics, Chemistry, Mathematics) (RAU), BSc (Hons) (Physics, cum laude) (RAU), MSc (Physics, cum laude) (RAU); PhD (Physics) (Wits) | Research Professor; Vice-Dean: Research and Postgraduate Students (Faculty of Science); Experience in higher degrees and research management on Faculty and on Senate level; Experienced panel member across faculties in recruitment, selection and promotion on academic and on support levels; Internationally recognized and NRF-rated researcher; Multiple NRF research grant holder; Former team member of a European Research Council Advanced Research Grant; Former sole grant holder of a German Research Foundation award; Current collaborations and multinational joint research programmes with leading groups and institutions in more than ten countries; Project, programme and research proposal evaluation panel member for science institutions in SA, UK, Poland, and the Czech Republic; Member of international advisory boards of multiple international conference organizations; Postgraduate supervision experience in SA, Germany, and Austria; Experienced Physics lecturer on all levels. |

| NAME | TERMS OF OFFICE | QUALIFICATIONS | SKILLS |
|---|---|---|---|
| **ONE PERMANENT, FULL-TIME ACADEMIC EMPLOYEE NOT ON SENATE, ELECTED BY THE PERMANENT ACADEMIC EMPLOYEES** | | | |
| **Ms B Madikizela** | 1 September 2018 – 31 August 2023 | Bachelor of Commerce (Accounting) (Wits); BCom (Accounting Honours) (UJ); MCom in International Accounting (UJ) | Chartered Accountant with over 10 years post article experience; Senior lecturer in the Department of Accountancy at the University of Johannesburg (UJ); member of management responsible for the Academic Innovation and Benchmarking portfolio within the department; Consultant on Personal Financial literacy of university students for ISASA's teacher intern programme; Head of Finance for the Investor Services division (Standard Bank of South Africa); various board and committee memberships in a range of industries including investment management, medical aid, local government, housing, and transportation. |
| **ONE PERMANENT, FULL-TIME NON-ACADEMIC EMPLOYEE, ELECTED BY THE PERMANENT NON-ACADEMIC EMPLOYEES** | | | |
| **Mr M Mahlasela** | 1 September 2018 – 31 August 2023 | Matric | Different portfolios in community services; Leadership and team building. |
| **TWO STUDENTS ELECTED BY THE SRC IN ACCORDANCE WITH THE CONSTITUTION OF THE SRC** | | | |
| **Vacant** | | | |

## 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 first meeting. In addition to this, members of Council declare their interests in accordance with the agenda items of each meeting and update their list of general interests when necessary. Each Council structure/committee has an approved charter derived from the UJ Statute and functions in accordance with the Statute and the relevant charter and subsequent scope of authority as delegated to it by Council.

### *Register declaration of interests and positions of trust*

The Register reflecting the declaration of interests and positions of trust by members of Council was compiled by the Registrar and submitted to Council at its first meeting in March. A report reflecting the agenda-based declaration of interests during the reporting year is compiled by the Registrar for submission to the external auditors.

## Attendance of Council and Council Committees

The Council functions in accordance with sections 8 to 18 of the UJ Statute, promulgated on 24 March 2017 until 19 July 2019 and thereafter on the UJ Statute promulgated on 19 July 2019.

Council held four ordinary and special meetings: 19 March 2019, 13 June 2019, 19 September 2019 and 22 November 2019.

Council round-robin decisions were taken on the following dates, to approve matters in-between scheduled meetings: 5 April 2019 and 14 October 2019.

The overall attendance of Council meetings was very good, reflecting an attendance rate of 82%. The attendance of the Council committees was very good, varying between 73% and 90%.

## Governance performance Council and Council Committees

The following Council Committees were operational in 2019:

- Audit and Risk Committee of Council (ARCC)
- Executive Committee of Council (Council Exco)
- Financial Sustainability Committee of Council (FSCC)
- Human Resources and Social Ethics Committee of Council (HRSEC)
- Projects and Resourcing Committee of Council (PRCC)
- Remuneration Committee of Council (REMCO)

The UJ Awards Committee is a joint Council and Senate Committee. In addition to the above, the UJ Trust and the Investment and Commercialisation Committee (joint FSCC and UJ Trust Committee) are operational.

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 instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration

The performance review results are as follows:

- Council: Organisation of the committee: 3.9, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.0.
- Executive Committee of Council: Organisation of the committee: 4.2, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.0.
- Audit and Risk Committee of Council: Organisation of the committee: 4.5, Execution of functions: 4.2, Role of members and Chairperson: 4.7, and Administration: 5.0.
- Financial Sustainability Committee of Council: Organisation of the committee: 4.6, Execution of functions: 4.7, Role of members and Chairperson: 4.9, and Administration: 5.0.
- Human Resources and Social Ethics Committee of Council: Organisation of the committee: 4.7, Execution of functions: 4.6, Role of members and Chairperson: 5.0, and Administration: 5.0.
- Projects and Resourcing Committee of Council: Organisation of the committee: 4.8, Execution of functions: 4.8, Role of members and Chairperson: 5.0, and Administration: 5.0.

## Matters of significance considered by Council

### *General governance*

- Approving the reappointment of the following Council members in the category of members who represent appropriate sectors and professions: Prof D Hildebrandt and Mr F Baleni.
- Mr M Teke was duly re-elected as Council Chairperson.
- Noting the appointment/election of the new Council members.
- Approving the appointment of external Council members on statutory and other applicable committees.
- Approving the restructuring of the Investment and Commercialisation Committee so that its mandate reverts back to that of the former Investment Committee. The commercialisation component to be re-

assigned to the UJInvnt Board (to interface with the FSCC). The Chairperson and Charter for the Investment Committee were also appointed/approved.

- Receiving submissions on the proceedings before the HRSEC regarding the conduct of the said Council member. Approving the steps to be taken to investigate the conduct, including constituting the Ad Hoc Council Committee. Subsequent to receiving the feedback on the Council resolutions, the Council member concerned tendered his written resignation, which was agreed to by the Council.
- Receiving the report on proceedings before an ad hoc committee of the Council of the University of Johannesburg convened to determine the eligibility of two members of the Convocation to be elected as members of the Executive Committee of the Convocation.
- Approving the following regarding Council performance assessments:
  - The revised Performance Review of Council.
  - The implementation of a three-year performance review cycle for the Council, effective from 2019, with years one and two being an assessment by the members and year three being an independent assessment.
  - The 2018 UJ Council Self-Assessment, as per the Governance Indicators Scorecard, for submission to DHET.
- Approving the following:
  - The charters/revised charters of Council and its committees.
  - The Annual Performance Plans of the Council committees.
  - The proposed amendments to the UJ Statute, for submission to DHET.
  - The revised Council Code of Conduct.
  - The revised Convocation Constitution.
  - The revised Strategic Plan, 2019 to 2025.
  - The audited 2018 Annual Performance Plan.
  - The 2019 Mid-Year Report on the DHET Annual Performance Plan and the 2019 Mid-Year Financial Progress Report to DHET, for submission to DHET.
  - The 2020 UJ Annual Performance Plan.
  - The 2020 DHET Annual Performance Plan.
  - The UJ Annual Report for 2018, for submission to DHET.
  - The revised Rules for Effective Meetings.
  - The Policy on the General Standards with which Persons must comply to serve on Structures or Actively Participate in Activities.
  - The revised Policy on Authorisation and Delegation.
  - The revised Language Policy.

### *Finance and physical assets*

- Approving the following:
  - The budget for 2020.
  - The CAPEX budget for 2020.
  - The 2020 tuition and residence fee increases.
  - The revised Financial Delegation of Authority.
  - The revised GES 4.0 Business Plan and Budget Proposal over a period of 8 years, subject to conditions.
  - The proposed UJ Investment Strategy.
  - Commercial entities:
    - The establishment of the Board of Directors for UJ Holdings and its subsidiaries, as indicated in the UJ Holdings Governance Structure.
    - The composition of the Resolution Circle Board.
    - The Governance Framework for the UJ Holdings Entity.
  - Approving the recommendations relating to the donation of the Devland Property, Portion 15, Erf 3812, Devland Ext. 1.

### *Auditing*

- Approving the following:
  - The 2018 Audited Annual Financial Statements.
  - The Going Concern Consideration for 2018.
  - The Institutional Risk Register.
  - The 2018 Statement on Risk Management.
  - The 2019 Risk Management Implementation Plan.
  - The revised Policy for the Selection of External Auditors.

### *Human resources*

- Approving the following:
  - The following ELG appointment/reappointments:
    - o Appointment of the Executive Director: Human Resources.
    - o Reappointment of the Executive Dean: College for Business and Economics and the Executive Dean: Faculty of Science.
  - The UJ's Employment Equity Report to the Department of Labour.
  - The revised Human Resources Delegation of Authority.
  - An amendment to the Conditions of Service (following promulgation of Labour Laws Amendment Act of 2018).
  - The revised Policy on Retirement.
  - The revised Resourcing Policy.
  - The recognition of the National Union Metal Workers of South Africa (NUMSA), as formal collective bargaining agent at UJ.
- Ratifying the annual salary negotiations mandate for 2020 increases for staff below ELG.
- Supporting the revised ELG Remuneration Policy, as approved by REMCO.

### *Core business and academic support services*

- Approving the following:
  - The 2020 Enrolment Plan.
  - The Enrolment Plan, 2020 to 2025, for submission to DHET.
  - The appointment of an interim SRC from 1 January to 30 April 2020.
  - The revised Policy for the Election of the CSRC and the Campus SRCs.
  - The revised Constitution of the UJ SRC.

### *Awards*

- Approving the recommendations to confer Honorary Doctorate Degrees on the following individuals: Prof Gloria Ladson-Billings and Ms Sophia Williams-De Bruyn.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals: Ms Ann Bernstein, Ms Wendy Carstens, Ms Pregaluxmi Govender and Dr James Motlatsi.
- Approving the recommendation to award the Alumni Dignitas Award to Prof William F Harris and Mr Stephen Phiri.

# 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 considered by Senate

### Senate and Senate Committees

The Senate functions in accordance with sections 23 to 33 of 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:

- Senate Executive Committee
- Senate Higher Degrees Committee
- University Research Committee
- Senate Teaching and Learning Committee
- Faculty Boards

### Declaration of agenda-based interests

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

### Attendance of members of Senate and Senate Committees

Four meetings of Senate were held: 14 March 2019, 6 June 2019, 12 September 2019 and 14 November 2019.

The Senate had, on average, 250 members in 2019. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was very good, varying between 76% and 100%.

### Performance Review: Senate and Senate Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration

The performance review results are as follows:

- Senate: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.0.

- Senex: Organisation of the committee: 4.4, Execution of functions: 4.4, Role of members and Chairperson: 4.0, and Administration: 4.8.
- Senate Higher Degrees Committee: Organisation of the committee: 4.1, Execution of functions: 4.5, Role of members and Chairperson: 4.5, and Administration: 5.0.
- Senate Teaching and Learning Committee: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.3.
- University Research Committee: Organisation of the committee: 4.0, Execution of functions: 3.9, Role of members and Chairperson: 4.0, and Administration: 4.3.

## Matters of significance considered by Senate

- The Vice-Chancellor's quarterly reports.
- Recommending the following to Council, for approval:
  - Enrolment Plan 2020-2025.
  - The conferral of honorary doctorate degrees.
  - Realignment of the Johannesburg Business School and the establishment of a School of Management in the College of Business and Economics.
  - Second Quarter Achievement: UJ Annual Performance Plan 2019.
  - DHET Annual Performance Plan 2019 – Mid-Year Report on Achievement.
  - Revised Language Policy and Proposed Language Policy Implementation Plan.
  - Revised Constitution of the University of Johannesburg Student Representative Council.
  - Revised Policy for the Election of the Central SRC and Campus SRCs.
- Approving the following:
  - Policies in the academic, research, community engagement and academic administration domains.
  - Charters of Senate and its committees, institutes and centres.
  - The following name changes of departments/centre:
    - Department Pure and Applied Mathematics to be changed to the Department of Mathematics and Applied Mathematics in the Faculty of Science.
    - Department of Chemistry to be changed to the Department of Chemical Sciences in the Faculty of Science.
    - Department of Biomedical Technology to be changed to the Department of Biomedical Sciences in the Faculty of Health Sciences.
    - Department of Town and Regional Planning to be changed to the Department of Urban and Regional Planning in the Faculty of Engineering and the Built Environment.
    - Centre for African and European Studies to be changed to Centre for African Diplomacy and Leadership.
  - The following name changes of qualifications:
    - Advanced Diploma in People Performance to be changed to Advanced Diploma in People Performance Management in CBE.
    - BCom (Logistics Management) to be changed to BCom (Transport and Logistics Management).
    - BCom (International Accounting) to be changed to BCom (Accountancy) (online).
  - Establishment of an Institute for the Future of Knowledge.
  - Establishment of a Centre for Model-Based Planning in CBE.
  - Establishment of the University of Johannesburg Olympic Study Centre in the Faculty of Health Sciences.
  - Academic Calendar 2020.
  - Academic Workload Model.
  - Disbursement of the subsidy generated by graduating master's and doctoral students as stated in the Policy: Incentive Scheme for Research Output Units and NRF rating.
  - Applications for the articulation processes in the Faculty of Health Sciences.
  - ramework for the Professional Development of Academic Staff.
  - The recommendation to move the following two short learning programmes from the Faculty of Engineering and the Built Environment to the Faculty of Science:

- Advanced Statistical Quality Techniques.
- Introduction to Statistical Quality Techniques.

– Incentives for postgraduate students and supervisors regarding minimum time of completion.
– Viva Voce Examination (Oral Defence) in the Faculty of Humanities.
– Amendments to the Academic Regulations 2020.
– Amendments to the Framework for Peer Evaluation of Teaching.
– Dissolving of the Policy on Transgression during written, practical and electronic summative assessment opportunities.
– Dissolving of the Policy on Student Recruitment and Selection.
– Guidelines for the Assessment of a Doctoral Thesis and a Master's Dissertation.
– The offering of the following formal subsidised academic programmes (to be submitted for external approval):

  *To be offered by the University of Johannesburg:*
  - Master of Philosophy (MPhil).
  - Doctor of Philosophy (DPhil).

  *To be offered by the College of Business and Economics:*
  - Postgraduate Diploma in Business Administration (contact).
  - Postgraduate Diploma in Business Administration (online).

  *To be offered by the Faculty of Art, Design and Architecture:*
  - Postgraduate Diploma in Architecture Management.

  *To be offered by the Faculty of Health Sciences:*
  - Postgraduate Diploma in Critical Care Nursing (Adult).
  - Postgraduate Diploma in Health Service Management.
  - Postgraduate Diploma in Midwifery.
  - Postgraduate Diploma in Nursing Education.
  - Postgraduate Diploma in Occupational Health Nursing.
  - Postgraduate Diploma in Primary Care Nursing.

– The applications for Senate discretionary admission for School of Tomorrow students, via the Senate's VC Circular.
– The applications for recognition of prior learning in the College of Business and Economics, via the Senate's VC Circular.
– The applications for the amendments to the existing academic programmes/rules/regulations, via the Senate's VC Circular.
– Considering reports from the Senate committees.

# Report of the Management Executive Committee (MEC)

## OVERVIEW

- Composition of the 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 considered by MEC

### Composition of the MEC

- Vice-Chancellor and Principal (Chairperson)
- Chief Financial Officer
- Chief Operating Officer
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Deputy Vice-Chancellor: Employees and Student Affairs (until May 2020)
- General Counsel
- Registrar
- Senior Executive Director: Office of the Vice-Chancellor

### Declaration of interests and positions of trust

The members of MEC declare general interests and positions of trust. The Register is compiled by the Registrar and updated annually. 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 2019:

- Management Executive Committee Academic (MECA)
- MEC Commercialisation Committee (MEC CC)
- MEC Risk Management Committee (MEC RMC)
- MEC Transformation Committee

### Attendance of members of the MEC and MEC Committees

A total of 11 ordinary MEC meetings were held on the following dates in 2019: 6 February 2019, 26 February 2019, 18 March 2019, 30 April 2019, 21 May 2019, 11 June 2019, 29 July 2019, 27 August 2019, 17 September 2019, 30 October 2019 and 28 November 2019.

A total of five special MEC meetings were held on the following dates in 2019: 31 January 2019, 20 February 2019, 13 March 2019, 17 October 2019 and 14 November 2019.

A total of ten decisions were taken via round-robin processes on the following dates to approve/ratify matters in-between scheduled meetings: 18 February 2019, 1 March 2019, 8 March 2019, 9 May 2019, 29 May 2019, 14 June 2019, 12 August 2019, 15 October 2019, 12 November 2019 and 18 November 2019.

MEC strategic breakaway sessions took place on the following dates in 2019: 10 and 11 June 2019 and 4 to 6 November 2019.

The overall attendance of the MEC meetings was excellent, reflecting an attendance rate of 96%. The attendance of the MEC committees was satisfactory and all of the meetings were quorate.

## Performance Review: MEC and MEC Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration

The performance review results are as follows:

- MEC: Organisation of the committee: 5.0, Execution of functions: 4.9, Role of members and Chairperson: 4.7, and Administration: 5.0.
- MECA: Organisation of the committee: 4.2, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 5.0.
- MEC CC: Organisation of the committee: 3.9, Execution of functions: 3.2, Role of members and Chairperson: 3.7, and Administration: 4.0.
- MEC RMC: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.4, and Administration: 4.8.
- MEC TC: Organisation of the committee: 3.4, Execution of functions: 2.9, Role of members and Chairperson: 3.9, and Administration: 3.8.

## Matters of significance considered by MEC

### *Governance and related matters*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The proposed amendments to the UJ Statute.
  - Recommendations regarding the external membership on Council committees.
  - Amendments to the charters of the Council and its committees.
  - The revised Council Code of Conduct.
  - The revised Convocation Constitution.
  - The UJ 2018 Annual Report.
  - The recommendation that a three-year performance review cycle be implemented for the Council, effective 2019, with years one and two being an assessment by the members and year three being an independent assessment, be supported and recommended to the Council, via the Council Exco, for approval.
  - The revised performance review instrument for Council.
- Approving the following:
  - The charters/revised charters of MEC committees.
  - The revised Rules for Effective Meetings.
  - The 2020 Year Programme.

### *Planning related matters*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The revised Strategic Plan, 2020 to 2025.
  - The UJ and DHET Annual Performance Plans (APP) for 2020.
  - Quarterly progress reports on the implementation of the UJ Annual Performance Plan for 2019.
  - The 2019 Mid-Year Report on the Annual Performance Plan, for submission to DHET.
  - The 2019 Mid-Year Financial Report, for submission to DHET.

### *Policies and processes*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The revised Financial Delegation of Authority.
  - The revised Human Resources Delegation of Authority.
  - The revised Language Policy.
  - The revised Policy on Retirement.
  - The revised ELG Remuneration Policy.
  - The revised Policy for the Election of the Central SRC.
  - The revised SRC Constitution.
  - The draft Fraud Prevention Policy and Strategy.
  - The revised Policy on the Appointment of External Auditors.
  - The revised Policy on Authorisation and Delegation.
  - The revised Resourcing Policy.
  - The draft Policy on the General Standards with which Persons must comply to Serve on Structures or Actively Participate in Activities.
- Approving the following policies/procedures/processes:
  - The revised Policy on Ad Hoc Venue Booking/Hiring of Venues and Facilities.
  - The revised Transport Policy.
  - The Information Security Policy.
  - The Information Communication Technology Asset Management Policy.
  - The revised Policy on Employee Wellness.

### *Academic, research, and academic administration related matters*

- Recommending to the Council, via the appropriate structures, for consideration, the Enrolment Plan, 2020 to 2025.
- Recommending to the Senate, via the appropriate structure, the 2020 Academic Calendar.

### *Finance and risk related matters*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The proposed budget for 2020.
  - The proposed CAPEX budget for 2020.
  - The business plan and budget for GES 4.0.
  - The 2018 Preferential Procurement Report.
  - The 2019 Procurement Plan.
  - The updated Institutional Risk Register.
  - The 2019 Risk Management Implementation Plan.
  - The draft investments strategies for UJ and UJ Trust.
- Considering and approving tenders above R10 million, for recommendation to the FSCC and the PRCC, for ratification (in line with the Financial Delegation of Authority).
- Approving the following:
  - The appointment/reappointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.

### *Commercialisation and related matters*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The establishment of the Board of Directors for UJ Holdings and its subsidiaries.
  - The composition of the Board of Resolution Circle.
  - The appointment of directors on the RC Board and the UJInvnt Board.
  - The Governance Framework for the UJ Holdings Entity.
  - The recommendation that the mandate of the ICC be amended to revert back to that of the former Investment Committee and that the commercialisation component of the ICC be reassigned to the UJInvnt Board (to interface with the FSCC).

### *Infrastructure development, ICT, security and related matters*

- Recommending to the Council, via the appropriate structures, for consideration, the UJ's counterfunding for the Infrastructure and Efficiency Grant Allocations: 2018/19 to 2020/21.
- Recommending to the Council, via the appropriate structures, for consideration, the possible donation of the Devland Property, Portion 15, Erf 3812. Devland Ext. 1 to UJ.

### *Human resources and related matters*

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
  - The Annual Employment Equity Report to the Department of Labour.
  - The UJ Employment Equity Plan, 2019 to 2021.
  - The proposed mandate for the 2020 salary negotiations.
- Approving the following:
  - The proposed Performance Management Framework.
  - The recommended appointment of staff members, in line with the Policy on Resourcing.
  - The requests to access emails of staff members, as and when required.
  - The recommendation that, in view of the UJ's 20% threshold, the arbitration award partial rights to the National Union of Metal Workers South Africa.
- Approving and recommending to Senex, for ratification, the selection panel's recommendations in respect of the appointment of distinguished professors and distinguished visiting professors.
- Reviewing and moderating the 2019 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2019 performance reviews for staff below ELG level.

### *Awards*

- Approving the following:
  - The adjudication panel's nominees for the VC's Distinguished Awards (teacher excellence and research).
  - The recipient of the VC's Distinguished Award – Beyond the Normal Call of Duty.

Economic & Financial Sciences
Department of Accountancy
Sciences
Division for Institutional Planning,
Evaluation & Monitoring (DIPEM)
Unit for Quality Promotion (UQP)

# Student Representative Council (SRC) Report

## OPERATING CONTEXT

The elections for the 2019 SRC took place from 10 to 12 October 2018. However, the 2019 SRC was only finally constituted on 25 January 2019. The delay was caused because some members of the central SRC did not attend the constituting meetings.

All 48 positions of the SRC were filled as a result of the SRC elections. However, at particular times, only 41 positions were occupied. Seven members of the SRC were removed from SRC for different reasons, including expulsion from the University, misconduct serious enough to remove a student from any student leadership position, academic exclusion and plagiarism, and resignation. As such, the seven vacant positions were for UJSRC President, UJSRC Deputy President, UJSRC Secretary-General, APBSRC Sport, Arts and Culture Officer, APKSRC Chairperson and Deputy Chairperson, and DFCSRC Deputy Chairperson.

In essence, the central SRC ended up having five members as opposed to the required eight members, APBSRC had nine members as opposed to the required ten members, APKSRC had eight members as opposed to the required ten members, DFCSRC had nine members instead of the required ten members, and SWCSRC still had ten members.

### Functionality of the SRC

The vacant positions did not seriously affect the functioning of the SRC, as the existing SRC members shared the responsibilities of the vacant positions. However, a certain degree of confusion and uncertainty was noticeable in the beginning, but that was subsequently dealt with. In addition to the SRC programme of representing student interests, promoting its activities, organising recreational and cultural activities, constituting the Student Parliament, participating in the institutional meetings and activities, Student Affairs helped the Student Representative Council with the process of reviewing the SRC Constitution, Electoral Policy and other student leadership policies.

### Continuous institutional programme with the SRC

Having noted that most of the troubling issues with regard to student conduct manifested themselves initially through certain SRC and other student leaders, Student Affairs drafted an SRC Code of Conduct and also proposed a compulsory development programme, which enjoyed the support of the SRC. The proposed development programme still needs to be approved through the relevant University channels. From 2020, Student Affairs will also ensure that students who take up student governance and leadership positions, such as in the SRC, house committees, RAG, and Residence Academic Advisory and Mentorship Programmes, take oath of office before executing their respective responsibilities.

### The term of office of the 2019 SRC and elections of 2020 SRC

The term of office of the 2019 SRC came to an end on 31 December 2019. Given that the 2020 SRC would only

be elected between 23 and 24 April 2020, Student Affairs proposed that Council should consider appointing an Interim SRC for the period between January 2020 and April 2020. Council approved the proposal.

## Conclusion

Apart from the programmes purposed to enhance and develop student leaders, the SRC, in collaboration with both internal and external stakeholders, worked hard to ensure that all students have a preferred student experience, particularly with the following initiatives:

- 2019 academic registration process.
- Allocation of the SRC Trust Fund to 3 426 students.
- Assisting Student Finance to get all the NSFAS students to update their respective personal details.
- Assisting Student Affairs in running the Student Meal Assistance Programme, which catered for 6 982 students with two meals a day, and with monthly meal packs for 500 identified students.
- Attending to the challenges of privately owned student accommodation reported by students.
- Amicably concluding the fee discussions for the 2020 Academic Year.

# Student Services Council (SSC) Report

## OVERVIEW

The Charter for the Student Services Council approved on 20 November 2009 gave rise to the formation and existence of the Student Services Council. The Student Services Council (SSC), an advisory body to the Management Executive Committee and the UJ Student Representative Council, was to operate within and in accordance with the provisions of the Charter. The membership of the SSC was drawn from employees and students from the various student stakeholder bodies. Representatives from Student Affairs, Finance, Revenue and Governance, Operations, Sport, Academic Development and Support, Library and Information Services, Information and Communication Services (ICS), and Campus Directors were required to participate in and attend meetings of the Student Services Council. Student representatives were drawn from house committees, day-houses, student societies, RAG and the SRC.

The SSC was expected to meet at least quarterly. However, in 2019, the meetings of the Student Services Council did not take place for a number of reasons, including the dysfunctionality and non-cooperation of the 2019 SRC. The University had to make sure that the essential functions and duties of the Student Services Council still took place, even though the Student Services Council could not operate as per the Charter. These functions included providing advice to the Management Executive Committee and the UJ Student Representative Council on policy matters, student services, operational matters, student development, equity matters and management of risks.

In an effort to ensure that such functions were attended to, discussions with the SRC and other student leaders were held with regard to the amendments to the SRC Constitution and Electoral Policy; and as a result, the amendments to the SRC Constitution and Electoral Policy were approved by the University Council on 22 November 2019. A task team was established to look at student development, in terms of programming, content, introduction of a compulsory leadership course for students intending to take up leadership roles in the UJ student structures, introduction of oath-taking and inauguration of the SRC, rewarding positive student behaviour, and introduction of a parent day and an ambassador system.

In addition to the above efforts, Student Affairs held a number of meetings with the SRC, house committees, societies, and RAG.

***Matters discussed and considered at the meetings***

The meetings considered a number of issues, including the SRC elections, the new residence culture, and support for students, projects and operational matters. Evaluation of progress was also done with regard to the

interventions aimed at assisting students. Such interventions included enhancing support for students with disabilities, allocation of the SRC Trust Fund, the Student Meal Assistance Programme and accrediting privately owned student accommodation. These meetings also attended to issues of safety and security of students on and around the UJ campuses, and the maintenance of the student residences.

## Conclusion

The process of revitalising the Student Services Council was under way at the time of this report. The process included a review of its mandatory role and of the Charter for Student Services Council.

# Institutional Forum (IF) Report

## 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 held four ordinary meetings, as well as two special meetings to consider recommendations from selection committees on senior management appointments in order to provide advice to the Council on such recommended appointments. The dates of meetings were as follows: 20 February 2019, 19 March 2019 (special meeting), 15 May 2019, 26 August 2019, 28 October 2019 and 20 November 2019 (special meeting).

### Matters of significance considered by the IF

- Supporting the following proposed UJ mission to the Council, for approval: "To transform and serve humanity through innovation and the collaborative pursuit of knowledge".
- Supporting amendments to the Statute of UJ, and submitting it to the Council, for approval.
- Supporting and recommending to the Council, for approval, the Draft Language Policy.
- Supporting and recommending to the Council, for approval, the Draft Language Policy Implementation Plan 2019-2024.
- Supporting the proposed Schedule of Business of the IF according to themes.
- Advising the Council on the appointment of the following Executive Leadership Group members:
  - Executive Director: Human Resources.
- Advising the Council on the reappointment of the following Executive Leadership Group members:
  - Executive Dean: College of Business and Economics.
  - Executive Dean: Faculty of Science.
- Recommending that the relevant line managers, e.g. Senior Director: Campuses should be engaged to determine whether a refresher course on change management was required for the supervisors of insourced staff.
- Recommending that refresher training for support staff members on change management on all levels be continued and that they be informed of the services available to support them.
- Recommending that it be ensured that proper training was provided to internal chairpersons of disciplinary committees.
- Recommending that the number of students participating in the UJ Young Leaders Development Sessions be increased, commencing with student leaders and using in-house resources.
- Recommending that the first 100 days and beyond at university for a first-year student (especially female students) be discussed at the Student Risky Behaviour Committee.
- Recommending that consideration be given to include the duration that a sponsored name of a venue would be valid for when the Naming Policy was reviewed.

- Recommending that consideration be given on how the IF could assist in bringing awareness of the services on offer by the Multilingual Language Services Office (MLSO) to the University community.
- Recommending that training be provided to SRCs and students in residences regarding basic matters, such as first aid and how to deal with sensitive cases in an appropriate manner.
- Recommending that academic staff members be equipped to understand and support students with mental health issues.

# Convocation Report

## OVERVIEW

Convocation is the official interface between UJ and its alumni and the primary channel for UJ alumni to pass their opinions to the University for consideration. Convocation supports the entire spectrum of activities devoted to consulting, informing, representing and supporting UJ alumni. Convocation is a part of the University's structure and does not exist outside it. In accordance with the UJ Statute, the composition of the Convocation is as follows:

- Graduates of formal subsidised qualifications from the University of Johannesburg, the former Rand Afrikaans University and the former Technikon Witwatersrand.
- The Vice-Chancellor and Principal, Deputy Vice-Chancellors, the Registrar and other members of the Management Executive Committee of the University.
- Permanent academic employees of the University.
- Retired, permanent academic employees of the University.

Convocation is governed by the Constitution of the Convocation, which was revised in November 2018.

During February 2019, members of the UJ Convocation were requested to provide inputs on the revised Statute of the University of Johannesburg.

In 2019, UJ introduced Alumni Connect, a high-tech online platform to facilitate engagement among its alumni, and inter alia, the mentoring of recent UJ graduates by fellow alumni. The system also enables affinity groups and chapters to reconnect with classmates (locally and abroad), and to receive news and event updates, as well as information about ongoing educational opportunities and employment offers. The platform is fully integrated with social and professional networks and enables graduates to expand their networks and to cultivate a culture of giving back to their alma mater in the form of mentoring assistance.

Members of the Convocation were reminded early in 2019 to update their details to ensure that an accurate database was ready for communication with Convocation members about the nominations and elections for the Executive Committee of Convocation (Exco).

The call for nominations to elect five members on the Exco of Convocation commenced in February 2019 and closed on 11 March 2019. Following a vetting process, the final list of nominees consisted of 20 individuals.

An online voting system was implemented to ensure that the University provided every Convocation member across the globe with the opportunity to cast their vote remotely. (Previously, voting had been paper based, which had resulted in low participation from the large Convocation membership.) The online election for the Exco commenced on 13 August 2019 and closed on 31 August 2019. Specific terms and conditions were

provided to Convocation members with regard to the voting process, as well as to how the five positions would be allocated: The candidate with the highest number of votes would be assigned to the position of President of Convocation. The candidate with the second highest number of votes would be assigned to the position of Deputy President. The two external candidates who received the highest number of votes would be assigned to represent Convocation on Council. (In accordance with the UJ Statute, the composition of Council includes two external representatives of the Convocation, elected by the Convocation. A candidate is regarded as external if she/he is neither a registered student of the University of Johannesburg nor in the employ of the University of Johannesburg.)

The election results were released on 10 September 2019.

An initial meet-and-greet session was held with the Exco on 3 October 2019, which was also used as an induction to offer guidance to members for their three-year term on the Convocation Exco (from 15 September 2019 to 14 September 2022). This was followed by a formal meeting of the Exco on 28 November 2019 and a strategic session to map out plans for the next three years. These include:

- Enhancing engagement with the UJ Convocation members via various platforms.
- Being involved in special fundraising projects of UJ (e.g. partnering with the University in building a student residence – with a focus on accommodating female students).
- Establishing national and international alumni chapters and affinity groups.
- Hosting homecoming events for former RAU/TWR alumni.
- Reconnecting with the retired academic staff.
- Ensuring active involvement of current academic staff with the Convocation.
- Establishing an Alumni House for Convocants.
- Expanding the current benefits for UJ alumni.

Following the recent elections, the composition of the Exco is as follows:

Elected members:

- President: Prof Boitumelo Molebogeng Diale
- Deputy President: Ms Zanele Anathi Modiba
- Mr Msizi Smiso Khoza
- Ms Mukovhe Confidence Tshilande
- Ms Mandy Wiener

Ex officio members:

- The Vice-Chancellor: Prof Tshilidzi Marwala
- The Registrar: Prof Kinta Burger
- The Head of Alumni: Mr Nell Ledwaba

The new Exco is fully committed to contribute to the realisation of the UJ vision and to be exemplars of the UJ values. The Exco calls on all our fellow Convocants to participate in the UJ journey.

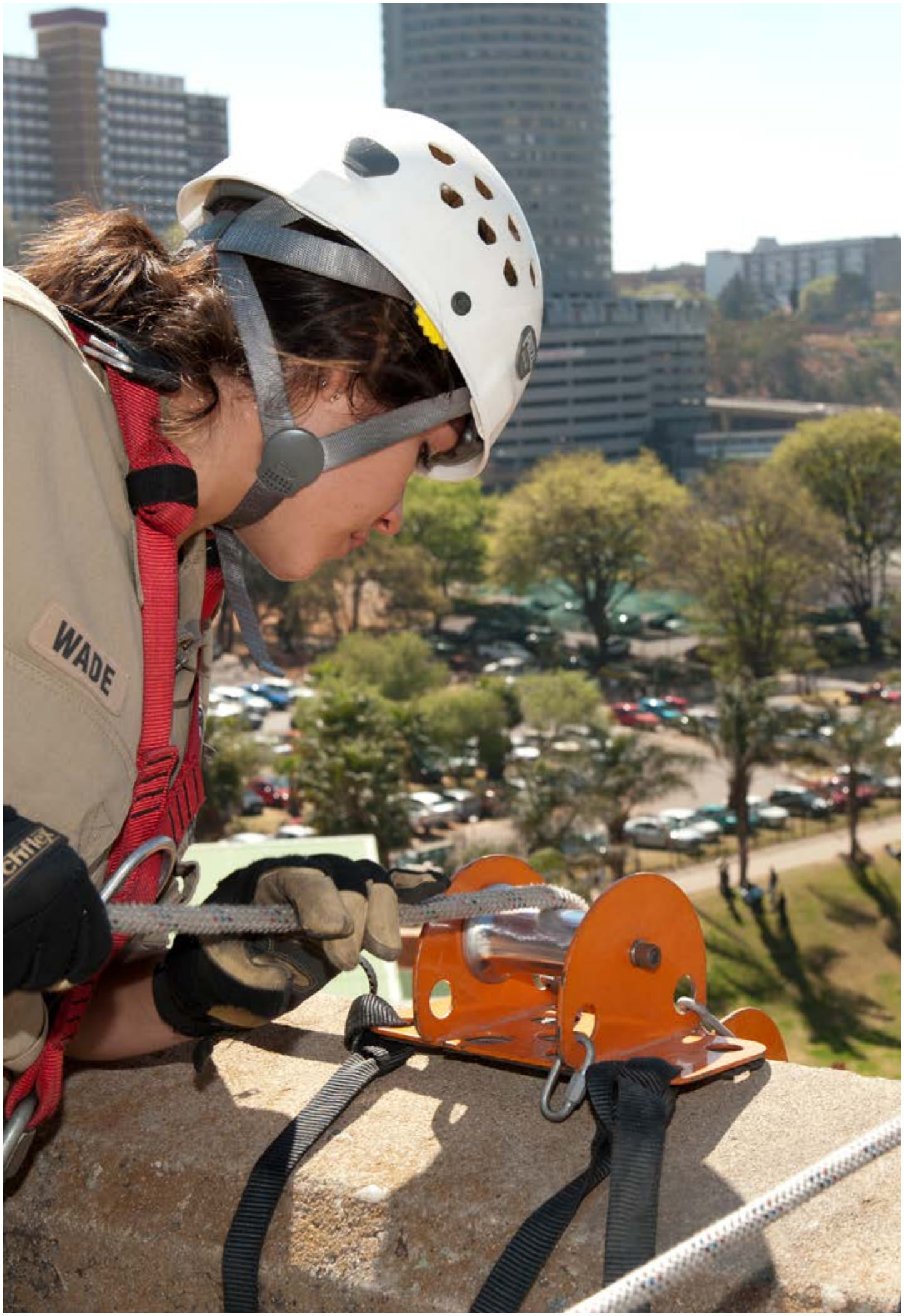
## CONCLUSION AND WAY FORWARD

The above report confirms that UJ's processes, policies and procedures are in accordance with good governance principles. Continuous evaluations are done to ensure high standards are maintained and areas for improvement are identified.

**Kinta Burger (Prof)**
Registrar

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council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# Statement on Risk Management

## OVERVIEW & CONTEXT

### OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

Risk management is an inherent process within the University, and as such it is executed and embedded in our business processes, throughout our striving for excellence and continuous improvement, while engrained within our governance processes.

This enterprise risk management journey is linked to the execution of business strategies by analysing potential risks and their impact on achieving the University's objectives. This is supported by Council approval of Risk Management Policies, Procedures and the Implementation Plan. The University of Johannesburg has therefore developed robust risk management processes into a sustainable practice that plays a crucial role in decision making and further aligns with the strategic objectives of the University.

Faculties and non-academic support divisions are required to analyse, assess, evaluate and rate their operational and strategic risks continuously. Comprehensive risk registers are maintained and presented to the Risk Management Committee (RMC), which is a subcommittee of the Management Executive Committee (MEC). The Risk Management Framework applied and facilitated the process of identifying and reviewing emerging risks and assessing and monitoring material risks.

The University's risk management process requires members of the Executive Leadership Group to formally consider and evaluate their respective identified risks, related ratings, internal controls and mitigating strategies throughout the year, in order to ensure that the risks remain valid and up to date, and to maintain an effective risk management and internal control environment. Each environment is required to present their risk register on a rotational basis to the RMC. The RMC reviews both the Institutional Risk Register and the Operational Risk Registers, scrutinises key risks facing the University and considers whether those risks are appropriately managed. Emerging risks are consolidated into an Institutional Risk Register for further review and reporting.

The University has further adopted business continuity planning (BCP) as a response to certain key risks. Business continuity planning encompasses a process of creating a system of prevention and recovery from potential threats to the University. The plan ensures that personnel and assets are protected and are able to recover and function quickly in the event of a disaster. Therefore, all faculties and support divisions updated their plans.

The Institutional Risk Register serves at the Management Executive Committee (MEC) for deliberation and consideration, after which the final Risk Register is considered for approval by the Audit and Risk Committee of Council (ARCC), and then by the Council of the University of Johannesburg.

### POLICY FRAMEWORK

The Risk Management Policy is under review, in order to enhance better alignment with the revised International Organization for Standardization (ISO) 31000 risk management standards. Finalisation and approval by Council is planned for 2020. The risk management plan was approved and implemented during the financial year.

The following methodologies have been developed, considered and adopted:

- Risk management structure and subsequent roles and responsibilities.
- Scope of authority with reference to the RMC, MEC, ARCC, and Council.
- Framework for risk identification.
- Definitions and descriptions of the various risk categories.
- The risk management cycle.

## MANAGEMENT OF RISK

### *Management of academic risks*

The management of risks in general is reflected in the relevant 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 financial risks*

In addition to the annual external audits, the Audit and Risk Committee of Council (ARCC) 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 which are reported to the ARCC. The Financial Risk Register is also submitted to the Financial Sustainability Committee of Council.

Further information pertaining to financial risks is provided in the final section related to financial sustainability.

### *Management of operational and other risks*

The environment is continuously scanned to identify potential and emerging risks. Such risks are documented and reported to the RMC and MEC, in order to highlight any key focus areas.

The Risk Register for the Operations Department is also presented to the Projects and Resources Committee of Council (PRCC) for review.

The University maintains systems of internal control over income and expenditure, financial reporting, and safeguarding of assets against unauthorised acquisition and use or disposing of such assets. The process of internal audit monitors the effectiveness of the internal control systems and reports findings and recommendations to the ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, where identified.

### *Ensuring business continuity*

To ensure a state of continued, uninterrupted operation of critical functions during an emergency or other disruptive event, the University has implemented a business continuity process, which includes emergency response plans, and a disaster recovery and a crisis management plan.

Business continuity plans for all faculties and divisions are incorporated within the Risk Management Framework. The Business Continuity Policy outlines the scope and structure of business continuity management within the University. Suitable and cost-effective business continuity plans have been developed as a result of business impact analyses and strategy workshops and are updated on a regular basis.

The plans are activated for use in the event of a disaster or major disruption to business activities, and include an element of component testing; utilising a hypothetical situation to validate the recovery of individual components of the plans; continuing to ensure that all stakeholders remain prepared and up to date with the process; and ensuring capability and capacity to deal with disasters or major disruption to business activities.

### *Fraud prevention*

The University of Johannesburg acts proactively in addressing unethical behaviour, theft, fraud or related activity to mitigate fraud and misconduct.

The independently managed UJ Ethics Hotline is in place with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices to the attention of management. The hotline operates 24 hours a day for 365 days a year. To further strengthen the investigation capacity, a panel of forensic investigators was appointed to assist with matters that are reported.

The University's Fraud Prevention Strategy has been formalised and documented. The implementation of the Fraud Prevention Strategy, which outlines the University's focus and commitment to the reduction and possible eradication of the incidence of fraud and misconduct, also confirms UJ's commitment to legal and regulatory compliance.

The Fraud Prevention Strategy includes the implementation of a comprehensive Fraud Risk Register, to assess and report on potential fraud risks, mitigating controls, effectiveness ratings as well as improvement plans. Regular discussions are held with executive directors and heads of departments within the University's support divisions to ensure that the Fraud Risk Register is up to date and complete. The Fraud Risk Register is presented to the RMC on a quarterly basis for review.

### *Insurance*

The University manages the insurable risks relating to all aspects of the University by way of a comprehensive insurance programme. This includes the insurance of assets, property and public liability. Insurance cover required, likely exposure and the risk profile are reviewed annually, and the necessary adjustments included in the renewal evaluation.

Quarterly claim reports and statistics are distributed to the RMC and the Executive Leadership Group. Insurance guidelines relating to University assets and guidelines pertaining to insurance awareness are regularly communicated to staff.

### *Internal audit*

The internal audit function provides an independent, objective assurance designed to add value and improve the University's operations, by examining the systems, procedures and controls, and identifying areas considered as high risk.

The University makes use of an outsourced internal audit function that complies with the principles of King IV.

Internal audits are performed on various divisions throughout the University on a regular basis, in order to verify the effectiveness of the overall institutional and operational risk mitigation processes and controls and to assist in identifying impending areas of concern.

The ARCC approves the Internal Audit Plan on an annual basis. In addition, the ARCC reviews audit reports as part of the oversight role in terms of evaluating the effectiveness of processes and controls.

### *External audit*

PricewaterhouseCoopers (PwC) is appointed as the University's external auditors. The ARCC approved the client service plan for the year ending 31 December 2019.

### *Agreed upon procedures*

The University has appointed an independent audit company to conduct annual reviews on the agreed upon procedures, as required by various funders. These reviews are performed in accordance with the International Standard on Related Services and Procedures to align with the relevant contractual agreements. The purpose of the engagements is to provide reasonable assurance that the expenditure and the allocation thereof are reflected accurately and meet the contractual requirements.

### *Internal administrative and operational controls*

The system of internal controls at the University of Johannesburg consists of a number of policies, procedures, and approved delegations of authority, as well as automated processes, of which the purpose is to provide

reasonable assurances regarding the mitigation of risks and to support the University's vision, mission, core values, strategic goals and objectives, particularly relating to the following:

- Effectiveness and efficiency of operations.
- The provision of reliable financial information in accordance with financial reporting standards.
- The safeguarding of assets, information and resources.
- Compliance with relevant laws and regulations.
- Compliance with the various codes of conduct and adherence to University values.

Internal control objectives include measures to ensure completeness, accuracy and proper authorisation in relation to documented organisational structures, setting out the division of responsibilities, as well as established policies and procedures, including a code of conduct and value statement, being communicated throughout the University to foster a strong ethical climate. Delegations of authority and authorisations are automated throughout the UJ systems to ensure compliance.

The ARCC is aware that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls, and accepts that even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Therefore, various risk management, and external and internal audit processes are in place to identify and assist in the mitigation of potential weaknesses in the application of internal controls.

Policies and procedures are documented, reviewed and regularly updated to ensure relevance and completeness. The Corporate Governance Division is responsible for applying the Policy on Policies to ensure the validity of and update all policies. All policies are approved by the relevant oversight structures and made available on the intranet to employees of the University.

An evaluation of the 2019 internal controls reflected that many areas are only partially effective. However, follow-up and corrective actions are taken to address control deficiencies, and improvements pertaining to systems have been implemented, where identified.

Potential risks and areas of improvement related to internal controls are managed on an ongoing basis in the form of reports and reviews.

### *Identification and assessment of risk*

Effective risk management is fundamental to proper corporate governance. A thorough understanding of the University's strategic objectives, together with those strategies employed to mitigate potential risks, is thus essential for a proper appreciation of the University's affairs by the Council and Executive Leadership.

Risk management is ultimately about proactively identifying and understanding the potential threats, actions or events that will adversely or positively affect the organisation's ability to achieve its objectives, and then managing, monitoring and reporting on these risks and opportunities.

The process for the identification of risk is an objective driven process that assesses the impact that risks would have on the achievement of the objectives of the University. To achieve and facilitate the above, clearly defined responsibility structures for the risk management process within the University have been established.

By way of regular reviews and reporting, potential risks are identified, rated in terms of likelihood impact prior to, and post, implementation of existing controls, and the anticipated impact is assessed. In addition, opportunities for improvement of processes and controls are identified and aligned with such assessments.

## INSTITUTIONAL RISKS

The following institutional risks were listed on the UJ Risk Register for 2019 (with an inherent rating of 15 or above), and the interventions or mitigating strategies are justified and reported on throughout the UJ Annual Report.

**Table 3: Institutional risks**

| RISK AREA : ACADEMIC RISKS | | |
|---|---|---|
| **Risk title** | **Mitigating controls** | **Planned actions** |
| **Inadequate on-time completion of undergraduate and postgraduate studies coupled with research delivery** | English language and literacy development strategy; First Year Seminar and extended orientation; Integrated Student Success Strategy; intensive review programmes, mentoring schemes and tutoring programmes; ongoing integration of elearning tools; psychosocial support; academic staff development; tracking of student progress; critical review of prerequisites; increase in NSFAS funding; missing middle fundraising; redirecting faculty financial aid to deserving students to complete their studies; additional academic appointments and assistant lecturers | Development of a tracking system (undergraduates and postgraduates) |
| **Dishonesty of students and staff** | Academic integrity campaigns and workshops; policies and procedures; UJ faculty rules and regulations; workshops on academic honesty; declaration of interest disclosures; various UJ Codes of Conduct; information literacy training sessions by LIC, which include information sources, plagiarism, copyright and referencing skills; plagiarism detection tools; disciplinary procedures for students and staff; Student Code of Ethics | Track the actions of the Senex task team established, with the view to having a holistic approach to student conduct and ethics |
| **Loss of experienced staff due to retirement** | Increase in associate professors; internal capacity building; pairing of junior and senior researchers; research indaba; postretirement appointments; revised Recruitment Policy | Shadowing programmes; post-retirement appointments |
| **Inadequate management of research time of postgraduate studies** | Comprehensive strategy for supporting postgraduate students; financial support centrally and through faculties; development programmes for staff; research capacity development strategy; regular reporting of time to completion; programmes offered by Postgraduate School with grant received from DHET (University Capacity Development Grant); continuous efforts to attract external funding; Postgraduate Diploma in Mentoring; upskilling and mentoring of inexperienced supervisors | Development of postgraduate tracking and monitoring system; implementing more online resources approach for off-campus postgraduate students; development of institutional and integrated monitoring tools |
| **RISK AREA : OPERATIONAL AND ADMINISTRATIONAL RISKS** | | |
| **Risk title** | **Mitigating controls** | **Planned actions** |
| **Cyber security** | Access review on all systems; policy to govern access to data centres and areas where critical IT infrastructure is hosted; regular scanning of the environment using acquired vulnerability monitoring tools and monthly reporting; core network implementation; implementation of additional firewalls; network operating centre established to monitor network activity; sharing and creating awareness of IT security best practices; cyber security maturity assessment and implementation of recommendations; backup and off-site storage of critical data and system configurations; cloud services guideline developed pertaining to access, appropriate use, data protection and records management and provisioning and deprovisioning activities; password control; secure configuration standard for all systems; phishing procedure developed | Additional Systems Access Control Review; implementation of physical security guideline; implementation of recommendations of cyber security assessment; expansion of the implementation of the sonic wall WAF to all the websites; document secure configuration for all systems |

| | | |
|---|---|---|
| **IT integration, administration and other support from NSFAS Central** | Revised bursary policy; engagement with Student Representative Council (SRC); continuous engagement between the National Student Financial Aid Scheme (NSFAS), Universities South Africa (USAf), Department of Higher Education and Training (DHET) and Financial Aid Practitioners of South Africa (FAPSA); increased focus on obtaining additional funding from other sources; own assessment on funded students according to NSFAS criteria; senior manager seconded to NSFAS to assist with IT integration; own internal project plan | In progress |
| **Governance of commercial entities** | Data analysis and formulation of UJ's 2018 ethics risk profile; ELG Ethics Workshop conducted by the Ethics Institute; updated Financial Policies and Procedures; zero tolerance approach be followed for any form of irregularities/fraud; annual internal audit reviews; appointment of resolution circle board of directors; management accounts and requisite account reconciliations on all active commercial entities are submitted and reviewed by ED: Financial Governance and Revenue as well as the implementation of regular random additional reviews; MEC Commercialisation Committee has been established; restructuring of Resolution Circle (RC); review of processes for managing conflicts of interest relating to Council members and staff conducting business with UJ; tax compliance assessments | Implementation of Ethics Risks Management Strategy; winding up of entities not financially viable or aligned with UJ's vision and strategy; development of evaluation and funding criteria; resolution of internal audit findings |
| **Impact of load shedding** | Backup generators and uninterruptible power supply (UPS) installed at all examination and registration venues, data centres, some faculty offices and libraries; identify priority areas of emergency power; water pumps coupled to emergency power at residences; audit done of the research laboratories and their realistic power/power loss risk, audit findings and recommendations incorporated into Emergency Power Project Plan and monitored; solar panel (PV) rollout | Complete connection of backup power to outstanding faculty offices; full implementation of Emergency Power Plan |
| **RISK AREA : REPUTATIONAL RISKS** | | |
| **Risk title** | **Mitigating controls** | **Planned actions** |
| **Reputational risk related to false reporting on social media** | Monitoring and regular reporting of social media posts; social media operating procedures aligned with strategic communication and risk management documents | |
| **Loss of professional body accreditation** | Resource and management commitment and regular engagement; upgrade of undergraduate laboratories; maintain close relationships with professional bodies; succession planning; alignment of programmes with accreditation criteria | |

| RISK AREA : FINANCIAL RISKS | | |
|---|---|---|
| **Risk title** | **Mitigating controls** | **Planned actions** |
| **Financial sustainability of the University** | Strategies developed to manage operational costs; efforts to increase third-stream income and external bursary funding; engagement between USAf, Vice- Chancellor, DHET and the Presidency; Financial Sustainability Model; continuous review of Remchanel data and regular benchmarking with other universities; Cancellation Policy on student debt; Enforcement of Credit Control Policy; incentives for students on early settlement; forward cover; missing middle fundraising campaign | Implement the outcome of the Funding Review Committee Report; analyse current computing and printing strategies and contracts to optimise and ensure a real reduction in expenses; conclude the implementation of a third-party debt collection tool; develop Policy on Import and Foreign Exchange; implement the first phase of the investment strategy |
| **Financial and infrastructure development challenges as a result of administration processes at CoJ** | Continuous engagement with City of Johannesburg; installation of own water and electricity meters to track usage; ensure accurate allocation and tracking of payments internally to assist with reconciliations; appoint service provider to assist with correct meter readings and to identify missing meters and discrepancies | |
| **Insufficient and appropriate, safe and functional learning and teaching spaces** | Assessment of student residences; implementation of Campus Structural Review Plan and Infrastructure Plan; redesign and improve Wi-Fi connectivity; create project management office; interim development plan for teaching and learning spaces; develop Disability Infrastructure Audit Plan | Revamp/upgrade of UJ residences and lecture venues |
| **Effective responsiveness and finalisation of issues by the various support environments** | Improved mechanism for building projects including office alterations; Space Management Committee implemented and various discussions with faculties and other domains on space related matters; continuous engagement with Executive Leadership Group of affected divisions; improved internal expenditure processes; renovations and projects captured on project office dashboard | Effective responsiveness to be identified as a key project of the University; develop service strategy, review of processes; establish IT Steering Committee |

## AUDIT AND RISK COMMITTEE STRUCTURE AND DUTIES

### *Mission and goals of the Audit and Risk Committee of Council*

The ARCC assists Council in executing its functions in accordance with Section 8 of the UJ Statute and in accordance with the vision, mission, and core values of the University, the approved strategic objectives and the principles of corporate governance, within the legal and management framework of the University.

The ARCC provides assistance to Council with regard to at least the following:

- Ensuring compliance with applicable legislation and the requirements of regulatory authorities.
- Matters relating to financial and internal control, accounting policies, statutory reporting (inter alia, reporting in the required format to external stakeholders) and disclosure.
- Internal and external audit policies.
- The activities, scope, adequacy and effectiveness of the internal audit function and audit plans.
- The assessment of all areas of financial risk and the management thereof.
- Review/approval of external audit plans, findings, problems, reports and fees.
- Review of the UJ Risk Register, risk management and governance, including risks related to IT.
- Compliance with the Code of Corporate Practices and Conduct.
- Compliance with the institutional Code of Ethics.
- The above is executed with a special emphasis on:
  - Policy
  - Strategy
  - Performance
  - Risk
  - Innovation
  - Sustainability
  - Transformation

### *Audit and Risk Committee composition and functions*

ARCC members are independent of the University Executive Management and free from any business or other relationship that could materially interfere with exercising their independent/objective judgment as members of ARCC. ARCC functions in accordance with the authority delegated to it by Council, to ensure that internal control systems, information systems, accounting practice, external financial reporting, enterprise risk management and corporate governance of the University are continuously adequate and effective.

### *Risk Management Committee*

The Risk Management Committee (RMC) is a subcommittee of the MEC and functions in accordance with the authority delegated to it by the MEC. When appropriate, the recommendations made by the RMC and approved by MEC are submitted to ARCC and finally to Council for approval.

The RMC assists the MEC to facilitate management excellence, efficiency and effectiveness. The overall goal – in consultation with the relevant line managers and committees – is to identify and mitigate risks, with specific reference to academic risks, financial risks, physical, operational, occupational health and safety risks, human resource risks, technology and information management risks, compliance risks, and reputational risks.

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

### *Composition and attendance*

The RMC is appointed by the MEC and consists of the following members:

- Chief Financial Officer (Chairperson)
- Chief Operating Officer (Deputy Chairperson)
- Deputy Vice-Chancellor: Academic/Representative

- Registrar
- Senior Executive Director: Office of the Vice-Chancellor
- General Counsel
- Executive Director: Human Resources
- Chief Information Officer.
- Executive Director: Financial Governance and Revenue
- A risk management specialist nominated by the MEC
- Two executive deans nominated by the executive deans
- Two additional executive/senior directors nominated by the MEC
- Co-opted members from divisions/clusters/faculties when necessary
- Invited members: representative of the internal and external auditors and additional invitees as the committee deems fit

### *MEC RMC meeting dates*

RMC meetings were held on the following dates in 2019:

- 4 March 2019
- 16 May 2019
- 4 September 2019
- 19 November 2019

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

- Supporting and recommending the following to the MEC: The Charter of the RMC; the Risk Management Implementation Plan for 2020; the draft UJ Transport Policy and Procedures; the proposal around costing of unplanned/unscheduled events; and the draft Fraud Prevention Policy.
- Considering and supporting proposals around various issues, including space planning and interventions relating to the negative impact of load shedding.
- Additional risks were reviewed and added to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the ARCC and for consideration and recommendation to the Council, for approval.
- The RMC supported the proposals around the incorporation of the fraud risk registers on the RMC agenda, as well as the recommendation that the RMC have oversight of the action plans to address internal and external audit findings.
- Various reports were presented, and several issues were resolved and/or noted for follow-up, including issues around insurance matters, internal audit progress reports and areas of importance relating to the Whistleblowing Report and Report on the Ethics telephone line.

## REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL (ARCC)

### *Composition*

The Audit and Risk Committee is a Council Committee whose members are independent of the University Executive Management and free from any business or other relationship that 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; when the Chairperson is absent, he/she will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson
- At least two additional external members of Council, with collective expertise in:
  - Financial and sustainability reporting
  - Internal financial controls

- External and internal audit process
- Corporate law
- Information technology
- Enterprise risk management

- 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:***

- Chief Financial Officer
- One additional Deputy Vice-Chancellor nominated by the MEC
- The Registrar
- Senior Executive Director in the Office of the Vice-Chancellor
- Any other member of the Management Executive Committee may be nominated by the MEC (as it deems fit) as an additional invitee, subject to the approval of the ARCC
- External auditors
- Internal auditors
- Executive Director: Financial Governance and Revenue
- Executive Director: Expenditure
- Representative from the Office of the Auditor-General of South Africa
- Chief Operating Officer
- UJ General Counsel

### *Meeting dates*

ARCC meetings were held on the following dates in 2019:

- 17 April 2019
- 14 August 2019
- 16 October 2019

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

- The Charter for the ARCC.
- The Consolidated and Separate Financial Statements for the year ended 31 December 2018.
- The Institutional Risk Register.
- The Going Concern Consideration for 2018.
- The 2018 DHET Audited UJ Annual Performance Plan.
- The 2019 Risk Management Implementation Plan.
- The statement on Risk Management.
- The proposal for an advisory focus for 2020 to be adopted for the Compliance review Phase 2.
- The ARCC Annual Performance Plan for 2019.

The following were submitted for approval:

- The 2019 ARCC Schedule of Business.
- The PwC Client Service Plan for the year ending 31 December 2019, as well as the audit fees and additional subsidiary audits.
- The extension of the SNG Grant Thornton contract by one year and the approval of the 2019 audit fees.
- The External Audit of Subsidiaries and Agreed Upon Procedures (AUP) Audit Plan for the year ended 31 December 2019.
- The Internal Audit Plan for the year ending 31 December 2020 and the approval of the 2020 audit fees.

Various reports were presented, and several issues were resolved and/or noted for follow up.

## POST BALANCE SHEET EVENTS

Subsequent to year-end, the COVID-19 pandemic came to light on a global scale, initially emanating from Asia, then spreading to Europe and ultimately the rest of world. Upon the announcement of the first South African case reported on 5 March, the University commenced taking measures to combat the potential effects thereof, impacting on the institution and its stakeholders.

These measures included the following:

- The University's stance on the matter being aligned with the National COVID-19 measures advocated.
- Formulation of a COVID-19 task team headed by the Chief Operating Officer (COO) and the Registrar, to monitor the national and global situation while putting measures in place across identified environments placed most at risk.
- Updating of business continuity plans (BCPs) for respective faculties and departments within the University to ensure preparedness for activation thereof, triggered by notification of disaster declaration received from the UJ Management/ Executive BCP team. Through these plans, critical operations and staff have been identified to continue with operations throughout lockdown.
- Online academic programme being formulated and presented.
- Remote access support for students and staff to ensure accessibility to academic material and operational activities.
- Constant communication through ELG of the University's stance before and after the declaration of the National State of Disaster.

The situation continues to be monitored through regular MEC meetings, with essential staff identified continuing to operate on campus, while critical staff operate remotely on key deliverables. Some activities and engagements have been deferred to resume after the lockdown period.

**Nolwazi Mamorare (Ms)**
Chief Financial Officer

**Zanele Matlala (Ms)**
Chairperson: Council Audit and Risk Committee

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council

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# Transformation

## OVERVIEW

The vision of the University of Johannesburg emphatically states the commitment of the University not only to transform its society, but also to be relevant in the African content – "An international University of choice, anchored in Africa, dynamically shaping the future".

This future is already upon us, with momentous changes currently taking place in the world of work and in how humans live their lives and interact. At a time when our students are rightly raising crucial concerns relating to past and present, we find ourselves in the age of the Fourth Industrial Revolution (4IR).

With the Fourth Industrial Revolution (4IR) now well under way, our long-term goal is to enable the African continent (and our graduates) to become active participants in this evolution and to be ready to leverage the associated opportunities.

Humans will be affected in many ways through interfaces between humans and technology. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. UJ has become a leader and pioneer in the Fourth Industrial Revolution in terms of teaching and learning. The opportunities and effects of 4IR are foregrounded in the learning experience, to maximise participation and agency. Our collective institutional goal is to develop graduates who are confident and passionate – as intellectuals, professionals, ethical and responsible citizens, and innovators.

During this time of change, a strong institutional culture is essential to the University's long-term success and to sound stakeholder relationships. The approach to strengthening the University's culture has been multipronged. In addition to a clear tone from the top, the University has focused on actively engaging employees, anchoring UJ values and beliefs in all people processes, and embedding UJ values in business processes, practices and policies. During 2019, interventions continued with various faculties and divisions.

2019 has also seen a focus on the UJ value of 'ethical foundation', by nurturing and actively promoting an ethos of honesty, transparency, accountability and fairness in the institution. Because of our commitment, UJ is raising its ethics performance to further promote and celebrate our ethical culture. The Ethics Strategy has been adopted by the University to be rolled out during 2020.

We have provided our students with the best environment academically and socially to enable them to unleash their talents and to prepare them for the jobs of the future, as well-groomed and dynamic professionals and entrepreneurs. The University of Johannesburg is immensely proud of our academics and leading experts who are playing a part in helping our students reach their potential and goals.

In a year when the national economic outlook remained largely bleak, UJ consistently remained a beacon of hope. In particular, the unemployment statistics, now hovering at around 30%, made for uncomfortable reading. Incidents of gender-based violence and attacks on foreign migrants, sporadic as they were, were also a blight on our country's image. In such times, our University was at the forefront of initiatives aimed at fostering the spirit of unity in diversity, *Ubuntu*, and social cohesion.

The Transformation Division is responsible for leading and facilitating transformation at the University. This report presents our institutional activities during 2019 and is structured according to the themes contained in the Institutional Transformation Plan.

## THE TRANSFORMATION DIVISION

The Transformation Division reports to the Chief Operating Officer and is responsible for addressing transformation challenges in both the employee and student domains.

Institutional culture, which has been a strategic focus of the University of Johannesburg since 2008, remained a priority during 2019. Various interventions and initiatives took place with staff and students to continue building an inclusive and cohesive culture. Social inclusion and wellbeing remained a priority. In terms of students, the focus was on establishing a culture of human rights within our residences. Interventions were done with house committees and first-year students. The dialogues focused on residence traditions, understanding LGBTQI aspects and risky student behaviour. In terms of residence traditions and practices, the aim was to challenge students to move away from the old traditions and practices and to promote instead the values of inclusivity, respect and equality.

Leadership culture plays a significant role, and therefore, creating an enabling leadership culture is key. To enable a positive leadership culture, the focus was on creating a shared direction, shared values and alignment and commitment to transforming the institutional culture in support of global excellence and stature (GES).

The Division continued to promote the transformation agenda by creating awareness and playing an advocacy role. It also supported the call by the Department of Higher Education and Training (DHET) and Universities South Africa (USAf) to celebrate significant days and events to promote social cohesion and inclusion.

### *Purpose*

The purpose of the Transformation Division is to lead and coordinate institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision and strategic objectives and the enhancement of global excellence and stature.

### *Strategic objectives*

In responding to the UJ Strategic Plan 2025, the Division identified the following strategic objectives for its work:

- Facilitate the implementation of the Institutional Transformation Plan, which is aligned to the UJ Strategic Plan 2025.
- Navigate cultural transformation that is inclusive and adheres to the principles of human rights, and where people from all over the world and of diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust.
- Create an enabling leadership culture that creates a shared direction, shared values and alignment and commitment to transform the institutional culture in support of global excellence and stature (GES).
- Ensure that the values and principles that promote gender equality are infused and embedded in all aspects of the institutional culture at UJ.
- Focus on ethical foundation by actively promoting an ethos of honesty, transparency, accountability and fairness within the institution.
- Advance the transformation agenda in all UJ environments through creating awareness and playing an advocacy role.
- Support DHET and USAf projects and significant days/events to promote social cohesion and inclusion and human rights.

### *Relationship building and collaboration*

The Transformation Division met with various faculties and divisions to build relationships and to support them with challenges within their domains. Owing to the need for close collaboration on various projects, the

Division regularly meets with Student Affairs, the Institutional Office for HIV and AIDS, Primary Healthcare, the Department of Strategic Communication (Faculty of Humanities) and UJ Arts and Culture (Faculty of Art, Design and Architecture).

The Division also established a close relationship with student societies, such as the LGBTQI Society and the UJ Debating Union, and collaborated on programmes during Diversity Month and the USAf campaign. The Transformation Division sees value in these partnerships and will continue to build on this approach.

### *Transformation newsletter*

The Transformation Division publishes an annual newsletter at the end of the year. The newsletter is an overview of work done by the Transformation Division, but also reflects work done by the broader UJ community. Many of the articles are written by academics, sharing the work they have done in collaboration with the Division.

## INSTITUTIONAL TRANSFORMATION PLAN

The Institutional Transformation Plan (ITP) 2016-2021 has seven major themes that are linked to the UJ Strategic Plan 2025. The themes are:

- Institutional culture – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven.
- Employment equity – An employment strategy that ensures representivity of the country's population groups, genders and people with disabilities.
- Staffing and leadership profile – A talent management strategy that will ensure that the University has the "right people with the right skills in the right jobs at the right time".
- Governance and management – Systems, procedures and structures – efficiency and effectiveness in terms of people, processes and systems and technology.
- Teaching, learning and knowledge production – Decolonisation, curriculum reform and mode of delivery.
- Relationships with students – Improving services to students, effective communication with students and addressing student hunger.
- Financial sustainability – Securing financial sustainability of UJ.

For each theme, a set of objectives has been formulated, as well as a strategy to achieve each of these. The University has made significant progress in achieving these objectives.

During 2019, the focus was on ensuring that faculties and divisions give attention to the Institutional Transformation Plan and align their transformation plans accordingly. In the following sections, activities relating to transformation at UJ during 2019 will be presented as aligned to the seven themes from the Institutional Transformation Plan.

## THEME ONE: **INSTITUTIONAL CULTURE**

### *Institutional Culture*

#### Culture Dipstick Survey feedback to environments

The Survey was conducted during September 2018. Preliminary reports were submitted to the Chief People Officer (CPO). The CPO requested the Division to do a comparative analysis to indicate improvement since the Culture Surveys of 2014 and 2016. The results of the survey indicated improvement in five of the six environments. Final reports were generated, and feedback was provided to the ELG members concerned during the first quarter of 2019.

#### Interventions and change management

Support and intervention continued in various domains within UJ.

- Division for Information and Communications Systems (ICS) – Change Management Projects with the ICS Management Team. The Transformation Division facilitated a change management and leadership

development process with the new executive director for ICS. Workshops were conducted with the leadership team to assist them with their leadership development, and a coaching programme for the leadership was initiated. With the assistance of JvR Consulting, psychometric testing was done with the leadership group and coaches were identified to support the leadership team with their process.

- The Transformation Division assisted the Finance Expenditure Division in changing their culture through a workshop that focused on culture improvement and change management. The first initiative happened in August 2019 where assessments of the current Expenditure Division environment were done against its strategic direction. This process helped identify gaps, and recommendations were made. The Finance Expenditure Division made a commitment to provide value-adding services and continuous improvement in support of UJ's overall objectives. The team committed to acting in accordance with best practices and as a strategic partner to ensure innovation and cost-effective approaches to meeting and exceeding internal and external customer expectations. The Transformation Division remains an integral part of implementing recommendations and action plans resulting from the workshop.
- The Transformation Division assisted the Chief Financial Officer (CFO) with change management within her portfolio, which included Finance Expenditure, Financial Governance, and Revenue Administration. Environmental scanning was done through personal interviews, group workshops were conducted, and team integration exercises took place. This process will continue in 2020 with the alignment of performance contracts to the Annual Performance Plan.

**Ethics Survey**

The results of the Ethics Survey from 2018 were shared with the Executive Leadership Group (ELG) on 8 February 2019.

In general, the results were positive. However, two severe and five ethical culture risks were identified. UJ's ethical culture ranked much lower (at the 23rd percentile) when compared to other South African organisations.

The main ethical culture risks that were identified are:

- A perception of poor ethics accountability and responsibility.
- A perception that executive and senior leadership do not demonstrate their commitment to ethics.

Ethics behaviour risks refer to observable behaviours in the organisation that are ethically risky. The analysis yielded the following main internal risks:

- Employees occasionally bypass rules, policies and procedures in the organisation.
- Some unfair people practices exist in the organisation.

These results necessitated conducting certain interventions within UJ to address these risks. This process of ethics risk mitigation was presented in the form of a proposed Ethics Management Strategy.

A task team consisting of senior staff members from the academic and support domains supported the Transformation Division in developing this strategy. The task team developed the following statement of strategic intent, as well as strategic focus areas, for consideration by the Management Executive Committee:

"In fulfilling our mission of inspiring our community to transform and serve humanity through innovation and the collaborative pursuit of knowledge, we accept the responsibility of building a sustainable ethical foundation. In doing this, we will make ethics an integral part of the way we do things."

The ethics strategy reinforces the institutional values and rules and will be executed through the following five strategic focus areas:

- **Ethical intent and leadership commitment**
  - To make ethics an integral part of the 'way we do things' requires sustained visible and audible leadership commitment to ethics from Council, the MEC, the ELG and senior and middle management.
- **Governance of ethics and ethics management**
  - Ensuring that ethics is governed at a strategic (oversight) level and managed at an operational level.

- **Institutional ethics competence/training**
  - Ensuring that every employee has an ethics vocabulary, understands the importance of ethical behaviour within the organisation and towards external stakeholders, and behaves in a way that demonstrates ethical leadership.
- **Ethical people management**
  - Treating employees consistently fairly and with respect. Making ethics part of 'the way we do things'.
- **Student ethics**
  - Commitment from student leaders to lead by example. Making ethics an integral part of the way students behave.

The proposal was supported in principle by the Management Executive Committee, and the Ethics Management Strategy was presented to the ELG in November 2019. The strategy highlighted various interventions needed together with proposed timelines. The implementation of this strategy will start in January 2020.

### *Dialogue sessions and book launches*

#### Book discussions

- A discussion with Jackie Phamotse, author of the books, *Bare*, and *I tweet what I like*, took place at the APK Library on 20 February. Jackie touched on some of the risks associated with social media. Through her story, she shared some of the ways in which students could find themselves in difficult situations that are often created by socioeconomic dynamics within a South African context. Student hunger, sexual abuse, teenage pregnancy, sugar daddies, substance abuse and depression were some of the main influencers of risky student behaviour within the higher education space.
- The Transformation Division hosted a debating session and book discussion on 22 July 2019 in collaboration with the SWC Library and the UJ Debating Union. The goal of the debate was to address challenges faced by students, in line with mental health, substance abuse and many other factors that could lead to risky student behaviour. The event ended in a panel discussion involving activists and author Jackie Phamotse.
- On 5 March 2019, the Division, together with the Library, the Nelson Mandela Foundation and the Ahmed Kathrada Foundation, hosted a book discussion that touched on the origin of coloured people in South Africa, focusing on the book by Jesmane Boggenpoel titled *My Blood Divides and Unites*. The Transformation Division believes in creating spaces where UJ's young leaders can share their views, particularly on sensitive issues such as those of race and gender. The Division invited a member of the UJ Young Leader Development Programme to join as a panellist in the discussion. This dialogue session played a critical role in highlighting some of the challenges faced by coloured people in a South African and global context.

#### Public seminars

Educational Psychology, in partnership with the Transformation Division and the Institutional Office for HIV and AIDS (IOHA), hosted a seminar on 'Troubling compulsory heteronormative spaces towards inclusive societies'. The panel members were Landa Mabenge, author of the book *Becoming Him*, Ditshego from the Thami Dish Foundation, and Maxine Adcock, a young person just out of high school who had faced many challenges because of her gender identity. This seminar was facilitated by Prof Anthony Brown and attended by postgraduate students, members of the public and other members of the UJ community.

#### Dialogue sessions

On 25 February 2019, the Transformation Division, in collaboration with the Library, hosted a dialogue session at the APK Library. The discussion was based on a book, *We Need a Country*, written by author Monde Nkasawe, who through this story shares striking similarities to the details that recently emerged at the Commission of Inquiry into State Capture, particularly the Bosasa saga. This session was attended by prominent members of the community, including Dr Judy Dlamini, Chancellor of Wits University, and academics from various faculties within the institution.

#### Residences memorabilia project

The Transformation Division became aware of the fact that, following the Residence Renaming Project, in many residences historical items representing the old names and practices were still being displayed and

used. In support of Student Affairs, the Transformation Division participated in a walkabout. The walkabout was conducted on the Auckland Park Kingsway and Bunting Road Campuses to audit some of these historical items at the various residences. The following are findings from the audits conducted:

- Old residence names have been removed. However, some residences still have markings from old signage, indicating their former names, and those were removed.
- Mascots and other ornaments from former names still exist in some residences.
- Wayfinding signs around the APK Campus still indicate former names.

This project is ongoing until all the residences and/or campuses have been audited and a comprehensive report is written detailing the way forward.

### *Focus on gender equity*

#### Commission for Gender Equity

The Transformation Division supported the Management Executive Committee in the submission to the Gender Equity Commission, which requested the University to present on the progress the institution had made since the 2017 investigation. The presentation covered soft skills support for student leadership, academic progression support, UJ's remuneration philosophy on the retention of critical talent, childcare facilities and leadership gender and race representation.

#### Gender-based violence

On 13 and 14 August 2019, the UJ Department of Sports and Movement Studies within the Faculty of Health Sciences, in collaboration with the Transformation Division and the UJ Library, hosted a conversation with Olivia Jariel. Olivia was one of the three childhood survivors who sought justice against their world-renowned tennis coach, Bob Hewitt, who was found guilty of her rape and other charges in 2015. The session included a conversation with a spokesperson from Mothers Abuse Accountability (MAA). The spokesperson focused on the outdated culture of silence and secrecy that enables abuse to operate in schools. The conversation looked at the system that allowed 23 pupils at Parktown Boys' High School to be silenced about their sexual abuse.

More sessions and strategic initiatives will be arranged in 2020 to address the problem of initiations, gender-based violence and unfair discrimination within the University.

#### Power, privilege and gender

The Transformation Division hosted a conversation on 'Power, Privilege and Gender' directed to the Women's Forum on 29 August 2019. The Vice-Chancellor and Principal, Prof Marwala, opened the session. Among other speakers were Prof Melissa Steyn, who is best known for her publications on whiteness in post-apartheid South Africa, and Prof Anthony Brown from the Faculty of Education who spoke on challenges that are faced by women in the LGBT community. The session was well received, and the Transformation Division received positive feedback on the relevance of the content that was discussed.

#### Gender Equity Unit

After approval from the Management Executive Committee, a manager for the Gender Equity Unit was appointed on 1 December 2019. The role of this position is to offer support, and to investigate cases of gender-related issues lodged by the students. It will comprehensively respond to several gender equality and equity issues. The focus pillars are as follows: gender equality and equity, SGBV&F, diverse sexual orientation (LGBTI+), information and knowledge management, marketing and communication, partnership and collaborations.

#### Gender neutral bathrooms project

The Department of Higher Education and Training has communicated that funding has been reserved for UJ to rework its gender-neutral bathrooms. The Transformation Division, in collaboration with UJ campuses, conducted an audit of the bathrooms to ascertain what needs to be done to bring the current gender-neutral bathrooms in line with operating standards. The renovations are expected to take place in 2020 when the UJ Tenders Office reopens.

### *Transformation committees – faculties and divisions*

Transformation champions from different faculties and divisions attended a workshop conducted by the Transformation Division on 23 and 24 July 2019. The workshop focused on the strategic objectives of the Transformation Division, the Institutional Transformation Plan, Ethics and Governance and the roles and responsibilities of the Committee. Follow-up sessions took place to monitor progress and to gather feedback and provide guidance on the way forward.

### *Commemorating significant days and events*

The Transformation Division, in partnership with the School of Languages, hosted an event celebrating International Mother Language Day on the Soweto Campus on 21 February 2019. The theme for this event was 'Indigenous languages matter for development, peace building and reconciliation'. Some of the speakers included Prof Peng Yi from the Confucius Institute, and the photographer, Mr Bonile Bam, who shared stories based on some of the still images he captured during some of the most difficult times in South Africa. Prof Anne-Marie Beukes in her speech touched on the importance of language and shared insights on race and how language can be used to heal wounds of the past.

During May, various significant days were celebrated around workers and cultural diversity, especially Africa Day. During this month, the focus was on hosting the annual Staff Day that addressed all of these different days.

On 23 August 2019, the Transformation Division, in partnership with Oppierif Male Residence and the Soweto Campus Library, hosted a seminar under the theme, 'Walk a mile in her shoes'. Oppierif Male Residence started a sanitary pad drive on all campuses encouraging male students to donate sanitary pads towards the 'Walk a mile in her shoes' event.

Male students attended the event in high heels as a gesture of showing commitment to addressing gender-based violence. Ashmore Nkuna from the Transformation Division was among the panel members who shared their story and experience of womanhood. The dialogue session was attended by Mr Mhlobo Hoyi from Student Affairs who was there to communicate support and share the University's commitment to fighting gender-based violence and hate crimes in the institution.

On 25 November 2019, the International Day for the Elimination of Violence against Women and the start of the 16 Days of Activism were highlighted. Big banners with the words 'UJ supports 16 days of activism: together moving a non-violent South Africa forward' were placed at the main gates on all four campuses.

### *Staff Day*

The Transformation Division hosted Staff Day at the West Sports Field (Kingsway Campus) on 24 May 2019. The Division collaborated with faculties and divisions on the theme: Our Blood is Orange. There was great participation. Faculties and divisions took part in activities such as the colour run, exhibitions of art and culture, and sports. The event also had performances by MICASA, Nelisiwe Sibiya and Tswana dancers.

### *Diversity Week*

During the month of September 2019, the Transformation Division led staff and students in the silent protest walks. The protest walks happened during a period where the University would normally celebrate diversity and inclusion. The walks were part of an effort to raise awareness about gender-based violence and hate crimes against foreign nationals, and to foster a spirit of unity in diversity. All UJ campuses participated in the silent protests that were led by MEC members and SRC members. At the end of the walk, there was an address to the crowd, emphasising the need to stand up against all forms of discrimination and violence. The University released a statement that clearly articulated the institution's stand and its commitment to addressing issues pertaining to gender-based violence within the institution.

The Transformation Division, together with Protection Services and other role players, played a crucial role in ensuring that all protest walks happened safely without any interruptions. The Division further arranged for

suggestion boxes to be placed in strategic places across campuses to gather suggestions from staff members and students on addressing the issue of gender-based violence. Participants wore black and/or orange, as well as traditional attire to show their commitment to inclusion and diversity.

### *UJ naming and renaming of facilities project*

Consultation took place with various stakeholders within the institution to identify new buildings or spaces to be named or to be renamed. The ICS Division supported the process by creating a user-friendly electronic platform to be used for the nomination process.

The naming process for the new residence on the Soweto Campus also took place. The Transformation Division collaborated with the house committees, house warden and the Department of Strategic Communication to manage this process. During the process, the house committees were reminded to take into account the UJ values and culture when they proposed names.

The 2019 Naming Project was concluded at the end of November and the nominations submitted will serve at the MEC for consideration and recommendation to the PRCC in 2020.

The Vice-Chancellor and Principal also unveiled the Florrie Daniels Lecture Hall on 13 November 2019. Various community leaders and family members attended this special event.

### *Transformation newsletter*

The Transformation Division publishes a newsletter annually. The newsletter reflects the work that has been done by the Division and gives an overview of the lives that have been touched by the work in transformation. Many of the articles are written by academics and students, sharing the work they have collaborated on with the Division. The newsletter will be available in January 2020 for distribution.

### *A quick reference guide to identities and biases terminology*

Language plays a vital role in the way we all communicate, and it can be either inclusive or exclusive. We are challenged to think differently about the language we use. We need to ensure that it is more inclusive and that we treat people with dignity and respect. It requires us to consider the repercussions of the words and expressions we use. We therefore need a vocabulary for a new paradigm that will address social justice terms.

In our endeavour to be more inclusive, we will need to learn new vocabulary. To address this, the Division has developed a quick reference guide that will assist with understanding words relating to diversity, equity, inclusion and other transformation concepts relevant to our University community.

## THEME TWO: **EMPLOYMENT EQUITY**

The advancement of women and people with disability remains a key focus. UJ's objectives are to achieve equal representation across all levels within the institution.

The current employment equity statistics reflect that at top management levels, 57,1% are females, 41,9% of senior management are females, while 49,5% of middle management levels are female. Within the senior management category, males dominate with 143 employees, versus 103 females. These numbers have increased compared to 2018, of which males were at 102 and females at 75.

The total number of people with disabilities is 69, representing 0,5% of the total staff complement. This number is still below the economically active population, in terms of the Gauteng statistics, which we benchmark against.

Annual targets are set, and HR continues to submit reports on progress in achieving EE targets on a quarterly basis, which are submitted to various oversight governance committees, namely the Institutional Forum (IF), the Management Executive Committee (MEC), and the Human Resources and Social Ethics Committee of Council (HRSEC). A new EE three-year plan for the period 2019 to 2021 was developed and approved for implementation. The EE Report was also compiled and submitted to the Department of Labour. Key analysis and insights on the current status quo on EE were highlighted in the report.

The UJ workforce increased from 3 183 in 2015 to 4 386 in 2019. The academic and research workforce has shown a steady increase from 1 128 in 2015 to 1 283 in 2019. The academic and research workforce increased by 1,53% in 2015, 2,66% in 2016, 2,42% in 2017, 3,04% in 2018 and 4,99% in 2019, with an overall average growth of 2,83% from 2015 to 2019. Even though there has been an overall average growth of 9,8% in the support staff workforce from 2015 to 2019, the number of support staff decreased from 3 105 in 2018 to 3 080 in 2019, which is a negative growth rate of 0,81%, due to the moratorium on the filling of vacant positions implemented from August 2018. The focus on achieving a more representative academic workforce yielded good results. With the academic and research headcount increasing from 1 222 in 2018 to 1 283 in 2019, most APP targets were achieved.

The black academic and research staff component has increased from 37,06% in 2015 to 46,92% in 2019; female academic and research staff have increased from 47,34% in 2015 to 49,03% in 2019; while the international academic and research staff headcount has increased from 13,83% in 2013 to 18,32% in 2019. Female associate professors and professors have increased from 37,19% in 2015 to 37,34% in 2019. Staff turnover is a concern, but proactive measures are in place to keep the turnover below 7%, and in 2019, a 6% staff turnover was achieved, with the vacancy rate kept below 7,5%.

Senex approved 50 promotions in 2019 compared to the 39 approved in 2015. Of the 50 promotions, 19 (38%) were female and 31 (68%) were male. Fifteen (30%) among the international cohort were promoted. To achieve a more balanced profile, attention must be paid to ensuring that more designated staff are prepared for promotion to senior lecturer level.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has increased from 51,8% in 2015 to 60,87% in 2019. At present, the overall profile reflects 60,87% black, 34,78% white and 4,35% international. The ELG black gender profile has shifted notably from 2015 to 2019. Black female representation was 29,92% in 2015, 32% in 2017, and 43,48% in 2019. Black male representation decreased from 26,1% in 2015 to 17,39% in 2019.

### *Global excellence and stature (GES)*

At the core of UJ's vision and mission of global excellence and stature lies the ability to attract and retain accomplished academic and research staff. As demonstrated, UJ has been able to grow the workforce by 1 203 over the past five years, which included an increase of 12% in terms of academic and research staff. The seniority of the academic cohort has increased as a result of the promotion of academic and research staff over the past five years.

The number of academic and research staff with doctoral degrees increased by 21, year-on-year, and the target of 48% was surpassed in 2019 with an increase to 49,03%. Over the past five years, the number increased from 42,2% to the current 49,03%. The number of academic and research staff with master's degrees has increased from 40,07% to 43,49% over the past five years. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

The number of associate professors and professors has increased notably during the past five years, from a headcount of 242 in 2015 to the current 316. Although the headcount increased by 74, the growth percentage does not reflect this, as during this period the staff complement also increased from 1 128 (2015) to 1 283 (2019). Within this group, over the past five years, the number of females increased substantially, from 90 to 118 in 2019. The number of black professors also showed an increase over the past five years from 22 of all professors to 24 in 2019.

In its efforts to drive GES, the number of international scholars appointed through the GES programme has continued to rise. Since the inception of the programme in 2014, the appointment details of these international scholars are as follows:

- Distinguished Visiting Professors – 45
- Distinguished Professors – 5
- Directors of Institutes – 4

### *GES 4.0 Change Management*

UJ's Change Management Strategy and Plan was developed, guided by the work done through the 4IR workstreams (Teaching and Learning, Research and Innovation, Infrastructure, and Communications). As part of this process, academic and non-academic/professional support leaders sought to strategically define the comprehensive investment needed to enhance UJ staff and students' internal capacities in delivering academic and teaching programmes that are responsive to the needs of our communities and industry.

The Change Management project team was established to support the GES 4.0 initiative. A communique that provided an overview of the change management interventions that are being rolled out in line with the Change Management Plan was sent to all employees.

The identified change interventions as well as upskilling programmes were implemented with effect from July 2019 and will be rolled out continuously in 2020.

## THEME THREE: **STAFFING AND LEADERSHIP PROFILE**

Talent management is an imperative business objective within any institution to foster employee growth and development, encourage ongoing feedback on performance, and promote leadership at all levels. The Transformation Division and the Organisational Development Unit in the Human Resources Division collaborate closely to address this very important imperative.

Within the talent management sphere, the focus is also on succession planning. As an integral part of succession planning, workforce plans were developed in 2017 for a three-year period, until 2019. In this process, executive deans/executive directors identified critical positions and nominated staff with potential as part of the succession planning programme. Furthermore, EE targets were also used in each environment as part of this planning process and were then incorporated into the University's Employment Equity Plan. The purpose of succession planning is not only to replace staff who exit UJ, but also to develop, motivate and encourage the engagement of existing staff. Staff must also be able to visualise their career growth within the University.

### *UJ Young Leaders Development (UJYLDP)*

In partnership with the Department of Industrial Psychology and People Management (IPPM), the Transformation Division and Student Affairs launched the second cohort of the UJYLDP programme on 5 February 2019. The programme seeks to inspire young leaders by getting them to engage, through interactive sessions, with other entrepreneurs who have done exceptionally well in society.

The programme began in March 2019 and consisted of three modules: Leading Yourself, Leading Others, and Leading the World. The modules are broken into online units and briefing sessions with students.

The Transformation Division invited the founders of the business venture, YOCO, as guest speakers on 30 August 2019. They shared their leadership journey and engaged our leaders in ways in which they could grow as young leaders.

The 2019 cohort had 56 participants with the following results:

- Forty-six students successfully completed the programme.
- Six students did not adhere to the timelines and therefore could not complete in time.
- Three students did not complete successfully.
- One student dropped out of the programme due to personal challenges and deregistering from UJ.

The Transformation Division hosted the Award Ceremony for the Second Cohort on 11 October 2019. Mr Mike Teke, Chairperson of the UJ Council, delivered the keynote address.

The programme received positive feedback from students who completed the sessions. The Transformation Division is looking at incorporating more into the programme in order to help young leaders apply their learning to their respective projects at university and/or in society. The idea is to expose young leaders to group work by asking them to identify projects that will add value to their skills development and have an impact on their community.

### *UJ Women's Leadership Development Programme (UJWLDP)*

The UJWLDP Cohort Three successfully completed their coursework at the end of February 2019. The programme was concluded with the presentations of their project to the Executive Leadership Group on 7 June 2019.

During the year-long programme, various participants were promoted within the academic and support environments. Two women improved their qualifications and five women submitted portfolios for academic promotions, one for a SARChI Chair, and one of the participants was appointed as interim SARChI Chair.

Cohort Four of the UJ Women's Leadership Development Programme started their programme on 12 July 2019, comprising fifteen women academics from various faculties and divisions. Owing to illness, one participant could no longer participate in the programme.

The UJ Women's Leadership Development Programme consists of various components. The programme starts with a Sensing Journey followed by workshops, lunchtime sessions, coaching and line manager/sponsor engagements throughout the programme.

The design of the programme has worked well thus far. The facilitators made some changes based on the learning from the previous years, which have mainly covered:

- Intake interviews with line managers and executive deans at the start of the journey, to contextualise reasons for nominations and to support earlier 180° feedback to speed up development.
- Earlier use of the personality assessment to integrate learning into the journey, as per feedback from previous cohorts.
- Improvements on Workshop One design, involving different UJ stakeholders and some changes to design based on learning from previous programmes.

The diversity of participants from the perspective of faculty, race, age and years with the institution offers an amazing opportunity for learning.

The excursion to the Women's Jail and Constitutional Court at Constitution Hill achieved the aim of the Sensing Journey of getting participants out of their comfort zone. It supported some good work in deepening the close-out of the Sensing Journey and in preparation for greater deepening in Workshop One. This should be seen as a success. The inclusion of UJ women students on the Sensing Journey worked well in the conversations shared, and it allowed these to permeate contextual boundaries of UJ students and staff.

The participants have engaged enthusiastically with the coaching aspect of the programme. The third and final workshop is taking place from 27 to 28 January 2020.

Participants on the programme provided feedback, and the following recommendations are made for future programmes based on the input received.

- More opportunities to network with important role players from the institution will be critical to the success of the programme going forward, given the expectations and needs of the women on the programme. These opportunities will include hosting of lunchtime sessions and project presentations at the conclusion of the programme. The continued support of the ELG members in this regard would be highly appreciated.
- The inclusion of participants from non-academic departments has worked well and is recommended for future rollouts. This may require a slight reconsideration of the entry criteria for support staff.
- The inclusion of the Chancellor, Prof Njabulo Ndebele, in the pilot was invaluable in 2016. Continued proactive requests for his input as part of the programme have been made. We are hoping he will agree to be part of the programme in future and would invite other executive stakeholders to participate in the programme.

### *Emerging Leaders Programme*

The UJ Emerging Leaders Leadership Development Programme was implemented after recommendations made by the Leadership Development task team, which was tasked to look at leadership development at different levels within the University. The task team focused on defining what an emerging leader is, determining

the criteria for identification and contextualising the concept within the strategic imperatives of succession planning, growing your own timber and employment equity targets for senior occupational levels.

In order to satisfy the pressing need for better and different leadership, IPPM assisted the Transformation Division by putting together a 'new world' Emerging Leaders Leadership Development Programme in line with the leadership requirements of the future.

The UJ Emerging Leaders Programme is presented by the Transformation Division in collaboration with the Training and Development Division (T&D) in Human Resources, while the Department of Industrial Psychology and People Management (IPPM) from the College of Business and Economics (CBE) conducts the study schools. Six study schools were completed from September to November 2019.

The programme was held at the Johannesburg Business School. Currently, the different teams are finalising their industry-specific projects. Seeing that this is a UJ leadership programme, the delegates must identify a project that is directly linked to the UJ Strategic Plan 2025. The programme will conclude in February 2020 with their project presentations.

## THEME FOUR: **GOVERNANCE AND MANAGEMENT**

In order for the University of Johannesburg to achieve its Strategic Plan 2025, it is important to develop and maintain relationships with significant stakeholder groups to ensure efficiency and effectiveness in terms of people, processes and systems, and technology.

Stakeholder engagement impacts on UJ's reputation, both nationally and internationally. It is important to note that the SRC and labour unions are represented on all important UJ committee structures. Regular engagements have also taken place with student leaders. All faculties and divisions play a vital role in terms of stakeholder engagement to the benefit of UJ and the communities they work with.

The University has made considerable progress in the development and use of online, technological and automated approaches to academic administration and governance (primarily in Central Academic Administration (CAA) and Corporate Governance), and CAA has maintained its national leadership role in the use of technology to support the student life cycle, by means of regular developments and enhancements of the student data system. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems, such as the Celcat system for timetable optimisation and Blackboard (learning management system).

The University implemented the new performance management system in 2019. This new system involves a strategy implementation mechanism, as it ensures that the University's strategic objectives are cascaded, and the values institutionalised through employees' performance contracts. Most significantly, the system fosters team collaboration and ensures that performance gaps are closed, and excellence is incentivised.

The UJ Council commissioned a strategic project to improve on ways in which our talent management strategies can enable the University's organisation design. The talent and organisational review of the support domains was conducted by 21st Century Consultants during 2019 and is being extended to 2020 to include domains that did not form part of the first phase. Benchmarking was done with national and international universities.

Staff wellbeing and effectiveness are also supported through the vibrant Occupational Health Practice, which promotes the health of staff members through the availability of clinics, medical surveillance, health and event risk assessments, the compilation of campus risk profiles, inoculation campaigns and monitoring of food safety.

## THEME FIVE: **TEACHING, LEARNING AND KNOWLEDGE PRODUCTION**

In its Strategic Plan 2025, the University of Johannesburg highlights the importance of achieving academic excellence at UJ. This theme is obviously addressed by all faculties and divisions that support the academic project; however, two divisions offer overall coordination.

### *The Division for Academic Planning, Quality Promotion and Academic Staff Development*

The Division for Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD) scrutinises all proposed new academic programmes to ensure their quality, relevance and appropriateness. The Division is engaging substantially with a project to transform existing curricula. The issue of decolonisation and 4IR considerations is central at the University. From relatively minor adjustments to course content, to broader and more substantive curriculum and assessment amendments, each faculty has responded to decolonisation and the 4IR initiatives in ways that align with the varied disciplines represented. All eight faculties reported as per a template, which enables monitoring of progress in this regard.

Across the faculties, research is a key tool through which decolonisation and the 4IR project are expressed, with several faculties indicating staff and postgraduate student research into decolonisation and 4IR in their disciplines. National and international research collaboration projects also feature. The deans and relevant committee structures engage actively with students, staff and management in discussions around decolonisation and 4IR, and numerous workshops and conferences have been held focusing on curricula in the knowledge areas. Likewise, discussions in a variety of forums and at different levels (departmental, faculty, institutional, national) have been held with success and have delved into developing and applying new pedagogies. These activities include both undergraduate and postgraduate students and staff. Staff were introduced to and were able to experience a number of innovative practices using technology to enhance learning and teaching. In addition to the symposium, the Centre for Academic Staff Development (CASD) hosted four master classes on Assessment for Learning facilitated by experts in the field.

Approximately 25 short learning programmes (SLPs) in the 4IR arena have been developed across the faculties. It must be noted that various support staff units are also actively engaging the 4IR and decolonisation imperative. The DVC: Academic has hosted two workshops on 'Rethinking and Revisiting our Curriculum', and two discussion documents emanating from this have been discussed at faculty boards. Additionally, DAPQPASD hosted a Teaching and Learning Symposium on 10 May 2019: 'Exploring Industry 4.0', with eight presentations on innovative teaching practices. As a consequence of discussions held at various platforms, it was agreed that generic MPhil and DPhil qualifications would be submitted to the regulatory bodies for approval. This initiative is aimed at enabling multi- and interdisciplinary programmes. At the beginning of 2019, discussions were held with CBE, the Faculty of Science and the Faculty of Humanities to develop a BA in Politics, Economics and Technology with a proposed intake in 2020. CAPQP assisted in ensuring the approval and conceptualisation of the qualification.

An initiative that seeks to give impetus to the transformation of the academic staff profile, in terms of race and gender, is UJ's Accelerated Academic Mentoring Programme (AAMP). This programme provides career development opportunities and inputs with the goal of developing the next cohort of academic leaders. In 2019, there were a total of 345 AAMP candidates over the three levels, of whom 69,27% were designated candidates and 57,97% were female. Since the launch of the AAMP in 2015, 157 participants have made significant progress in terms of promotion and completion of degrees. In 2019, sixteen academics were promoted.

The New Generation Academic Programme (nGAP) is a DHET initiative that provides universities the opportunity to grow a new cohort of academics, with focus on transformation in terms of race and gender. In 2019, DHET awarded UJ five new nGAP posts and one pending appointment for Phase 4. Six appointments were approved by DHET (in Environmental Health, Biochemistry, Biotechnology and Food Technology, Physiology, Chemical Engineering Technology, and Public Law). Currently, the University has a total number of 22 nGAP scholars. This initiative is significant for our commitment to growing a new generation of academics. In 2019, specialised workshops were held with the nGAPs as an initiative from DAPQPASD to support their academic development. These activities are modelled on the AAMP programme and have been well received.

In the October graduation season, Dr Tebogo Makhubela, who is in the University's nGAP Phase One, graduated with his PhD. Dr Makhubela was a tutor and an assistant lecturer before starting his role as an nGAP lecturer in January 2016 in the Department of Geology, Faculty of Science. His PhD topic was titled, 'Multiple isotope

studies relating to cave development and landscape evolution in the Cradle of Humankind, South Africa'. Dr Makhubela is the first UJ nGAP to graduate with a doctorate.

A further initiative is the funding of assistant lecturers. The post of assistant lecturer (AL) is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The goal of the Assistant Lecturer Programme is to migrate the assistant lecturers into permanent posts as these become available as a result of retirements and resignations. Given the growth of student numbers and the desire of the University to produce an academic cohort, earmarked funds have been allocated for a further 75 assistant lecturer positions.

A total of 100 assistant lecturers were appointed in 2019. The budget makes provision for 75 in an academic year; fluctuations in headcount numbers are due to expiry of three-year contracts, resignations or absorption into faculties. Once a post becomes vacant, faculties request a replacement. Since the inception of the programme, 35 assistant lecturers have been appointed into full-time positions at UJ, with nine of these assuming duty in 2019. Assistant lecturers attend all academic training workshops. In addition, a special workshop for assistant lecturers was held with a view to assessing if there were specific needs and areas for intervention.

### *The Division for Academic Development and Support*

The Division for Academic Development and Support (ADS) comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently of maximising retention, success and throughput. The focus is on contributing substantially to the reduction of dropouts, and to improve the module pass rate and the degree throughput rate.

#### Student success and support

A highlight in 2019 was the second year of full implementation of the groundbreaking Integrated Student Success Initiative (ISSI), a joint initiative between ADS and the faculties, which is led from the Academic Development Centre (ADC) through the UJ Student Success Committee (SSC). ISSI aims to improve student success at UJ, in terms of module pass rate, degree completion rate and the dropout rate, with a data informed process that focuses UJ resources where they can have the greatest impact on student success.

ISSI focuses a variety of UJ resources on the UJ priority modules that are by definition the places where we can have the most impact. During the second semester of 2019, the collaboration proved to be very effective and resulted in a 5,8% increase in module pass rates in modules involved in ISSI during 2019. Over the year, there was a 4,5% increase in the module pass rate of the priority modules. This translates into more than 2 100 additional module passes in ISSI modules over the year.

#### Online programmes and blended learning and teaching

The Centre for Academic Technologies (CAT) supports and enables the smart use of innovative and evolving technologies for teaching and learning. In 2019, CAT used a variety of strategies to train and support staff and students in blended teaching and learning. To keep up with new developments, and expand their skills and knowledge, CAT's learning designers and developers attended local conferences, seminars and webinars, and have completed all three levels of the Blackboard Teaching and Learning International Certification training.

CAT's 2019 Student Technology Survey was completed by 14 053 UJ undergraduate students. UJ students are becoming increasingly digitally literate (having digital knowledge and skills) and fluent (moving between devices and platforms), compared to the results of the 2017 and 2018 surveys. This can be seen in their responses about attitudes, perceptions, device ownership and digital activities. For example, 91% of undergraduates reported a welcoming or enthusiastic attitude towards learning supported by new technologies, with 56% rating their knowledge of technology as excellent or very good, and 62% reporting their skills and abilities to use technology in general as either excellent or very good.

Device ownership is 1% higher in 2019 compared to 2018, with 99% of respondents reporting that they own at least one of the following devices: a smartphone, a tablet, a laptop, or a desktop. Smartphones are most

commonly (60%) used during lectures. However, theft of devices on and off campus remains a big problem and a huge financial burden to students, their families and sponsors, and UJ. In total, 27% of undergraduate students completing the survey had a device stolen during the first semester: 65% had their devices stolen off campus, 28% on campus, and 7% both off and on campus. Learning activities are often disrupted by the loss of a device.

CAT has been actively promoting apps for learning, and there was evidence of such use in the survey. Almost 80% of undergraduates reported that they belonged to a WhatsApp study group, and 67% frequently use the Blackboard app that allows for off-line learning.

CAT recently scanned through 1 650 active undergraduate 2019 Semester 1 modules on Blackboard (Bb), to establish a baseline for how and for what UJ staff are using the Bb tools and to determine what basic design elements are present in modules. The findings have already been used to support Humanities with their 2020 Semester 1 preparations to increase their blended and online presence. CAT has also begun conversations with other faculties and with CBE about similar processes.

## THEME SIX: **RELATIONSHIPS WITH STUDENTS**

This theme is addressed at various levels within the institution; the overarching aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and will encourage a positive lifelong relationship with the University. The student experience at UJ encompasses many aspects of academic and intellectual development, social and emotional life, and the growth and refinement of cultural, political, sporting and artistic interests. By constantly transforming systems, processes and spaces, UJ endeavours to provide the preferred student experience.

The work of a number of divisions that make a substantial contribution to the broad student experience, including and beyond academia, is reported below.

### *Contributions by the Transformation Division*

#### Focus on students

*Change management workshops*

In January 2019, the Transformation Division, in support of Student Affairs, facilitated workshops with first-year residence students. The workshops focused on human rights as well as on risky student behaviour with the objective of assisting students' transition from high school to university. The sessions assisted the institution in identifying some of the challenges faced by new students. Some of the topics that were covered included gender-based violence, what it means to give consent, HIV/AIDS, human trafficking, diversity, and inclusion. The students were also informed about support structures within the institution that can provide them with more information and assistance if necessary.

*Risky student behaviour*

On 15 February 2019 and 28 March 2019, the Risky Student Behaviour Committee met to discuss its charter and the student issues that needed most attention within the institution. The committee is made up of members from the Transformation Division, Student Affairs, the Centre for Psychological Services and Career Development, IOHA and Protection Services. It was agreed that issues of mental health were a priority, given the fact that there has been an increase in the number of students who try to commit suicide or harm themselves due to academic pressure and relationship challenges. The committee agreed that they would host a relationship seminar where some of the root causes of depression would be discussed. The committee further identified a need to include students with disabilities in initiatives of this kind because, ultimately, these students also find themselves in difficult situations that sometimes lead to harmful conduct.

On 5 September 2019, the Risky Student Behaviour Committee held a meeting where the Transformation Division presented a draft of the Risky Student Behaviour Strategy for 2020. During the meeting, it was agreed that there was a need to clarify roles of the Student Wellness Committee and the Risky Student Behaviour Committee, in order to avoid duplication of initiatives.

*First Year Experience*

The Transformation Division attended planning sessions and workshops on creating a better first-year student experience at UJ. The Division will officially be part of the programme in 2020. The presentation slot allocated to the Transformation Division is an hour-long slot in which the Division will share the services provided by the Division as well as create awareness around transformation, diversity and culture. Through the First Year Experience initiative, the Transformation Division will address many other issues that may be faced by first-year students, including issues of risky student behaviour.

Various meetings took place with the FYE Committee and other stakeholders to prepare for the presentations for FYE sessions in January 2020. In preparation for these sessions, the Transformation Division developed a small brochure to be distributed to all first-year students, to create awareness of the Division and the work it is doing.

*Training of First Year Experience marshals*

On 24 January 2019, the Transformation Division gave a presentation to 64 marshals who had been selected by the Centre for Academic Technology to work during the First Year Seminar. The objective of the presentation was to ensure that the marshals have the necessary understanding of transformation and the role they can play in ensuring that UJ is inclusive and positive towards diversity. The marshals were trained on issues such as gender, human rights, safe spaces within UJ, and reporting guidelines for issues such as gender-based violence.

### *Contributions by the Student Affairs Division*

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. Student Affairs also facilitated opportunities for recreational activities and community service and engagement.

#### Living and learning communities

The Five-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport, and Social pillars) continued to be nurtured in 2019. Academic excellence cut across all the elements of the Five-Pillar Model.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme, in which 176 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 800 day-students continued to participate in residence life activities, organised by the seven day-houses across the University.

#### Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students. The calendar and pamphlet of Student Affairs containing tips, rules and regulations, which had hitherto been distributed in hard copies during orientation, were uploaded onto the Student Portal (uLink).

During the first-year institutional orientation programme, Student Affairs made several presentations and conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 6 000 students attended these presentations and workshops.

#### Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes. The main focus in 2019 was still on safety and security, and risky student behaviour (RSB).

The number of recognised student societies, which were mainly academic, political, religious and social organisations, stood at 253 across all campuses, with about 14 560 active members. The increase in participation in student organisations could be attributed to the successful Societies Week, which, together with other campaigns, was held across all four campuses in February 2019.

**Student leadership development and training**

Student Affairs, in partnership with different stakeholders, facilitated a number of student leadership and development opportunities for student leaders. The student leadership involved ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.

The training and development opportunities available to student leaders were as follows:

- The induction of the 2019 house committees was conducted from 9 to 12 January 2019.
- The induction programme for the Student Representative Council took place from 6 to 7 April 2019.
- A Leadership Skills Development Programme for the Student Representative Council, themed 'Gender-based violence strategic meeting', was conducted by the Department of Higher Education on 2 October 2019.
- The Financial Literacy Programme for student leaders took place across all campuses in May 2019.
- The induction of societies' student leaders was conducted in March 2019.
- The chairpersons of house committees and residence academic advisors were provided with basic training on first aid.

In addition, Student Affairs staff members continued to provide one-on-one coaching for a number of students. Members of the SRC were provided with guidance, advice on challenges in their respective academic and leadership roles, and fee discussions. The SRC was assisted in writing reports for the University Council.

**Academic integrity campaigns during examinations**

Academic integrity campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners and media campaigns, with messages on academic honesty and integrity aired on UJFM during the June and November examinations. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.

**Students with disabilities**

Student Affairs provided support to the newly established Student Committee for Students with Disabilities. The support ranged from assisting the Office with administrative and managerial responsibilities to preparations for institutional meetings. Major areas, for which the Office for Students living with Disabilities advocated, were paths for blind students and those on wheel chairs.

**Student discipline**

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. Student Affairs received and managed 360 student disciplinary cases in 2019, which were spread across campuses as follows: APB (70), APK (183), DFC (84) and SWC (23).

There were 45 more cases managed in 2019 than in 2018, which was a point of concern for Student Affairs. Owing to that concern and other factors, Student Affairs explored the possibility of establishing a short learning programme on Ethical Leadership as a further effort, additional to those already existing, aimed at educating students in general and student leaders in particular.

**Student welfare and support**

In total, 6 982 students benefited from the Student Meal Assistance Programme in 2019. These students received two cooked meals a day for 249 days. This intervention was in partnership with Shanawaz Meat Palace. In addition to the cooked meals, 500 students benefited from the meal packs provided on a monthly basis by Tiger Brands.

In total, 3 426 students were assisted with registration fees through the SRC Trust Fund. These students were considered to fall into the missing middle category.

In addition to managing the Student Meal Assistance Programme and the SRC Trust Fund, Student Affairs coordinated the University's response to psychosocial and personal issues affecting students. The issues that were handled included student deaths; assisting students who were mugged and robbed in and around UJ campuses; students who had experienced trauma; students in distress (financial and emotional); students without accommodation; and students who attempted suicide.

Student Affairs provided support to the affected students and their friends on campus and to families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, Campus Health, and PsyCaD.

**Cultural activities**

A number of student organisations, assisted by Student Affairs, organised student cultural activities, such as the traditional First Years' Concert, Residence Song Battle and Sing-It-Out competitions.

**Student governance**

The elections for the 2020 SRC, which were scheduled for October 2019, were postponed to 23 and 24 April 2020. The elections of the leadership structures of other student organisations and structures, such as house committees, were conducted in September/October 2019 under the leadership and coordination of Student Affairs.

### *Contributions by UJ Arts and Culture*

UJ Arts and Culture also contributes substantially to the preferred student experience as a means of transformation. UJ Arts and Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future. A number of arts platforms are offered on all four campuses. Students, staff, alumni and the general public experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

In 2019, the Arts and Culture Unit once again made substantial contributions to creating an enriching student-friendly learning and living experience through its UJ Arts Academy. Extracurricular opportunities offered to students at no cost included the UJ Choir, UniJoh Chorale, a jazz band, and an African drumming group. Other popular offerings included weekly poetry sessions as well as hip hop, Afro-fusion, contemporary, ballet, Latin and ballroom and Zulu dance classes. Drama classes and opportunities to audition for theatre productions were also made available to students from across the University. The UJ Arts Academy saw a 9% increase in students joining at the beginning of 2019. Of the 497 students who were selected through a rigorous audition process, 301 students qualified for cultural bursaries, which are dependent on strict attendance and participation criteria.

In 2019, eight UJ Arts Academy students were given an opportunity to join professional actors in the development run of *Let the right one in*, which was presented as part of the Faculty of Art, Design and Architecture (FADA) interdisciplinary theatre project. The programme is implemented as an integral component of coursework for second-year FADA students across all departments. Students attend theatre design lectures and briefing sessions and then work in groups to design various aspects of a play that will be produced by the Unit. The learning and development outcomes of the programme have been monitored since inception in 2017. One of the most prominent outcomes reported by students, as intended, is a greater understanding of the potential of other disciplines to enhance one's fields of study and practice. Other outcomes include creative thinking, problem solving and interpersonal skills as well as more confidence to work in a collaborative environment. These are essential skills required to thrive in the majority of professional settings, and the FADA Interdisciplinary Theatre Programme is one way the Faculty is preparing its students for living and working in the time of the Fourth Industrial Revolution (4IR). *Let the right one in* is an enchanting, brutal vampire myth and coming-of-age love story adapted from best-selling Swedish novel and award-winning film by John Ajvide Lindqvist, adapted for stage by Jack Thorne and reimagined for a South African context.

Additionally, thirteen students were selected to perform in the iconic *Lord of the Flies*, which toured to and played to sold-out audiences at the National Arts Festival. The play centres on power struggles and how complex

a democratic system can be to navigate. A student band competition, *Rhythm of the Bands*, was implemented alongside the *UJ Weekend of Jazz*, which has seen three groups with potential sharing the stage with the likes of Nduduzo Makhatini, Titi Luzipo and Spha Mdlalose. The highlight of the year for students, however, was the three-week *UJ Youth Arts Festival* when all Arts Academy students had an opportunity to showcase their talents. Another highlight on the cultural calendar was the *Izimbongi Poetry Festival* that brought together UJ students and professional wordsmiths. A spotlight was cast on a number of societal issues through UJ Arts and Culture's student poetry production, *Home Is*, staged during the festival, and 60 students attended a bootcamp at the UJ Island in preparation for the performance. A literary musical, *Shhh!*, created by award-winning director Jade Bowers, which honed in on the life of women in South Africa, was also presented as part of the event.

UJ Choir presented 34 concerts, including 21 appearances during graduation ceremonies. Latin and ballroom dancers participated in the *Rumba in the Jungle* competition held at Sun City, bringing home two trophies and four medals. UniJoh Chorale participated in the South African Tertiary Institution Choral Association (SATICA) Eisteddfod in Port Elizabeth and won five trophies in the Indigenous, Western and African categories.

The University of Johannesburg collects bottle caps for the manufacture of wheelchairs for disabled students who would otherwise not be able to attend classes without great effort. In 2019, UJ Arts and Culture and internationally acclaimed Moving into Dance (MID) once again partnered on a drive to gather the 450 kg of bottle caps needed for one wheelchair, by making show tickets available in exchange for bottle caps. *Enable through Dance*, a dance performance platform for youth living with disabilities, focused on removing barriers that society has constructed around disability. The project recognises the lived experience of disability, seeking to restore confidence and self-esteem through artistic exploration and movement. The final tier of this project grants access to these young people to a professional theatre setting where they can perform. The University's disabled community was also given access to the programme as participants.

Additionally, a robust artistic programme, targeted at students and the community, included local and international drama and dance productions, comedy shows, music concerts, arts and culture festivals and art exhibitions. Student tickets were heavily subsidised and there was no charge for exhibition openings and artist walkabouts. One such event that aligned with transformation was the UJ and MTN collaborative exhibition that, once again, comprised works of both entities' collections, titled *Conversing the Land*, which gave impetus to the discourse about land ownership in South Africa. The exhibition included the presentation of the Emerging Artists Development Programme that affords young artists an opportunity to submit works for inclusion in the exhibition. UJ Arts and Culture partnered with the Trevor Noah Foundation on an outreach project that has seen 72 learners from the New Nation High School in Auckland Park attending a walkabout of the exhibition.

More than 35 UJ students were given employment opportunities as ushers at UJ Arts and Culture as part of the front-of-house team. This is a valuable chance to gain practical work experience and develop strong professional work ethics. Three BTech students from FADA were part of the UJ | MTN mentorship programme aimed at practical curatorial practice skills transfer, and administration and marketing internships were offered during the year under review.

UJ Arts and Culture also hosted external and University events, including faculty board meetings, strategic breakaways, conferences and lectures at its venues. Facilities operated include the Arts Centre on the Kingsway Campus with a 428-seater theatre, an 18-seater conference room and two studios. The Experimental Theatre, also on the Kingsway Campus, is a flexible space primarily used for and by students. The 180seater Con Cowan Theatre with adjacent studios and the Johannesburg Youth Orchestra are based on the Bunting Road Campus.

The SWC UJ Arts Academy students participated in Chris Hani Baragwanath Hospital's Mandela Day 67-minutes event, and Arts and Culture Officer, Neo Motswagae, was the programme director of the Woman's Day Community Engagement event held at the Chinua Achebe venue in Auckland Park.

In addition to striving to offer platforms for and to engage with issues of transformation through its creative programme, UJ Arts and Culture has made the appointment of permanent as well as temporary and freelance contractors from designated groups a priority. In 2019, 97 temporary staff were employed, including theatre

technicians, stagehands, ushers, cashiers, creative coaches, theatre designers, professional actors, musicians and student and other administrative assistants. Of these temporary employees, 35 were black females, 38 black males, five coloured females, six coloured males, nine white females and four white males.

### *Contributions by the Health and Wellness portfolio*

#### The Primary Healthcare Service (PHC) and clinics

The annual utilisation of health clinic services was at 27 644, an increase from the 26 466 consultations in 2018, with client satisfaction at 93,4%. Consultations with staff members have decreased to only 1,15% of this total (from 9% in 2017). (This decrease results from strategies to limit the use by staff, as the clinic's primary service should be to students. Only staff at lower Peromnes levels, i.e. P17-P15, may access the clinic services.) A client satisfaction of 93,5% was attained across all clinics.

Family planning was provided to 8 774 staff and students, a substantial drop from the 9 585 clients seen in 2018. An emerging challenge is the shortage of injectable contraceptives supplied by the Department of Health. This is mitigated by offering oral and subdermal contraceptives as alternatives. The morning after pill was given to 164 patients, a decrease of 48% compared to 2018. In total, 1 658 patients were tested for pregnancy with 336 students testing positive, an increase of 187% from the 117 students who tested positive in 2018. Of these, 233 were referred for termination of pregnancy, including psychological counselling at PsyCaD.

After a rise during the past two years in the number of patients treated for sexually transmitted infections, in 2019 the number decreased by 7,4% to 1 254. To mitigate the danger of patients developing resistance to certain drugs, new technology is being introduced to determine the exact STI and the specific medication required. The unavailability of certain drugs from the Department of Health central pharmacy has been leading to delays in treatment.

Vaccinations were provided to 790 patients, some of whom were students from the Faculty of Health Sciences, which the students then paid for. This is an increase by 89% from the 418 vaccines provided in 2018. These vaccinations included, among others, Hepatitis B, Yellow Fever and Tetanus vaccines, which are given as part of the management of disease, and also as preventative medicine. Travel health was accessed by a total of 511 clients – a 7% increase from last year. In total, 29 medical operational plans (MOPs) were done for UJ's various sporting activities.

Numerous health promotions and campaigns were held during the year, generally in partnership with IOHA. For instance, TB Awareness Month was successfully carried out, in collaboration with HJH, IOHA, HR Wellness, City of Joburg and the HIV Clinical Research Unit. In addition, first aid training was provided by the City of Johannesburg Emergency Management Services for 243 students during the two mid-semester recess periods. The FYE programme was implemented successfully in partnership with IOHA.

#### Contributions by the Institutional Office for HIV and AIDS (IOHA)

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role of the HIV/AIDS programme following the 2013 White Paper for PSET (2013), Transformation Framework for HE (2015), NSP for HIV, TB and STIs (2017), Adolescent and Youth Policy (2017) and Social Inclusion Policy Framework of PSET (2016). It functions within the legal and management framework of the University of Johannesburg under the Charter of UJ's HIV/AIDS Committee to ensure the realisation of the strategy.

IOHA is also mandated to facilitate the implementation of the provision of combination prevention interventions and strategies aimed at reducing new HIV infections and providing holistic services for HIV/AIDS-related matters within the UJ community. The core operational function includes HIV prevention through sexual and reproductive health and rights (SRHR), peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV.

A total of 12 733 clients were tested in 2019, compared to 10 945 in 2018, which was an increase of 1 788, i.e. 14%. The target for 2019 HCT was 12 575, and the actual was 1% more than the expected target.

The Care and Support Programme is a pillar developed through the UJ wellness programme and aims to ensure optimal health and functioning for students and staff infected with HIV at UJ through the provision of social and educational support. In 2019, the total number of students and staff who tested positive is 70. Prevalence rate remains below 1%. This year's support programme was extended to the general community. A total of 56 (80%) of the people diagnosed agreed to be referred to IOHA and of these, 49 (88%) joined the internal care and support programme.

Students are supported through face-to-face consultation, a WhatsApp group, the buddy system and the social club. This is one of the flagship programmes in HIV Care and Support, as UJ has invested in a client-centred approach, which is producing positive results and can be one of the flagship programmes in higher education.

**Contribution by UJ Sport**

Transformation remains a priority within UJ Sport. We strive to improve on our systems to ensure accessibility and reach to all our internal and external stakeholders. The focus is mainly to provide access and opportunities for athletes from the marginalised groups. Developmental programmes for all staff and athletes remain the core priority in achieving and implementing the UJ Sport Transformation Plan. A percentage ratio of the number of white versus the number of black athletes within the high-performance sports has been developed, and was used as the performance indicator for each of the sports clubs. 2019 was a successful year, with most of the clubs surpassing their targets for the year.

The basketball and football clubs have been struggling to recruit white players to ensure that teams are demographically representative. Both clubs have therefore resorted to introducing the academy system to groom younger players for the institution. Rowing has been our top club in terms of introducing the sport to the previously disadvantaged. The club currently boosts a percentage of 65% of its members from the marginalised group, while ensuring the club remains competitive.

Using technology and social media to tell the UJ Sport story, technology plays a significant role in our daily lives, especially in the sport and event industry. With technology, UJ Sport brought some of our events, such as the UJ Sport Gala, to more of our internal stakeholders (students) through the live streaming of this annual event. Technology has also been used to improve on player treatment, to ensure speedy recovery for our athletes.

**Contributions by the Disability Unit**

There is an increasing demand for support for students with disabilities. The 56 new applications for concessions approved by the Disability Unit in 2018 increased to 69 in 2019, and during 2019, the Unit provided support to 81 students for assessments. Of these, 23 students graduated at the end of 2019. The support that is provided is effective, as reflected in an 87% module pass rate. In addition to supporting students with assessments, ongoing psychosocial support is offered to these students. There are dedicated case workers for students with disabilities on each campus, and in total there were 651 counselling sessions with these students. The Disability Unit also organised a career fair and industry talks for students with disabilities. Companies that were looking specifically at recruiting people with disabilities were invited to the fair, to conduct talks with the students. This initiative proved to be a success and will be developed further in 2020.

## THEME SEVEN: **FINANCIAL SUSTAINABILITY**

Sound financial management and sustainability are fundamental to ensuring that the University of Johannesburg functions optimally. This is done by ensuring the provision of adequate resources and adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future.

Owing to cost savings across the University and an increase in the base of our subsidies, the University had an operating surplus for 2019. This is despite the unbudgeted investment made in the year towards closing the salary gap between UJ and the market, GES 4.0 catalytic initiatives and the Johannesburg Business School start-up costs. This surplus will go a long way to fund our much-needed investment in ICT and academic infrastructure, student accommodation and backlog maintenance.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

The restructuring of Resolution Circle last year is starting to show a positive result, as evidenced by the positive financial results in the first three quarters of this year. We anticipate that, for the first time since incorporation, the entity will generate a surplus by the end of the year. We also expect the other entities, UJ Properties and A Million Up Investments, to generate a surplus by year end.

On the institutional fundraising front, we held a dinner to acknowledge the support of our donors. External funds generated to date, excluding research income, amount to R224 million against our target of R200 million for the year. This will largely go towards funding our missing middle students.

## CONCLUSION

The University of Johannesburg, like many other universities in the country, has embraced transformation. The institutional Transformation Report has reflected on the seven themes in UJ's Transformation Plan that provide an overview of the scope of transformation activities at UJ – ranging from a very active focus on institutional culture, through transformational leadership and employment equity, to promoting academic excellence and a student-centred and caring institution. The breadth of this understanding of transformation offers opportunities to all members of staff at UJ to engage with transformation from their particular perspective.

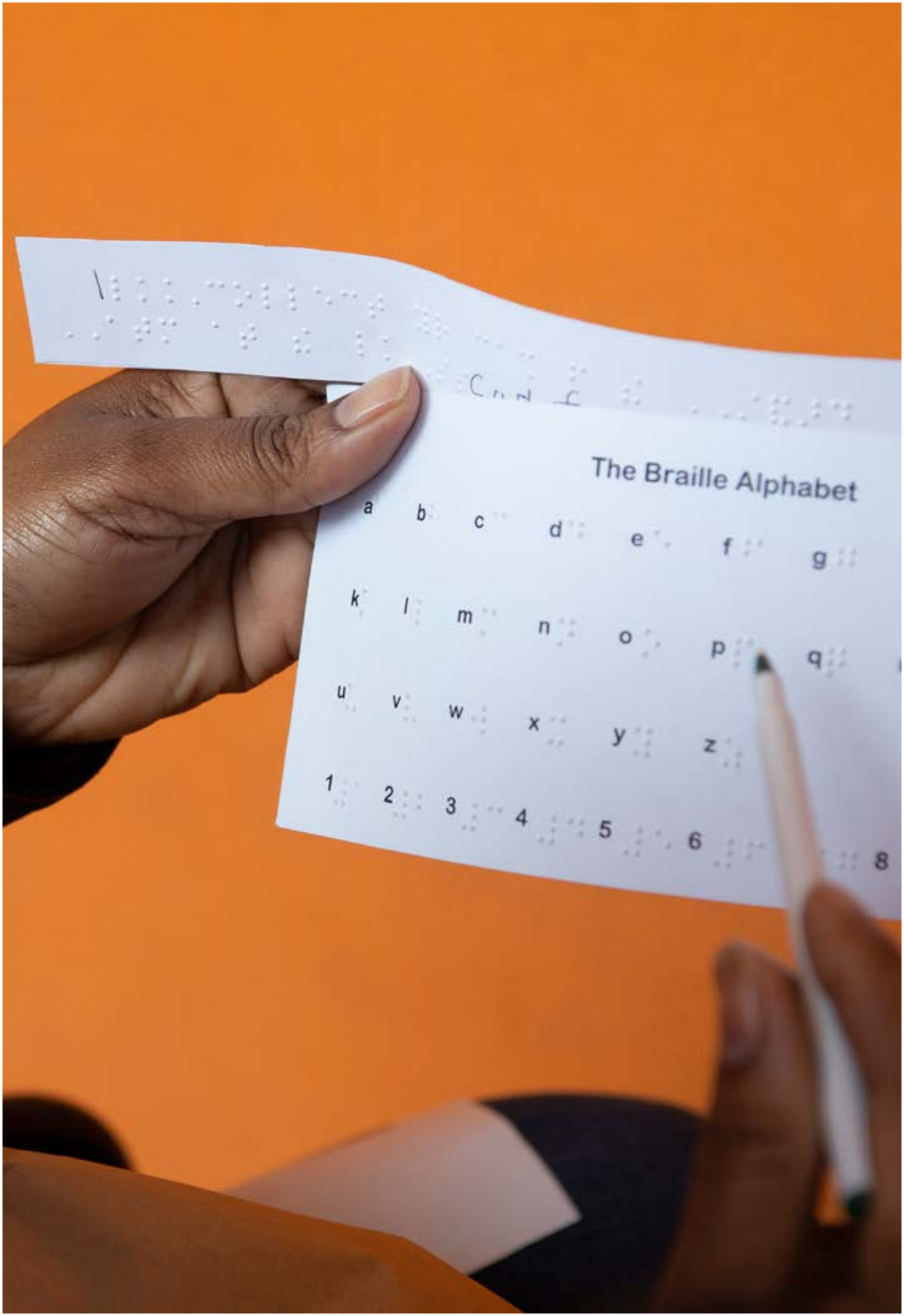
Major strides have been made in addressing employment equity and eradicating the legacies of colonial apartheid. Through the focus on decolonisation and the Africanisation of the curriculum, racial aspects have been largely addressed, but the gender agenda has not yet received the attention needed to address this aspect of social injustice in our society.

As indicated, there are many achievements and outstanding individuals to mention, and we recognise the strength of the team effort it took to reach these milestones. As we look forward to the year ahead, we must continue to find innovative ways so that we may do our work with efficiency, focus and purpose. As management, we will continue to focus on strengthening academic and research excellence, which is the core of our business.

We will also intensify our efforts to develop and improve our physical spaces and facilities and align them to the digital technologies. Together, we will develop and enhance the attributes that make UJ the international University of choice, anchored in Africa, dynamically shaping the future.

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council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UNIVERSITY
OF
JOHANNESBURG

# Statement on Environmental Sustainability

## OVERVIEW

UJ has committed itself to improving on its sustainable practices in all of its University activities. The development of the UJ Strategic Plan 2025, anchored in the overarching goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

### *Strategic Objective Six*

Strategic Objective Six, fitness for global excellence and stature, states that *"We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship"*.

UJ has seen a growing commitment towards the goal of being a sustainable institution that strives to implement improvements and actions across all spheres of its campus activities. UJ firmly believes 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 report highlights some of the specific focus areas, as well as improvements achieved during 2019.

## ENERGY MANAGEMENT

### *Carbon footprint*

UJ's carbon footprint analysis was based on its actual 2019 energy consumption. The total carbon footprint for 2019, based on energy consumption from various sources, is approximately 54 156 tons of $CO_2$ compared to the 56 637 tons reported during 2018 (refer to Tables 4 and 5, respectively). This indicates a decrease of approximately 4,38%.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 10,2% as from 2013.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with 30 238 tons of $CO_2$ compared to the overall University footprint of 54 156 tons.
- Infrastructure on the campuses is included in the consumption figures.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, excluding UJ owned properties that are not designated as part of the campuses.

### *Electricity*

For January to December 2019, the University of Johannesburg achieved an electrical energy savings of 13,22%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes

**Table 4: Carbon footprint based on 2019 actual consumption**

| Emission Source | Kingsway Campus (APK) | Bunting Road Campus (APB) | Doorn-fontein Campus (DFC) | Soweto Campus (SWC) | Total $CO_2$ | Total tons of $CO_2$ |
|---|---|---|---|---|---|---|
| **Electricity (Kwh)** | 28 004 770 | 8 001 556 | 10 004 478 | 4 321 222 | 50 332 025 | 50 332 |
| **Natural gas (GJ)** | 1 025 816 | 472 707 | 341 656 | 0 | 1 840 179 | 1 840 |
| **Catbot** | 246 665 | 0 | 0 | 0 | 246 665 | 247 |
| **Petrol (Fleet)** | 117 274 | 18 200 | 34 723 | 19 342 | 189 539 | 190 |
| **Diesel fleet** | 55 755 | 5 399 | 18 759 | 9 338 | 89 250 | 89 |
| **Diesel generators** | 49 115 | 4 754 | 2 586 | 7 557 | 64 012 | 64 |
| **Inter-campus bus and staff flights** | 738 873 | 209 115 | 292 761 | 153 351 | 1 394 100 | 1 394 |
| **Total kg of $CO_2$** | **30 238 269** | **8 711 732** | **10 694 962** | **4 510 809** | **54 155 772** | **54 156** |
| **Total tons of $CO_2$** | **30 238** | **8 712** | **10 695** | **4 511** | **54 156** | |

This highlights a decrease of 4,38% as compared to the usage in 2018.

**Table 5: Carbon footprint based on 2018 actual consumption**

| Emission Source | Kingsway Campus (APK) | Bunting Road Campus (APB) | Doorn-fontein Campus (DFC) | Soweto Campus (SWC) | Total $CO_2$ | Total tons of $CO_2$ |
|---|---|---|---|---|---|---|
| **Electricity (Kwh)** | 27 711 445 | 8 500 263 | 11 224 485 | 5 573 977 | 53 010 171 | 53 010 |
| **Natural Gas (GJ)** | 1 185 775 | 444 643 | 291 642 | 0 | 1 922 061 | 1 922 |
| **Catbot** | 250 460 | 0 | 0 | 0 | 250 460 | 250 |
| **Petrol (Fleet)** | 119 839 | 16 453 | 38 967 | 16 568 | 191 827 | 192 |
| **Diesel fleet** | 77 274 | 3 542 | 27 160 | 7 389 | 115 365 | 115 |
| **Diesel generators** | 48 093 | 87 | 2 625 | 71 220 | 122 025 | 122 |
| **Inter-campus bus and staff flights** | 543 303 | 153 765 | 215 271 | 112 761 | 1 025 100 | 1 025 |
| **Total kg of $CO_2$** | **29 936 189** | **9 118 754** | **11 800 151** | **5 781 915** | **56 637 009** | **56 637** |
| **Total tons of $CO_2$** | **29 936** | **9 119** | **11 800** | **5 782** | **56 637** | |

The 2019 carbon footprint breakdown is depicted as per Figures 1 and 2.

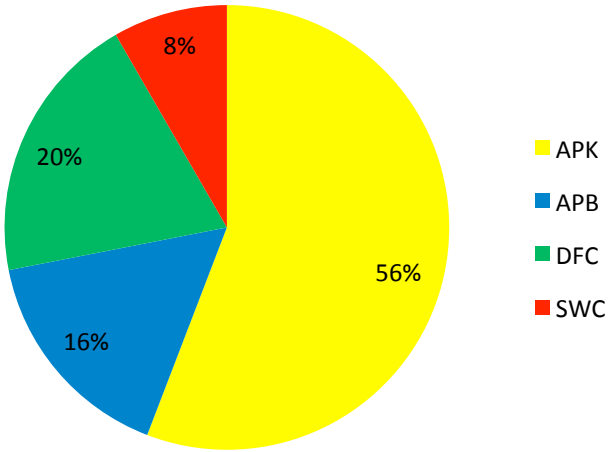



**Figure 1: $CO_2$ production per campus**

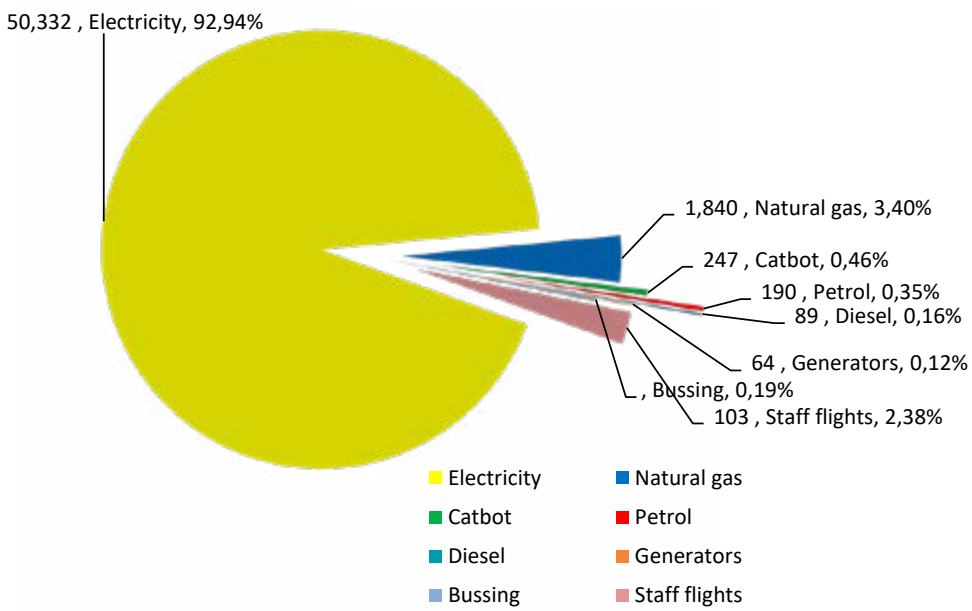



**Figure 2: January to December 2019 YTD tons of $CO_2$ per emission source**

no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved against an adjusted additional savings from 2018 of -3,75% target set for the 2019 year, which was exceeded by the actual savings of 4,25%.

The various energy savings initiatives implemented, which have started showing positive results, are the following:

- The implementation of energy saving lights (LEDs).
- Occupancy sensors (implementation still ongoing).
- The further installation of heat pumps, especially in new and refurbished residences.
- The installation of energy efficient shower heads.
- The installation of load control ripple relays.

Continuing with these types of initiatives, including the introduction of photovoltaic (PV) systems, together with awareness campaigns, will further improve on savings. Since 2018, savings have been least on APK, due to increased HVAC and the growth in specialist research equipment on the campus. Table 6 identifies the 2018 energy savings expressed as a percentage.

**Table 6: Electrical energy savings (2019) based on 2018 consumption**

| Month | APK | APB | DFC | SWC | Total |
|---|---|---|---|---|---|
| **January** | -2,33% | 3,86% | -14,66% | -14,88% | -5,19% |
| **February** | -6,48% | -2,07% | -21,06% | -25,34% | -10,77% |
| **March** | -12,09% | -9,88% | -25,24% | -11,18% | -14,36% |
| **April** | 8,75% | 7,20% | -7,86% | 3,03% | 4,43% |
| **May** | 17,55% | 6,65% | -0,77% | 7,03% | 10,55% |
| **June** | -4,61% | -12,36% | -13,39% | -18,77% | -9,41% |
| **July** | -0,73% | -8,38% | -10,31% | -10,69% | -5,22% |
| **August** | -3,15% | -12,56% | -12,28% | -19,58% | -8,71% |
| **September** | 7,21% | -6,41% | -5,80% | -14,51% | -0,50% |
| **October** | 5,13% | -7,36% | -5,84% | -7,96% | -0,63% |
| **November** | 5,29% | -14,06% | -8,62% | -51,80% | -6,29% |
| **December** | 0,66% | -12,10% | -1,12% | -13,42% | -2,85% |
| **Totals** | **1,06%** | **-5,87%** | **-10,87%** | **-14,81%** | **-4,25%** |

The 2019 YTD total electricity consumption is highlighted in Table 7.

**Table 7: 2019 YTD total electricity consumption**

| Month | APK | APB | DFC | SWC | Total |
|---|---|---|---|---|---|
| **January** | 1 983 020 | 517 970 | 619 775 | 301 859 | 3 422 624 |
| **February** | 2 108 696 | 606 947 | 671 748 | 324 897 | 3 712 288 |
| **March** | 2 246 720 | 648 326 | 720 684 | 412 099 | 4 027 829 |
| **April** | 2 566 800 | 745 233 | 863 588 | 453 493 | 4 629 114 |
| **May** | 2 536 456 | 773 007 | 931 751 | 501 637 | 4 742 851 |
| **June** | 2 199 326 | 667 977 | 884 940 | 409 611 | 4 161 854 |
| **July** | 2 448 007 | 758 866 | 988 005 | 461 146 | 4 656 024 |
| **August** | 2 379 337 | 740 526 | 952 777 | 482 011 | 4 554 651 |
| **September** | 2 221 086 | 656 735 | 880 108 | 419 681 | 4 177 610 |
| **October** | 2 454 181 | 691 599 | 908 719 | 428 927 | 4 483 426 |
| **November** | 2 472 690 | 594 331 | 789 978 | 209 768 | 4 066 767 |
| **December** | 1 572 778 | 366 984 | 501 012 | 205 164 | 2 645 938 |
| **Totals** | **27 189 097** | **7 768 501** | **9 713 085** | **4 610 293** | **49 280 976** |

### *Natural gas*

Sasol natural gas (Egoli gas) contributes only 3,4% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in a small portion at the laboratories for experiments. The saving achieved on gas reduction for 2019 compared to 2015 is 37,6% (again reiterating that the baseline is the 2015 figure for gas consumption).

Egoli natural gas has a lower $CO_2$ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for heating water and cooking. During 2019, Habitat residence on DFC was in full use and its full consumption figures were seen during 2019, but this was still better than the electrical carbon generation figures for the same calorific heating. The diversification of energy sources, from 2019 onwards, will result in a small but measurable continual reduction in the carbon footprint, especially at the residences.

### *Petrol, diesel and travel related usage*

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 82 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 0,515%. It must be noted that increasing occurrence of Eskom load shedding has already produced an increase in diesel usage, and this may result in further substantial $CO_2$ generation in future, since liquid fuels have a higher $CO_2$ generation per GJ of energy consumed. Note that the reduction in carbon generation for liquid fuels achieved in 2019 (0,515% against 0,78% in 2018) was the result of the disposal of the Innovent fleet and the subsequent reduction in local travel – although there was an increase in rental vehicles used, this cannot at present be tracked accurately and has as a result not been factored into the UJ carbon generation footprint.

Since 2018, UJ has also started reporting energy consumption and $CO_2$ generation resulting from the extensive student bus service operated between campuses, as well as the effective $CO_2$ generation due to staff related national and international flights. The effect of these two additional reported elements increased UJ CO2 generation by a further 2,83%, thus effectively negating some gains achieved in electrical and gas energy savings. For 2019, this carbon generation source was 0,2% of the total UJ generation.

Since 2018, UJ local and international flight data have been used to estimate the carbon generation of UJ staff and official student travel. In 2018, this was 2,56%, and this reduced slightly in 2019 to 2,39% of total carbon generation.

### *Catbot fuel*

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant on APK. Catbot fuel is used to run two hot water generators for the generation of hot water, which is distributed and circulated through the air conditioning system of APK. Catbot fuel makes a relatively small contribution to the total carbon footprint given the extensive water heating contribution – less than 0,5% – and this is a way of reducing the carbon generation from electrical sources by using an alternative liquid fuel.

## WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. No water savings were achieved for 2019, and compared to 2015 there has been an overall increase of 14,11%. This was primarily the result of two large water supply pipe failures on APK Campus in 2019 due to ageing infrastructure eventually having to be replaced. The APK water consumption in 2019 showed a 94% increase over the 2018 data – all due to these two failures. As far as possible, borehole water is used on all campuses, and a process was put in place during 2019 to start drilling four new boreholes for supply subvention.

A number of initiatives implemented in 2019 contributed to some water savings. The key focus areas in the reduction of water consumption for 2019 were as follows:

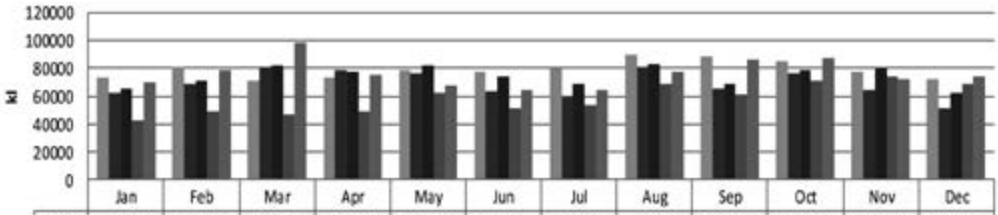
- Renovating a storage tank on APB.
- Harvesting rainwater for the purpose of irrigation.
- Rolling out awareness campaigns on campuses and in residences to achieve water savings.
- Achieving 75% installation of water restricting showerheads in residences and installing 100% of new residences with low flow showerheads.

The key focus areas in the reduction of water consumption for 2020 are as follows:

- Ensuring that the design of all new student residences makes use of push-taps at kitchen hand basins and

bathrooms, and trialling push-taps in shower cubicles to reduce water loss due to inadvertent open tap losses after water supply cuts.

- Completing the drilling programmes for an additional new borehole on each of the campuses, for the purpose of using the water for irrigation.
- Benchmarking water usage against other universities and using this as an incentive to increase savings at UJ.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- Continuing with the ongoing installation of water restricting showerheads and extending the installation of push-taps in residences and ablution facilities as funds permit.
- Considering the use of waterless urinals to reduce water consumption and investigating a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.




| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2015 | 73158 | 80544 | 70927 | 73669 | 78822 | 77771 | 79440 | 90022 | 88473 | 84743 | 77708 | 71791 |
| 2016 | 61918 | 69125 | 80256 | 79138 | 75987 | 62988 | 60147 | 81248 | 65956 | 76664 | 64064 | 51098 |
| 2017 | 65786 | 70927 | 81654 | 77476 | 81403 | 74447 | 68537 | 83248 | 68746 | 78597 | 79358 | 62587 |
| 2018 | 42141 | 49537 | 47030 | 48802 | 61999 | 50861 | 53777 | 69197 | 61327 | 70617 | 73860 | 68653 |
| 2019 | 70094 | 78093 | 98118 | 75430 | 68003 | 64769 | 64862 | 77256 | 85798 | 87729 | 72424 | 74550 |

**Figure 3: UJ total water consumption comparison from 2015 to 2019**

## WASTE MANAGEMENT

An analysis of the different types of waste generated in the reporting year is depicted below, while Table 8 provides an overview of total waste generation compared to recycled waste. Interestingly, Table 9 makes it clear that, in 2019, UJ recycled a substantially larger percentage of its total waste generated – which is admirable, but what is perhaps more important is that UJ generated 19,65% less waste than in 2018.

**Table 8: Different types of waste recycled from January 2011 to December 2019**

| Month | Com Paper | White Paper | Plastic | Cans | E Waste | F Tubes | Card Boxes | Glass | Scrap Metal | Wet Waste | Fat | Garden Refuse | TOTAL | % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total 2011** | 22.452T | 26.934T | 26.689T | 13.742T | 0.14T | 0 | 37.427T | 28.74T | 29.803T | 0 | 0 | 0 | 188.71T | 3,9% |
| **Total 2012** | 42.385T | 41.505T | 18.797T | 9.45T | 1.7T | 0 | 56.417T | 30.38T | 11.108T | 0 | 7.671T | 0 | 288.27T | 8,1% |
| **Total 2013** | 39.46T | 40.142T | 18.028T | 10.005T | 1.21T | 0 | 37.805T | 18.793T | 7.364T | 0 | 14.2T | 136.5T | 416.63T | 17,64% |
| **Total 2014** | 40.088T | 36.855T | 19.615T | 9.964T | 1.44T | 0 | 48.274T | 13.93T | 6.768T | 0 | 36.22T | 325.5T | 538.7T | 34,75% |
| **Total 2015** | 31.579T | 51.725T | 20.335T | 7.117T | 0.17T | 0 | 63.932T | 31.521T | 4.071T | 0.46T | 14.7T | 329.14T | 506.51T | 28,55% |
| **Total 2016** | 53.681T | 21.877T | 34.056T | 6.347T | 0.11T | 0 | 52.574T | 16.218T | 17.048T | 0.464T | 18.223T | 293T | 513.6T | 28,89% |
| **Total 2017** | 40.667T | 17.526T | 42.149T | 8.189T | 0.18T | 5.9T | 59.824T | 27.062T | 0.552T | 2.126T | 2.485T | 250.98T | 456.66T | 19,56% |
| **Total 2018** | 37.016T | 45.997T | 44.592T | 5.5515T | 0.25T | 1.67T | 40.346T | 5.102T | 1.34T | 0.57T | 8.315T | 263.14T | 521.48T | 22,54% |
| **Total 2019** | 32.614T | 43.121T | 25.062T | 5.908T | 0.31T | 3.075T | 41.16T | 47.057T | 4.051T | 0.518T | 14.655T | 407T | 625.33T | 33,65% |

**Table 9: Waste generated versus waste recycled – 2011 to 2019**

| Year | Waste generated (ton) | Waste recycled (ton) | Percentage |
|---|---|---|---|
| **2011** | 4 838.48 | 188.714 | 3,9% |
| **2012** | 3 559.188 | 288.274 | 8,1% |
| **2013** | 2 361.88 | 416.64 | 17,64% |
| **2014** | 1 551.27 | 539.707 | 34,75% |
| **2015** | 1 773.805 | 506.515 | 28,55% |
| **2016** | 1 818.893 | 513.599 | 28,23% |
| **2017** | 2 333.524 | 456.661 | 19,56% |
| **2018** | 2 312.872 | 521.481 | 22,54% |
| **2019** | 1 858.48 | 625.33 | 33,65% |

## CONCLUSION AND WAY FORWARD

As mentioned at the outset of this report, the development of the UJ Strategic Plan 2025, anchored in the single strategic goal, global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

The expanding nature of the campuses, increasing student numbers as well as cost containment pressures will create a challenging environment for the institution to meet its sustainability goals. However, a good foundation has been established to measure and manage our sustainability goals into the future.

During 2020, the approved new reporting methodology for environmental reporting (specifically the G4 Sustainability Reporting Guidelines of the global reporting initiative) will be fully implemented, and that this will allow a more complete review of environmental impacts of areas sometimes invisible to sustainability reporting (such as excessive paper usage). Another reporting initiative will be the phasing in of the effective tenant model for energy and resource usage reporting. This will normalise results for the changing demographics of UJ in terms of the growing residential student population and the increased tenancy of the energy intensive STEM faculties.

The focus areas for 2020 will be to expedite further sustainability projects, such as the second wave of solar photovoltaic installations on the APK, DFC and SWC Campuses, as well as the replacement of geysers with more efficient reverse heat pump solutions in the larger residences. Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with emphasis on renewables, including solar and natural gas, further technology advancements within sustainability in terms of the new building programmes, and a possible trial of an electric vehicle fleet for Operations use on campuses.

**André Nel (Prof)**
Executive Director: Operations

**André Swart (Prof)**
Chief Operating Officer

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

**Mike Teke (Mr)**
Chairperson of Council

# Occupational Health and Occupational Safety

## PURPOSE AND STRUCTURE OF THIS REPORT

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2019. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

An overview on fundamentals and foundations will be followed by risk themes identified and managed by both disciplines. Key findings during 2019 are discussed next. Risk reporting, strategic focus and finally, a conclusion will follow.

## OVERVIEW: FUNDAMENTALS AND FOUNDATIONS

### *The UJ Health and Safety Model*

A unique health and safety model has been created at UJ, according to which the disciplines of Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing and medical practice aimed at the prevention of health effects on the *employee* due to occupational exposure. In comparison, Occupational Safety ensures a safe physical *environment* for persons (staff, students and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

Structures at UJ responsible for Occupational Health and Safety

At UJ, the Head: Occupational Health Practice reports to the Registrar. The Head: Occupational Safety Department reports to the Executive Director: Operations.

Nature and scope of collaboration between OSD and OHP

The independent management of the two divisions at UJ allows for specialised assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. Collaboration between the two divisions in addressing joint themes, however, is entrenched practice.

## ETHICAL-LEGAL UNIVERSE

### *Occupational Health Practice*

#### Professional registrations

The South African Nursing Council governs nursing qualifications, registrations and scopes of practice of professional nurses. Relevant Codes of Good Practice and National Standards are followed. The Health

Professions Council of South Africa and the South African Society for Occupational Medicine govern the practice of the occupational physician. Membership of professional bodies is closely observed to ensure professional accountability, competence and ethics.

**Ethical framework**

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

**Legal framework**

The legal universe governing the OHP includes legislation and standards on occupational health and safety, medicine/nursing, injuries on duty, public health, food safety, emergency medical services, mental health, disability/incapacity management, absenteeism, hazardous substances, event medical risk, disaster management, radiation, worker health, and tobacco control.

### *Occupational Safety Department*

**Ethical framework**

Ethical requirements are to provide and maintain, as far as reasonably practicable, a workplace that is safe and without risk to the health and safety of employees, visitors and students on the premises of the University of Johannesburg ? no harm should befall any person entering our premises.

**Legal framework**

The legal universe governing occupational safety includes legislation and standards on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning and evacuation control, contractor safety, asbestos and radiation control, and legal training.

**Occupational safety risks requiring certification**

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, lifts, lifting tackle, pressure equipment and electrical installations.

## UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure 4. Risk assessment, disaster risk and event risk appear in both fields, because they are evaluated for risk from both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

## AUDIT TYPES AND CYCLES

### *Occupational Health Practice*

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team, or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise and extraction ventilation are included as indicated per environmental exposure potential. Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Operations, Occupational Safety and with the relevant HOD for implementing.

The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

**Figure 4: UJ health and safety programmes**

### *Occupational Safety Department*

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Operations and the Occupational Safety Department. The Safety Management Programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, and asbestos management. The Safety Management Programme is updated when risk is reported, or when risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure audit is conducted annually. Ad hoc audits are conducted as risks are identified.

## OVERARCHING RISK THEMES AND RISK MITIGATION

***Key occupational health and safety risk themes identified and addressed by processes/ programmes at UJ***

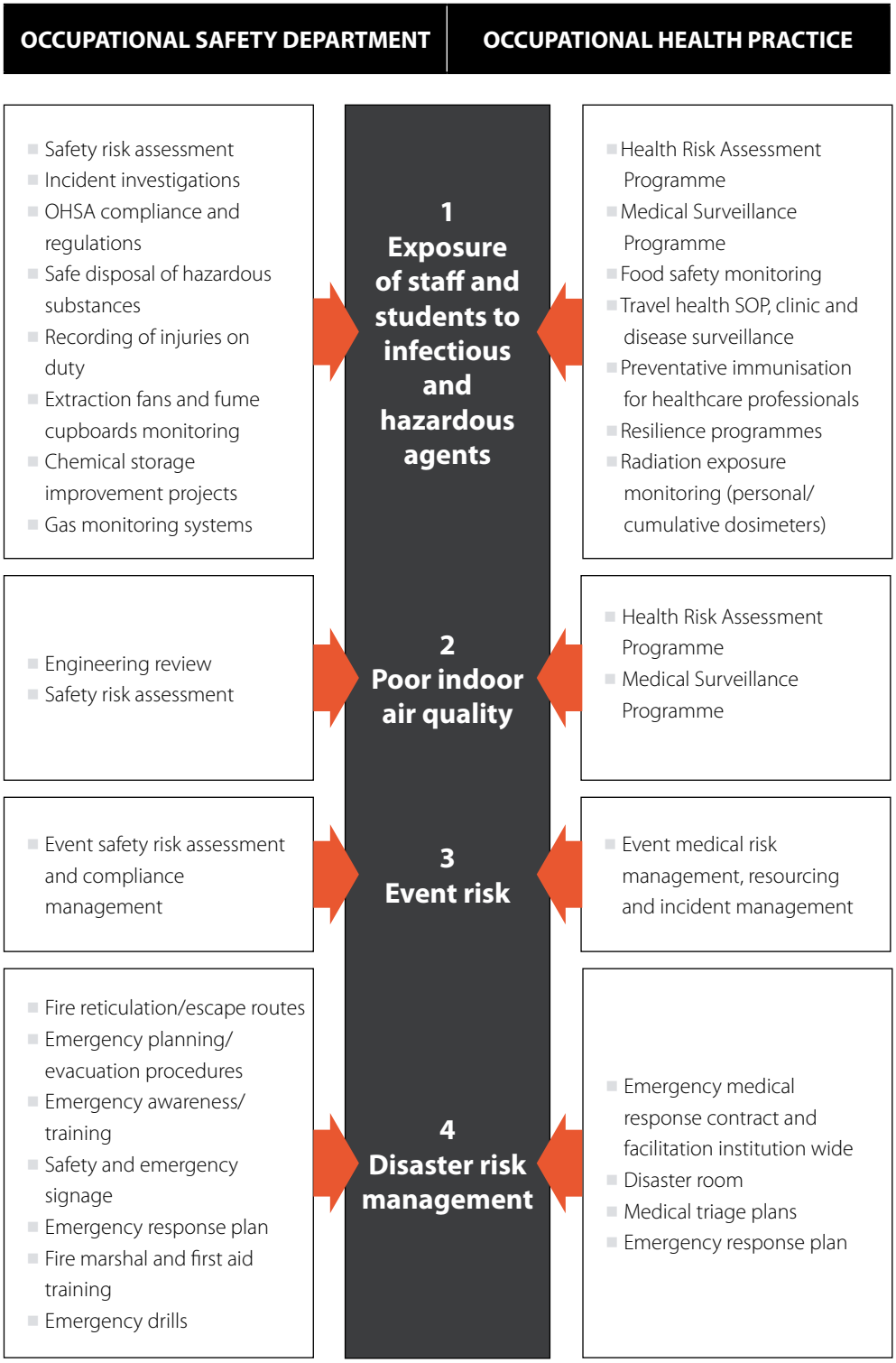



**Figure 5: Key occupational health and safety risk themes identified and addressed at UJ**

### *Key risks addressed at the Occupational Safety Department*

- All sprinkler system valves replaced.
- Asbestos inventory list completed.
- New fire panel installed at the John Orr Building.
- Emergency door handles repaired at the outside chemical storage room C Lab.
- New batteries installed at the booster pump room APK.
- Fire/escape door installed at FADA Interior Design.
- Hose reel connected to water supply at workshop DFC.
- The landing of the escape door at Interior Design completed.
- Escape doors at Kilimanjaro, Ndlovukazi and Horizon installed.
- Lux readings and noise readings at all workshops completed.
- First aid box survey completed.
- Gas leak at K001 C Lab repaired.
- Low water pressure of the hose reels in the Library repaired.
- Burst booster line at Ulwazi repaired.
- Chlorinator installed at the Island.
- JoJo tank installed at the Island.
- Installation of new extraction fan support structure.
- Installation of new acid storage cabinets at Biochemistry Department C2 Lab.
- Replacement of window frames at Robin Crest.
- Slippery floor at the SWC student centre repainted.
- Fire alarm repaired at the FADA Building.
- Certificate of Compliance (COC) certification for FADA and Jewellery Department.
- Imbuzo Hall escape doors repaired.
- Cleaning of Island and School of Tourism and Hospitality canopies.
- Reduction of gas pressure to STH stoves from 45kpa to acceptable standard of 2.2kpa. Solenoid valve and low gas pressure regulators installed.

**Table 10: Occupational safety risk stratification and controls**

| OCCUPATIONAL SAFETY | |
|---|---|
| **LOW RISKS** | **CONTROL PROCEDURES** |
| 1. Fire alarm system at the JOB, reports not in line with numbering of call points. | ▪ Process 90% complete. |
| 2. Diesel storeroom on DFC not approved by fire safety. | ▪ Inspection completed. Awaiting COC from fire safety. |
| 3. Egoli gas alarm not working on the Bunting Road Campus. | ▪ Alarms removed from site for repairs in December 2019. Will be installed end of February. |
| **MEDIUM RISKS** | **CONTROL PROCEDURES** |
| 4. Major water leakage at APK Library. | ▪ Project registered and approved. New pipes will be installed. |
| 5. Disaster management at UJ not up to standard. | ▪ Fire drills have been scheduled since 2009, and 53 evacuation drills were conducted in 2019. Ongoing in 2020.<br>▪ A total of 1 992 staff have been trained on health and safety matters, including induction on emergency procedures.<br>▪ 17 health and safety reps appointed; 22 fire marshals appointed; 106 first aiders trained and appointed.<br>▪ Emergency response plan implemented. |

| HIGH RISKS | CONTROL PROCEDURES |
|---|---|
| 6. Installation of addressable fire alarms at all residences. Of the 29 residences, only six residences have fire alarms installed. | ■ Recommended that fire alarm systems be installed over four years starting with the high-rise residences. The following high-rise residences have been identified: Kilimanjaro, Ndlovukasi, Horison, Robin Crest, Gauta, and Phumlani with an estimated value of R8 639 653.<br>■ All fire alarms, evacuation alarms, gas monitoring alarms and gas suppression alarms are on a maintenance plan.<br>■ Safety practitioners are testing all evacuation alarms on a monthly basis. |
| 7. Fire water tanks not in operation due to old fire water lines; major water leak at APK Library. | ■ Ongoing repairs on fire water lines. |
| 8. Chlorinator at Lebone, Island, VC house and water tanks on APK not working. | ■ Chlorinators installed at VC house and Island. Testing kits purchased for Island and VC house. Training provided to staff to take chlorine samples.<br>■ The following tests not in place. Six months for Microbiology, Physical Chemistry, Heavy Metal Chemistry from UJ labs; 12 months viruses, protozoa from accredited labs; six months for Microbiology, Physical Chemistry, Heavy Metal Chemistry from accredited labs. |
| 9. Storage of chemicals in the JOB, DFC:<br>■ Applied Chemistry<br>■ Applied Physics<br>■ Biomedical Technology<br>■ Biotechnology and Food Technology<br>■ Chemical Engineering<br>■ Emergency Medical Care<br>■ Extraction Metallurgy<br>■ HAP Lab<br>■ Homoeopathy Department<br>■ Laser Research Centre<br>■ Water and Health Research | OSD met with all end users. Following action plans are in place:<br>■ The following recommendations were made:<br>– Bulk storage facilities<br>– Free standing chemical storage cabinets<br>– Free standing chemical storage cabinets with extraction<br>– Combination of bulk chemical storage facilities and chemical storage cabinets<br>■ Based on the recommendations, the OSD provided a detailed cost report with recommendations to the project leader.<br>■ Estimated cost R4 020 459. |
| 10. Non-compliance with the OHS Act and regulations regarding service, upgrade and provision of fume cupboards, ventilation systems and hazardous storage facilities at Botany, Biochemistry and Zoology Departments. | ■ Installation of chemical storage cabinets completed at Biochemical and Botany Departments.<br>■ Chemical storage cabinets outstanding at Zoology. To be installed in February. |

### *Key risks addressed at the Occupational Health Practice in 2019*

The UJ qualitative Occupational Health risk profile was updated to reflect the 2019 status, based on all health risk assessments conducted on all campuses.

In total, 97 risks were identified and allocated ratings of high, moderate or low risk. The campus presenting with the most risks overall was DFC at 35, followed by APK at 32, SWC at 15, APB at 9 and the outliers, such as Johannesburg Institute of Advanced Studies, UJ Metropolitan Academy and Johannesburg Business School, at 6.

- *16% HIGH risks*

  HIGH risks consisted of poor housekeeping and poor ventilation leading to potential injuries and ill health.

Further high risks included improper stacking, maintenance and storage that might lead to serious and fatal injuries. The campus with the highest number of high-risk annotations was DFC at 47%, followed by APK at 29%.

- *37% MODERATE risks*
  MODERATE risks constituted 37% of the total number of risks and included working in cryogenic conditions, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was APK at 33% of the total moderate risks.
- *45% LOW risks*
  LOW risk was assigned to a further 45% of health risks, including birds' nests, exposed/loose electrical cables, roof leaks and poor ventilation, potentially causing injury, illnesses and low work performance. The campus presenting with the most LOW-risk findings was DFC at 39% of the LOW risks, while APK showed 35% and SWC 18%.

### *Travel destination risk: gap at UJ*

A potential gap in corporate travel at UJ remains, where UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time. It creates the risk of leaving UJ without clear knowledge of where its members are, should a crisis arise. In addition, not all travellers register their trips with UJ travel insurance, rendering risk managers unaware of such travel. An international SOS proposal in this regard was brought to the attention of management. A meeting with the Registrar and the Chief Operating Officer (COO) resulted in awareness and consideration.

### *HEDA repository for all UJ health risk assessments since 2005*

The OHP dashboard on the HEDA system has been developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports are further accommodated on the site and are accessible to internal stakeholders. Graphics reflect performance on legally required medical surveillance targets. Health risk assessments and medical surveillance answer to the legal mandates of this portfolio. Refinements towards the five remaining key areas in the portfolio are currently under way.

### *UJ Occupational Health risk profile*

The composition of a qualitative UJ Occupational Health risk profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings. The profile is updated as new health risk assessments become available and can be viewed on HEDA.

### *Outliers health risk assessment*

The UJ Occupational medicine practitioner was tasked with conducting site visits at the current off-campus premises of UJ, in order to include all in the health risk assessment plan. The eight areas for which assessments were concluded in 2019 were UJMA, UJ Island, JIAS, JBS, UJ Stadium, UJ Orban & Oval Sport Fields, UJ West Sport and Buxton Building.

### *ER24 rollout*

The ER24 Emergency Medical Care contract was activated in April 2018 and comprehensive induction, orientation and awareness interventions have been completed, resulting in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

### *Digital transformation*

Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

**Table 11: Occupational Health Practice: risk stratification and controls**

| | | IMPACT | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| PROBABILITY | 1 | CHS APK<br>IOHA DFC<br>ACSSE APK<br>Melrose Place APK<br>APK Squash Courts<br>DFC Research & Innovation<br>APK Humanities<br>APK Student Support Offices<br>SWC Bram Fischer<br>SWC Enoch Sontonga<br>SWC TW Khambule | Photonics labs APK<br>Campus Director's Office DFC<br>Student Judicial Services DFC<br>LIC APB<br>ICS APB<br>CHS SWC<br>APK Law Clinic<br>APK Assessment Centre<br>DFC Transport Dept.<br>DFC Stores<br>DFC Procurement<br>Commercial Accounting SWC<br>JBS<br>APK Akanya House<br>APK Stores<br>DFC Biokinetics Centre<br>DFC Accounts Payable Department<br>DFC CAA<br>DFC Enrolment<br>DFC NSFAS Office<br>DFC Tender Office<br>DFC FEBE<br>DFC Community Relations<br>DFC Marketing & Brand<br>SWC PsyCaD<br>SWC LanCSAC<br>APB STH<br>JBS<br>APK FS Mechanical Workshop | Cleaning chemical stores APK<br>E Les Computer Labs APK<br>PsyCaD DFC<br>Food Technology DFC<br>APK CBE<br>DFC University Relations (Communication & Marketing)<br>SWC Academic Development Centre<br>SWC Centre for Entrepreneurship<br>APB Biokinetics Centre<br>APB Gym<br>JIAS<br>APK Sophiatown Cleaner Stations<br>APK Zoology Dept. | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| PROBABILITY | 2 | | LIC SWC<br>APK Internationalisation<br>APK UJ Gym<br>APK Biochem Labs<br>APK Graduation Coordination Office<br>UJ Metropolitan Academy | Laser Research Centre<br>DFC<br>Protection Services Main Gate APB<br>Law Clinic SWC<br>DFC PEETS<br>UJ Stadium<br>APK Law Faculty<br>APK B5<br>DFC Physics Laboratories<br>SWC uKhamba Building | Cleaning Services SWC<br>UJ Island<br>APB Paper Mill | |
| PROBABILITY | 3 | | APK Student Governance & SRC Offices | Auxiliary services APK<br>LIC APK<br>Elec Engineering APK<br>APK Carpentry Workshop<br>DFC Assets<br>DFC Development & Fundraising<br>APB Chemical Stores<br>APK Education Faculty<br>DFC Biomedical Technology<br>DFC Biotechnology<br>APB Industrial Design<br>APB Visual Arts<br>APB Jewellery Design | SEC APK<br>LIC DFC<br>Cleaner store-rooms DFC<br>Tech & Elec station DFC<br>Elec & Aux store-room DFC<br>Plumbing & gar-dening services DFC<br>Physiology & Anatomy Labs DFC<br>SRC Offices DFC<br>Imbizo Building Complex SWC<br>APK Day-Houses<br>DFC Quadrum Building<br>DFC Maropeng Printing Room<br>APB Garden Services<br>UJ Buxton | |
| PROBABILITY | 4 | | | | Operations Offices APK<br>Student Housing Office DFC<br>Protection Ser-vices DFC<br>UJ Orban & Oval Fields | Tech Services APK<br>APK C2 Chemis-try Labs<br>UJ West Sport |
| | 5 | | | | | APK Waste Sorting Area |

### *Risk reporting*

The OHP places identified risks on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made whether to escalate risks to the Registrar's Portfolio Risk Register and/or the UJ Institutional Risk Register. All risks are ranked and included in quarterly reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all risks identified. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

## STRATEGIC FOCUS AND TARGETS

### *Occupational Safety Department*

**2019**

- 269 staff members trained on health and safety matters.
- 1 723 staff members inducted on emergency procedures.
- Number of health and safety reps appointed 17. Number of fire marshals appointed 22. Number of first aiders appointed 106.
- 247 new staff members were inducted on emergency procedures.
- Eight fire related incidents reported from January 2019.
- 42 injuries reported to the Compensation Commissioner.
- 53 evacuation drills conducted in 2019.
- 431 off-campus student accommodations have been evaluated/re-evaluated.
- 23 health and safety representative meetings have been conducted.
- The safety practitioners conducted 47 safety inspections.
- 31 surveys completed.
- A total of 4 347 students have been inducted on emergency procedures including emergency drills at residences.
- 98 contractors have been inducted on safety related matters.
- Nine contravention notices have been issued to contractors for non-conformance with safety.
- Total waste generated 1 858.48T. Total waste recycled 625.33T (33,65%). Total hazardous waste generated 26T. Total hazardous waste recycled 17.5T (67,3%) (fat waste, wet waste, cartridges and fluorescent tubes).

**2020 targets**

- Ensure overall occupational safety compliance rate 86%.
- Ensure recycling figures – target 35%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection staff on first aid and firefighting.
- Train 500 staff members annually on safety related matters.

**2025 targets**

- Overall occupational safety compliance rate 88%.
- Recycling figures – target 36%.

### *Occupational Health Practice*

**Short- and medium-term initiatives**

- Compliance with two legal mandates
  - Health surveillance of UJ staff to prevent impacts of occupational stressors, such as chemicals, biological

agents, physical stress, noise and radiation on health. We conducted lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.

  - Occupational Health Risk Assessments and Occupational Hygiene Surveys: An annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.

- Surveillance and preparation for global/local emerging communicable disease, such as Coronavirus-related disease, Malaria, Influenza, Polio, Ebola viral disease and Measles.
- Intention to become a continuous professional development (CPD) service provider: An application was submitted to the South African Nursing Council (SANC). The aim is to facilitate portfolios of evidence for professional nurses in the employ of UJ. CPD is compulsory, and submission of such a portfolio will be a prerequisite for annual SANC registration to practise in future.

**Long-term initiatives**

- Strong bilateral collaboration with equivalent peers in Occupational Health, the Medichem Scientific Committee, legislative reviews for Technical Committee 7 in the Department of Labour, and consistent contact with the International Commission for Occupational Health.
- Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.

## CONCLUSION

Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. It has resulted in a merged synopsis on Occupational Health and Safety at UJ for the past four years. In addition, the record of achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature divisions with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two divisions assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor. The value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and health of persons entering the premises to detect risk early and to institute mitigators.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. UJ, given the chosen Occupational Health and Safety Model, is maintaining a position of leadership among peers in higher education.

**Kobus de Bruyn (Mr)**
Head: Occupational Safety

**Elana Venter (Sr)**
Head: Occupational Health Practice

**André Swart (Prof)**
Chief Operating Officer

**Kinta Burger (Prof)**
Registrar

# Academic Teaching and Learning

## OVERVIEW & STRATEGIC FOCUS

The University of Johannesburg is a comprehensive university that offers academic programmes from undergraduate diplomas to doctoral qualifications. The strategic objectives 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, and to lead in the Fourth Industrial Revolution (4IR). 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;
- A continuous and intense focus on reducing dropout and increasing the programme completion rate.

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020. In this report, the data for 2018 reflect audited figures, while the 2019 data were accessed on 20 March 2020 and are still provisional.

### *Strategic focus*

Indicators related to teaching and learning in the UJ Annual Performance Plan and the Strategic Plan 2025 reflect the following targets for 2019:

- Honours, PGDip, master's and doctoral enrolments: 9 558
- Total postgraduate output: 3 090
- Undergraduate output: 10 032
- Percentage first-time entering UG students with APS ≥ 35: 41,6% (3 700/8 900)
- Enrolment profile by CESM category: SET at 34,81%

## TEACHING AND LEARNING STRATEGY AND POLICIES

The following strategies, policies and regulations related to teaching and learning are implemented at the University:

- 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, the Executive Director: Research, and the Executive Director: Internationalisation report to the Deputy Vice-Chancellor: Research and Internationalisation.

Senate and Senate Committees are responsible for the governance related to academic programme delivery.

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

- Academic architecture
- Distinctive campus programmes
- Enrolment Plan 2019
- Senate and Senate Committees
- Teaching and learning support governance:
  - Academic Development and Support
  - Internationalisation
  - Library and Information Centre

### *Academic architecture*

The following college and seven faculties are operational:

- College of Business and Economics (CBE)
- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science

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).

### *Enrolment Plan 2019*

The UJ Enrolment Plan for 2019 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 contact headcount enrolments of 50 000
- The total target of first-time entering undergraduates: 9 800
- Percentage of headcounts per qualification type (contact and distance):
  - Undergraduate diplomas: 23%
  - Undergraduate degrees: 59%
  - Undergraduate total: 82%
  - Postgraduate below master's: 8%
  - Master's and doctoral enrolments: 11%
  - Doctoral enrolments: 3%
  - Postgraduate total: 18%
- Percentage of headcounts per aggregate classification of educational subject matter (CESM) category for contact enrolments:
  - Business and management: 37,31%
  - Education: 9,04%
  - Science, engineering and technology: 34,81%
  - Other humanities: 18,84%.

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 Committees*

Senate consists of the members of the Management Executive Committee, executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), heads of academic schools (who are not otherwise professors), heads of academic departments (who 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 structures/committees is reflected in Section Three (Statement on Governance) of this Annual Report.

## INSTITUTIONAL ACADEMIC PERFORMANCE

### *Student enrolment profile, performance and graduate output*

The planned undergraduate and postgraduate contact headcount for 2019 was 50 000, and the achieved headcount for contact enrolments (excluding distance and occasional) was 50 021, which is 0,04% above the planned target and well within the norms set by the University and DHET.

### Table 12: Enrolment figures per campus, 2011 to 2019*

| Campus | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **APB** | 9 201 | 7 674 | 6 287 | 5 474 | 5 096 | 5 412 | 5 336 | 5 284 | 5 382 |
| **APK** | 27 723 | 26 685 | 26 725 | 26 665 | 26 648 | 27 638 | 26 691 | 26 623 | 25 939 |
| **DFC** | 8 287 | 8 972 | 9 825 | 11 332 | 11 665 | 12 267 | 12 061 | 12 441 | 13 124 |
| **SWC** | 5 317 | 5 438 | 5 450 | 6 219 | 5 946 | 6 381 | 6 346 | 6 034 | 5 578 |
| **Off campus** | | | | | | | 13 | 404 | 526 |
| **Total** | **50 528** | **48 769** | **48 287** | **49 690** | **49 355** | **51 698** | **50 447** | **50 786** | **50 549** |

** Figures include distance and occasional*

Faculty enrolments were also close to target, as follows:

### Table 13: Headcount enrolment figures per faculty, 2011 to 2019

| Faculty | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **Art, Design and Architecture** | 1 197 | 1 207 | 1 257 | 1 310 | 1 370 | 1 358 | 1 366 | 1 363 | 1 408 |
| **College of Business and Economics** | 21 525 | 20 902 | 20 206 | 20 406 | 19 609 | 20 625 | 19 755 | 19 100 | 18 173 |
| **Education** | 5 051 | 3 886 | 3 515 | 3 880 | 3 957 | 3 951 | 3 903 | 4 052 | 4 043 |
| **Engineering and the Built Environment** | 8 368 | 8 323 | 8 352 | 8 677 | 9 122 | 9 625 | 9 409 | 9 841 | 10 183 |
| **Health Sciences** | 3 433 | 3 609 | 3 662 | 3 725 | 3 738 | 3 954 | 3 972 | 4 184 | 4 460 |
| **Humanities** | 5 781 | 5 738 | 5 847 | 5 988 | 5 666 | 6 143 | 6 145 | 6 141 | 5 852 |
| **Law** | 1 623 | 1 580 | 1 699 | 1 709 | 1 733 | 1 777 | 1 656 | 1 671 | 1 746 |
| **Science** | 3 550 | 3 524 | 3 749 | 3 995 | 4 160 | 4 265 | 4 241 | 4 434 | 4 684 |
| **Total** | **50 528** | **48 769** | **48 287** | **49 690** | **49 355** | **51 698** | **50 447** | **50 786** | **50 549** |

** Figures include distance and occasional*

The table below shows that the University has had an improved ratio of full-time equivalent students to headcounts in 2019. This is an indication of the average load carried by students, and this load remained constant between 0.76 and 0.77.

### Table 14: Headcount, FTE and ratio*

| | Headcount | FTE | Ratio |
|---|---|---|---|
| **2019** | 50 549 | 39 295.042 | 0.777 |
| **2018** | 50 786 | 38 798.728 | 0.764 |
| **2017** | 50 447 | 38 800.962 | 0.769 |
| **2016** | 51 698 | 39 850.603 | 0.771 |
| **2015** | 49 355 | 37 985.215 | 0.770 |

| | Headcount | FTE | Ratio |
|---|---|---|---|
| **2014** | 49 690 | 38 156.047 | 0.768 |
| **2013** | 48 287 | 36 656.076 | 0.759 |
| **2012** | 48 769 | 37 348.712 | 0.766 |
| **2011** | 50 528 | 38 556.638 | 0.763 |
| **2010** | 48 315 | 37 270.580 | 0.771 |

** Figures include distance and occasional*

UJ was very successful in attracting postgraduate students in 2019. In the preceding eight years, the University has managed to increase the postgraduate numbers from under 13% to 18,4%.

### Table 15: Undergraduate and postgraduate headcount percentage of enrolment figures

| Enrolment Type | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **Undergraduate** | 86,9% | 86,1% | 85,7% | 85,6% | 84,9% | 84,1% | 84,1% | 82,0% | 81,5% |
| **Postgraduate** | 12,8% | 13,6% | 14,0% | 14,1% | 14,9% | 15,6% | 15,8% | 17,9% | 18,4% |
| **Occasional** | 0,4% | 0,3% | 0,3% | 0,3% | 0,2% | 0,3% | 0,2% | 0,2% | 0,1% |

The enrolment of international students, which is a priority for the University, has increased substantially since 2009 and currently constitutes 8,4% of total headcount enrolments, compared to 4% in 2009. Faculties are closely monitored in this regard.

### Table 16: International enrolments and percentage of total enrolments*

| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 950 | 2 216 | 2 351 | 2 417 | 2 308 | 2 342 | 2 797 | 3 216 | 3 379 | 4 204 | 4 273 |
| 4,0% | 4,6% | 4,7% | 5,0% | 4,8% | 4,7% | 5,7% | 6,2% | 6,7% | 8,3% | 8,5% |

** Figures include distance and occasional*

In relation to the CESM mix, the SET target for 2019 was 34,8% for contact enrolments. The achievement of 36,3% for contact enrolments in the SET field is 1,5% above target and a very satisfactory outcome in the context of considerable competition among universities for SET students.

### Table 17: CESM mix*

| CESM Category | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **Business and Management** | 40,9% | 40,3% | 39,4% | 38,7% | 39,1% | 40,6% | 40,1% | 38,5% | 36,6% |
| **Education** | 8,3% | 6,7% | 6,2% | 6,3% | 7,5% | 7,2% | 7,5% | 7,8% | 7,9% |
| **Humanities/ Law** | 20,9% | 22,6% | 23,5% | 23,3% | 20,4% | 19,3% | 19,3% | 19,2% | 19,1% |
| **SET** | 29,9% | 30,4% | 30,8% | 31,7% | 33,0% | 32,8% | 33,2% | 34,5% | 36,4% |

** Figures include distance and occasional*

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. Black enrolment increased by 1,1% in 2019, and white enrolment is still showing a declining trend, indicating that the demographic shift in enrolment pattern has not yet stabilised.

### Table 18: Student profile: Population group distribution*

| Race | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **Black** | 76,3% | 77,9% | 79,1% | 81,1% | 82,1% | 83,6% | 84,5% | 85,4% | 86,6% |
| **Coloured** | 3,3% | 3,1% | 3,2% | 3,2% | 3,3% | 3,3% | 3,2% | 3,2% | 3,1% |
| **Indian** | 4,7% | 4,6% | 4,7% | 4,6% | 4,7% | 4,5% | 4,4% | 4,2% | 3,9% |
| **White** | 15,8% | 14,4% | 13,0% | 11,1% | 9,9% | 8,7% | 7,9% | 7,1% | 6,4% |

** International students excluded*

The undergraduate success rate in 2019 was 85,8%, which is the highest since 2011. This is a good achievement, and our collective task is to ensure that this high module success rate translates into an improved graduate throughput rate.

### Table 19: Undergraduate success rates

| Undergraduate Type | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **Undergraduate diploma and certificate** | 80,9% | 81,6% | 84,1% | 85,0% | 85,6% | 85,5% | 85,2% | 85,1% | 85,3% |
| **Undergraduate degree** | 78,4% | 82,4% | 82,8% | 84,3% | 85,4% | 85,4% | 85,9% | 85,8% | 86,0% |
| **Average undergraduate** | 79,4% | 82,1% | 83,3% | 84,5% | 85,5% | 85,4% | 85,7% | 85,6% | 85,8% |

In terms of graduate outputs, the 2019 results are provisional, and are likely to rise, especially in the master's and doctoral category.

### Table 20: Graduate output subsidised qualifications

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Undergraduate three years and less** | 7 515 | 8 145 | 8 202 | 8 067 | 8 496 | 8 458 | 8 709 | 8 719 | 9 330 | 9 259 |
| **Undergraduate four years** | 519 | 639 | 683 | 851 | 1 078 | 1 094 | 1 082 | 1 250 | 1 236 | 1 320 |
| **Undergraduate Total** | 8 034 | 8 784 | 8 885 | 8 918 | 9 574 | 9 552 | 9 791 | 9 969 | 10 566 | 10 579 |
| **PG (pre-master's)** | 1 830 | 1 983 | 1 986 | 2 066 | 2 127 | 1 991 | 2 178 | 2 230 | 2 105 | 2 187 |
| **Master's** | 369 | 394 | 430 | 514 | 527 | 501 | 682 | 679 | 864 | 957 |
| **Doctoral** | 51 | 68 | 109 | 78 | 106 | 105 | 119 | 126 | 189 | 188 |
| **Postgraduate Total** | 2 250 | 2 445 | 2 525 | 2 658 | 2 760 | 2 597 | 2 979 | 3 035 | 3 158 | 3 332 |
| **Total (UG and PG)** | **10 284** | **11 229** | **11 410** | **11 576** | **12 334** | **12 149** | **12 770** | **13 004** | **13 724** | **13 911** |

***Undergraduate applications and admissions***

**Table 21: Number of new applicants at undergraduate level (including BTech)**

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|
| **Art, Design and Architecture** | 5 488 | 4 293 | 4 684 | 4 862 | 6 693 | 9 204 |
| **College of Business and Economics** | 44 285 | 39 782 | 41 683 | 41 222 | 43 517 | 53 096 |
| **Education** | 17 678 | 14 417 | 18 249 | 19 731 | 24 484 | 36 695 |
| **Engineering and the Built Environment** | 27 631 | 23 519 | 23 176 | 22 293 | 23549 | 22 639 |
| **Health Sciences** | 16 362 | 13 610 | 17 317 | 19 668 | 24 595 | 25 684 |
| **Humanities** | 23 350 | 21 056 | 20 835 | 22 791 | 28 876 | 33 562 |
| **Law** | 14 225 | 9 390 | 11 776 | 12 282 | 15 841 | 20 601 |
| **Science** | 12 474 | 9 740 | 9 993 | 10 461 | 12 133 | 15 682 |
| **Grand Total** | **161 493** | **135 807** | **147 713** | **153 310** | **179 688** | **217 163** |

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.
- **Conditional Admission**: The admission is based on the applicant's Grade 11 results, reflecting good academic performance and therefore exceeding the minimum admission criteria, thus reflecting low risk for final selection based on Grade 12 results. This admission status, however, is 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.
- **Admission Declined**: This implies non-compliance with the admission criteria.

**Angina Parekh (Prof)**
Deputy Vice-Chancellor: Academic

# Academic Development and Support

## OVERVIEW

The Division of Academic Development and Support (ADS) comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently of maximising retention, success and throughput. Our focus is on contributing substantially to the reduction of dropouts, and to improve the module pass rate and the degree throughput rate. The intellectual, professional and personal development of our students is entrusted into our care, and it is our responsibility to provide cutting-edge interventions. These include psychosocial support initiatives to stabilise and enrich the personal environment of the students, academic support initiatives to maximise learning opportunities, and initiatives to deepen and broaden the pervasive and sophisticated use of academic technologies. We strive to become a leader and pioneer of the Fourth Industrial Revolution (4IR) in terms of teaching and learning. The opportunities and effects of 4IR are foregrounded in the learning experience, to maximise participation and agency. Our collective institutional goal is to develop graduates who are confident and passionate – as intellectuals, professionals, ethical and responsible citizens, and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, has increased from 2018 to 2019. The undergraduate degree credit success rate, over six years, has been as follows:

**Table 21: Undergraduate degree credit success rate**

| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| 84,5% | 85,5% | 85,4% | 85,6% | 85,6% | 85,8% |

The Integrated Student Success Initiative (ISSI), which seeks to increase the module pass rate in priority modules, has been most successful in 2019, having achieved an overall module pass rate increase of 4,75%. This impressive and consistent credit success rate must be viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational backgrounds, and their effective transition into university studies is paramount in our learning strategies. Crucial to our success is to engage our first-year students from their first day on campus, by means of the intensive First Year Experience (FYE), comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the

extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform and the inculcation of a high degree of digital literacy in teaching and learning, to maximise the accessibility of learning materials, student support, and information exchange. The Senior Student Experience (SSE), a coordinated set of initiatives, focused on career planning, work readiness, resilience and academic success, addresses the needs of senior undergraduate students and prepares them for postgraduate studies or employment.

The dropout rate is the answer to the question: Did the student return in the following year? The first-year dropout rate (that is, those that did not return in Year 2) has steadily declined over the past decade. Our intention is to reduce it even more through early intervention, making use of Blackboard Predict and by a focus on improving the module pass rate in priority modules, which in turn will reduce the number of F7 (academically underperforming) exclusions. The current dropout rate (students registered in 2019 and not returning in 2020) is 12,3%.

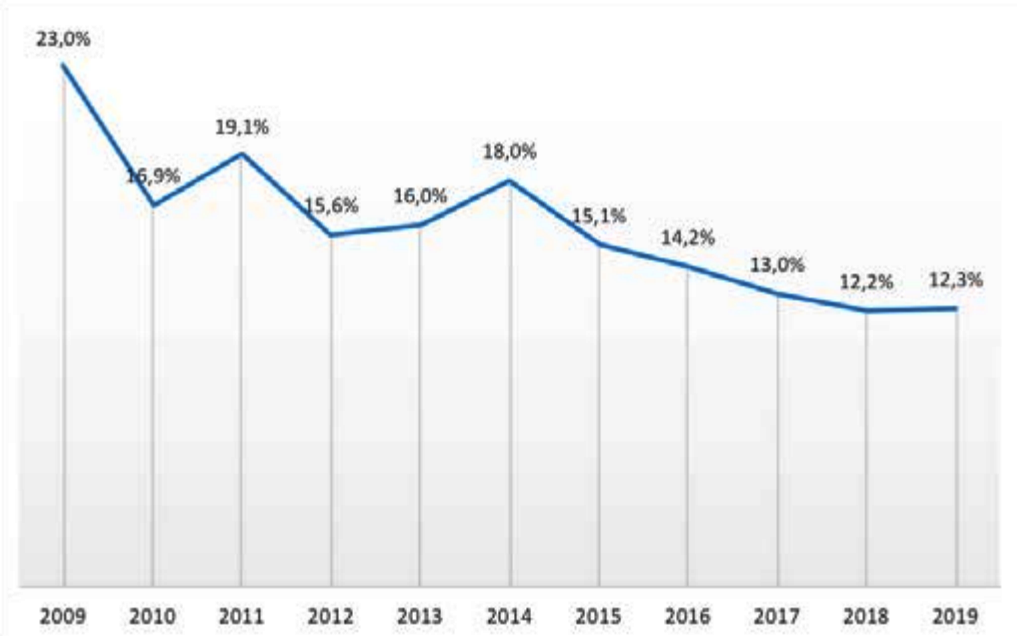



**Figure 6: Dropout rate**

Cohort analysis provides an understanding of programme completion rates. Completion in minimum time is represented by 'M'. A student requiring an additional year to complete a programme thus completes in 'M + 1'. With regard to the 2017 cohort registered for undergraduate three-year programmes, completion in minimum time has increased to 39%.

**Table 23: Cohort analysis by year of first registration**

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| **Completion in minimum time (M)** | 33% | 38% | 35% | 38% | 38% | 39% |
| **Completion in M + 1** | 18% | 17% | 15% | 17% | 18% | N/A |
| **Cumulative completion after M and M + 1** | 51% | 55% | 50% | 55% | 56% | N/A |

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, energy and focus, to this continuous endeavour.

## ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC is a Centre consisting of three units, namely ADC Access, Academic Development Innovation (ADI), and the Department of Academic Literacies. In addition to these units, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordinator is located in ADC. The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), which is an independent entity, is also housed in and managed by ADC. During 2019, ADC deepened and strengthened its high-impact interventions in order to work towards more actively improving student success at UJ.

The highlight of the year for ADC was the second year of full implementation of the groundbreaking Integrated Student Success Initiative (ISSI). ISSI aims to impact student success at UJ, in terms of module pass rate, degree completion rate and the dropout rate, with a data informed process that focuses UJ resources where they can have the greatest impact on student success. The strength of ISSI is the collaborative participation of all eight Vice-Deans: Teaching and Learning. During 2019, ISSI made an impressive positive impact across the seven UJ faculties and the College of Business and Economics (CBE). The ISSI interventions were once again focused on the UJ Priority Module Index, which identifies the 20% of modules where most funded credits were lost during the previous academic year. The interventions involved active engagement with the lecturers of 90 modules, consisting of five each per semester from each faculty and ten from CBE. Faculty representatives completed an initial analysis, after which ADC staff with representatives from CAT and other support services met with the academics responsible for the various priority modules, to refine and finalise intervention plans. Additional UJ resources – in the form of the strategic tutor fund, the UJ funded e-books and ADS seed funding for ISSI implementation ? were made available to stimulate the growth of ISSI. It is envisioned that the work conducted in ISSI will continue to grow and that it will lead to research publications on an institutional, data informed approach to enhancing student success.

The ultimate measure of ISSI lies in student success. The dedicated, collaborative efforts of ADC staff and academics resulted in very satisfying improvements in the success rates of the selected ISSI modules. During 2019, the 90 selected ISSI modules performed 3,5% better in the first semester (when compared to performance in 2018) and 6% better in the second semester. This resulted in a 4,75% increase for all the ISSI modules in 2019. There was also initial national recognition for ISSI when the ADC team was invited to present on this initiative at the USAf conference during 2019.

ADC contributed to all the UJ strategic objectives by supporting undergraduate student success in various ways. It specifically contributed towards UJ's Strategic Objective Two (excellence in teaching and learning), as this relates directly to the core business of ADC. Significant contributions were also made to Strategic Objective Three (international profile) through the English Language Programme (UJELP) as well as the work of the SANRC.

### *ADC Access*

ADC Access, responsible for ADC's extended curriculum programmes, continued its excellent work in 2019. The work was focused mainly on the Doornfontein Campus, but also extended to the Soweto and the Bunting Road Campuses. During the year, ADC Access taught approximately 650 first-year students registered in FEBE, Humanities and CBE. The module success rates of 13 of the 15 extended curriculum groups were 90% and above, with the remaining two groups performing at 89%. Moreover, the success rates of extended diploma offerings were found to be at their highest level (88,6%) since 2009, and those of the FEBE extended degree offerings in their first year were 93,5%, those of the extended diploma offerings in CBE were 93,25%, and those in Humanities were 94%. ADC Access also had the privilege of congratulating two past FEBE extended programme students who both obtained their Master of Technology degrees *cum laude*. One of the students was offered a full bursary to pursue her PhD at the University of Twente in the Netherlands. Finally, ADC Access managed to secure R350 000 from Widney, a subsidiary of PG Glass, to pay off the historical debt of 11 second-year students who had passed all their modules.

### *Academic Development and Innovation (ADI)*

ADI consists of two parts: the University of Johannesburg English Language Programme (UJELP) and the Learning Development (LD) Unit. The latter unit has representation across the four UJ campuses. During 2019,

ADI continued to actively support student success at UJ through various initiatives. Some of its staff members taught in two credit-bearing modules: Mastering Academic and Professional Skills (MAPS), which includes MAPS Eco, offered in the College of Business and Economics (CBE), and MAPS Hum, offered in the Faculty of Humanities. The MAPS modules involved 599 students and the two modules both registered a pass rate in excess of 95%.

In addition to teaching and learning, ADI led several innovative programmes and interventions contributing towards the reduction of student dropout, the strengthening of both First Year (FYE) and Senior Student (SSE) Experience, as well as the student success initiative (ISSI). ADI continued with the coordination of the student mentoring programme at UJ by means of continual engagements with UJ stakeholders, mainly in faculties and residences. During 2019, a total of 10 959 students attended a mentor training session, individual consultations, a group consultation, a focus group, a study skills workshop, residence training, or ISSI interventions delivered by ADI staff members.

The Reading in the Discipline (RID) initiative continued to make progress in 2019 in the Faculty of Humanities. This approach involved the development of material and embedded interventions using actual academic content to assist students with making sense of the academic reading they are faced with, and about 1 071 students attended RID workshops. In addition, RID interventions ranging from individual to group consultations were made in 2019, reaching an additional 642 students. UJELP continued its steady trajectory assisting foreign students developing their English ability to prepare them for higher education. In addition, the UJELP testing once again assisted UJ to select and place the most appropriate foreign applicants.

### *Department of Academic Literacies*

The Department of Academic Literacies continued to strengthen its contribution to teaching and learning with three key modules, namely English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences. The extent of student engagement with the consultants of the four UJ writing centres was impressive. In total, 5 575 consultations were completed during 2019. These included one-on-one and small group consultations, which increased the actual number of individual students seen at the UJ writing centres to 10 282 students – the highest figure recorded to date. Strengthening academic writing at UJ remains a crucial and ongoing project.

### *The UJ FYE/SSE*

During 2019, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued to strengthen their contributions by means of a refocusing of the UJ FYE/SSE initiative. The main focus of the UJ FYE/SSE committee during 2019 was to re-energise the UJ FYE and to make significant strides in the implementation of the identified activities in the seven new focus areas. This was accomplished, and the year started with a very successful First Year Seminar (FYS), during which newly arriving first-year students were welcomed to and inducted into the UJ academic environment. The 2019 FYS achieved the highest student attendance in the history of the UJ FYS. Substantial progress was made in the seven new FYE/SSE focus areas, which formed the topics of the UJ undergraduate research conference hosted by ADC and the FYE/SSE office, in collaboration with the faculties and CBE.

### *The SANRC*

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC) is a DHET-funded national centre housed within the Academic Development Centre. The year 2019 was once again a very productive one for SANRC with some of the main areas of progress including the five-year anniversary of the annual First Year Experience conference held by SANRC. The 2019 conference featured a guest presence from SANRC's US-based sister organisation, the National Resource Centre for the First Year Experience and Students in Transition (NRC), in the form of Drs Jennifer Keup (Director) and Dallin George Young (Assistant Director for Research, Grants and Assessments). The conference was well attended, including other international colleagues. Abstracts submitted and presentations made at the conference showed an increasing level of maturity in the relatively new field of scholarship of the First Year Experience. In addition to this, the SANRC substantially

increased its resource provision and curation role. This included two additions to the FYE Thought Series: the redesign and population of a substantially expanded website, which can be viewed at www.sanrc.co.za; and the expansion and promotion of the SANRC resource room housed at the SANRC offices on the Auckland Park Bunting Road Campus.

SANRC also made substantial progress in its advocacy role during 2019. The first highlight includes the establishment of a national awareness-raising campaign about the First Year Experience, framed as the National FYE Month. All public higher education institutions were encouraged to create awareness about the First Year Experience in various ways. Four higher education institutions were awarded badges for top institutional participation in National FYE Month as recognition for their participation in the National FYE Month campaign. Secondly, the SANRC Orientation Campaign was boosted by a special Summit on Orientation at the 2019 SANRC FYE Conference as well as the release of a set of *National Guidelines for Good Practice in Orientation*.

## CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies supports and enables the smart use of innovative and evolving technologies for teaching and learning. In 2019, CAT used a variety of strategies to train and support staff and students in blended teaching and learning. To keep up with new developments, and expand their skills and knowledge, CAT's learning designers and developers attended local conferences, seminars and webinars, and completed all three levels of the Blackboard Teaching and Learning International Certification training.

CAT continued to network locally, regionally and internationally by giving academic and technical papers at conferences and workshops, as well as participating in activities of professional bodies. Prof Thea de Wet attended a conference of members of the Southern African Learning and Teaching (SAULT) Forum in Zambia. The focus of the conference was to share experiences, practices and ideas about academic development, and teaching and learning with technology across the SADC region. She was also nominated by the South African National Commission for UNESCO to attend the Mobile Learning Week in Paris and was invited to join the South African delegation at the annual Achieving the Dream (ATD) Conference on Student Success in Long Beach, California, USA.

Several joint reports and publications, policy briefs and a new website with resources for blended teaching and learning (https://blendedlearningresources.co.za) are linked to CAT's participation in two collaborative research projects: (a) a Carnegie Corporation of New York funded project on #FeesMustFall and Blended Learning with UCT, UP, UFS, and (b) a Newton Fund/NRF funded project, Southern African Rurality in Higher Education (http://sarihe.org.za), with Bristol University, UJ's Centre for Academic Staff Development, Rhodes University and the University of Fort Hare on 'rurality': How do rural students transition to university, and what skills and ways of knowing do they bring?

### *Blended learning and teaching at UJ*

There has been a steady increase in the use of technology-supported teaching and learning at UJ – most undergraduate modules have a presence on the Learning Management System. In 2019, CAT staff scanned through 1 650 active undergraduate 2019 Semester 1 modules on Blackboard (Bb) to establish a baseline for UJ staff using the Bb tools and to determine what basic design elements are present in modules. Findings were used to support lecturers with tweaking and/or redesigning their learning material in a blended format. Together with faculties and CBE, CAT designed a flexible module structure for use on the Learning Management System in 2020 and facilitated 52 departmental workshops for the rollout. These workshops were attended by 649 lecturers. In addition to the workshops, CAT staff also facilitated 11 customised departmental workshops, involving 248 staff members – all focused on promoting blended learning strategies.

CAT's 2019 Student Technology Survey was completed by 14 053 UJ undergraduate students. The results indicated that students are increasingly digitally literate (having digital knowledge and skills) and fluent (moving between devices and platforms) compared to 2017 and 2018 survey results. This we can see in their responses about attitudes, perceptions, device ownership and digital activities. For example, 91% of undergraduates

reported a welcoming or enthusiastic attitude towards learning supported by new technologies, with 56% rating their knowledge of technology as excellent or very good, and 62% reporting that their skills and abilities to use technology in general are either excellent or very good.

Their device ownership is 1% higher in 2019 compared to 2018, with 99% of students reporting that they own at least one of the following devices: a smartphone, a tablet, a laptop, or a desktop. Smartphones are most commonly (60%) used during lectures. CAT has been actively promoting apps for learning, and there is increased evidence of such use in the survey. Almost 80% of undergraduates reported that they belong to a WhatsApp study group, and 67% frequently use the Blackboard app that allows for offline learning.

### *Supporting innovation in teaching and learning*

CAT is responsible for the development and upkeep of uLink, UJ's single sign-on access to a student and staff portal. In 2019, CAT completed the redevelopment of the uLink portal for UJ staff and students. The visual layout was developed to be intuitive and more in line with current design trends and focused on mobile access. The new uLink device is agnostic, providing students with a seamless experience on any type of device. The new design and architectural changes align CAT to be in a position to adopt 4IR, automation and AI seamlessly into the new portal.

The CAT Lab (UJ's Teaching and Learning Innovation Laboratory) has been fully functional since 2017 with three permanent staff members and three student interns. The CAT Lab (for the collaborative development of online learning products) has also been refined and customised for UJ needs within e-learning development. For example, the CAT Lab collaborated with the Library to develop an online game for students to learn about plagiarism (http://cat.uj.ac.za/libgame/). Students playing the 'detective game' overwhelmingly reported enjoying the game and learning much about plagiarism.

CAT is also playing a key role in informing specifications and innovative pedagogies for future-fit classrooms at UJ to enrich and enhance student learning. Two venues that can each accommodate about 25 students or staff are being equipped with a variety of high-end technologies that will not only enhance teaching and learning experiences, but also enable interaction and collaboration. Two new-generation interactive touch screen smartboards can link to different devices and allow for video conferencing; glass 'white' boards and a state-of-the-art illuminated, interactive glass presentation wall will be used for collaboration and presentations; while a 3D camera is ready for recording virtual reality experiences used with 20 VR glasses. The two venues will be small prototypes of smart classrooms. CAT will work with different faculties and CBE to develop innovative modules/lectures that can serve as examples of teaching and learning in such venues in 2020.

### *Learning and teaching with mobile devices and e-textbooks*

In 2019, CAT distributed handheld devices for the fifth year. UJ made R18 million available to purchase 4000 Mecer Xpress 2-in-1 tablets with removable keyboards. Using CAT's Face-and-Place platform with a facial recognition algorithm and a booking system, CAT handed the devices out to Quintile 1-3 NSFAS first-year students in a short period.

In 2019, the University of Johannesburg made R8 million available for purchasing etextbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. ITSI Funda was appointed by UJ as the 2019 e-book aggregator. They provided an e-reading platform with the miEbooks application. With CAT support, 79 books were linked to 112 priority modules for a potential 24 000 downloads – roughly equal numbers of modules in both semesters. By the end of 2019, 68% (16 000+) of the etextbooks had been downloaded.

## CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

During 2019, students sought assistance at PsyCaD for various reasons. At the first point of contact, students received assistance through an advisory (walk-in) service. There is an increasing demand for consultations as

reflected in the number of 6 651 students who were assisted in 2019 compared to the 5 899 students who were assisted in 2018. The increased demand is also reflected in the number of counselling sessions that increased from 6 155 in 2018 to 7 955 in 2019. Psychological services have been readily available to our clients, despite the growing number of clients requiring our services. Not only has the demand increased, but so too has the severity of the problems. During 2019, PsyCaD received 43 suicide related calls on the 24hour crisis line, of which eight callers had to be hospitalised.

In order to address both the increased demand for mental health services and the severity of mental health problems, PsyCaD has come up with a number of initiatives. Although the primary focus of PsyCaD is to assist students in distress, a range of life enrichment workshops is also offered. Some of these include workshops on self-awareness, adjustment to university life, managing stress, depression and anxiety, and identifying risky student behaviour. The workshops are aimed at empowering students/staff with knowledge on various aspects of mental health. During 2019, the number of workshops presented to faculties and students was 58, versus 29 presented during 2018. The duration of sessions has also been changed in order to meet the increased demand for counselling services. The duration of the advisory service was increased from 15 minutes to 30 minutes, to allow for more client-therapist engagement and a more efficient screening service. In addition, the duration of therapy sessions has also been decreased from 60 minutes to 30 minutes. These changes not only brought about a more efficient system of identifying students in distress, but also resulted in more students being accommodated and shorter waiting lists for counselling.

In order to assist students in distress, PsyCaD is also in the process of establishing a short-term 'safe house' or holding facility. This facility will provide accommodation for those students who are in need of specialised interventions, but do not meet the criteria for hospitalisations. The idea is to stabilise and monitor the students until such a time as they can be transferred to another facility or the care of their families.

In addition to online support in the form of a PsyCaD module on Blackboard, the psychological services team has maintained a social media presence as a resource for the sharing of information, and for keeping abreast of the ideas and opinions reflected by existing and prospective clients, and the community in general. Their social media presence on Facebook and Twitter has been well managed and updated with relevant information. During 2019, the number of subscribers to our social media pages reached 6 004 (Facebook) and 1 581 (Twitter), and PsyCaD continues to endeavour to align itself with the rapid changes and advances in technology.

There is also a greater demand for support for students with disabilities. In 2018, the Disability Unit processed 56 new applications for concessions, which increased to 69 in 2019. During 2019, the Unit provided assessment support to 81 students. Of these, 23 students graduated at the end of 2019. The support that is provided is effective, as reflected in an 87% module pass rate. In addition to supporting the students with assessments, ongoing psychosocial support is offered to these students. There are dedicated case workers for students with disabilities on each campus, and in total, there were 651 counselling sessions with these students. The Disability Unit also organised a career fair and industry talks for students with disabilities. Companies that were looking specifically at recruiting people with disabilities were invited to the fair and to conduct talks with the students. This initiative proved to be a success and will be developed further in 2020.

Graduate recruitment is a priority, and UJ continues to be rated among one of the best higher education institutions for graduate employability, according to the QS Graduate Employability Rankings. The PsyCaD Career Services Unit 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 by Career Services span a diverse range of career development support modalities and approaches, ranging from 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. In addition to counselling services, there is also an increasing demand for career guidance and development.

The Career Services Unit conducted a number of workshops across all four campuses, including two workshop series. Attendance of these workshops is faculty-based and voluntary. The demand for on-request workshops within academic departments also increased in 2019. During 2019, 2 191 students attended these workshops.

Workshops are supplemented with individual sessions, which have also grown in popularity. During 2018, 539 students were assisted with CV writing and job searching skills, and this number increased to 1 103 in 2019.

The annual recruitment programme of the Career Services Unit offers services to both students and potential employers, in addressing the needs of students searching for work-integrated learning opportunities and internships, temporary positions while studying, and jobs for graduating students. Visible recruitment activities in the form of on-campus talks and events and job searching workshops are offered. In addition, the Career Services Unit offers an online job portal, as well as a comprehensive website to inform students and recruiters about career services. The PsyCaD Career Services Recruitment Programme 2019 hosted two on-campus career fairs to 128 companies, including 14 on-campus company presentations. Twenty companies attended the Law Career Fair, which was hosted in March, and 90 companies attended the General Career Fair in August. In addition to career fairs, companies have the opportunity throughout the year to host on-campus presentations on all four campuses.

## SPECIAL PROJECTS

In addition to the programmes of the three Centres within ADS, the Division was responsible for a number of additional special projects.

### *DHET University Capacity Development Grant (UCDG)*

During 2019, the University Capacity Development Grant (UCDG) implementation intensified substantially when compared to the initial 2018 implementation. ADC played a leading and coordinating role in implementing and reporting on the UJ UCDG plan. Of the total of R150 914 336 approved for the three-year period 2018-2020, R50 446 778 was made available to UJ during 2019. ADC once again represented UJ at the Centre for Research on Evaluation, Science and Technology's monitoring and evaluation (M and E) development workshops to develop an M and E framework for the UCDG. These workshops are used to refine the DHET-approved UCDG planning template that will be in use from the second round of the UCDG as well as the reporting procedures.

The implementation of the UJ UCDG plan spans across ADS, faculties, the Research Office, and the Postgraduate Centre. Dr André van Zyl, Director of ADC, was responsible for some of the implementation as well as coordinating the DHET reporting and audits for the UCDG and the foundation grant of R44 137 000. UJ's commitment to the development of its students and staff is evident in that the University made additional funds available for some of the projects. Specific examples are the tablets UJ purchased for its NSFAS first-year students to ensure that they are able to learn with technology and the additional budget allocated to tutors, senior tutors and the Assistant Lecturer Programme.

### *African Insights*

African Insights, a fully online module, was launched in April 2017. This NQF Level 5 (15-credit) module is compulsory for all first-time entering, first-year UJ students. The purpose of the module is to expose students to the great works of African literature and the progressive democratic ideals of the Freedom Charter and the South African Constitution. The module explores the South African contribution to the struggle for gay rights and the crucial work done by African women in literature and art. The module ends with a discussion of the history of African slavery and political exile, and explores the way forward by interrogating the African Renaissance.

To date, 30 635 students from three different student cohorts have been enrolled for the module. Of the 10 293 students who were enrolled in 2017, 64,7% have completed the module thus far. This amounts to 6 663 completions. In 2018, 10 234 students were enrolled for the module, and 59,3% of these have completed, which amounts to 6 068 completions. Another 10 108 were enrolled for the module in 2019, and 49,8% have completed already. This amounts to 5 034 completions. In total, 17 363 students have completed the module, which represents 58% of the total enrolment for this module over the past three years.

### *Artificial Intelligence in the 4IR*

Artificial Intelligence in the 4IR, a free, fully online, non-credit bearing module, was rolled out to the UJ community (all undergraduate/postgraduate students and staff members) in February 2020. The purpose of this module is

to introduce students to artificial intelligence (AI), its applications, and its implications for society and the future of work in the Fourth Industrial Revolution (4IR). This non-technical, self-paced module consists of eight units, aimed to help students develop a conceptual model of a world with AI, as well as encourage students to reflect on their role in a world that is being transformed by AI-driven technologies. Upon completion of Artificial Intelligence in the 4IR, students will receive an electronic certificate. For current students, this achievement will also reflect at the top of their academic transcript. In support of the module, all undergraduate students were given free access to the bestselling book, *21 Lessons for the 21st Century* by Yuval Noah Harari. This forms part of the ADS Common Read Programme, which is aimed at facilitating a culture of reading and provides a shared experience and basis for meaningful conversations focused on living in the face of constant and disorientating change.

### *UJenius Club*

The UJenius Club encourages undergraduate and honours students to strive for excellent academic success, while offering a variety of intellectual, social, professional and career development opportunities. The aims of the UJenius Club are achieved in partnership between ADS, the seven faculties and the College of Business and Economics. Since 2012, the UJenius Club has celebrated the best and brightest young minds who achieved an annual average of 75% with no module below 70% in the year preceding their membership. In 2018, 561 students were accepted into the UJenius Club, which increased to 596 in 2019. This is the second highest figure recorded for the UJenius Club. A total of 76,8% of the 2019 members were enrolled for degrees, 18,6% were enrolled for diplomas, and 3,8% were enrolled in honours degrees.

During 2019, a decision was reached to merge the Orange Carpet students with the UJenius Club. Orange Carpet remains as a marketing strategy by Student Marketing to attract top-achieving students, and these students automatically become 2020 UJenius members once they register with UJ. These students get the privileges associated with Orange Carpet, but also the added UJenius privileges. One of the major reasons for merging Orange Carpet and UJenius was to align financial and other benefits of the two initiatives.

There are continuous meetings with internal and external stakeholders to create more opportunities and benefits for UJenius students. The UJenius club has a strong relationship with the Global Undergraduate Awards organisation. In addition, UJenius students are prioritised for company visits and in this regard, three companies, who are interested in recruiting top-achieving UJ students, hosted our UJenius students. In collaboration with Huawei, an internship programme for ten of the UJenius students will be launched in 2020. Many companies approach UJ to recruit our top-achieving students, and these requests are forwarded to our UJenius students. This collaboration between UJenius and the companies is advantageous to both parties as the students are notified of vacancies, and companies benefit by having direct contact with our top achievers. One of the highlights in 2019 was that ten of the UJenius students had the opportunity to visit higher education institutions in Hong Kong, Japan and Taiwan.

A UJenius committee, consisting of senior members of UJ staff, has been established to coordinate and monitor the UJenius students. The most important priority for this committee will be to investigate ways to align financial support for the Orange Carpet/UJenius students. The other priority will be to improve the faculties' involvement in the UJenius students, and to generate more privileges and incentives for our top achieving students.

### *UJ Winter School*

During July 2019, the newly conceptualised UJ Winter School was launched. The 2019 iteration of the Winter School consisted of two main events. First, in collaboration with TechnoGirl Trust (a trust initiated by the Department of Basic Education and in partnership with UNICEF), UJ implemented the first 'Young Women for STEM in Africa (YWSA)' event. The TechnoGirl initiative identifies high school girls between the ages of 15 and 18 who are from disadvantaged communities, and who are interested in STEM careers.

The second event, 'Winter School. Reimagined', was organised by ADC and held in the APK Library on 9 and 10 July 2019. The event included a wide range of presentations, all showcasing the excellent 4IR-related work being done at UJ. The Winter School garnered substantial interest, and in total reached 236 910 unique views on social media and the UJ website over the two-day event.

### *Online programmes portfolio 2019*

The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in October 2017, with the launch of two Master's programmes in Information and Communication Technology in Education, and in Public Health. This impact increased visibly during the course of 2018 with the rollout of another two master's programmes in the first quarter of the year, namely the Master in Educational Management and the Master of Public Management and Governance. The following three undergraduate programmes were rolled out in the second half of 2018: Bachelor of Commerce in International Accounting, Bachelor in Human Resource Management, and the Advanced Diploma in Financial Markets. A further three advanced diploma programmes were added to the undergraduate suite from the second intake in March 2019, namely Logistics, Transportation and Management, and People Performance Management.

As indicated in the table below, there has been constant growth in module registration numbers across the six online programmes that were running during 2018 and 2019 (this excludes the Master of Public Management and Governance, which has been in a state of phasing out). Growth in the complete undergraduate and postgraduate online suite is reflected by the total increase of 352 additional module registrations at the end of 2019 (with a total of 750 module registrations), in comparison to the end of 2018 (with 398 module registrations) – thus a growth of almost 47%.

**Table 24: UJ online programmes – Module registrations increase from 2018 to 2019**

| Online programme | Launch date | Module registrations D6: 2018 intake | Module registrations D6: 2019 intake | Module registrations increase from 2018 to 2019 |
|---|---|---|---|---|
| **Master in Public Health** | 23 Oct. 2017 | 122 | 155 | 33 |
| **Master of Education in Information and Communication Technology** | 23 Oct. 2017 | 107 | 121 | 14 |
| **Master of Public Management and Governance** | D1: 15 Jan. 2018 | 7 | 6 | -1 |
| **Master of Education in Educational Management** | D2: 12 March 2018 | 93 | 106 | 13 |
| **Bachelor of Commerce in International Accounting** | D4: 1 July 2018 | 15 | 67 | 52 |
| **Bachelor in Human Resource Management** | D4: 1 July 2018 | 17 | 64 | 47 |
| **Advanced Diploma in Financial Markets** | D4: 1 July 2018 | 37 | 126 | 89 |
| **Advanced Diploma in Logistics** | D2: 11 March 2019 | N/A | 44 | 44 |
| **Advanced Diploma in Transportation Management** | D2: 11 March 2019 | N/A | 43 | 43 |
| **Advanced Diploma in People Performance Management** | D2: 11 March 2019 | N/A | 18 | 18 |
| **Total module registrations** | | **398** | **750** | **352** |

**Rory Ryan (Prof)**
Executive Director:
Academic Development and Support

# Research and Postgraduate Studies, Internationalisation, and the Library and Information Centre

## OVERVIEW & GOVERNANCE

The review reports on the activities of the three major divisions: Research and Postgraduate Studies, including Strategic Initiatives and Administration; Internationalisation; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

These divisions have their own governance and committee structures that interface with institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee and Central Academic Administration.

**Saurabh Sinha (Prof)**
Deputy Vice-Chancellor: Research and Internationalisation

# Research and Postgraduate Studies

The divisions associated with the Research and Internationalisation portfolio support a range of UJ's strategic objectives, including research, postgraduate studies, innovation and technology transfer and catalytic initiatives. This report integrates contributions by the Postgraduate School (PGS), the Research and Innovation (R&I) Division and the Strategic Initiatives and Administration (SIA) Unit. Following the catalytic initiatives introduced to enable the Global Excellence and Stature (GES) Strategy in November 2013, the year under review saw a major transition to the next set of catalytic initiatives. In the era of the Fourth Industrial Revolution (4IR), GES now prominently features a 4IR set of initiatives (GES 4.0). In March 2019, UJ Council approved the GES 4.0 business plan and budget.

## RESEARCH AND INNOVATION

### *Increase in research publications*

Preliminary figures for the total number of units for the 2019 research publications to be submitted in May 2020 are presently under review. At the time that this report was compiled (24 February 2020), 3 355 publications, accounting for 2 151 units, had been captured. These figures are up from 2 619 publications and 1 790 units under review this time last year. Since 2005, UJ's accredited research publication output units have grown 16% on average per annum, which equates to a compound annual growth rate of 15% over the period. It is important to note that so far 90% of the publications to be submitted for accreditation are in internationally (ISI, IBSS, Norwegian and Scopus) indexed journals. The high proportion of UJ authored or co-authored journal articles in international journals contributes to our GES strategic goal. The number of accredited units for books and book chapters authored by UJ academics and researchers grew by 43%, while journal articles and conference proceedings grew by 8% and just under 1%, respectively.

In terms of UJ's visibility in the international Scopus database, as of 24 February 2020, the field-weighted views impact over the period (2014-2019) is 1.93, indicating that UJ's publications were viewed 93% more than outputs authored by other institutions with similar publication profiles. UJ's Scopus-listed publications achieved a field-weighted citation impact (FwCI) of 1.29, indicating that UJ had 29% more citations compared to other institutions with similar publication profiles over the same period. In terms of the Scopus All Science Journal Classification (Scopus ASJC), UJ achieved the highest citation impact in the fields of Physics and Astronomy (2.62), Neuroscience (1.98), Materials Science (1.56), Chemical Engineering (1.54), and Energy (1.46). UJ received an above-average citation impact compared to other institutions with similar publication profiles in 20 out of 26 ASJC disciplines. The ASJC system indicates that the top 10 publication areas by volume are Engineering, Social

Sciences, Physics and Astronomy, Computer Science, Business Management and Accounting, Material Science, Chemistry, Arts and Humanities, Environmental Science, and Earth and Planetary Sciences.

In line with UJ's internationalisation strategy, co-authorship with international collaborators is increasing. Between 2014 and 2019, UJ co-authored 7 491 publications (in the previous year, 5 190) with international collaborators at 2 492 (previously 2 048) institutions across the globe.

This level of publication builds on considerable research development support available to staff and postgraduate students, offered through the Postgraduate School (PGS) and at faculty level.

### *NRF-rated researchers and prestigious awards*

The number of NRF-rated researchers within an institution remains a national indicator of researcher-based excellence. The number of NRF-rated researchers at the University of Johannesburg continues to grow, with an increase of 14% from 193 during the 2018/2019 period to 220 in January 2020. The University currently has eight A-rated researchers, while there has been a slight increase in the number of B-rated researchers compared to the previous year. New and re-awarded NRF A-ratings were awarded to Prof Philip Hallinger (Department of Education Leadership and Management); Prof John Maina (Department of Zoology); and Prof Thaddeus Metz (Department of Philosophy).

The number of awards and prestigious recognitions increased from 27 in 2017 to over 40 in 2019.

### *Innovation and commercialisation of research*

Through the services of the Technology Transfer Office (TTO), UJ registered ten provisionally or fully registered patents. In addition, the TTO received 39 new invention disclosures in 2019, and UJ was granted a USA patent (US Patent Number: 10288521 (Force and moment balance and support therefor)) with Jules de Ponte and Frederik Pieterse as inventors.

The TTO led the establishment of a commercial holding company for the University, UJ Invnt (Pty) Ltd, which was launched on 22 October 2019. Furthermore, the TTO launched the University's Incubation Programme, which was able to offer a first cohort of eight student-led businesses and innovations. A full incubation programme is envisaged in 2020.

Four UJ inventors were recognised by the National IP Management Office as intellectual property creators for 'actionable disclosures' in the period between 1 April 2011 and 31 March 2018.

- Prof TG Barnard and Mr Robin Stuart Robertson for their water filter technology.
- Prof Reinout Meijboom for the creation of new silver anti-cancer compounds.
- Prof Charles Whitehead for the carbon dioxide-enriched foliar spray providing an organic product for increased yield and production of plants.

In addition to formal recognition by the Honourable Minister Mmamoloko Kubayi-Ngubane (former Minister of Science and Technology) at an awards dinner in March 2019, each awardee received a monetary contribution of R605 000 to the UJ TTO to assist with further development and commercialisation of the inventions.

### *External research income*

The target of R200 million set for external research income in 2019 has been exceeded, with income received by mid-January 2020 standing at R212 million.

## UJ POSTGRADUATE SCHOOL

### *Postgraduate studies*

Audited HEMIS 2018 figures show that there was an increase in doctoral headcount between 2017 and 2018 of 26,4%, to a total of 1 363, compared to the national average growth of 4,8% to 23 650. Similarly, there was a 50% increase in the number of doctoral graduates between 2017 and 2018, to a total of 189, compared to the

national average of 9,4% to 3 344. Of these, 111 were South African, with a further 23 from the SADC countries. The South African group included 46 black (up from 34 in 2017), seven coloured (up from five in 2017) and 12 Indian South Africans (up from one in 2017). The average TTC for the 2018 doctoral graduating class was 4.9 years, an improvement of 3,53% when compared to the 2017 TTC of 5.1 years.

At master's level, UJ's growth in headcount was also higher than at national level, with an increase of 28% to 3 868, compared to a 3,3% increase to 61 096 at national level. UJ's growth in master's graduates continued to be significantly higher than the national figure, at 27,2% to a total of 864, compared to a national figure of 7,2% to 13 887. Time to completion (TTC) for the 2018 master's graduates was 3.1 and 3.3 years for coursework and research master's, respectively.

Referring to the reporting year, where figures have not yet been audited, we have seen further enrolment increases (from 2018 to 2019) of 2,9% to 3 980 at master's level and of 2,79% to 1 401 at doctoral level.

The enrolment of international students at doctoral level increased from 374 (34% of all doctoral candidates) in 2017 to 496 (36% of all doctoral candidates) in 2018.

Enrolments for all postgraduate qualifications below master's increased slightly by 1,33% to 3 900 in 2019. The honours enrolments increased by 6,86% to 2 306 after three years of declining numbers. Graduates for all postgraduate qualifications below master's (honours and postgraduate diplomas) decreased by 5,61% to 2 105 in 2018. Although the postgraduate diplomas (other PG below M) increased by 15,14%, this was not enough to compensate for the decrease in honours graduates. The decline in numbers of honours graduates was the result of the decrease in the 2018 honours registrations. Honours time to completion (TTC) improved for the 2018 graduation year and was only 1.3 years compared to the 1.4 years in 2017. However, the TTC for postgraduate diplomas increased from 1.7 years to 1.9 years on average for the graduating class of 2018.

### *Postdoctoral research fellows*

The number of postdoctoral research fellows (PDRFs) administered by the UJ PGS has increased from 126 in 2012 to 327 in 2019.

The PDRFs are continually generating an increasing number of accredited publications and units. However, the number of accredited units is much lower than generated publications, an indication that PDRFs are pursuing collaborations (copublishing) rather than sole authorship. Taking into consideration the unit contribution of PDRFs only, the number of publications and accrued accredited units increased from 235 publications (95.19 units) in 2015, to 466 publications (176.14 units) in 2016, to 474 publications (178.27 units) in 2017 and in 2018 to 566 publications (213.88 units). However, a better picture emerges when combining unit contributions of both PDRFs and UJ co-authors/supervisors, with whom they publish: the total number of units increased from 119.6 (2015) to 408.66 (2018 provisional statistics). This represents an increase in the average units generated per PDRF from 0.59 units (2015), 1.25 units (2016), 1.23 units (2017) to 1.49 units (2018 provisional stats). However, when considering only publishing PDRFs in each year, the ratio is more impressive, with 1.34 units in 2015, 1.99 units (2016), 1.99 units (2017) and 2.24 units (2018 provisional stats). It should be noted that PDRFs join and leave the University at different times in a year. Various interventions are planned to increase the number of productive PDRFs.

### *External postgraduate funding*

The availability of postgraduate funding remains constrained against the backdrop of the challenging South African financial landscape and the specific challenges facing the higher education sector. However, despite this reality, overall postgraduate funding has increased in terms of funding available, resulting in an increased number of students supported. The total amount allocated to postgraduate scholarships and postdoctoral fellowships increased by 10,8% from 2017 to 2018. In 2018, 45,6% of all honours students, 9,6% of all master's students and 22,7% of all doctoral candidates were supported through funding administered through the PGS. The percentage of both master's and doctoral candidates dropped from 14,3% and 26,3% in 2017, respectively, because the enrolment growth outstripped the funding growth. Funding to honour's students grew by 16,74,

but dropped by 4,13% for master's students and grew by 9,3% for doctoral students. PDRF funding grew by 15,99% and this is reflected in the growth of PDRF numbers. A significant proportion (44,4%) of total scholarships and fellowships in 2018 came from the NRF, which had bursaries and fellowships grow by 9,1%. Internal UJ funding (GES and URC) comprises 52,2% of all postgraduate and PDRF funding.

### *Research support for postgraduate and postdoctoral research fellows*

Postgraduate training and support play a significant role in these levels of success, and the PGS has put a number of customised mechanisms and capacity development interventions in place to improve postgraduate success, complementing the efforts of faculties.

Research Capacity Development offered 72 generic workshops during 2019, with participation by 1 121 students, 181 staff members and 21 PDRFs. There were 295 individual writing consultations and several other events, including supervisor development opportunities, short learning programmes and a winter school. Ninety-three generic research capacity development events were held, attracting 1 126 students and 303 staff members. Statistical Consultation Service consultants provided design and analysis support to 386 new projects. UJ representatives at the national three-minute thesis (3MT) competition won the first and second place awards. In partnership with the PGS, the Library has put a range of tutorials online for postgraduate students, which are being increasingly drawn on.

#### The DHET University Capacity Development Grant

The DHET University Capacity Development Grant (UCDG) contributes significantly to supporting academic staff research activities and capacity development. In the domain of research, innovation and internationalisation, UCDG supported six projects. For all six projects, the total annual budget of R7 136 500 has been fully utilised. There was an overspend of R14 624.99 on Project 5: Mobility grant, while interest accumulated in 2018 was utilised to cover the overspent amount. The six projects include:

Project 1: Improvement of staff qualifications
Project 2: Research career development of emerging and mid-career researchers
Project 3: Improving staff research productivity, innovation and quality
Project 4: Supervision development
Project 5: Mobility grant for UJ academic staff
Project 6: Promoting postgraduate quality

## STRATEGIC ADMINISTRATION AND INITIATIVES

### *The global excellence and stature (GES) strategic goal and associated catalytic initiatives*

The GES initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's mission and administrative support functions. In March 2019, the initiative was formally expanded to GES 4.0, in line with the University's strategic contextualisation for 4IR.

As a result of staggered implementation, some of the original programmes are still continuing and are overlapping with implementation of the GES 4.0 initiative. The GES 1.0 initiative (referring to the first set of catalytic initiatives approved by UJ Council in March 2014) has shown positive outcomes, which have been taken into consideration in preparing for GES 4.0.

The number of DHET-accredited research units generated continues to grow in line with the increasing number of GES appointments and enrolments. The total number of accredited units, taking into consideration a combined unit contribution by GES incumbents and UJ co-authors, has increased from 80.08 in 2015 to 342 (2018 provisional statistics). There is considerable co-publishing among UJ academics and students, with GES-supported PDRFs and doctoral candidates generating more units through co-authored publications with UJ academics.

The number of GES-funded postgraduate students completing their studies is gradually increasing. Since the inception of the GES 1.0 initiative in 2014, to date, the programme has supported 172 master's and 139 doctoral candidates. Of the supported candidates, a total of 78 master's and 51 doctoral candidates have completed their studies.

### *Key achievements that contribute to elevating UJ's reputation*

Contributions of the various flagship institutes and programmes are highlighted below.

#### Institute for Intelligent Systems

The flagship Institute for Intelligent Systems (IIS) has been escalated to an Artificial Intelligence agency that will develop implementation capacity at institutional level. Cutting-edge research is being carried out in the multidisciplinary areas associated with 4IR, with 33 journal articles produced. Collaborative projects have been established with universities in Finland, Singapore, Tunisia, and Zambia. Courses on topics related to 4IR have been developed in collaboration with the School of Accounting and the Department of Applied Information Systems. Furthermore, in the reporting year, IIS raised over R7 million, which includes a Research and Innovation Chair from Nedbank.

#### Institute for Pan-African Thought and Conversation

The Institute for Pan-African Thought and Conversation (IPATC) aspires to be a centre of excellence providing a forum for scholars, practitioners, and civil society actors across Africa and its diaspora to dialogue and contribute to the rigorous production and dissemination of Pan-African knowledge. Highlights for 2019 were two IPATC policy dialogues: one in the West Indies, organised jointly with international partners, on 'Comparative Nation-Building in Africa, the Caribbean and the Pacific', and the second in Johannesburg on the topic of 'African/European Union Migration'. Furthermore, eight IPATC public dialogues were held, including several book launches, as well as two documentary screenings. IPATC produced one book, *Nigeria-South Africa Relations and Regional Hegemonic Competence*, and one journal article, six presentations at external conferences, numerous newspaper publications, primarily in South African and Nigerian newspapers, and several media interviews.

#### Johannesburg Institute for Advanced Studies

The Johannesburg Institute for Advanced Studies (JIAS) is now firmly positioned as an intellectual centre in the Gauteng region, with links extending beyond the region. The flagship Writing Fellowship Programme has now been expanded beyond writing fellowship (which in 2019 received 400 applicants for the 10 available places), with the introduction of research, visiting and postdoctoral research fellowships – already attracting considerable local and international interest. In 2019, Profs Chris Brink, Vincent Maphai and John Rapley joined JIAS on relatively long-term contracts as DVPs or VPs, to lead identified research themes. JIAS was also mandated to drive UJ's African Biographies Project, which now has 14 writers at the research stage and is looking extremely promising. Over 50 events of various types were organised and hosted. Inter alia, the centenaries of four prominent South African black writers, Es'kia Mphahlele, Noni Jabavu, Sibusiso Nyembezi and Peter Abrahams, were commemorated and celebrated by a series of notable public lectures and seminars.

#### Confucius Institute

The Confucius Institute (CI), in conjunction with the University of Johannesburg Centre for Africa/China Studies (CACS), has continued to position itself influentially through its focus on language learning, cultural activities and, increasingly, research activities. There has been substantial growth in the number of students studying Mandarin, both in credit-bearing courses at UJ and in local schools, with a total registration of 3 300 students. Research activities relating to Africa-China issues have gained considerable momentum: four refereed papers have appeared, a further 14 have been accepted or are in the process; and 28 articles have appeared in the popular press. A series of significant seminars has been conducted, in each case with high-level attendance by the ambassadors of a number of countries. Finally, UJCI facilitated the conferring of an Honorary Doctorate in Engineering upon H.E. President Xi Jinping of China, accepted on his behalf in absentia by the Chinese Ambassador to South Africa, H.E. Lin Songtian.

#### International Commercial Law

The flagship programme in International Commercial Law has experienced continued success of its LLM

programme in international law, which involves participation of both outstanding international scholars and local practitioners, and sees growing interest from international students. Twelve students are expected to complete the qualification in 2019, with 50% international students, and 100% pass rate. The joint doctoral degree with the University of Lucerne is now in place, with one of the four registered students already nearing completion. Nine accredited articles were produced, and nine conference presentations made in China, Germany, South Africa and the United States of America. The relationship with the prestigious International Institute for the Unification of Private Law (UNIDROIT) remains strong, with the Deputy Director (a member of the governing Council) now invited to join an expert committee on the international civil and commercial jurisdiction of The Hague Conference on Private International Law. This relationship resulted in the diplomatic conference on the MAC Protocol being held in South Africa, in December 2019.

**Earth Sciences**

The flagship programme in Earth Sciences boasts two NRF A-rated and four B-rated scientists. UJ Geology maintained its positioning among the top 300 universities globally in the Shanghai Global Ranking of Academic Subjects (GRAS) in Earth Science. The programme continued its high publications output, including high impact papers in *Nature, Nature GeoScience, Scientific Reports and Proceedings of the National Academy of Sciences of the United States of America (PNAS)*. The 69 master's and 54 doctoral students registered yielded 17 master's and six doctoral graduations. The DSI[1]-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis CIMERA (hosted jointly by UJ and Wits) has now partnered with all South African universities that offer geology. International partnerships have been further strengthened with formal partnerships being signed with the Helmholtz Institute and Delft University.

**Childhood Education**

The flagship programme in Childhood Education saw the publication of the revised *MARKO-D* test for early mathematics learning in South Africa, together with the associated materials and manual. Research into early learning development is continuing in the now established Cognition Lab in the Centre for Education Practice Research. Five doctoral and seven master's students have graduated, and a total of 66 publications have been produced. A highlight has been the granting of Community of Practice status by DHET to the three SARChI Chairs in the Faculty of Education with which the programme is associated.

**Nanotechnology for Water**

The flagship programme in Nanotechnology for Water (together with the associated SARChI Chair) proposes to leverage nanotechnology to create next-generation materials for water purification, with a focus on drinking water solutions and wastewater treatment. In 2019, international collaborations were forged with high-profile researchers at Ulm University, Germany, and Zhejiang University of Technology, China. Research excellence is a primary goal, with 18 papers published in 2019; two students received national and international awards. Female students, in particular, are being recruited as postgraduates; and a thriving postgraduate community has been created to train the next generation of researchers.

**Graduate School of Architecture**

Finally, the commitment of the Graduate School of Architecture (GSA) to transformative pedagogies is now firmly entrenched. The GSA is the only school of architecture in Africa offering the unit system, exposing students to multiple learning opportunities in units based on individual research interests, and to designers and art critics through various public lecture series. With the focus on international collaborations and partnerships, key research activities included Unit 15X's collaboration with the World Bank and Ardhi University, Dar es Salaam; Prof Lokko's keynote talks at numerous international conferences and institutions; Prof Vosloo's contribution to two international conferences; Unit 12's trip to Morocco; Unit 13's trip to Maputo in Mozambique; Unit 14's trip to Sutherland; and Unit 17's trip to the Vredefort Dome.

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[1] DSI is the new name of the Department of Science and Technology (DST). DSI stands for Department of Science and Innovation. Following transition in the South African government, the naming was formalised in June 2019.

## TAKING GES 1.0 TO GES 4.0

Throughout the year, the University led a number of important conversations on the Fourth Industrial Revolution (4IR) on various platforms, internally and externally. These included presentations nationally and internationally by the VC and other staff members, and radio interviews and newspaper articles by academics from across disciplines. Furthermore, Prof Tshilidzi Marwala and Mr Rendani Mamphiswana, a PhD candidate in Engineering Management specialising in Innovation Management, were appointed as members of the National 4IR Commission.

Following Council approval of 4IR catalytic interventions in November 2018, the rollout of the GES 4.0 project commenced immediately after Council approval of the associated budget in March 2019. In the first eight months, much groundwork for the various projects was laid to ensure full outputs at subsequent stages.

The R&I budget represents 67,4% of the annual GES 4.0 budget of R63.6 million, excluding the infrastructure development budget. Of the R42 million R&I budget, 46% has been expended, with significant expenditure and commitments in the following areas:

- Full expenditure was realised with regard to the award of postdoctoral fellowships (40), and doctoral (46) and master's (43) scholarships in areas relating to 4IR. Budget allocation for postdoctoral fellowships and postgraduate scholarships represents approximately 29% of the total GES 4.0 2019 budget of R63.6 million.
- The R700 000 budget for the Library upgrade and implementation of 4IR technologies was at 99,7% expenditure and the budget for the development of an institutional digital performance monitoring and reporting tool at 86%, with the remaining amount ring-fenced for further developments that will arise.
- There was full expenditure of the R300 000 budget for the development of collaborative research centres in other BRICS countries.

A number of high-level appointments (distinguished professors, distinguished visiting academics, professors of practice) across the institution were made and are in the process of being finalised, with 65% acceptances out of the 26 appointments. The salary budget and the seed grants for institutional multidisciplinary projects awarded last year were deferred to 2020, as programmes and appointments will commence in 2020. The combined total amounts represent 34% of the R&I annual allocation.

Ten interdisciplinary and five transdisciplinary 4IR R&I pilot research projects and research programmes were awarded. In addition, three BRICS seed grant awards were made to strengthen international collaborations within the BRICS economic cluster.

Throughout the year, the Deputy Vice-Chancellor: Research and Internationalisation, undertook faculty-to-faculty engagements to ensure understanding of the GES 4.0 strategy and alignment of the University's response to 4IR. The instruments are also posted here: https://tinyurl.com/UJ-4IR-RI. Furthermore, the University has appointed an Advancement Advisory Board to guide it on the advances that are catalysing this revolution. The 12-member team consists of influential industry leaders, such as CEOs and advocates, who are volunteering their time to improve the University's global position in 4IR academia, with emphasis on resource mobilisation. Through this board, members will be able to share wisdom and insights to stimulate and facilitate an inclusive response to 4IR-related processes and dialogues.

The University continued to lead thought leadership conversations related to 4IR on various platforms, internally and externally. These included presentations nationally and internationally by the Vice-Chancellor and other staff members; as well as radio interviews, newspaper articles, seminars, webinars and workshops by academics from across disciplines. To highlight but a few, the University participated in a two-day inaugural 4IRSA Digital Economy Summit, which took place in July 2019. This event, which the President and several Cabinet ministers attended, marked an important milestone in the 4IRSA partnership between UJ, the Universities of the Witwatersrand (Wits) and Fort Hare as well as Telkom SA.

**Carol Nonkwelo (Dr)**
Executive Director: Research and Innovation

# Internationalisation

## OVERVIEW

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

The work undertaken by the Division for Internationalisation is central to UJ'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 students and staff from around the globe are recruited and fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaboration involving research, student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching the student experience at home and abroad; the University's research and innovation; teaching and learning towards excellence in scholarship; as well as enhancing UJ's international profile.

Firmly positioned in the University's Global Excellence and Stature 2025 Strategy, 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 and with international partners.

Key targets and indicators towards realising UJ's Global Excellence and Stature 2025 Strategy are:

- Priority focus on Africa: Increased partnerships with BRIC countries, the US and Europe.
- The development of joint degrees: The University of Johannesburg currently has ten active joint degree partnerships. The development of joint degrees is one of the key strategic goals of the University and is facilitated by broadening the scope of existing agreements to include joint academic programmes.
- 1 650 students per annum in study abroad programmes by 2019, and 2 500 students per annum in study abroad programmes by 2025.

In addition to the above targets, the Division sets financial targets for itself, in line with UJ's 2025 Strategic Objective Six: fitness for global excellence and stature.

The reporting year proved to be another successful year for internationalisation at UJ. Particularly significant to 2019 was the continued work with the Times Higher Education (THE), Universitas 21 (U21) and BRICS networks to elevate UJ's global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to the Pan-African agenda. Also significant in 2019 was the continued upward trajectory of UJ in various rankings, reflected by significant jumps in the Times Higher Education (THE) Rankings, QS World University Rankings and Best Global Universities Rankings (BGUR). Significantly, the inaugural 2019 THE University Impact Rankings, which are shaped around the United Nations (UN) Sustainable Development Goals (SDGs), also ranked UJ fifth globally.

## OPERATING CONTEXT

The drivers of any strategic initiative are the people. The UJ Division for Internationalisation has grown from a team of three in 2011 to a team of 13 permanent, one contract and four temporary staff in 2019.

The year 2019 began with an acting senior director who served in that capacity until 31 July 2019. The new Senior Director, Prof Ylva Rodny-Gumede, took up her tenure from 1 August 2019. A new Senior Director: Fundraising and Administration was interviewed in November 2019 and was offered a position starting 1 January 2020. The first half of 2019 was particularly difficult due to a leadership vacuum in particular areas; however, this was addressed by the new Senior Director in the second half of the year. Prof Rodny-Gumede has provided a clear vision of the way forward for the Division.

In 2019, the Division consisted of the following three directorates:

- Corporate Services
- Study Abroad and International Student Services
- Academic Services

### *Corporate services: international staff, student recruitment and admissions*

The International Recruitment and Admissions Office conducted international student recruitment drives in 21 countries. Among others, this helped to increase registrations to meet and exceed targets, with 1 494 postgraduate students and 2 746 undergraduate students.

UJ has been represented at the International Education Association of South Africa (IEASA) with one of the directors in the Management Council, BRICS, THE, U21, Asia-Pacific Association for International Education (APAIE), NAFSA: Association of International Educators, Association of International Education Administrators (AIEA), European Association for International Education (EAIE), Southern African-Nordic Centre (SANORD), and at recruitment platforms in Belgium, Botswana, Brazil, Eswatini (former Swaziland), Ethiopia, Ghana, India, Lesotho, Malaysia, Myanmar, Namibia, the Netherlands, Nigeria, Singapore, Spain, Thailand, Uganda, USA and Vietnam.

In order to enhance service provision to applicants, the Division further improved international admissions processes; the five-day turnaround time from receiving and application to finalisation was enforced, which resulted in greater efficiency.

As a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ also enjoys association with regional international school bodies, such as CIS-EARCOS, which hold annual career guidance teachers school workshops and conferences. CIS also provides a search and information database for member institutions and all learners from international schools. We have seen an increase in the number of IB (International Baccalaureate) curriculum students joining the University, especially in SET programmes and Economics and Business. We have seen increased opportunities to present at international school fairs and information sessions. This membership is part of our strategy to diversify our markets for student recruitment and reduce UJ's overreliance on the Zimbabwe Presidential Scholarship.

Keystone Academic Solutions is the Division's targeted digital marketing platform that generates leads for all faculty offerings at UG and PG levels. It serves as a digital marketing platform matching students with qualification offerings. As a digital platform, its benefit is greatest in countries and cities where we are otherwise not able to have a physical recruitment presence. The next level of service is Smart Engage, which will allow real-time engagements with prospective students across the globe to convert the enquiry into applications. Keystone also drives brand visibility with over 2 million impressions a month. Via the Academic Services Directorate, the Division for Internationalisation utilised the platform to market a suite of summer school brochures.

Partnership with the Visa Facilitation Service (VFS) was strengthened where it operated on the APK Campus to facilitate new and renewal of visa applications for both students and staff. UJ was the only university granted the credentials to a special applications portal. This relationship will continue in 2020 going forward and will save students and staff time by allowing them to complete their applications on campus.

### *Study abroad and international student services*

The Division supported inbound and outbound student mobility to meet and exceed targets. By December 2019, 580 inbound and 1 219 outbound mobility had been reached against the total target of 1 650.

The Division facilitated and supported four new Erasmus+ agreements, which led to both inbound and outbound student and staff mobility. Most of the inbound staff mobility will take place in the first half of 2020.

Our activities with international student exchange programmes continued, and new activity with study abroad to Africa increased in the area of short-term mobility and internships. The collaboration with the service provider, International Student Exchange Programme (ISEP), has also grown in the area of outbound mobility, with more opportunities being taken up by UJ students to study abroad for a full semester. The USA and Europe are the more popular destinations.

The University's membership of Universitas 21 has provided multiple opportunities for outbound student mobility in terms of short learning programmes. In 2019, a total of 30 students participated in various programmes globally.

The Division sustained and developed new strong programmes with the following faculties and partners:

- Africa-by-Bus (ADC, Engineering, Science, FADA, Health Sciences, Humanities, Student Affairs, including the SRC)
- Hong Kong University (Science)
- Cornell University (Law)
- Georgia State University (Education)
- OTH Regensburg (FADA – DAAD)
- University of Utrecht (Humanities)
- University of Pittsburgh (Engineering)
- Appalachian State University (Humanities)
- Tubingen/SA Programme
- A&M University of Texas – Leadership without Limits
- National Autonomous University of Mexico
- University of Groningen

### *Academic Services: Partnerships*

Academic Services appointed a postdoctoral fellow towards the end of 2018 whose primary role included establishing a research unit run by the Division for Internationalisation but housed within the Faculty of Humanities. The contract of the postdoctoral fellow ended in October 2019.

The five short learning programmes (SLPs) that were conceptualised in 2018 were launched in 2019. The programmes were uploaded onto the Keystone platform, shared with our international partners and networks, including U21 and shared with CBE and our seven faculties. New university agreements on the continent were concluded with Ambrose Allie University, Nigeria; University of Rwanda; King Faisal University of Chad and ELFA Group Pty (Ltd), Guinea; and Ghana University for Professional Studies, Ghana.

Mr Lebethe Malefo, Acting Senior Director, was part of a group of UJ colleagues, which included the Vice-Chancellor and Principal, Prof Tshilidzi Marwala, Dr Bongani Ngqulunga and Prof Chris Landsberg, who visited both London and Oxford in January/February 2019. The activities included meetings with Baroness Valerie Amos, Director of SOAS at the University of London, and Dr Joanna Newman, CEO and SG of the Association of Commonwealth Universities. A presentation was delivered by the VC and Dr Ngqulunga participated in a discussion group.

Mr Malefo accompanied the UJ Vice-Chancellor and Principal, Prof Marwala, to Uganda in March 2019 for engagements between UJ and the Vice-Chancellor of Makerere University, Prof Barnabas Nawangwe. Prof Marwala also delivered a presentation in Kampala that focused on the Fourth Industrial Revolution (4IR) .

In addition, Mr Malefo accompanied the UJ Vice-Chancellor and Principal, Prof Marwala, to Rwanda in August 2019. The visit included signing an MOU with the University of Rwanda, Prof Marwala delivering a lecture on the Fourth Industrial Revolution to the university community, and further partnership discussions.

A high-level team led by Deputy Vice-Chancellor: Research and Internationalisation, Prof Saurabh Sinha, consisting of the Senior Director of the Division for Internationalisation, Prof Ylva Rodny-Gumede, executive deans, executive directors and academics, undertook a focused set of strategic engagements in the Nordic area of Europe, visiting Denmark, Finland, Norway and Sweden in August/September 2019.

Prof Rodny-Gumede further represented UJ at the U21 Senior Leaders meeting held in Auckland, New Zealand, in November 2019. This meeting was focused on the U21 network's engagements with the sustainable development goals.

Prof Rodny-Gumede also travelled with Prof Marwala, Prof Mpedi and Prof Mashao to the University of Professional Studies in Accra, Ghana, in December 2019. The visit included a meeting between the deans from both institutions, an open lecture, focusing on 4IR, and a meeting with the Minister of State in charge of Tertiary Education, Ghana.

## GLOBAL REPUTATION (MARKETING, EVENTS AND VISITS)

Global advertising for 2019 has been registered in the QS publications through our Marketing and Brand units; UJ co-exhibited with other South African universities, our medical aid providers and IEASA at the 2019 EAIE Exhibition and Conference hosted in Finland; the exhibition provided an opportunity for UJ to have a customised exhibition space and to be part of a broader extended South African booth, therefore maximising delegate traffic to the South African universities exhibitor area.

UJ maintained its strength in global rankings:

- UJ ranked fifth globally in new THE University Impact Rankings.
- Seven UJ subjects were recognised in the THE World University Rankings.
- UJ remains anchored in the Top 100 of THE Emerging Economies University Rankings.
- UJ climbed 31 places in Best Global Universities Rankings (BGUR), to fifth in South Africa
- UJ has moved up markedly by roughly 59 places into the 501-510 rank band worldwide from 551-560 in the latest Quacquarelli Symonds (QS) World University Rankings.

In partnership with the Association of Commonwealth Universities (ACU) and Universities South Africa (USAf), the University of Johannesburg hosted a symposium titled 'Developing the capacity of early career researchers'. The symposium took place at the APK Library on 18 and 19 March. The keynote was delivered by the Honourable Minister Naledi Pandor, Minister of Higher Education and Training.

In partnership with the Human Sciences Research Council (HSRC), the University of Johannesburg hosted the 13th Annual Africa Young Graduates Scholars Conference titled 'Youth development in Africa – Challenges, solutions and the way forward'. The conference took place at the APK Arts Centre from 18 to 20 March.

The University of Johannesburg hosted a colloquium titled '25 years after apartheid: An examination of the Republic of South Africa from the past and future role of Americans' in honour of Ambassador Andrew J. Young. The colloquium took place at the APK Library on 20 March.

In partnership with Times Higher Education (THE), the University of Johannesburg hosted the Africa Universities Forum at the Hyatt Regency, Rosebank, on 12 and 13 June. The theme of the event was 'Universities powering Africa's renaissance for the Fourth Industrial Revolution'.

Through the support of the South African Department of Science and Innovation and the Chinese Ministry of Science and Technology, the launch event for the South Africa-China Joint Research Centre on Chemical and Environmental Engineering took place in the Chinua Achebe Auditorium, APK Library, UJ, on 23 August. A key component of the proceedings included the signing of the MOU and the unveiling of the Joint Research Centre (JRC) by the UJ Vice-Chancellor and Principal, Prof Marwala, and Prof Qiao Xu, President, Nanjing Tech University.

Her Royal Highness (HRH), the Duchess of Sussex, joined students and academics for a high-level roundtable discussion convened by the Association of Commonwealth Universities (ACU), hosted by UJ and organised in partnership with the British Council, on gender equality and women's empowerment in higher education (1 October 2019). This was followed by a luncheon with high-level guests hosted by UJ Vice-Chancellor and Principal, Prof Marwala.

In partnership with Universitas 21 (U21), the University of Johannesburg hosted the Universitas 21 Educational Innovation Symposium, held at the Bunting Road Campus from 9 to 11 October 2019 under the theme 'The Fourth Industrial Revolution and the future of the university'.

The Division hosted seminars in collaboration with the Postgraduate School, the SARChI Chair: South African Art and Visual Culture, and the Faculty of Law.

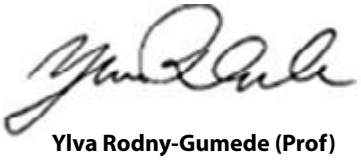
Over 18 delegations were hosted, including a delegation from King Faisal University of Chad, which included the Ambassador of Chad to South Africa and the President of Nanjing Tech University.

UJ continues to utilise the digital marketing platform, Keystone Academic Solutions, to market all postgraduate programmes.

### *Membership of networks and professional bodies*

The University currently has institutional partnerships with the following associations:

- American International Education Association (AIEA)
- Association of African Universities
- Association of Commonwealth Universities
- Council of Graduate Schools
- European Association of International Education (EAIE)
- International Education Association of South Africa (IEASA)
- Quacquarelli Simmonds
- South Africa Nordic Association (SANORD)
- Times Higher Education (THE)
- Universitas 21



**Ylva Rodny-Gumede (Prof)**
Senior Director: Internationalisation

# Library and Information Centre

## OVERVIEW

In 2019, the Library had three key strategic objectives. The first, in line with UJ's strategic objective focusing on staff and student wellness, was to upskill staff, enabling them to develop the skills needed to embrace the changes and opportunities presented by the Fourth Industrial Revolution (4IR). The second objective was to develop new library products to support excellence in both teaching and learning, and research at UJ. Some of the most important of these include: a Research Data Management (RDM) online platform; an online Learning Innovation Hub (LIH) in which staff can search for teaching material like podcasts, 3D printing recipes, and virtual reality experiences to enhance the student learning experience; a Library app that enables staff and students to access the whole Library catalogue on their phones; and a chatbot that answers all general questions staff and students may have about the Library. The third objective was linked to the University's strategic goal, which positions UJ as a thought leader on the implementation and effects of 4IR. To meet this objective, the Library hosted some informative and engaging events explaining how 4IR technologies work, and other more philosophical discussions about the impact of 4IR on the future of work and society. In line with this third objective, the Library also worked towards positioning itself as a thought leader on 4IR in the library and information landscape of South Africa.

### STAFF AND STUDENT WELLNESS

#### *Future-fit jobs*

The landscape of libraries and information management is rapidly changing due in large part to the technological advances that enable a sophisticated analysis of metadata. In this new environment, the work of librarians is changing, as technological innovations are making some of their work redundant, while other technologies require them to do new types of work. Staff attended various soft-skills workshops that were tailormade for the Library environment by the UJ Human Resources Training and Development team. These included workshops on managing change and becoming your own leader, i.e. not waiting to be told what to do but taking initiatives for your development. The Library management team also attended a series of workshops on how to lead effectively in the age of 4IR.

During the course of the year, staff also received training on new developments in library tools and products. Much of this training was done by experts from various service providers and other academic libraries. Two of the most significant upskilling projects were the training librarians received on the role of librarians in research data management, and training the shelvers received on navigating the Library catalogue. This followed on from the 2018 initiative in which all shelvers were given iPhones with a customised shelf-reading app. Shelvers now use their phones to scan the books on any shelf, and the app tells them which books have been incorrectly shelved or are missing. This has saved shelvers an enormous amount of time because the app scans a shelf more quickly and accurately than a human. Shelvers, therefore, have more time, and after receiving training in catalogue and database searching from the campus librarians, the shelvers have become first-line, on the floor, client service assistants, helping students with general queries.

### *Repurposed jobs*

As part of the strategy to ensure that all Library jobs are relevant and future-fit, an analysis of the positions in the Library was done at the beginning of 2019. The analysis showed that some staff at the circulation desks of the various campus libraries were underutilised. It also became clear that there was a need for someone to manage the Makerspace. More support to assist students with general library queries at SWC was needed, and in the Research Commons on APK an assistant was needed to help with general queries. To get the Library's research data management platform up and running, a manager was required. These four positions were advertised internally and open to all the circulation staff. Interviews were held and the successful four circulation staff members were redeployed to the following positions: Library Assistant Makerspace (DFC), Library Assistant Research (APK), Library Assistant Information Services (SWC), and Library Assistant Research Data Management (APK). To more effectively support teaching and learning at UJ, a faculty librarian position that became available in 2019 was repurposed to be Faculty Librarian Teaching and Learning (APK).

### *Piloting a new KPI structure*

At the beginning of 2019, the Library was one of the environments to pilot the new key performance indicators (KPI) system, developed by the HR Division at UJ. To make the project effective, the Library staff participated in several workshops to determine exactly how the new KPIs would work and how to have effective progress and review meetings. Three aspects of the project were particularly positive.

The first was using words rather than numbers to describe an individual's performance. Telling someone that they were a 'Full Performer' when they did all they were asked to do was much more motivating for staff than hearing that they scored a three out of five. In the pilot version of the KPI, 30% of the KPI was given over to teamwork and how well the staff worked in teams. Line managers found this section particularly helpful as there are staff members who are very good at their jobs but not easy to work with. As it was now a KPI requirement that people work well in a team, line managers found it easier to highlight this as an area of development that needed to be addressed going forward. Thirdly, at the end of the year, everyone who scored as a 'Full Performer', i.e. a three or more on the old rating system, was given an appreciation bonus. The Library as a whole was not given more money for bonuses than in previous years, but the money was divided differently. The bonus amounts paid out to individuals were lower than in previous years, but more people received bonuses. All line managers agreed that this made the KPI process much more motivating for staff, and there were no complaints or appeals at the end of the year.

One aspect of the pilot KPI that did not work well was limiting the KPIs to a five-point scale, instead of the usual eight-point scale; and staff found the third section, living out the UJ values, difficult to relate to in terms of KPI points that needed to be rated.

### *Task teams*

During 2019, all Library staff elected to work in a task team for the year. Task teams were teams set up to solve particular problems, to develop a particular product or to offer a particular service that did not previously exist. Fifteen task teams were set up. A key aspect of each task team was to allow staff members to learn new

skills. Therefore, a cataloguer could join the online training task team even though he or she had no previous knowledge of online training. The new products and services highlighted below are the result of the work of the various task teams. Most of the task team leaders were not line managers, and leading a task team gave them exposure to and experience in leading a team and managing a project.

## SUPPORTING EXCELLENCE IN RESEARCH

To offer a better quality of support to postgraduate students, the postgraduate task team developed an online postgraduate research navigator, which can be found on the Library website. The online research navigator outlines what students need to do at each stage of their research project and directs students to e-books, articles, podcasts or videos that will help them understand and master what is required of them throughout the research life cycle.

For UJ researchers to fulfil the National Research Foundation (NRF) mandate to make their research data available on an online system, the Library identified, bought and set up the online research data management system, Figshare. This platform allows researchers to choose if they want their data to be freely accessible as open data, or via a password protected behind controlled online access. At the beginning of 2020, this will be available to all researchers at UJ, and extensive training will be given showing researchers how to use the platform.

Within the global and national move to open access scholarship, championed in South Africa by Universities South Africa (USAf), the Library set up two initiatives. The first was a pilot with the Faculty of Science, in which 20% of the Library book budget for the Faculty of Science was used to pay article processing costs charged by some open access journals to authors when they publish an article in these journals. The second was to implement an open access journal platform called Open Journal System (OJS). This platform is free to any academic at UJ who is part of the editorial team of an academic journal. The platform offers various administrative support services to manage the editorial process of journal publication more effectively and efficiently.

## SUPPORTING EXCELLENCE IN TEACHING AND LEARNING

In 2019, more students chose to do the Library Information Literacy training module online than in the traditional face-to-face medium. The Library subject-specific guides to resources and assignment support, Libguides, have continued to grow in popularity year-on-year. In 2019, the usage of these guides went up by 22% when compared with 2018. During 2019, there was a 4% drop in the number of people who physically visited the Library, but the number of virtual visits increased by 12% year-on-year. Resources were more widely used by staff and students during 2019 when compared with 2018. Database usage increased by 31%, while the use of books, both electronic and print, increased by 16%. To ensure that students correctly cite the sources that they use in their assignments, the Library developed an online plagiarism game that uses the pedagogy of gamification to teach students the important principles and practices associated with plagiarism.

To offer a more effective and efficient service to students, the Library developed and launched a chatbot and a Library app. The chatbot, developed using GES 4.0 funding, was launched in October 2019 and is called Botsa (which means ask in Setswana). Between October and December 2019, the chatbot had over 4 500 interactions with students and staff, answering questions as wide-ranging as when the Library is open and where to find the psychology books. With the help of GES 4.0 funding, the Library IT department developed a Library app with various functions, from informing users when their book is overdue to enabling them to access all the Library's resources from their phones. It is a virtual 'library in your pocket'. The app goes live in February 2020.

To support and promote teaching and learning in the age of 4IR, the Library appointed a dedicated staff member to manage the Makespace. Makerspaces are places where people use cutting-edge technology in robotics, 3D printing, and laser cutting to make objects. Staff members from the Makerspace task team participated in training, learning how to successfully develop and run a Makerspace. In October 2019, one of the shelvers in the task team introduced the Makerspace team to a manager of Nedbank's corporate responsibility fund, and in mid-December, the Library received a grant of R2 599 000 for equipment to upgrade the Makerspace.

To assist lecturers in using the Makerspace and other 4IR innovations like coding and virtual reality in their teaching, the Library's blended learning task team developed an online Learning Innovation Hub, which is a catalogue of learning 'artefacts', such as lines of code, 3D printing recipes, and podcasts for all disciplines. Lecturers search the catalogue according to their subject and specify what type of learning aid they are looking for, e.g. a virtual reality experience for Emergency Medicine students. This catalogue will be launched in 2020.

## GLOBAL EXCELLENCE AS THOUGHT LEADER

### *Conference hosted and papers delivered*

A key objective for the Library in 2019 was positioning itself as a thought leader on 4IR and information management. To achieve this, the Library hosted public lectures, discussions, and workshops on 4IR. Some of these included postgraduate students running workshops on things like coding to teach their fellow students across multiple disciplines how 4IR technologies can be used. A highlight among the 165 events hosted by the Library was the VC's Reading Group. The group discussed the following books with Prof Marwala, Vice-Chancellor and Principal of UJ: *AI Superpowers: China, Silicon Valley and the New World Order* by Kai-Fu Lee; *21 Lessons for the 21st Century* by Yuval Noah Harari; *Thinking Fast and Slow* by Daniel Kahneman; *The Fourth Industrial Revolution* by Klaus Schwab; and *Eichmann in Jerusalem* by Hannah Arendt.

One of the most exciting events was the first-ever TEDx conference hosted by UJ in August 2019. Together with Samuel Segun, a PhD student in Philosophy, the Library and some student volunteers organised and ran the event. The theme was 'Reimaging our Present and Redefining the Future'. Prof Marwala, together with other academics from UJ, gave several talks that can now be downloaded from the TEDx site.

In May, the Library ran a workshop for teacher-librarians, giving them practical insights into how to use 4IR technologies in their libraries. This workshop was free for teacher-librarians from Quintile 1, 2, and 3 schools and was part of the Library's community engagement project for 2019. It was oversubscribed and many people requested that something similar be held in 2020.

From 23 to 25 October 2019, the Library hosted an international conference entitled 'The Fourth Industrial Revolution and the Library Practices'. One of the keynote speakers was Dr Carl Grant, Dean of Libraries at the University of Oklahoma, USA, who shared how his library has successfully developed and implemented a range of 4IR technologies. Some of the papers from the conference will be published as an edited book with Cambridge Scholar Press in 2020. In 2019, Library staff gave 11 papers at national and international conferences, and the staff published three papers in academic journals. This is the highest number of papers delivered and published in one year by Library staff.

### *National global excellence*

In 2019, Prof Maria Frahm-Arp, the Executive Director of the Library and Information Centre, was elected onto the Sabinet Board and onto the Committee of Higher Education Libraries of South Africa (CHELSA) task team working on establishing a national policy and plan for open access scholarship and libraries and information centres. Mrs Janina van der Westhuizen, the Manager of Technical Services in the Library and Information Centre, set up a Gauteng working group to explore how cataloguing and metadata management need to develop for libraries to use emerging technologies optimally.

The UJ Library began to establish a significant social media presence in 2019, and by the end of the year had 13 258 Facebook followers, 5 242 Twitter followers, 1 047 Instagram followers and 1 151 LinkedIn followers. Through these social media platforms, the Library has been able to reach a far wider audience.

Towards the end of 2018, the Library began an internship programme funded by the EOH Group, the largest technology provider in Africa, who sponsors two interns a year to assist with the smooth running of computers and audiovisual equipment in the Library. With the appointment of these interns, it became possible for the Library to offer top quality technical support in the large and small venues on the APK Campus. During 2019, the Library hosted 42 paid events, i.e. events that were not done in partnership with the Library but by a department

or faculty in UJ, or an organisation outside UJ. Through this, the Library generated a profit of R233 091.06. To streamline and optimise the use of all Library conference and meeting spaces, an online booking system was developed that the UJ community can access through the intranet.

### *Fitness for global excellence*

During 2019, a variety of renovation projects were completed. These included the heating, ventilation and air conditioning (HVAC) system on APK. On this Campus, further projects were completed: the waterproofing of the roof, the extension to the Learning Commons and the development of a tea room for cleaning staff as well as a dedicated room for cleaning products. On the Soweto Campus, a door was installed in the staff kitchen and the 24-hour study space was doubled.

## ONGOING CHALLENGES AND AREAS FOR DEVELOPMENT

### *24-hour study spaces*

Every year, the students demand that the Library be open for 24 hours. One of the reasons for this demand is that the 24-hour study spaces across all the campus libraries seat less than 500 students. In 2020, the Library needs to find a way to double the seating available in the 24-hour study spaces.

### *Optimal use of databases and resources*

While faculties are consulted in the annual buying of databases and books, there is concern that what is bought is not optimally used by the University community. In 2020, the Library will undertake a detailed analysis of which databases are used the most and whether the Library is buying databases in optimal packages. To achieve this, the Library will work with ICS to set up a comprehensive business intelligence system (BIS) to ensure that a more detailed statistical picture can be drawn, showing who uses what resources, when and how, and the Library will use these data to inform future spending.

### *Ongoing maintenance*

At all the Library exits, the 3M gates, which have sensors to pick up if a book has not been officially issued and demagnetised, need to be replaced. This is an expensive project, as each gate costs in the region of R3 million. Going forward, money will have to be allocated for the replacement of these gates.

Waterproofing on the SWC Library roof is urgently needed, and a new HVAC system in the DFC Library must be installed. At present, it is so hot in summer that students faint from the heat, and in winter they have to wear gloves indoors because of the cold.

By the end of 2019, the Library still did not have wall-to-wall Wi-Fi coverage in each campus library, and this urgently needs to be addressed in light of the 4IR strategic vision of the University. Over the last two years, the computers in the various campus libraries have come to the end of their life but have not been replaced. In the DFC Research Commons, of the 32 computers, only 12 are working properly.

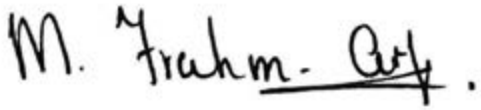
### *Completing the coffee shop on DFC*

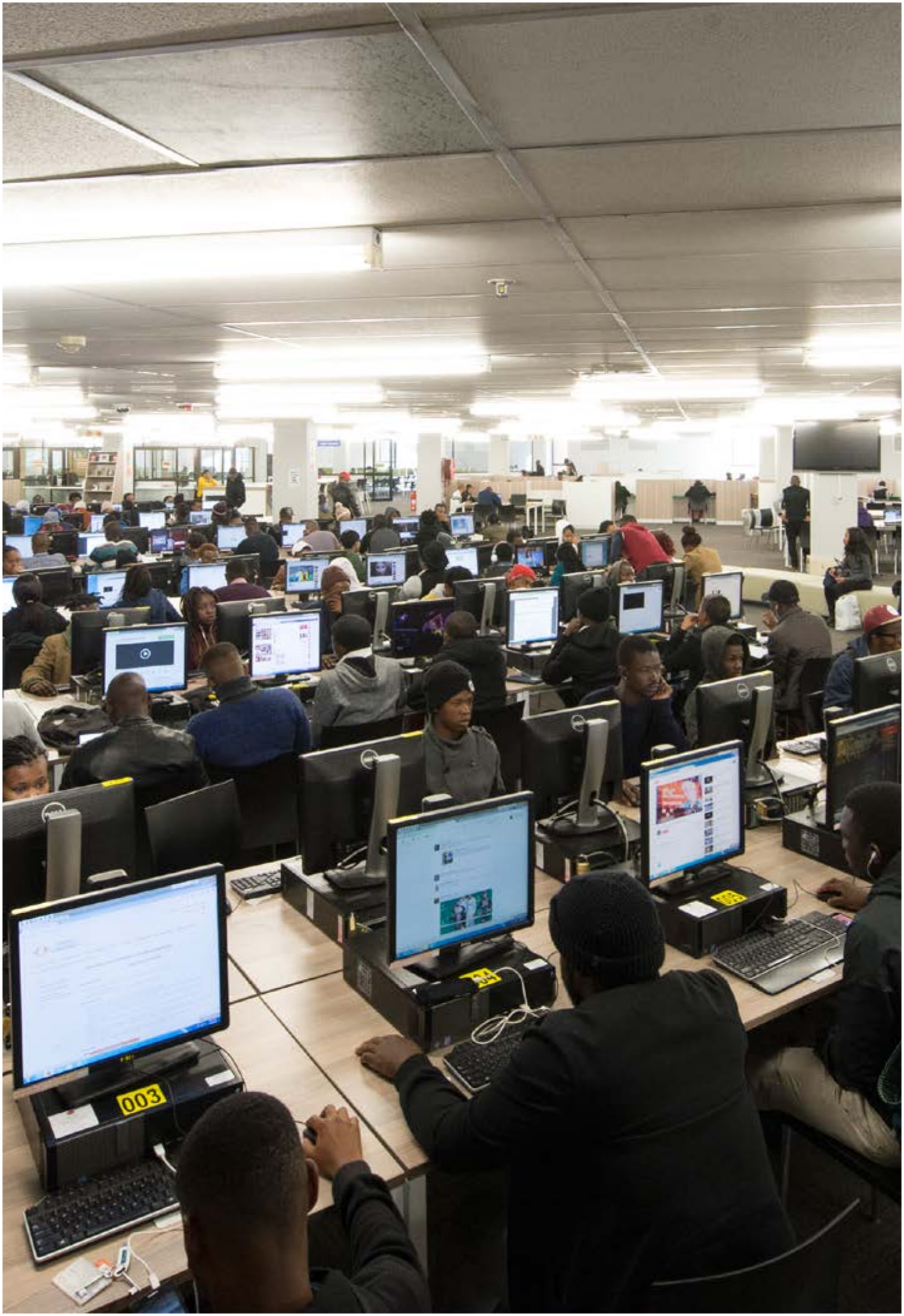
During 2019, the money needed to complete the coffee shop on the DFC Campus was raised and in 2020 this project needs to be completed.

### *Digitising our archives timeously*

Over the last few years, the Library has developed an extensive archive that focuses on mining and business on the Witwatersrand. For as many people as possible to have access to this archive, the archive needs to be digitised as quickly as possible.

**Maria Frahm-Arp (Prof)**
Executive Director: Library and Information Centre

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UNIVERSITY
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The Council and the Senate of the
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hereby certify that the degree
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Foundation Phase

# Faculty Performance

## OVERVIEW & GOVERNANCE

The review reports of the one College and seven Faculties are reflected in this section, listed in alphabetical order.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017. In terms of governance, during 2018, the College completed the full process of merging policies, governance structures and procedures, and in 2019, the College has thus followed the same rules that apply to the seven faculties.

In the following, use of the term faculty also includes the College.

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.

**Angina Parekh (Prof)**
Deputy Vice-Chancellor: Academic

# College of Business and Economics

## OVERVIEW

The South African economy remains persistently weak, largely attributable to stagnant private investment and exports and declining mining and manufacturing productivity. Investors' sentiments are rather dim in the face of unreliable electricity supply or unplanned load shedding. The Eskom crisis has exacerbated growth constraints portraying weak economic management and leadership and severe impact on SMEs.

On a lighter note, the IMF found that while South Africa had "undeniable, untapped economic potential", deteriorating fiscal and debt positions, as well as difficulties in the operations of state-owned enterprises were identified as risks to economic recovery.

Government, notably National Treasury, seems mindful of the fiscal risks. The focus is on rooting out corruption, taking a stand on SAA, addressing regulatory constraints, labour market rigidities, inefficient infrastructure, the state of education, healthcare and governance accountability in municipalities. And so, 2019 saw the manoeuvring of a gaggle of political geese back into the pen of good governance.

Towards end 2019, we saw allocations of committed investments into impact development projects. Also, the identification of priority sectors, such as manufacturing, tourism, agriculture and agro-processing, space economy and telecommunications.

Unfortunately, the slow pace of reform undermines business confidence – an essential ingredient to gradually build recovery of investment and consumption. Quite a formidable menu of reform. For every South African, clearly a collective mission.

Metaphorically, Finance Minister Tito Mboweni hit the nail on the head when introducing his 2020 Medium-Term Budget Policy Statement in Parliament with an aloe decorating his podium, saying, "… I brought a resilient Aloe Ferox plant to the house ... This little aloe is emerging from a long winter. During that winter the ground became hard, the leaves fell from the trees and the air was bitterly cold" – to demonstrate that South Africa needed to plough the soil and plant seeds again, so that the economy could once more flourish.

The UJ College of Business and Economics (CBE) has its work cut out as evidenced by the Fourth Quarterly Labour Force Survey published by Statistics South Africa. It was reported that South Africa ended 2019 with an unemployment rate of 29%. However, as in previous surveys, unemployment rates vary across education levels, clearly steering those with tertiary qualifications away from despair.

The CBE contributes to reducing inequality by creating employment and economic opportunities, particularly for young people and women. Our vision is clear: "The CBE develops critical thinkers and problem solvers who address business, economic and societal challenges". Implementation towards 2022 is monitored and evaluated against the UJ 2025 Strategy and summarised in the CBE 2022 roadmap (Table 25).

**Table 25: CBE 2019 to 2022 roadmap**

| Purpose | Objectives | Plan | Measures |
|---|---|---|---|
| **The CBE develops critical thinkers and problem solvers who address business, economic and societal challenges** | **People excellence**<br>Attract, develop and promote the right talents and the wellness of people | Conduct workforce planning<br>Develop research output and impact capacity including staff qualifications<br>Optimise performance and promotions<br>Develop agile academic citizenship and leadership<br>Implement CBE wellness programmes and measurements | Workforce plan: Current and future posts<br>Increase academic staff holding doctorates by 2% p.a.<br>Increase P and AP from 17% to 25% of academic staff<br>Optimise performance management<br>Conduct annual snapshot surveys of staff morale and wellness<br>Generate 7 nominations p.a. for prestigious awards |
| | **Teaching and learning excellence**<br>Streamline PQM and curricula, integrate 4IR, and improve student success | Review and streamline PQM towards future-fitness by integrating CBE 2019 World Café outcomes<br>Expand blended learning, case study teaching and online delivery<br>Implement Intervention Plan for PG/UG student success | PG and UG PQM and curricula aligned to the future of work<br>Revise PQM: Less is more<br>Innovative qualification articulation<br>Improve graduation rates (UG 1% and PG 2% p.a.)<br>Implement a case study intervention/programme p.a. |
| | **Research excellence**<br>Increase research output, impact and the number of NRF-rated researchers | Enhance research output and impact<br>Expand the postgraduate support experience | Improve research output at 0.2 units/SLU p.a. to 1.50<br>Improve impact using 2020 Google bibliometrics as baseline<br>Grow visiting scholars at 5% p.a.<br>Grow NRF-rated researchers at 3 p.a.<br>Conduct annual snapshot surveys of the PG experience |
| | **Sustainable relationships**<br>Improve inter- and intra- relationships, and international collaborations and partnerships | Increase the brand identity of Schools and Departments<br>Improve collaboration with UJ Alumni<br>Increase the international footprint of CBE | CBE and Schools brand alignment and recognition annually reviewed |
| | **Financial sustainability**<br>Improve efficiency and increase third-stream income or funding | Grow reserve funds<br>Enhance third-stream revenue (5% above inflation)<br>Increase intra- and inter-school collaboration<br>Lower overheads and improve stakeholder with technology | Generate at least 15% net profit in third stream<br>Grow third-stream revenue by 10% p.a.<br>Optimise tuition revenue (cost of programmes)<br>Optimise subsidy revenue (throughput)<br>Improve administrative efficiencies |

The CBE 2019 Annual Report reflects a counter-disruptive strategy built on the strengths of its School of Accounting, the Johannesburg Business School, the School of Consumer Intelligence and Information Systems, the School of Economics, the School of Public Management, Governance and Public Policy, the School of Tourism and Hospitality and an agile academic governance force directed by the Deanery.

The CBE community progresses by using technology to educate more people than ever before in business and economics. We impact by generating knowledge, adding value to learning, and teaching how to be better informed, to be healthier, to be safer, to behave better, to connect, and to learn faster. In so doing, we ensure that the 'black box' is not as mysterious as first feared.

The past year saw the CBE substantially extending its global scholarly network and concentrating investments into Greenfield projects capable of expanding the economy and creating more jobs for unemployed South Africans among whom a staggering 60% are unemployed youths. We integrate the Fourth Industrial Revolution (4IR) into our teaching, learning and research agenda to equip our graduates with a working knowledge of the future of manufacturing, geopolitics and economic trade wars, as well as the ability to navigate systems for growth spots that can assist with growing national wealth.

In the following we report on highlights and key trends from the College's activities during 2019 with input and output variables summarised in Table 26.

## CBE ENROLMENT PROFILE

CBE's subsidised undergraduate (UG) headcount enrolment decreased, largely in accordance with institutional enrolment planning, by a headcount of 1 546, from 16 861 in 2017 to 15 315 in 2019 (-9%).

This provided two opportunities. First, to attract first years from poorly resourced schools (27% of our students are from Quintile 1 and 2 schools) with a better secondary school performance (the proportion of first years with an Admission Point Score of at least 35 improved steadily to 39%). Second, to grow our non-subsidised undergraduate headcount enrolment in Continuing Education Programmes (CEPs) from 5 664 in 2017 to 6 525 in 2019 (+15%).

CBE's PG headcount enrolment was stabilised from 2017 to 2019, according to supervision capacity, at about 2 800 enrolments, with PG enrolment below master's level at a headcount of 1 900 students and master's enrolment at 730 students. Our focus on increasing doctoral enrolment resulted in an increase from 169 to 201 candidates by 2019.

## CBE TALENT MANAGEMENT

Enriching the CBE with talented academics and practitioners, administrative and support staff alike, is the Dean's priority.

### *Permanent staff*

CBE consists of 528 members of staff of whom 360 are academic staff, 125 administrators and 43 in operations.

Among the academic staff, 7% are assistant lecturers, 41% lecturers, 32% senior lecturers, 12% associate professors and 8% professors. Some 52% of our academic staff are women with 8% in the professoriate compared to an 11% male presence. Academic staff include 46% academics from designated groups and 16% internationally recruited academics, mostly of African origin. Some 34% of academic staff hold doctorates, 42% of academic staff hold master's degrees, and 20% are CAs.

A total of 71 academics participated in the Accelerated Academic Mentorship Programme, of whom 46 (65%) are from designated groups and 37 (52%) women.

Dr Bulelwa Maphela, Dr Roelien Brink, Dr Isolde Lubbe, Dr Beate Stiehler-Mulder and Dr Hema Kesa were selected to participate in the UJ Women's Leadership Development Programme 2019/2020.

**Table 26: CBE 2019 performance snapshot**

| INPUT | 2017 | 2018 | 2019 | Trend | OUTPUT | 2017 | 2018 | 2019 | Trend |
|---|---|---|---|---|---|---|---|---|---|
| **ENROLMENT PROFILE** | | | | | **GRADUATE OUTPUT** | | | | |
| Total subsidised enrolment | 19 737 | 19 077 | 18 169 | -784 | Total graduate output (n) | 5 297 | 5 251 | 5 348 | 26 |
| UG enrolment | 22 525 | 22 132 | 21 840 | -343 | UG output | 3 865 | 4 030 | 3 854 | -6 |
| Subsidised diplomas | 6 773 | 6 393 | 6 110 | -332 | PG output | 1 756 | 1 817 | 1 673 | -42 |
| Subsidised degrees | 10 088 | 9 756 | 9 205 | -442 | PG below M (honours) | 1 200 | 1 166 | 1 075 | -63 |
| Non-subsidised | 5 664 | 5 983 | 6 525 | 431 | PG below M (PG diploma) | 370 | 460 | 380 | 5 |
| PG enrolment | 2 876 | 2 928 | 2 854 | -11 | Master's graduates | 163 | 160 | 180 | 9 |
| PG below M (honours) | 1 259 | 1 070 | 1 103 | -78 | Doctoral graduates | 23 | 31 | 38 | 8 |
| PG below M (PG diploma) | 713 | 926 | 769 | 28 | SA black doctorandi | 8 | 8 | 8 | 0 |
| Master's headcount | 735 | 731 | 752 | 9 | Workload | | | | |
| Doctoral headcount | 169 | 201 | 230 | 31 | UG per senior lecturer unit | 54 | 50 | 47 | -3 |
| International enrolment | 1 142 | 1 404 | 1 388 | 123 | PG per senior lecturer unit | 9 | 9 | 9 | 0 |
| International UG | 906 | 1 046 | 1 045 | 70 | **STUDENT PROGRESS** | | | | |
| International PG | 236 | 358 | 343 | 54 | Undergraduate performance | | | | |
| Undergraduate profile | | | | | Module success rate | 85% | 85% | 85% | 0% |
| Q1 and Q2 schools | 37% | 36% | 39% | 1% | First-year dropout rate | 15% | 14% | 13% | -1% |
| APS ≥35 | 34% | 37% | 38% | 2% | UG Graduation rate | 23% | 25% | 26% | 2% |
| NSFAS bursary holders | 2 089 | 4 588 | 7 769 | 2 840 | % of UJ Top Achievers | 52% | 54% | 54% | 1% |
| **TALENT MANAGEMENT** | | | | | Graduation rates | | | | |
| Staff members | 484 | 521 | 528 | 22 | One-year degree | 82% | 85% | 89% | 3% |
| Academic staff members | 339 | 344 | 360 | 11 | Three-year diploma | 55% | 56% | 58% | 1% |
| – Professors | 29 | 27 | 27 | -1 | Three-year degree | 66% | 64% | 66% | 0% |
| – Associate professors | 30 | 35 | 44 | 7 | Honours degree | 79% | 77% | 83% | 2% |
| – Senior lecturers | 125 | 115 | 114 | -6 | Master's degree | 39% | 43% | 33% | -3% |
| – Lecturers | 145 | 146 | 149 | 2 | Doctorates | 21% | 30% | 21% | 0% |
| – Assistant lecturers | 10 | 21 | 26 | 8 | Undergraduates per SLU | 12 | 13 | 12 | 0 |
| Administrators | 94 | 125 | 125 | 16 | Master's + doctorates per SLU | 1 | 1 | 1 | 0 |
| Operations | 51 | 52 | 43 | -4 | **RESEARCH OUTPUT** | | | | |
| Staff profile | | | | | DHET publication credits | 285 | 286 | 440 | 78 |
| Senior lecturer units | 315 | 321 | 328 | 7 | Articles | 201 | 195 | 294 | 47 |
| Women academics | 51% | 50% | 52% | 1% | Conference proceedings | 44 | 56 | 80 | 18 |
| Professoriate | 17% | 16% | 20% | 1% | Books and chapters | 40 | 35 | 66 | 13 |
| Women in the professoriate | 5% | 6% | 8% | 2% | Output per senior lecturer unit | 0.90 | 0.89 | 1.34 | 0.22 |
| Academics (designated) | 45% | 46% | 46% | 1% | NRF-rated researchers | 14 | 17 | 19 | 3 |
| Academics (non-designated) | 42% | 40% | 38% | -2% | Visiting professors | 11 | 18 | 44 | 17 |
| Academics (international) | 12% | 14% | 16% | 2% | Professors of practice | 6 | 10 | 33 | 14 |
| Academics with a doctorate (n) | 98 | 114 | 121 | 12 | Research income (Rm) | | R28 | R46 | 18 |
| Academics with a master's (n) | 170 | 150 | 150 | -10 | Total (Rm) | | R56 | R93 | R37 |
| Chartered Accountants (n) | 66 | 66 | 66 | 0 | Research (Rm) | R21 | R28 | R46 | R13 |
| **BUDGET** | | | | | Other sources (Rm) | R196 | R225 | R212 | R8 |
| Operations budget (Rm) | R314 | R352 | R464 | R75 | Total (Rm) | R217 | R253 | R259 | R21 |

### *Promotions*

A total of 13 academic staff members were promoted in 2019.

To senior lecturer: Dr Talent Zwane and Dr Chris Schachtebeck.

To associate professor: Prof Abejide Ade-Ibijola, Prof Carolina Henn, Prof Milena Ivanovic, Prof Daniel Maduko, Prof Brandon Morgan, Prof Marina Bornman, Prof Peter Bauer, Prof Madelyn Geldenhuys, and Prof Monique Keevy.

To full professor: Prof Kelvin Bwalya and Prof Erika Kraemer-Mbula.

### *CBE academic administration*

The College would not function without its 125 committed, hardworking professional administrators and 43 operational staff members who take a broad view of the University, the College and our students' best interests.

The CBE Administration renders a one-stop service to some 25 000 registered students on three different UJ campuses and external to UJ, ranging from certificate up to doctorate level. This represents 42% of the University's residential student population.

This foremost responsibility is divided between two CBE Heads of College Administration, Maria Motaung and Elmarie Vermeulen. In 2019, both have achieved the highest performance ratings of Heads of Administration across UJ. Congratulations to them and their team consisting of eight senior college officers, ten college officers and eight administrative assistants.

### *Distinguished visiting scholars*

In the course of 2019, nine distinguished visiting professors added substantial weight to producing and disseminating knowledge and best practice.

These scholars are Prof Arnold Bakker (Erasmus University of Rotterdam, Work and Organisational Psychology), Prof Eva Demerouti (Eindhoven University of Technology, Organisational Behaviour and Human Decision Making), Prof Naresh Malhotra (Georgia Institute of Technology, Marketing Research and Consumer Behaviour), Prof Jarkko Saarinen (University Oulu, Sustainability Management), Prof Howard Thomas (Singapore Management University, Strategic Management), Prof Thomas Baum (Strathclyde University, Work, Employment and Organisation), Prof Stephano Ponte (Copenhagen Business School, Transnational Economic and Environmental Governance), Prof Frank Riedel (University of Bielefeld, Mathematics and Economics) and Prof Ulrich Schmidt (University of Kiel, Experimental Economics Social Policy Decision Theory and Financial Markets).

The CBE also appointed 19 visiting professors, 7 visiting associate professors and 135 research associates.

An important development in bridging theory and practice was the appointment of 23 professors of practice in various economic and business sectors, 3 professors of practice specialising in 4IR and 7 associate professors of practice.

Eminent executive business leaders were appointed as professors of practice, for example: Vassi Naidoo (Chairperson of Nedbank and past CEO of Deloitte), Bobby Godsell (former CEO of South African gold mining company AngloGold Ashanti), Michael Honiball (Director: Tax, Werksmans Attorneys), Dr Pali Lehohla (former Statistician-General of South Africa), Brand Pretorius (retired Chief Executive of McCarthy Limited), Ajen Sita (EY Regional Managing Partner), Dr Melanie van Rooy (Dis-Chem Pharmacies, Group Marketing Director), Hannah Tsadik (Director of Global Policy at the Life & Peace Institute), Dr Miriam Altman (Head of Strategy: Telkom Group), Steve Cinelli (seasoned banker, Fintech executive, founder Growth Group), Prof Christian Adendorff (Professor in Future Studies, Commerce, Entrepreneurship and Developmental Economics) and Bonang Mohale (CEO of Business Leadership South Africa).

### *SARChI Chairs*

Prof Erika Kraemer-Mbula (School of Economics) holds the Africa-UK Trilateral SARChI Chair, notably at Tier 1. This SARChI Chair resulted from a partnership between the University of Johannesburg, the University of Sussex and the African Centre for Technology Studies (ACTS), Kenya.

Prof Cecile Nieuwenhuizen (Department of Business Management) holds the SARChI Chair in Entrepreneurship Education at Tier 2.

Prof Fiona Tregenna (School of Economics) holds the SARChI Chair: Industrial Development at Tier 1.

### *NRF-rated researchers*

In 2019, the number of National Research Foundation (NRF)-rated researchers increased by 2 to a total of 19.

### *Postdoctoral research fellows*

In addition, the number of postdoctoral research fellow appointments increased from 10 to 35.

### *Staff accomplishments*

CBE staff are internationally and locally visible by being elected on to the boards of learned societies, being appointed as visiting professors at global universities, giving keynote presentations at international conferences, securing notable international conferences for South Africa, and hosting conferences that brought leading experts together for dialogue and networking.

President Ramaphosa has appointed Prof Fiona Tregenna as a member of the Presidential Economic Advisory Council. The Council, chaired by the President, is made up of international and national experts advising on economic policy.

Prof Amanda Dempsey (Senior Director: School of Accounting) was elected to the Education Advisory Committee of the Pan-African Federation of Accountants.

Prof Carl Marnewick (Department of Applied Information Systems, CBE School of Consumer Intelligence and Information Management) was elected to the European Academy of Management Board from 2019 to 2022.

Prof Johane Dikgang (School of Economics) was announced as the Water Research Commission Top Achiever: Knowledge Tree Awardee in the category Transformation & Redress.

The School of Tourism and Hospitality has made history, becoming the first of its kind to be graded as a four-star events facility by the Tourism Grading Council of South Africa. The STH has also celebrated its 50th birthday and raised R2 million from alumni in support of teaching and learning.

Three CBE academics have received VC Distinguished Awards in 2019. Prof Tankiso Moloi (School of Accounting) was recognised as the most promising young researcher of the year. Prof Ade-Ibijola and Prof Dr Marius Wait (both from the School of Consumer Intelligence and Information Systems) were recognised as innovators of the year.

Two of the three university-based members of the SA Competition Tribunal are now from the UJ CBE, namely Dr Thando Vilakazi (Director of the Centre for Competition, Regulation and Economic Development) and Prof Fiona Tregenna (DST/NRF South African Research Chair in Industrial Development).

### *Student accomplishments*

CBE students, too, have again made their mark both locally and nationally. The Technopreneurship Centre student team has secured the Overall Best Innovation Award at the #Living4IRHack – Hackathon of the National Department of Communications and Digital Technologies (DCDT). The aim of the project is to provide a platform for innovators to showcase 4IR solutions that benefit the masses.

Enactus UJ CBE came first in the Harmony Business Solutions for Community Development Enactus Award. Enactus UJ is a CBE student organisation promoting entrepreneurship by turning what they have been taught into practice through community service learning. It is a student-led organisation with membership open to all UJ students. The Enactus UJ school entrepreneurship project, called iValue Entrepreneurship, involves four schools in Diepsloot and over the past six years had focused on Grade 10 leaners from child-headed families without income.

James Chang (PGDip Financial Management) in the School of Accounting is a Top 10 finalist in the CIMA Emerging Leaders Competition. GradStar recognises the Top 100 SA students on leadership qualities and workplace readiness. All varsity career centres from across the country are contacted to market the GradStar programme to their students, ensuring representation from across the country and from all disciplines.

Chanté van Tonder (Department of Business Management) is the awardee of a NUFFIC Doctoral Scholarship. She will be supervised by Prof Cecile Nieuwenhuizen (DHET-NRF SARChI Chair in Entrepreneurship Education), Prof Bart Bossink (Professor of Science, Business and Innovation; Vrije Universiteit Amsterdam) and Dr Chris Schachtebeck (Department of Business Management).

Judith Kipa (School of Accounting, Department of Accountancy) was announced as the No 1 candidate in the SAIT Tax Professional ITC Assessment 2019.

Natalia Kopylova, a PhD candidate supervised by Prof Talita Greyling in the School of Economics, received an Educational Travel Grant from the International Society for Quality-of-Life Studies.

Zanele Phakathi was selected as a Miss SA 2019 finalist.

SAICA 2019 results reconfirm UJ as the leader in transforming the Accounting profession with 241 students having passed the exam.

Student team 'visionaries' from the Department of Finance and Investment Management and the Department of Commercial Accounting secured the challenging CFO Case Study Competition 2019. This is an annual, open-entry, and global multi-stage business strategy and leadership-focused case study competition, organised by the CharterQuest Institute South Africa.

The student team from the Department of Finance and Investment Management are among the top four South African university teams competing in the final of the 2019 Local University Research Challenge at the JSE on 9 October 2019.

## CBE REPUTATION

### *Global reputation*

The CBE global footprint grows steadily. The CBE made its debut in the 2019 Times Higher Education (THE) Business and Economics Subject Rankings, being ranked among the Top 500 worldwide in the 401-500 band for Business and Management Studies, as well as Econometrics, and Accounting and Finance. This is the first time that we have qualified for THE rankings. The QS (Quacquarelli Symonds) World University Rankings rate CBE disciplines among the three to four top South African universities.

In 2019, Shanghai Global Ranking of Academic Subjects 2019 ranked the CBE first in the field of Tourism and Hospitality in Africa and eighteenth worldwide.

In the continent, we are first in Marketing Management research, third in Business and Management Studies, third in Economics and Econometrics, and fourth in Accounting and Finance.

In 2019, the School of Accounting contributed the largest number of successful candidates to pass the SAICA ITC exams and the highest number of black candidates.

The CBE maintained active relationships with around 20 African institutions, ranging from universities to municipalities and government departments, with a focus on Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, Somalia, Tanzania and Uganda.

### *The Johannesburg Business School (JBS)*

The JBS, directed by Prof Lyal White, is purposed to be a Pan-African Business School with a global mindset, preparing people and organisations to be future-fit, through innovation and purpose in society at large.

The newly established JBS is steadily growing into one of the big five South African business schools towards 2024. In meeting this growth target, the JBS will introduce the UJ MBA in 2020 and has launched an excellent recruitment strategy. The JBS has also hosted a range of executive education programmes themed on 4IR and a

range of customised corporate programmes. The Centre for African Business was established within the JBS and contributes to CBE teaching and learning.

### *Common Good First – Digital Story-telling Project*

South Africa's voiceless communities can now tell their own stories with the support of our Common Good First – Digital Story-telling Project, in partnership with Nelson Mandela University. The first digital lab was launched in Port Elizabeth; UJ's satellite lab has been set up on the Soweto Campus. CBE staff involved in the project are Ms Adelaide Sheik, Ms Joyce Sibeko and Dr Chris Schachtebeck.

The Digital Story-telling Project was conceptualised to grow the emerging South African social innovation sector, by creating a digital network – known as Common Good First – to capture and showcase social impact projects in South Africa, connecting them to one another, academics and HEIs around the world.

It provides an online directory of innovative social projects for learning and teaching, as well as offering opportunities for community engagement to students in South Africa (SA) and the European Union (EU). In so doing, it also addresses the issue of the 'digital divide', as identified by the country's National Development Plan 2030, by supporting the growth of e-skills among community groups.

Innovative digital storytelling modules will be co-designed and taught by young people in our partner HEIs and in community projects. Modules in digital storytelling created for both student engagement with the wider community, and community projects themselves, will be rolled out in mobile labs, focusing on rural, peri-urban and urban locations.

### *CBE – a shifting business model*

In 2019, the CBE generated R252 million in third-stream revenue, showing a substantial shift in strategic revenue generation. About R46 million of this source of revenue was derived from research-based funding, including contract research, NRF funding, publication subsidies, and URC grants. The remaining R212 million consisted mostly of income from CEPs (55%), donations (17%), public sales (5%) and online tuition (2%).

A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner. For example, the partnership between the Department of Transport and Supply Chain Management, Transnet, and the Glasgow Caledonian University is delivering a BSc in Railway Operations. Partnerships also led to consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes.

## CBE TEACHING AND LEARNING

CBE Teaching and Learning is overseen by Prof Sivan Chetty, Vice-Dean: Teaching and Learning, supported by Prof Marita Pietersen, Head: Quality Assurance.

### *Programme improvements*

Curriculum renewal and the development of new offerings in the postgraduate environment have resulted in a rich mix of honours, postgraduate diplomas, master's and doctoral programmes that promote knowledge production and awareness in critical areas of society and the economy.

In reimagining CBE impact, access to our best programmes was widened at the bottom of our educational pyramid (Higher Education Qualifications Framework Level 5) through a well-designed and sensibly articulated system into Levels 6 to 7.

Major shifts in the College business model, framed by the impact of the Fourth Industrial Revolution, are accomplished through enrolment planning and the application of technology in teaching and learning.

In addition, informed curriculum amendments have been made to various modules in a range of programmes, to consider technological advancements. Amendments were grounded on the CBE philosophy that our graduates require an intellectual compass to find their way through the maze of technological developments changing the world of work. Key questions considered are:

- How can we develop a fine-tuned intellectual compass in the heads (thinking), hearts (behaviour) and hands (skills) of undergraduates?
- How can we streamline our current 39 undergraduate programmes housing 16 000 students so that academics and administrators alike can free up time to think and innovate?
- What does a future-fit diploma, advanced diploma, bachelor's degree and a BCom degree look like?

In finding answers, the CBE has capitalised on the wisdom derived from the CBE collective using World Café methodology – a structured conversational process – in August 2019 in which just over a 100 academics participated. The result was a clear view on four outcomes associated with a CBE qualification, namely constructive behavioural skills, cognitive flexibility, interpreting the impact of digitisation on humanity and work, as well as the interpretation of enterprise agility.

Ten programmes received accreditation from the Council on Higher Education (CHE), and ten were registered by the South African Qualifications Authority (SAQA) in 2019. This was partly achieved as a result of continuous programme reviews; the CBE Programme Qualification Mix (PQM) responds dynamically to the complex and evolving world of business and economics. Factors such as the need for economic and environmental sustainability, the Fourth Industrial Revolution and decoloniality, are of critical importance in determining the nature and scope of our PQM.

In 2019, eight CBE subsidised programmes were part of a pilot project on a proposed new quality review framework.

Several short learning programmes in the Centre for Competition Regulation and Economic Development (CCRED) were reviewed in 2019.

At the same time, several programmes in online and contact modes, ranging from higher certificates to master's degree offerings, were submitted for accreditation in 2018.

Some 30 CBE programmes are accredited by international institutions.

### *Student success*

The UG module success rate, from 2017 to 2019, has remained constant at 85%. Over the same period, the first-year dropout rate decreased from 15% to 13%, while the UG graduation rate improved from 22% to 26%. Internal efficiency has clearly improved.

Major drivers were the R16 million per year invested in CBE staff training on the effective use of Blackboard software, the First Year Seminar, a peer mentoring programme, substantial tutoring, and intensive revision sessions.

Apart from innovative and relevant curricula, the CBE prepares students for the world of work by actively engaging students to reflect on their learning through practical assignments, collaborative projects, case studies, and various forms of service and work-integrated learning. Various enrichment opportunities are also provided to develop critical thinking skills, leadership, entrepreneurship and active citizenship.

In response to the #FeesMustFall Campaign, the College has contributed over R15 million to the UJ drive in support of the missing middle (students above the National Student Financial Aid Scheme (NSFAS) threshold, but for whom university education is unaffordable).

Employer engagement is essential to ensure the academic relevance of College programmes. College initiatives are especially aimed at exposing our students to prospective employers or opportunities for self-employment. Our sincere appreciation to the private and public sector organisations for their generous contribution of opportunities to enrich our students.

### *2018 Student Satisfaction Survey*

In 2019, CBE students expressed a higher level of satisfaction than in previous years in all items pertaining to lecturers' support.

### *Entrepreneurial action*

Enactus UJ, a student organisation that promotes community service learning, continued as the CBE major mode of community engagement.

Five start-ups, through UJCE interventions, represented UJ at Slush 2019 in Helsinki, Finland (https://www.slush.org/).

The School of Consumer Intelligence and Information Systems collaborated with the Direct Selling Association in 2019 to provide final-year undergraduate students with selling experience. This project resulted in sales worth R3 million, with 405 students benefitting R750 000 in commission.

The School of Public Management, Governance and Public Policy promotes community service learning as a major mode of community engagement, nationally in the local government sector, and internationally with an international community service student programme in cooperation with UN Humanitarian Affairs.

The UJ Centre for Entrepreneurship, led by Machaka Mosehana, hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This partnership is now celebrating its eighth year. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates in 2019.

### *Service learning*

Collaborative service learning was experienced by students who leveraged the benefits of the flipped classroom and blended learning. Students worked in multicultural teams and shared their experiences to find solutions to the problems experienced by cooperatives.

### *Work-integrated learning*

Work-integrated learning continued to be a strategic strength of diploma programmes, with all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

### *Student volunteering*

Student volunteering in support of communities flourished with projects such as blanket knitting, the Tops and Tags initiative in collaboration with Interwaste Environmental Solutions, online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment, and business plans for NGOs. In-house, over 250 senior students volunteered and were trained to support first-year students.

Students in the School of Public Management, Governance and Public Policy contributed to ten volunteering projects in 2018 in terms of community engagement initiatives carried out by students focusing on the Sustainable Development Goals.

## CBE KNOWLEDGE GENERATION AND DISSEMINATION

Postgraduate enrolment and research output serve as pull factors in the CBE strategy. Vice-Dean, Prof Kelvin Bwalya, leads the CBE research portfolio. The CBE Higher Degrees Committee has tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

### *Postgraduate output*

In 2019, the CBE conferred 1 673 postgraduate qualifications, among which were 380 postgraduate diplomas, 1 075 honours degrees, 180 master's degrees and 38 doctorates.

### *Postgraduate recruitment*

Through bursaries offered by the Dean's Senior Leadership Development Programme, ten international doctoral students were recruited from universities in Ghana, Rwanda, Uganda and Zimbabwe. The School of Leadership

grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Eswatini (formerly Swaziland) and Zambia.

### *Improved knowledge generation*

By end 2019, CBE investment in global and continental partnerships stood at R12 million. Books, chapters, conference proceedings and journal articles produced by CBE staff represented 17% of UJ output. The final total research output increased from 285 credits in 2017 to a record-breaking 440 credits in 2019 of which 294 credits were derived from journal publications, 80 from conference proceedings and 66 credits from books and book chapters.

All Schools have upped their research output. Most encouraging is that research output per academic has improved from about 1 credit per academic to 1.34, meaning that research participation has grown.

In terms of impact, some 72% of CBE research output was listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals.

### *Research themes*

An analysis of research titles showed that CBE researchers' intellectual pursuits have shifted since 2017, from general business dynamics to South African and continental business challenges, notably in the field of market intelligence and behaviour. It appears that the CBE addresses wicked 4IR-related problems through five questions:

- Who generates data?
- Who owns data?
- To what purpose?
- How do we equip graduates for the future?
  Reflecting on the future of learning and research, Anna McKie writes that interdisciplinarity is required to mitigate these challenges, as AI raises a host of issues stretching across computer science, law, ethics and social policy. She cautions "that the interdisciplinary spirit has typically penetrated less deeply into teaching".
- How do we improve society's techno-savvy beyond the level of falling prey to exploitation, especially in Africa and our part of the continent?

It is reported that 44% of Africa's population is connected by cellphones when compared to the world average of 66%. This gap impacts on users and firms wanting to do business in Africa and emphasises the need to tackle the impact of technology to benefit South Africa.

### *Annual Honours Poster Competition*

The Annual Honours Poster Competition is an example of developing student interest in postgraduate studies. This competition also serves to benchmark research methodology across disciplines in the College. The first prize entails cash (R10 000) and sponsored attendance at an international conference.

### *Institute of Transport and Logistics Studies (ITLS (Africa))*

ITLS (Africa), located within the Department of Transport and Supply Chain Management, responds to industry needs for independent, unbiased, relevant and up-to-date research. Its international partner institution is the Institute of Transport and Logistics Studies at the University of Sydney.

In 2019, the contribution of ITLS (Africa) ranged from surveys on trends in transport, logistics and supply chain management to once-off specialist research projects, such as the skills gaps in Kenya, Namibia, and Zimbabwe.

Of significance is a new agreement with the World Bank, the World Resources Institute, the World Council on Transportation and Research Society and five African universities, which will further joint research, exchange and training programmes.

### *Centre for African Business (CAB)*

The Centre for African Business (CAB) aims to contribute towards making the University of Johannesburg's Business School recognised for excellence in management and leadership capacity building in Africa and internationally. The CAB's principal activity is to develop and publish teaching case studies. The CAB is dedicated to delivering contextually relevant case studies and is committed to the decolonisation of teaching, learning and the broader curriculum – using Africa-specific examples and outputs.

The Centre also runs various events (seminars, workshops and conferences), short courses and learning immersions into various African countries linked to its research outputs and geared towards driving the Pan-African agenda and strategy of the JBS and the College of Business and Economics at large.

Research, focused on Africa, through the publication of opinion editorials, white papers and journal articles, is another important area of focus for the Centre.

The Centre collaborates widely with other centres at the University of Johannesburg and beyond, seeking partnerships with similar centres of African business and networks of experts.

### *Centre of Local Economic Development (CENLED)*

CENLED, directed by Dr Marius Venter, partnered in an international research study on strengthening urban engagement of universities in Asia and Africa, funded by the British Academy. The project includes six other international partners from Iran, Iraq, the Philippines, Scotland, Tanzania, and Zimbabwe.

CENLED also leads a high-profile collaborative project with DHET and the British Council to the value of R4 179 800 in collaboration with the University of Glasgow and the University of Zululand. The project aims to establish a SA/UK-based doctoral academy and associated benefits in LED entrepreneurship in the GES 4.0 context.

### *Centre for Competition, Regulation and Economic Development (CCRED)*

CCRED, directed by Dr Tando Vilakazi, specialises in industrial development, competition and barriers to entry, and regional value chains. CCRED, for example, has secured a research grant to promote the ambitions of the Anti-Corruption Evidence Research Consortium, which seeks to examine cartels as a source of private corruption in SADC countries. The project emphasis is on the steel sector and effective enforcement of competition law in Malawi, Tanzania and Zambia.

CCRED and the SA Research Chair in Industrial Development, both from the CBE School of Economics, convened the Digital Industrial Policy Colloquium in November 2019. This conference sought to support the national Department of Trade and Industry by deepening insight into 4IR-related disruption and firm-level responses and directions for industrial policy. The implications for global value chains were deliberated, as well as financing of investment and skills requirements.

### *Food Evolution Research Laboratory (FERL)*

FERL, headed by Dr Hema Kesa, is a virtual laboratory within the STH focusing on enhancing the lifestyles of people across generations by focusing on nutrition, health and wellness. FERL was established in partnership with Penn State University.

### *Public and Environment Economic Research Centre (PEERC)*

The Public and Environment Economic Research Centre, directed by Prof Johane Dikgang, is dedicated to strategic research in environmental economics.

### *Centre for Public Management and Governance (CPMG)*

CMPG, directed by Prof Christelle Auriacombe, caters for professional public sector capacity building by way of a Higher Certificate in Local Governance and an Advanced Certificate in Municipal Governance, which articulate into subsidised programmes in the field of public management and governance. Also, noteworthy has been

the acknowledgement of the standing of the CPMG through the nomination of three students and four staff members to participate in the UN Humanitarian Affairs Asia Peace Summit of Emerging Leaders in Malaysia, in November 2019.

## LOOKING FORWARD

Overall, the CBE has progressed well in 2019. Underpinning the mindset of all the staff in the College is the theme of connectedness, of productive and active interdisciplinary connections within the College, as well as a vast set of continental and international connections, to ensure that globally, the UJ College of Business and Economics is top of mind and top of class.

Looking forward, analysis of the CBE value chain reveals that there is still much work to be done to realise the ambitions of our country and our continent.

- In terms of talent management, we need to improve on building a partnership with our students. Also, increase the involvement of excellent global visiting scholars and nominate more members of staff and CBE stakeholders for prestigious awards.
- In building scholarly capacity, we need to work harder at building our financial reserves as a source of capital to fund Greenfield projects and the attraction of full professors. Here, the evolving role of the CBE professoriate in attracting external funding is emphasised.
- Even though the Teaching and Learning portfolio is doing fine, a great deal of rethinking and imagination is required to maintain momentum in building a streamlined programme qualification mix at both undergraduate and postgraduate levels.
- The research portfolio needs to improve on overall academic productivity, notably the weak state of master's and doctoral graduation rates and driving intangible value add in the course of masters and doctoral studies.
- Finally, a far better relationship should be established with postgraduate alumni to boost employment opportunities for undergraduates, to mentor new members of academic staff and to create more bursary opportunities through crowd funding.

We are confident that the CBE, with the collaboration of all role players across the private and public sectors, as well as civil society, will help to turn business into a powerful engine that drives our economy forward.

We express our deep appreciation for individual and collective commitment to our future impact.

**Daneel van Lill (Prof)**
Executive Dean: College of Business and Economics

# Faculty of Art, Design and Architecture

In 2019, the Faculty of Art, Design and Architecture (FADA) continued to meet most of its performance targets, while remaining responsive to the changing strategic imperatives of the University and well aligned with the UJ Strategic Plan 2025.

This executive summary presents an outline of the key areas that were addressed within the Faculty's academic departments, research centres and UJ Arts and Culture.

## STUDENT ENROLMENT PROFILE AND PERFORMANCE

The Faculty enrolment for 2019 shows a total headcount of 1 404 students, a significant increase from the 2018 headcount of 1 356. Given that the Faculty's programmes and qualifications mix (PQM) has shifted over the past five years to a majority of degree programmes, there was a continued increase in the number of enrolments in undergraduate degrees, with a total headcount of 883 (up from 800 in 2018). A considerable decrease is evident in the undergraduate diploma headcount of 276 (down from 357 in 2018). The total undergraduate headcount in 2019 was 1 159 (a slight increase from 1 156 in 2018).

Owing to a decrease in the Graduate School of Architecture master's intake, a significant drop occurred in the headcount of students into the master's programmes in the Faculty, from 158 in 2018 to 116 in 2019. Master's students from other institutions counted for 6% of the enrolment, a significant drop from 17,7% in 2018. The phasing in of honours programmes resulted in an increase in honours students from 30 in 2018 to 112 in 2019. This increase, together with the increase of the doctoral students from 11 in 2018 to 17 in 2019, contributed to an overall increase in postgraduate students from 199 in 2018 to 245 in 2019. The Faculty's undergraduate international enrolments slightly improved, with a headcount of 67 students in 2018 to 69 in 2019. However, the undergraduate international admission count of 68 in 2018 shows a marginal improvement to 74 in 2019. This increase points to the support the UJ Division for Internationalisation provided towards visa applications.

The introduction of the honours programme in a number of programmes as well as the phasing out of the Bachelor of Technology programme resulted in a substantial increase in the headcount of honours students from 30 in 2018 to 112 in 2019. This increase affected the distribution of the honours bursaries and resulted in a significant decrease in funding to honours students from 2018 to 2019.

The academic performance of students in the Faculty displays a slight decrease from 89,1% in 2018 to 87,4% in 2019. The overall dropout rates (from an institutional perspective) have been an ongoing source of concern. The rate dropped to an all-time low of 11,6% in 2018 and increased to 14,5% in 2019. Although this is an increase on the record low in 2018, it still represents an improvement on the average dropout rate of 23,3% in the preceding five years.

Total graduation output increased from 426 in 2018 to 478 in 2019. The graduation rate of master's students has been stable over a three-year period, showing a result of 53 graduates in 2018 and 56 in 2019. These outputs equate to a graduation rate of 34% overall (compared with 31,4% in 2018). The postgraduate

graduation rate was 37,7% in 2018 with a drastic increase to 64,5% in 2019. This increase is attributed to the successful completion of honour's students in three departments: the Graduate School of Architecture, Interior Design, and Multimedia.

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; special assistance to at-risk students; and the student success monitoring process and on-site writing tutors. Tutoring was successfully increased by the deployment of additional tutors funded by the MEC strategic fund, as well as by the continued deployment of assistant lecturers in the Departments of Architecture, Industrial Design, and Fine Arts.

Following the success of the interdisciplinary theatre project first held in 2017, second-year students collaborated on designing the production of UJ Arts and Culture's play, *Let the right one in*. The programme is implemented as an integral component of coursework for second-year FADA students across all departments. Students attend theatre design lectures and briefing sessions and then work in groups to design various aspects of a play that will be produced by UJ Arts and Culture. One of the most prominent outcomes reported by students, as intended, is a greater understanding of the potential of other disciplines to enhance one's field of study and practice. Other outcomes include creative thinking, problem solving and interpersonal skills, as well as increased confidence to work in a collaborative environment.

Undergraduate students' practical skills were augmented in the Fashion Design Department through participating in a 2019 Fashion Saturday Club. This initiative aimed at enhancing their sales skills and aligning their existing work and ranges with customer needs. To acquire these goals, pop-up stores were assembled at the Design Cafe, in collaboration with the School of Tourism and Hospitality. The second-year fashion students launched their first ranges at Convoy, a retail store in Melville, and traded these ranges over a period of three months.

Students from the Faculty gained national and international recognition for their creative achievements during the year through the many awards and prizes they continued to garner in competitions. Some of the competitions in which FADA students participated and won awards in 2019 are discussed below.

Third-year Architecture students participated in the Saint Gobain Isover Competition and shared the national winning prize with the University of KwaZulu-Natal. Students who contributed to the winning projects were given the opportunity to compete in an international project in May 2019, in Milan, Italy. Third-year students also took part in the Imaginarium Competition.

Students from the Department of Graphic Design received many prestigious awards. Second-year students, Shriya Baboolal and Tamea Jadoo, won a Gold Assegai Award, and Zeenat Bismallah and Rani Smith won a Silver Assegai. This is the seventh year that the Graphic Design Department has been acknowledged in this prestigious event organised by the Direct Marketing Association of Southern Africa. Third-year Graphic Design students, Bianca Giani and Ronel Irvine, each received a Bronze Award in the Packaging Design category of the prestigious Loeries Student Awards. Third-year student, Tebatso Rameetse, received a highly commended AMASA Ignite Award for her comprehensive campaign for Iron Brew. AMASA (the Advertising Media Association of South Africa) champions young talent and recognises media and advertising excellence.

Honours students, Thami Gwafa, Mishka Vallabh and Thando Nxumalo, were all shortlisted for the 2019 Graphic Design Awards Afrika, an awards scheme designed to identify and reward graphic design talent in South Africa, Uganda, Kenya and Ghana. Vallabh and Nxumalo both achieved third place in their respective categories. In addition, honours student, Jamie Calf, was chosen as one of the top three portfolios from a tertiary institution in South Africa by the Financial Adfocus Awards. This is the third year that the high calibre of graduating students at the Graphic Design Department has been acknowledged by Adfocus judges.

The Industrial Design students continued to perform exceptionally well in a range of national competitions. In the HomeMakers Expo 2019, third place was awarded to Viljee Steyl, second place to Moeketsi Ntladi and first place to Shannon Botha, with two commendation prizes for Belinda Vorster and Kopano Makino. Azel Viljoen

was awarded third place for an Immune Dune device in the Association of Rotational Moulders Student Design Awards 2019.

A third-year Fashion Design student, Anita Makgetla, was a finalist in the Annual Bernina Competition; she also won the Dean's Award in FADA for her final-year range towards the end of 2019. Anita Makgetla was further nominated as a finalist in the African International Fashion Week for 2020.

Third-year Interior Design students participated in two national design competitions, namely the PG Bison 1.618 Education Initiative and the Caesarstone Student Designer Competition.

In the Department of Visual Art, the student successes include master's student, Allan Laing, who graduated with his MTech Fine Art *cum laude* and received the Chancellor's Medal for Meritorious Postgraduate Research in May 2019. Third-year student, Angelique Bougaard, was a merit award winner on the Sasol New Signatures Competition in 2019, and 11 Visual Arts students were included in the final 100. Ten students made the finals of the Thami Mnyele Fine Arts Awards, and Charles Mamorobela was the Ekurhuleni prize winner. In addition, MTech student, Alexa Pienaar, is an all-round achiever – she was named as the UJ Student Athlete of the Year at the Annual Sports Award gala function.

## ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS

Mechanisms to ensure the relevance of curricular content in module offerings and programmes in other departments in the Faculty were teaching collaboration with industry; the ongoing revision of modules within departments; engagement with international benchmarks and precedents; and the ongoing completion of teaching and module evaluations conducted by the Centre for Academic Staff Development (CASD).

In keeping with the University-wide emphasis on promoting the use of handheld technology for teaching and learning, the Faculty continued to promote the use of technology in all departments in 2019. This was supported by the increased use of electronic resources, as well as the increased implementation of Blackboard in the Faculty.

During 2019, decolonisation, transformation and the notion of art and design for social change remained key curricular issues and enjoyed priority in all departments. The University's revised strategy in terms of the Fourth Industrial Revolution (4IR) also informed various innovations and curricular interventions. Mr Denver Hendricks, HOD of Architecture, is continuing an initiative to install a new collaborative research and experimentation-focused fabrication lab positioned within the framework of 4IR. The Fab Lab will go a long way to mitigating the problems caused by the lack of universal workshop access in the Faculty, as well as encouraging inter- and cross-disciplinary engagement among students, focused on learning through making, and engaging with new technologies of making.

## RESEARCH AND CREATIVE PRODUCTION

Preliminary (unaudited) figures indicate that the Faculty has not reached the research output target set at 80 DHET subsidy units for 2019. The Faculty produced 33 DHET subsidy units, which is a drastic decrease from 79 units produced in 2018.

**Table 27: FADA research units submitted to DHET for accreditation 2012-2019, showing percentage of contributions to international journals**

| Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| **Total outputs** | 45.74 | 34.02 | 50.75 | 35.08 | 75 | 79 | 33 |
| **% International articles** | 29% | 26% | 70% | 45,9% | 60,6% | 66% | 89% |

The 2019 submissions comprised 9 units from journal articles (19 in 2018) and 5 conference proceeding units (6.5 in 2018). There was a substantial decrease in book and book chapter units, with 9 units from book submissions (39 in 2018), and 7 units from book chapter submissions (14.25 in 2018). Publication in

international journals increased to 89% in 2019 from 66% in 2018. The number of Scopus-listed publications was 8 in comparison to the 12 achieved in 2018. There was a decrease in the number of research-active staff in the Faculty. The research output result achieved in 2019 is of great concern, and the Faculty will need to revisit the research strategies to ensure a significant increase in 2020.

The number of NRF-rated staff remained stable at nine. The rated researchers in the Faculty are Prof Kim Berman (C2), Prof Leora Farber (C2), Prof Federico Freschi (C1), Prof Caroline Kihato (C2), Prof Anitra Nettleton (B1), Mr Alexander Opper (C2), Prof Brenda Schmahmann (B3), Prof Karen von Veh (C2), and Prof Thea Tselepis (C3).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority among the artists, designers and architects on the academic staff. Artists and designers in FADA participated in the DHET creative output submissions and await feedback for work produced in 2016. In addition, members of staff participated in an extensive list of solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally and completed several design projects.

## NRF SARCHI CHAIR IN SOUTH AFRICAN ART AND VISUAL CULTURE

The conference, *Material Narratives: Public and Private Histories in Cloth*, was held at the SARChI South African Art and Visual Culture offices on 18 to 20 November. It involved a wide selection of visitors from a range of institutions, including some international scholars, as well as staff members from FADA and emerging researchers. Its theme was motivated by recognition that works made from or involving textiles or cloth (or works that are sewn or woven) often depict events and histories of significance. These may be occurrences with social and political import to communities, groups or countries, but they may also be incidents or experiences only of consequence to those who made the works concerned. Presenters were invited to explore the implications of such representations.

Prof Schmahmann, the holder of the SARChI Chair, is guest editing a special issue of the accredited journal, *Image & Text*, in which selected articles developed from papers will be included and published in 2020 (a 4.34 minute video comprising comments by five delegates about the value of the conference can be found at the following site: https://youtu.be/Y-EA7MzE8Mk).

There were memorable graduations of candidates supervised by Prof Schmahmann. Philippa Hobbs, who submitted her thesis at the beginning of 2019, was the very first PhD candidate to graduate in the Faculty of Art, Design and Architecture, and Jayne Crawshay-Hall, who submitted her thesis in May 2019, was the second. This is itself an honour and marker of success, but it should also be noted that both studies were accepted by examiners with only minor corrections and were of a high standard.

On 2 October 2019, the SARChI Chair also hosted the Johannesburg launch of *Between Dreams and Realities: A History of the South African National Gallery, 1871-2017* (Cape Town: Print Matters Heritage) by Marilyn Martin, a former director of the South African National Gallery. The event included a discussion about the book by Martin and Ismail Mohamed, CEO of the Market Theatre. The Chair also hosted various guest seminars – Pearlie Balayut's A *Global Menagerie: Captivating Portraits of Predators and Preys* (6 March 2019), Craniv Boyd's *Understanding Arts and Culture: Between Exploitation and Appreciation* (9 April 2019), Marcella Huckbardt's *What is Hidden and What is Revealed: Photographs of Fabric* (7 August 2019), Marilyn Martin's *Art Museums in South Africa Today – who wields the power?* (3 October 2019), and Paul Weinberg's *Photography and Spirituality* (22 October 2019).

Prof Schmahmann successfully motivated for a panel on gender and identity in South African art involving colleagues and people affiliated to the Chair at the 19th Annual Africa Conference that took place at the University of Austin in Texas from 29 to 31 March 2019. Interest in enabling conference participation extends to the more junior members of the research group: in 2019, the delegates at the South African Visual Arts Historians Conference in the Western Cape included not only staff and PhD candidates, but also two MTech students, Kate'Lyn Chetty and Alexa Pienaar.

## THE VISUAL IDENTITIES IN ART AND DESIGN (VIAD) RESEARCH CENTRE

VIAD organised and hosted several interdisciplinary workshops and exhibitions in 2019. The events commenced in March 2019, when VIAD welcomed internationally acclaimed Haitian artist, Edouard Duval-Carrié. He conducted on-site research and produced a series of print-based artworks in anticipation of a forthcoming exhibition of his work to be hosted by VIAD and the Johannesburg Art Gallery in August 2020. The residency programme also included a two-week student workshop that Edouard conducted at FADA with second-year sculpture students.

*The Imagined New*, an interdisciplinary workshop programme, took place from 10 to 12 May 2019. This prestigious programme brought together a remarkable group of international and local scholars, artists and curators. Over the three-day programme, conversations, presentations and art interventions centred on questions of art, history, and the alternative archive of African and African Diaspora creative practices. On 10 May 2019, VIAD was honoured to host the African launch of VIAD Research Associate, Prof Cheryl Finley's recent book, *Committed to Memory: The Art of the Slave Ship Icon*. Prof Finley was joined in conversation by Dr Nicola Cloete of the Wits School of Arts.

VIAD collaborated with the Johannesburg Art Gallery (JAG) on a series of five public consultations that centred on key questions and challenges faced by arts-related institutions and collections in the South African creative sector. These sessions were presented from May to November 2019. The sessions included topics that addressed public collection and the emergence of private collections. Topics were addressed through the presentation of roundtable discussions and workshops.

VIAD actively supported and collaborated on the successful exhibition, *Artist Proof Studio: A Journey in Co-creation*. The exhibition was hosted by the FADA Gallery over a two-month period and commenced in May 2019.

*The Lesser Violence Reading Group '19* is an interdisciplinary reading group that VIAD runs, focusing on questions of gender, sexuality and violence in the context of art and performance. Four sessions were hosted in a range of venues, with invited speakers taking the group (which ranged from 15 to 30 participants) through selected readings, screenings and other cultural references.

## INTERNATIONALISATION

During the course of 2019, the Faculty once again received several international researchers, visiting professors and guest lecturers from institutions in Africa, Asia, Australia, Europe, and the United States. Students and staff were presented with various opportunities to engage with international institutions and prominent visitors.

The GSA's international profile and internationalisation efforts remain high and successful. In 2019, visits were made by eight staff members to countries including Colombia, Ethiopia, Ghana, Morocco, Mozambique, Sweden, Tanzania, UK, and USA. In 2019, 18 international lecture series (ILS) were conducted, including Charles Holland of the seminal collective FAT (Fashion, Architecture, and Taste); Mariam Kamara, recipient of the prestigious Rolex Arts Initiative; and Hanif Kara, engineer and professor at Harvard Graduate School of Design. Three workshops were offered in which invited guests participated alongside students in a series of panels, which questioned archives, methods and practices of architectural knowledge production. The workshops, *Forgetting Architecture, Women in Architecture*, and *Politics of Architecture*, were hosted at the GSA's Metro venue.

An MOU for collaboration was signed between the GSA and the School of Planning and Social Sciences at ARDHI University in Dar es Salaam, Tanzania. This has led to the foundation of the Design Research Studio of Public Spaces in Dar es Salaam in which Unit 15X is the main participant. In 2019, three international excursions were undertaken: Unit 12 went to Morocco; Unit 15X to Dar es Salaam, Tanzania; and Unit 13 to Maputo in Mozambique.

In August 2019, four undergraduate Architecture students engaged in an international student outbound project exchange to Pescara, Italy. The students visited historic architectural sites that form part of their

curriculum, and developed a new proposal for the 1960 Olympic Precinct along with five other schools from around the world. Mr Denver Hendricks (Head of Department) accompanied the group and delivered a presentation during the visit at the University of Pescara. The Architecture Department welcomed a visiting lecturer, Mr Arustus Abonyo, from the University of Nairobi. Visiting Associate Professor, Marcella del Signore (from New York), delivered her approach to digital design curriculum, and Visiting Professor, Matthew Barac from the London Metropolitan University, held a series of meetings to solicit interest in applying for joint research funding.

The Department of Fashion Design hosted Prof Eugenia Pauchelli from the Graduate Centre of New York, who offered a public lecture on Italian Fashion History. This prestigious visitor was invited by UJ in collaboration with Design Day and the Embassy of Italy. A collaborative African Diaspora project with the University of Pretoria enabled the Department to host an international guest, Prof Lumbuso Khoza from the University of Maryland. Prof Khoza offered a workshop for Fashion Design students on planning their fashion career journeys. This former Eswatini professor shared her views, experiences and opportunities for student exchanges with final-year students. Following this visit, Prof Mary Rupert from Washington University visited the Department and offered a workshop to second-year students on fashion sustainability. These international guests brought new insights into research perspectives and teaching methods to the Department.

Mr Campbell, HOD of the Department of Industrial Design, presented the South African keynote at the LeNS *Designing Sustainability for All International Distributed Conference*. The conference was simulcast from Cape Town to Bangalore, Beijing, Curitiba, Mexico City, and Milan. The Industrial Design Department received their first GES 4.0 funded postdoctoral researcher, Dr Samuel Adelabu, a lecturer from the Department of Industrial Design at the Federal University of Technology, Akure, in Nigeria. Dr Adelabu's postdoctoral research is focused on exploring design curricula in BRICS with a particular emphasis on how 4IR features.

In 2017, Pia Findlay (an Industrial Design student) partnered with the UJ TTO to patent a reusable menstrual pad that was the outcome of her BA Honours in Industrial Design. In 2019, she furthered the design in her MA design, and through a SANORD BOC scholarship spent three months at Lund University in Sweden (a fellow Universitas 21 member). The socioeconomic value of the reusable menstrual pad was further acknowledged in 2019 with Ms Findlay's selection as one of a handful of finalists at the SA Innovation Summit Inventor's Garage.

Ilse Prinsloo, lecturer in the Department of Interior Design, initiated international collaboration between the Interior Design Department and Prof Katelijn Quartier from Hasselt University in Belgium. Prof Quartier presented a public lecture on *The Future of Retail Design* at the FADA auditorium on 12 August 2019. Industry alumni and students were invited to the public lecture by means of various social media platforms. In addition to this event, third-year students from the University of Johannesburg and the University of Pretoria met on 12 August 2019 with Prof Katelijn Quartier, Ms Zakkiya Khan (UP) and Mrs Ilse Prinsloo (UJ) to present a selection of retail design solutions and to discuss the different aspects that influence retail design today. Prof Quartier also presented retail design projects from Hasselt University and discussed ongoing research projects at the RetailLAB, where she is a research fellow.

Amanda Breytenbach, Acting Dean, hosted an international Design Education Forum – GLoW. The forum discussion took place from 20 to 23 November 2019 and was entitled, *What we don't or can't teach: Bridging the knowledge gap*. Design educators from over 16 countries gathered to discuss the future of design education and the relationship with the design industry. A writing team, who had critically observed all the discussions, developed the 2019 Johannesburg Declaration as one of the outcomes of the Forum.

Khanya Mthethwa, in the Department of Jewellery Design and Manufacturing, has made considerable progress over the last two years in developing a relationship between the Department and Windhoek Fashion Week (WFW). This resulted in her curriculating the development of a departmental showcase that displayed diploma students' jewellery pieces at an opening event in Windhoek on 6 November 2019. Alongside this, 16 FADA students were invited on an experiential learning trip via the Africa-by-Bus initiative. Students were exposed to a weeklong internship with WFW, where they were required to act as assistants to the production team.

In the Department of Visual Art, senior lecturer, Dr David Paton, conducted an international student exchange between the Department of Visual Art and Graphic Design second-year students and the second-year students of the Graphic Design Department of the University of Sunderland. This project offers possibilities for future collaboration. Dr Paton also curated the exhibition, *Samplings: South African Artists' Books*, in conjunction with the opening of the Jack Ginsberg Centre for Book Arts, at Wits Art Museum (WAM), Wits University, 26 February to 6 July 2019. David's artists' book, *Speaking in Tongues* (2015), was taken into two international collections and he has also shown work on two group exhibitions in 2019.

Sculpture lecturer, Gordon Froud, exhibited in at least ten group shows and he curated four exhibitions in 2019. He was invited as a visiting lecturer to engage with the Royal Academy of Antwerp in November. He took with him an exhibition of UJ student work, which was displayed in Antwerp as part of the Northern Lights Festival. He also visited Porto University with the Royal Academy of Antwerp to establish triangular collaboration and internationalisation between the three institutions.

## COMMUNITY ENGAGEMENT

Working with communities is core to understanding the complexity of our local contexts. The principles of community service and good citizenship thus 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 2019, as well as being encouraged to work on multidisciplinary projects with a community focus.

Third-year Architecture students engaged with the Melville community to assist in the development of the Melville Precinct Plan (developed since 2017). Students study the plan and its intentions and through engagement with the community, make proposals for the various precincts in Melville, to facilitate and ignite a new future for Melville.

UJ Arts and Culture partnered with the Trevor Noah Foundation on an outreach project that has seen 72 learners from the New Nation High School in Auckland Park attending a walkabout of the MTN | UJ collaborative exhibition. The Soweto Campus UJ Arts Academy students participated in Chris Hani Baragwanath Hospital's Mandela Day 67-minutes event, and UJ Arts and Culture Officer, Neo Motswagae, was the programme director of the Woman's Day Community Engagement event held at the Chinua Achebe venue in Auckland Park.

Mrs Kimberly Bediako (Department of Fashion Design), Ms Moseley and Mr Campbell (Department of Industrial Design) were actively engaged in an international collaborative project that focused on *Gender in Design*. The research project with Falmouth University, funded by the Global Challenges Research Fund, resulted in significant activation of the FADA building during Women's Month. Over the course of 2019, various design departments from Falmouth University and UJ came together to collaborate on the Gender in Design project. The multidisciplinary project included students from Fashion Design, Graphic Design, Industrial Design and Architecture, focusing on gender and its effects within each respective discipline.

As part of Christa van Zyl's Participation Design module (Department of Graphic Design), honours students, Jamie Calf, Shanice Ellis and Kailashnee Naidoo, worked with authors from the community of Makanda, north-east of Port Elizabeth, to illustrate wordless picture books as part of the Dithkga t?a Gobala/Reading Champions Project. This community engagement project, facilitated by Dr Adrie Haese, utilises stories from parents and children in South African communities to create wordless picture books that allow readers to use illustrations to create a story in a language of their choosing. The aim is to foster a love of books, reading and storytelling, regardless of literacy levels, language preferences and age. The project has made both the print files and an e-book version of each book available for free download.

The FADA HIV/AIDS Curriculum Integration research project continued in 2019, with FADA departments engaged in finding appropriate means by which aspects of HIV/AIDS education could be infused into their curricula.

## STAKEHOLDER AND INDUSTRY ENGAGEMENT

The inclusion of stakeholder and industry participation in the offering of vocationally orientated programmes plays an important role for students to apply module content to real-life projects. The following projects describe successful stakeholder projects executed in 2019.

In the Department of Architecture, stakeholder engagement enabled students to gain a deeper understanding of the planning and design of the City of Johannesburg. Tebogo Ramatlo, lecturer in the Department of Architecture, presented a student design proposal for parts of Soweto to the City of Joburg in October 2019. The objective was to present new ideas to the City for areas that receive little attention, and that require reconsideration in new conceptual ways to make liveability in peripheral parts of the City more dignified. Third-year Architecture students received presentations delivered by the Johannesburg Development Agency (JDA). The objective of the JDA's presentations to our students was to demonstrate the objectives and values of the JDA's mandate and to allow students to understand the complexity of urban development and the constraints and opportunities that inner-city projects offer.

The Graduate School of Architecture and the Department of Interior Design celebrated and acknowledged the role of women (particularly alumni from these departments) through a video presentation, which included interviews with nine women who are practising in Interior Design and Architecture. Profs Christo Vosloo and Amanda Breytenbach organised the event, which took place the day before Women's Day on 7 August 2019. The aim of the video was to engage with practising female architects and interior designers and to get an insight into their challenges and achievements.

Initiated and managed by lecturer, Christa van Zyl, the Graphic Design Department annually hosts an industry lecture series for graduating students. Presenters in 2019 included Ogilvy Mather; Ridhwaan Mayet from BB Digital; Neville Bateman from Caxton Publishing; Veejay Achary from Black Africa Group; Shane Williams, Lead Designer of Rand Merchant Bank; Jineil Kandasamy, Creative Director GRID; Clare Boggenpoel, Design Lead from Roering Creative Kin; Gail McLeod, Creative Director and CEO of StratComm; Adam Morris, Art Director for Black River FC; and Connor Boyd and Nazmira Cajee, UI/UX designers from Turnbuckle.

Yale Security South Africa partnered with the Graphic Design Department for National Home Security Month in order to create an awareness campaign with regard to the importance of good home security. To this purpose, third-year students, Dominic Hobbs and Sandisiwe Jaca, developed a social media campaign, print artwork and a conceptual stand layout for the Decorex 2019 show. The students presented their concepts to a full panel of judges made up of media specialists and industry leaders. Hobbs was voted the overall winner.

The Department of Jewellery Design and Manufacture received R52 000 from UJ's Teaching Innovation Fund to initiate the 4IR-inspired STH Jewellery Department collaboration. The project seeks to use critical adornment design and technologies within the hospitality industry. A nationwide initiative, entitled SA Jewellery Week, was spearheaded by academics in the Department. The idea behind SA Jewellery Week was to platform and showcase the contemporary field as an emerging South African industry.

A number of UJ Arts and Culture projects were presented in partnership with the UJ Library in 2019. *How to open up the industry* was a forum discussion facilitated by UJ Arts and Culture alumnus, Melody Miya, who is currently working as a presenter for Highveld Stereo. The discussion focused on offering participants information on how to go about establishing a career in music, television and radio. UJ Arts and Culture was also instrumental in the *Shapes, Shades and Faces* book launch and the inaugural University of Johannesburg TED$^{X}$.

As regards student recruitment initiatives, FADA representatives at school visits succeeded both in providing information and career counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. In addition, industry stakeholders were invited to student exhibitions and to other events throughout the year. 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.

### *UJ Arts and Culture*

In 2019, UJ Arts and Culture made noteworthy contributions to the University's strategic aspirations of global excellence and stature. An array of international partnerships with Bruckner University, the Ministry of Foreign Affairs, Italy, and artists from Austria maximised the University's international profile. Additionally, the Unit made substantial contributions to creating an enriching student-friendly learning and living experience through its UJ Arts Academy, which offers free opportunities to students from across the University.

Through the UJ Arts Academy, 497 students and 38 staff members gained access to opportunities of a high standard to participate in and develop artistic skills. These include two choirs, a jazz band, theatre productions, poetry, African drumming, and drama and dance classes. Additionally, a robust artistic programme, targeted at students and the community, included local and international drama and dance productions, comedy shows, music concerts, arts and culture festivals and art exhibitions.

In 2019, 105 different events (where an event may be defined as once-off or running for several weeks) were hosted at the two theatres. Of these events, 46,67% were presented by clients, 32% by Arts and Culture partners (including University partners exempt from payment) and 21% were presented by UJ Arts and Culture. Footfall for both the UJ Arts Centre and the Con Cowan Theatre reached 38 871 during 2019, while on- and off-campus events presented by the Unit attracted an attendance of 40 356 students, staff and members of the public.

Activities presented by UJ Arts and Culture have seen a 4% increase in publicity from the year before, with an advertising value equivalent (AVE) of R9 139 147. The Unit's digital footprint has also seen an increase of 7% with a total of 20 489 followers across all platforms at the end of 2019.

The UJ Arts Academy has seen a 9% increase in students joining at the beginning of 2019. Of the 497 students who were selected through a rigorous audition process, 301 students qualified for cultural bursaries that are dependent on strict attendance and participation criteria. Extracurricular opportunities that were offered to students at no cost included the UJ Choir, UniJoh Chorale, a jazz band, and an African drumming group. Other popular offerings included weekly poetry sessions as well as hip hop, Afro-fusion, contemporary, ballet, Latin and ballroom and Zulu dance classes. Drama classes and opportunities to audition for theatre productions were also made available to students from across the University.

A student band competition, *Rhythm of the Bands*, was implemented alongside the *UJ Weekend of Jazz*, which saw three groups with potential sharing the stage with the likes of Nduduzo Makhatini, Titi Luzipo and Spha Mdlalose. The highlight of the year for students, however, was the three-week *UJ Youth Arts Festival* when all Arts Academy students had an opportunity to showcase their talents. Another highlight on the cultural calendar is the *Izimbongi Poetry Festival* that brings together UJ students and professional wordsmiths. UJ Arts and Culture's student poetry production, *Home Is*, was staged during the festival, and 60 students attended a bootcamp at the UJ Island in preparation for the performance and a literary musical, *Shhh!*, which was also presented by UJ students as part of the festival.

UJ Choir presented 34 concerts, including 21 appearances during graduation ceremonies. Latin and ballroom dancers participated in the *Rumba in the Jungle* competition held at Sun City, bringing home two trophies and four medals. UniJoh Chorale participated in the South African Tertiary Institution Choral Association (SATICA) Eisteddfod in Port Elizabeth and won five trophies in the Indigenous, Western and African categories.

The *Out the Box Comedy* series took the form of five stand-up comedy shows presented in partnership with PopART and Goliath and Goliath. Productions of *Hamlet* and *Othello* were attended by 6 995 secondary school learners during the three weeks these were presented at the UJ Arts Centre Theatre. A poetry competition, *TEWOP*, was presented in partnership with Kiri Pink Knob at the Con Cowan Theatre, and *iNDUKU*, a new South African solo work, was developed in residence at UJ Arts and Culture and presented at the National Arts Festival, alongside the Unit's student production of *Lord of the Flies*. Both runs of *Metamorphosis*, the 2018 FADA Interdisciplinary Theatre project, were well attended during the National Arts Festival and at the UJ

Arts Centre Theatre in July 2019. *Hotel*, a contemporary dance production, and *Enable through Dance*, which featured dancers living with disabilities, were presented in partnership with Moving into Dance.

UJ Arts and Culture's music offerings included The *New Project Collaborative Tour* presented in partnership with Carlo Mombelli, *UJ Choir in Concert* with South African songstress, Gloria Bosman, and the customary annual classical concert presented in aid of FADA students. The popular *UJ Weekend of Jazz* featured South African Music Awards (SAMA) winner, Nomisupasta, and long-running Joburg Afro-psychedelic music collective, The Brother Moves On. Composer and pianist, Nduduzo Makhathini, headlined the Saturday night programme alongside fellow award-winning jazz artist, Gabi Motuba.

The Izimbongi Poetry Festival concluded UJ Arts and Culture's student programme for the year and included *Shhh!*, a new cutting-edge musical that fuses hip hop, soul, trap and poetry, Home Is, a student poetry production that took audiences on a journey into their homes, and *When Words Dance*, featuring professional poets Kabelo Ringane, Donald Mokgale, Belita Andre, Sibulelo Manamatel and Nomashenge Dlamini.

### *UJ Art Gallery*

A robust artistic programme was presented during 2019. UJ Arts and Culture's programme included six exhibitions comprising a total of 366 artworks to the value of more than R17 million. Additionally, 20 workshops and walkabouts were presented and two exhibitions toured to the National Arts Festival and Innibos Arts Festival. The performing arts programme included a stand-up comedy series, UJ Choir and music concerts, UJ Weekend of Jazz, theatre and dance seasons, UJ Youth Arts Festival and the Izimbongi Poetry Festival.

Of the six temporary exhibitions presented by UJ Arts and Culture, three were fully and one partially funded by corporate sponsors and an international agency. The programme kicked off with Rodrigo Petrella's photo exhibition, *Mekaron*, followed by PPC *Imaginarium*. Curating the Cube showcased 35 works that had been exhibited at the UJ Art Gallery over the past 21 years, and *Ecce Homo: Hybrid Vigour* included both figurative and abstract drawings and paintings in mixed media and hybridised art objects as well as an installation centred around a colossal ritual garment. Gordon Froud curated Ampersand Foundation's 21-year celebration exhibition. The UJ and MTN collaborative exhibition, once again, comprised works from both entities' collections, titled *Conversing the Land*, which included the presentation of the Emerging Artists Development Programme that affords young artists an opportunity to submit works for inclusion in the exhibition.

## RESOURCE MANAGEMENT

In 2019, the Faculty had a total of 90 permanent and full-time contract members of staff. In addition to the Executive Dean, this comprised 58 academic staff and 31 administrative and support staff. The academic staff comprised four assistant lecturers, 27 lecturers, 18 senior lecturers, five associate professors and four professors (excluding the dean). Resignations in key management positions took place – the Executive Dean, Prof Federico Freschi, as well as Prof Lesley Lokko (Director GSA) resigned.

Of the academic staff, 36,2% were from designated groups and 6,7% were foreign nationals. In total, 77% of the administrative and support staff members were from designated groups, and the Faculty Management Committee comprised 50% designated and 50% non-designated members.

Faculty members reached many outstanding achievements through receiving international prestigious awards, collaborating with internationally recognised artists or institutions, and successful completion of qualifications.

Dr Irene Bronner, senior lecturer in the NRF SARChi Chair in South African Art and Visual Culture Centre, was one of 15 international scholars who won a CAA Getty Grant for 2020. This is not simply a funding grant, but also one intended to enable scholarly links and connections for its recipients. Senior Choir Master, Renette Bouwer, was awarded a Lifetime Achievement Award by Baobab Music, trading as the Capital Singers.

In the Department of Fashion Design, two staff members obtained their PhD degrees in 2019, namely Dr Neshane Harvey and Dr Hanlie dos Santos. Ms Kimberly Bediako obtained her MA Design, and Mr Amu Muthambui completed his MBA. Ashton Moseley (lecturer in the Department of Industrial Design) was awarded the Vice-Chancellor's Medal for Most Meritorious Postgraduate Student in FADA for her *cum laude* MA Design.

In the Department of Visual Art, Prof Kim Berman presented her professorial inaugural lecture in June, and also a public conversation with William Kentridge in the FADA auditorium on 17 June 2019. David Paton received his doctorate from the University of Sunderland, UK. Assistant lecturer, Nomvuyo Horwitz, graduated *cum laude* with her MA in Art History.

Staff training and development focused on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, the Scholarship of Teaching and Learning, and leadership development. Academic staff members across all levels were nominated for the Accelerated Academic Mentoring Programme overseen by the Senior Director of the Division for Academic Planning, Quality Promotion and Academic Staff Development. A diversified strategy aimed at promoting different areas of research competence among academic staff was actively taken forward, to address the need to grow research capacity and output.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Building and facilities maintenance was ensured by means of 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 drive towards paperless meeting environments throughout the Faculty. The Faculty managed its financial expenditure within budget.

## GOVERNANCE AND QUALITY ASSURANCE

All departments continued to 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.

Student and academic data continued to be well managed, and Academic Administration maintained its excellent record under the headship of Ms Neeradevi Chinnah and her team of administrators. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

## LOOKING FORWARD

The Faculty prepares for a new executive leadership position after the resignation of the Executive Dean, Prof Freschi, in July 2019; Prof Amanda Breytenbach is temporarily managing the position. In the Graduate School of Architecture, Prof Lesley Lokko resigned and Dr Finzi Saidi was appointed as Acting Director, as the School awaits Mark Raymond to take over as Director from June 2020. Dr Desiree Smal was appointed as Vice-Dean: Teaching and Learning in December 2019.

FADA remains committed to maintaining its strategic momentum in terms of curriculum development, research development, internationalisation, an enhanced student experience, community engagement, transformation and a significant public profile. Going forward, we will be looking for ways to increase inter- and multidisciplinary engagement across the Faculty and the University, while remaining responsive to the imperatives of both decolonisation and the Fourth Industrial Revolution.

The continued integration of UJ Arts and Culture into the Faculty will enjoy specific focus in 2020, not least in terms of continuing the multidisciplinary theatre design project involving second-year students collaborating

on the design of a UJ Arts and Culture theatre productions. The longer-term vision is to see ultimately how this kind of project can be extended dynamically into postgraduate studies.

## CONCLUSION

In the final analysis, 2019 saw an increase in postgraduate enrolment (particularly at honours and doctoral level), a substantial decrease in research output, a growth in international linkages and collaborations, a positive student experience, and an increasingly enhanced public profile. While challenges remain – particularly relating to sustainable growth in the production of research output, transformation, staff qualifications and the provision of studio and workshop space for the growing demands of the Faculty – FADA is increasingly realising its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg and beyond. It remains a dynamic and active contributor to the University's global excellence strategy.

**Amanda Breytenbach (Ms)**
Executive Dean: Faculty of Art, Design and Architecture (Acting)

# Faculty of Education

## STRATEGIC DIRECTION

The Faculty of Education strives towards dynamic knowledge making for the 21st Century. To us this implies future oriented and globally significant teaching and research that is simultaneously contextually grounded. The imperative of global and contextual relevance means that our work should be cutting edge and robust globally, while addressing local education needs and issues. The Faculty contends that teacher education and development should be steeped in local challenges, but should also aim to provide pre-service and in-service teachers and other educational practitioners with the tools to deal with the demands of a fast-changing world, which is increasingly driven by technology. This is in line with the Fourth Industrial Revolution (4IR) focus of UJ.

## OPERATING CONTEXT

### *Campuses*

The Faculty offers academic programmes on two campuses, namely the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK). The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road Campus (APB).

#### Soweto Campus

The SWC houses three academic departments, namely Educational Psychology, Education Leadership, and Management and Childhood Education. The Campus is also the home of the Centre for Education Practice Research (CEPR) and of two National Research Foundation (SARChI) Chairs, namely the Chair in Education and Care in Childhood (Chairholder: Prof Jace Pillay), and the Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Chairholder: Prof Elizabeth Henning, who is also the Director of CEPR).

The postgraduate educational psychology programmes based on SWC attract large numbers of high-calibre students. In addition to educational psychology, another prominent focus of this Department is special needs education with special reference to neurodevelopmental learning needs. The Department is a leader in the country in this field. The Department also has a strong footprint in the professional development of teachers, in relation to curriculum differentiation, scholastic assessment and remedial education.

The focus area of education in childhood is a particular strength of the Faculty. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The CEPR has four main areas of work, namely research, journal publication, teacher development, and research capacity

development. The Department of Childhood Education offers Bachelor of Education (BEd) programmes for the foundation and intermediate phases of schooling. It also offers postgraduate programmes. A recent addition to the childhood education focus area is the Centre for African Languages Teaching (CALT@UJ). The overall aim of the CALT@UJ is to enable practice-based research and research-based practice in the education and development of teachers who teach African languages in the foundation phase and intermediate phase of schooling, and who teach through the medium of African languages in the foundation phase of schooling

The Funda UJabule School, a teaching school, which serves the same purpose for training teachers as teaching hospitals serve for training medical practitioners, is integral to many of the activities of childhood education. It is a public school, but also a site for primary school teacher education and an education laboratory.

The Department of Education Leadership and Management offers continuous professional development and postgraduate programmes on SWC and a highly successful online Master's in Education Management, which attracts large numbers of students. The education leadership and management programmes are particularly popular with school leaders (heads of departments, deputy principals and principals).

**The Auckland Park Kingsway Campus (APK)**

Though the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, these departments also have staff members on APK Campus. This is due to their involvement in teaching in the secondary school teacher education programmes, which are offered on this campus. Two departments are fully situated on APK Campus, namely Education and Curriculum Studies, and Science and Technology Education. Postgraduate programmes straddle many areas of learning and research. Science Education and Information and Communication Technology in Education are strong programmes at this site. The highly successful online Master's in Information and Communication Technology attracts students from around the globe.

Higher education as a field of study is also housed on APK Campus. The NRF Chair in Teaching and Learning in Post-school Education and Training (vacant in 2019) and the Ali Mazrui Centre for Higher Education Studies (Director: Prof Michael Cross) operate from this campus. The research, training and networking agenda of this Centre is located within UJ's Pan-Africanist ambitions.

**Auckland Park Bunting Road Campus (APB)**

The CERT is housed in the research village on APB Campus. The imperative of the CERT is to make a positive contribution to knowledge creation and social transformation and to create synergy between scholarship, social action and community outreach. A 2019 addition to the APB Campus, emanating from the work of CERT, is the National Research Foundation (SARChI) Chair in Community, Adult and Worker Education (CAWE). Prof Salim Vally is both the Director of CERT and the Chairholder.

### *Faculty governance and quality assurance*

The Faculty of Education Leadership and Management Committee (FELMC), consisting of the executive dean, vice-deans, heads of departments and head of faculty administration, met once every three weeks during 2019. The members of the FELMC in 2019 were Prof Sarah Gravett (Executive Dean), Prof Juliet Perumal and Prof Mdu Ndlovu (Vice-Dean: Research and Internationalisation – shared during the course of the year), Prof Nadine Petersen (Vice-Dean: Teaching and Learning), Dr Tumi Diale (Head of Department: Educational Psychology), Prof Pierre du Plessis (Head of Department: Education Leadership and Management), Dr Sarita Ramsaroop (Head of Department: Childhood Education), Prof Joseph Divala and Dr David Robinson (Head of Department: Education and Curriculum Studies – shared during the course of the year), Prof Umesh Ramnarain (Science and Technology Education), and Dr Gadija Petker (Head of Faculty Administration). The main purpose of the FELMC is to provide leadership and management regarding the execution of the Faculty's strategic intent and values, as well as to oversee quality assurance measures.

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. Consequently, Faculty focus groups and committees play an important role. The purpose of the focus groups is to oversee quality enhancement in matters related to teaching and learning, and particularly regarding the Faculty's initial teacher education (ITE) programmes. These programmes are offered cross-departmentally. The focus groups report to the Teaching and Learning Committee. In addition, the following committees were functional in 2019: Academic Ethics Committee, Research Committee, Higher Degrees Committee, Teaching and Learning Committee, and Transformation Committee.

## STAFF PROFILE

In 2019, the Faculty had 84 full-time permanent academic staff members (including the Executive Dean) (78 in 2018). The number of administration and support staff was at 23 in 2019 (23 in 2018). In 2019, 67% (n=56) of academic staff held doctoral degrees.

The profile in terms of level of appointment was as follows: 7 assistant lecturers (8%); 30 lecturers (36%); 22 senior lecturers (27%); 12 associate professors (14%); and 13 professors (15%).

The profile in terms of equity reporting for academic staff was 67% (n=56) designated (excluding white women) and 33% (n=21) non-designated, including international staff (n=7). The gender profile in 2019 was male 45% (n=38) and female 55% (n=46).

The profile in terms of equity reporting for administration and support staff was 70% (n=16) designated (excluding white women) and 30% (n=7) non-designated. The gender profile in 2019 was male 9% (n=2) and female 91% (n=21).

## STUDENT PROFILE, STUDENT SUPPORT AND SUCCESS

### *Student profile*

A total of 4 042 students were enrolled in 2019, of whom 3 066 were undergraduates (76%) and 976 postgraduate students (24%), compared to the 2018 enrolment of 3 117 (77%) undergraduates and 935 (23%) postgraduates.

Enrolments in the master's degree increased from 477 in 2018 to 492 in 2019. This increase was due to the introduction of two online master's qualifications. Doctoral degree numbers decreased from 137 in 2018 to 132 in 2019.

First-time entering undergraduate degree enrolments were 658 in 2019 compared to 644 in 2018. Enrolments in the ITE programmes, namely the BEd and the PGCE, decreased in 2019 (n=3 000) compared to 2018 (n=3 071). The decrease was planned to enable the Faculty to enrol students in its qualifications for professional development of in-service educators, which will be rolled out in the future.

In 2019, the student profile in terms of demographics was similar to the 2018 profile in terms of percentages: black 80% (n=3 253); coloured 5% (n=215); Indian 4% (n=155); white 8% (n=306); and international 3% (n=113).

### *Student performance and support to students*

The academic performance of students was generally satisfactory. The course success rate for the BEd (four-year undergraduate degree) was similar to 2018, namely 93%.

The continuous improvement of ITE is a Faculty priority. To this end, work initiated in 2018 continued to eliminate hindrances to throughput in minimum time. In addition, the highly successful tutor programme continued to offer excellent benefits to students.

The Faculty takes all first-year students off campus on what we refer to as an excursion, as part of its first-year experience programme. The excursion aims to consolidate efforts for the enculturation of students into higher education. In the secondary school ITE programme (BEd Senior and FET phase), the focus of the excursion is to highlight and explore issues of social justice, such as human rights, privilege, culture self-identity, religion,

student sexuality and consent, HIV and AIDS, and student resilience. Simulation games as pedagogical tools enable optimal student engagement – the games are designed to help student teachers confront current challenges such poverty and injustice in an authentic fashion.

The purpose of the educational excursion for first-year students in the primary school teacher education programme is similar to that of the secondary school ITE programme, though another theme is foregrounded, namely 'I teach for the future'. This theme is explored through playful activities, including games, simulations, dance, music and movies.

The PGCE students also annually participate in an excursion. In 2019, the excursion took place after students had returned from their first three-week work-integrated learning (WIL) session in schools. The excursion theme 'Let's Teach' allowed students to interrogate issues relating to dealing with learner behaviour, teacher professionalism and self-care and integrative pedagogies. Social justice in relation to teaching was also a focus. Here the excursion organisers used an adapted privilege walk activity – asking students to first complete the activity from their own perspective and then from the viewpoint of a learner they got to know during their recent WIL period. Subsequent discussions touched on self-awareness and practicalities of teaching learners with such a wide range of privileges in one class. A highlight was the students' interaction with a panel of practising teachers who could provide a practice-based response to student queries about teaching and teacher professionalism.

Edu-Community, a student-led organisation with the aim to empower and support education students, spearheaded a new initiative in 2019, namely a peer-mentoring programme. Through the involvement of the manager for Initial Professional Education of Teachers (IPET), the University's Centre for Academic Development (CAD) customised a mentor training programme for senior students. Through this programme, Edu-Community mentors assisted their peers in the induction and enculturation into higher education.

## TEACHING AND LEARNING

### *Teaching with technology*

In 2020, the Faculty built on its efforts of 2018, where all courses in the ITE programmes were mandated to use the affordances of Blackboard optimally and to include at least one online assessment. In 2019, extensive use was made of learning consultants to work individually with staff to optimise their use of learning technologies. In particular, platforms for student engagement and discussion were emphasised

Curriculum adaptation also occurred in ICT-based courses in ITE programmes. The ever-changing nature of the field of learning technologies and rapid developments in the nature of technological tools and services resulted in coverage of the most up-to-date and relevant aspects of the field. For instance, lecturers incorporated relevant learning technologies, tools, and services in their own modules, serving as a model for student teachers on how to use the technology in their own teaching. Two modules were offered entirely online with the aim of exposing undergraduate students to alternative methods of education.

Learning design innovation encouraged students to not only 'lurk' and consume resources, but rather to become active members in these networks. This increased their sense of agency as one of the competencies for a changing world, while advancing notions of life-long learning (which is also required of teachers in the age of 4IR, thus serving a dual purpose). An explicit ICT presence was also introduced in the first year of the BEd to prepare students to become innovative teachers with the necessary teaching and assessment skills required in a 21st century classroom.

In 2019, the Faculty offered two fully online master's programmes, namely the Master in Information and Communication Technology (ICT) and the Master in Education Management. These programmes attracted students from around the globe, and the student feedback was exceptionally positive.

Progress was also made with the online development of the BEd in Foundation Phase Teaching and the PGCE, and some modules were piloted successfully. These programmes will be offered online in 2020.

### *Teaching and learning in relation to 4IR*

The Faculty of Education's work in relation to 4IR mainly explores the competencies, teaching, learning, curricula, teacher preparation and teacher development required for a rapidly changing world in which technology is becoming increasingly pervasive, including the potential of new technologies to enrich and transform education.

The Faculty has embarked on a process to assess the relevance of our programmes and to ensure that our teacher education curricula adequately address 21st century literacies and newer themes/topics about child development and learning from the cognitive sciences and neurodevelopmental cognitive science.

The 21st century literacies that our students need to acquire are digital literacy and information literacy. Though teaching with Information and Communication Technology (ICT) cannot be considered as new anymore, we aim to ensure a sufficient focus on the use of ICT for teaching in a digital era. Another aspect that will have to receive increasing attention is teaching with artificial intelligence (AI) – how AI can be harnessed to improve education and opportunities for learners.

An example of a successful innovation was the collaboration between the final-year secondary school teacher education students with the Faculty of Art, Design and Architecture (FADA) digital media design students. The FADA students served as experts in digital media design, and their involvement enhanced the work of education students in imagining and researching the idea of an ideal teacher. Students were encouraged to think deeply and express their ideas about what it means to be ideal in their field in the era of 4IR using various software, technology and principles of design. Students learned how to connect, teach, engage and most importantly learn from others in order to create an ideal space that allows for a more dynamic way of providing and obtaining knowledge and understanding. In addition, the redesigned course offered different ways of learning new methods of problem solving and critical thinking and provided opportunities for students to experiment with new technologies and the potential use of augmented reality. At the outdoor exhibition in October 2019, students presented digital stories through augmented reality. This was followed by using virtual reality to create an online platform that showcases the students' work and that is accessible to anyone, anywhere.

A short learning programme (SLP) related to 4IR, namely Teaching in the 4th Industrial Revolution, was developed in 2019 for implementation in 2020. This SLP encourages teachers to learn more about how they can contribute to bring about the rapid transformation required to address the needs of learners in the development of 21st century competencies as they prepare to live and work in a fast-changing world.

## RESEARCH

Up to 2017, the Faculty had hosted two National Research Foundation Research Chairs. Some of the objectives of these prestigious Chairs are to improve South Africa's international research and innovation competitiveness, while responding to challenges of the country. These two Chairs focus on education in childhood, namely the Chair in Education and Care in Childhood (Chairholder: Prof Jace Pillay), and the Chair in Integrated Studies of Learning Language, Mathematics and Science in the Primary School (Chairholder: Prof Elizabeth Henning). In 2018, the Faculty was awarded an additional Chair in Teaching and Learning in Post-school Education and Training. Sadly, the incumbent of this Chair, Prof Brenda Leibowitz, passed away in 2018 and the Chair was vacant in 2019. In 2019, an additional (SARChI) Chair in Community, Adult and Worker Education (CAWE) was awarded to the Faculty.

In 2019, the following academics were NRF-rated researchers in the field of education: C-rated (established researchers): Profs Jace Pillay, Chris Myburgh, Raj Mestry, Umesh Ramnarain, Shireen Motala, Juliet Perumal, Gert van der Westhuizen, Nadine Petersen, Piet Ankiewicz, Elizabeth Henning, Yu Ki, Caroline Long, and Salim Vally. B-rated (internationally acclaimed researchers): Prof Linda Chisholm, Distinguished Visiting Professor (DVP) Kerry Kennedy, and DVP Carmel McNaught. A-rated researchers (leading international researchers): DVP Tony Onwuegbuzie and Philip Hallinger.

The Faculty serves the education research community through two accredited research journals, namely *Education as Change* (linked to the CERT), and the *South African Journal of Childhood Education* (linked to the CEPR).

In 2019, 24 postdoctoral research fellows were involved in the Faculty. They are contributing increasingly to strengthening the research footprint of the Faculty.

The Faculty's research output, comprising articles in accredited journals, research-based books and conference proceedings, increased in 2019. The research output units generated in 2018 amounted to 127.76 and in 2019 to 145 units.

It is pleasing that more permanent academic staff members contributed to research output in 2019. In 2019, the number of research active academics increased to 51 from 43 in 2018.

The following eminent scholars are distinguished visiting professors in the Faculty.

**Table 28: Distinguished visiting professors**

| Name | Institution | Area/department |
|---|---|---|
| **Annamarie-Fritz Stratman** | University of Duisberg-Essen | Childhood Education/CEPR |
| **Catherine Snow** | Harvard University | Childhood Education/CEPR |
| **Bruce MacFarlane** | University of Bristol | Ali Mazrui Centre for Higher Education Studies |
| **N'Dri Assie Assie-Lumumba** | Cornel University | Ali Mazrui Centre for Higher Education Studies |
| **Elias Mpofu** | University of North Texas | Educational Psychology |
| **Jari Lavonen** | University of Helsinki | Childhood Education/CEPR |
| **Phillip Hallinger** | Mahidol University | Education Leadership and Management |
| **Hsin-Kai Wu** | National Taiwan Normal University | Science Education |
| **Kerry Kennedy** | Hong Kong Institute of Education | Education and Curriculum Studies |
| **Carmel McNaught** | Chinese University of Hong Kong | ICT in Education |
| **Tony Onwuegbuzie** | Sam Houston University/ University of Cambridge | Education Leadership and Management and Educational Psychology |
| **Jane Knight** | University of Toronto | Ali Mazrui Centre for Higher Education Studies |
| **Imanol Ordorika** | Instituto de Investigaciones Económicas, Universidad Nacional Autónoma de México | Ali Mazrui Centre for Higher Education Studies |
| **Antonia Darder** | Loyol Marymount University | Education Leadership and Management and CERT |

## COMMUNITY OUTREACH AND PUBLIC ENGAGEMENTS

### *Main community outreach: UJ associated schools*

The Faculty is the guardian of the UJ Metropolitan Academy (UJMA). In 2019, the school was designated as one of the 'Mathematics, Science and ICT Schools of Specialisation with focus on High Tech and Innovation'.

The Funda UJabule School on the Soweto Campus not only is a teaching school, but it also serves the surrounding community in terms of childhood education.

***Public engagements, seminars, symposia and conferences***

Numerous public lectures, seminars and workshops were hosted by the Faculty, departments, centres and chairs. Many of these had an explicit 4IR focus.

The two most prominent 4IR events hosted by the Faculty were:

- The International Council on Education for Teaching (ICET) 63rd World Assembly. The theme of this conference was 'Reconceptualising teacher education for the Fourth Industrial Revolution and knowledge democracy: teaching beyond the 3Rs'.
- A symposium involving Deans of Education and representatives from all South African teacher education institutions on 4IR in relation to teacher education.

The Faculty also hosted a series of public engagements, in collaboration with the Kagiso Trust and Bridge to stimulate public dialogue and high-level debates around various issues about the education system.

The Department of Educational Leadership and Management hosted an African Leadership Roundtable for the fourth consecutive year. Twelve countries from the African continent were represented.

## MAJOR STAFF AND STUDENT AWARDS

- Dr Jacqueline Batchelor was awarded the VCs Distinguished Teaching Excellence Award. She was honoured for her excellent contributions to enhancing the student learning experience; for empowering fellow faculty members in the use of learning technologies; and for her contributions to the wider education community in the design, development and implementation of teaching and learning solutions mediated in various modes of delivery.
- Prof Petersen was awarded the inaugural International Association of Service Learning and Community Engagement international award (IASLCE) at their conference in Albuquerque, New Mexico, in October 2019.
- Mr Linford Molaodi joined the Faculty of Education in the second half of 2019. Earlier in 2019 he received the best teacher in the country award for teaching with technology. He was also one of the *Mail & Guardian* top 200 young achievers.

## CONCLUSION AND WAY FORWARD

2019 was a successful year for the Faculty. Much was achieved and no major problems were encountered.

The following are priorities going forward: The Faculty has a high number of staff members busy with doctoral studies and supporting them in reaching the important milestone of attaining a doctoral degree is a priority. Also, even though progress is evident, more still needs to be done to establish a commitment to research among all staff members. More also remains to be done to increase the throughput of master's and doctoral students. Though the Faculty is widely viewed as a trailblazer in meaningful education innovation, momentum needs to be maintained.

**Sarah Gravett (Prof)**
Executive Dean: Faculty of Education

# Faculty of Engineering and the Built Environment

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

### *Operating context*

The Faculty of Engineering and the Built Environment (FEBE) has remained one of the largest engineering faculties in the country. In comparison to 2018, FEBE grew from a total of 9 835 students (HEDA, 19 February 2020) to a total student headcount of 10 181 in 2019. FEBE's contributions to the strategic growth and impact of the Science and Technology (SET) sector at the University of Johannesburg (UJ) have been evidenced by steady growth during a time of substantial change in the Faculty.

FEBE remains home to a large contingent of students from both the engineering and the built environment disciplines. However, the diversification of the programme mix within the Faculty has shifted dramatically over the years, changing the make-up of the student population. Operationally, however, the Faculty has remained fairly stable, despite a number of integral changes. The Faculty still spans three campuses located on Auckland Park Kingsway (APK), Auckland Park Bunting Road (APB) and Doornfontein (DFC). FEBE also still comprises 12 individual academic departments, one postgraduate school, six research centres, two technology stations and one institute. This stable framework has aided operationally in facilitating the shifts in the strategic direction of the Faculty.

Although the Faculty still offers a wide-ranging array of engineering and built environment academic programmes, the programme offerings are now more responsive to the needs of professional bodies, industry and the country at large. Three engineering science programmes, located on the Auckland Park Kingsway Campus, remain stable. The engineering technology programmes no longer constitute a majority of diploma offerings at the University. In 2019, FEBE ushered in the first cohort of Bachelor of Engineering Technology graduates, who began their studies in 2017. The technology programmes remain located on the Doornfontein Campus. In addition to this, the Postgraduate School of Engineering Management is housed on the Auckland Park Bunting Road Campus.

FEBE is operationally supported by two faculty administrative offices, one each based on the APK and DFC Campuses. A postgraduate faculty office is also located on APK, offering administrative support to the growing number of postgraduate students.

### *Governance structures*

FEBE committees include the Technology Programme Committee (TPC) that governs the operational and academic quality of the undergraduate technology programmes and the built environment and management programmes. The Engineering Science Programme Committee (ESPC) governs undergraduate engineering science related programmes. Further to this, the Faculty Higher Degrees Committee (FDHC) governs postgraduate programmes, while the Faculty Research Committee (FRC) governs all research related items. Supporting these Faculty-level structures, School Research Committees address strategic postgraduate initiatives. Governance structures have ensured the academic integrity of decision-making processes.

### *Quality management*

Eleven of FEBE's 12 departments are affiliated to a professional body. Programme quality management therefore remains integral to FEBE's reputational profile. The intensive preparation towards accreditation visits helps FEBE consistently to self-reflect and improve, and also highlights programme improvements and challenges. In this way, continuous improvement and development remain constant and serious endeavours in the Faculty.

The professional bodies associated with FEBE include the Engineering Council of South Africa (ECSA); the South African Council for Planners (SACPLAN); the South African Geomatics Council (SAGC); the South African Council for Project and Construction Management Professions (SACPCMP); and the South African Council for the Quantity Surveying Profession (SACQSP). Professional body visits and accreditation have demonstrably enhanced the quality of FEBE's undergraduate programme offerings and have confirmed the academic integrity of the programmes.

Following a successful interim ECSA visit in 2018, the Faculty undertook preparations towards the regular ECSA visit in 2020. Intensive preparation in 2019 included two internal mock accreditation exercises on 30-31 August 2019 and 11-12 November 2019. The Faculty has worked closely with the Centre for Academic Planning and Quality Promotion (CAPQP), which offered oversight and guidance in evidence compilation and report writing.

### *Faculty risk management*

FEBE actively monitors various risks included in the Faculty's Risk Register, which appears as a standing item on the Faculty executive committee (Exco) agenda. The major risk identified in 2019 related largely to the potential loss of professional accreditation for the majority of FEBE programmes. Professional body accreditation of FEBE undergraduate programmes features as a major risk for faculty and is therefore monitored and supported by the executive management of the Faculty.

The Vice-Dean: Teaching and Learning, Prof Didier Nyembwe, offers direct oversight to mitigate this risk. Given the high number of undergraduate programmes being reviewed in 2020 and beyond, a number of strategic and administrative support interventions in 2019 proved crucial towards circumventing risk. Monitoring and evaluation of the accreditation preparation process were therefore actively reported to the Faculty Exco, ensuring consistent and continuous management of the risk.

## STRATEGIC FOCUS AND TARGETS

FEBE's strategic trajectory has shifted dramatically over the last four years. In response to the national phasing out of non-aligned Higher Education Qualification Sub-Framework (HEQSF) programmes, the programme mix of FEBE is radically different to that of five years ago. In this regard, FEBE's strategic focus and targets have adapted accordingly, while still striving towards the strategic goals of the University.

The strategic objectives of FEBE are aligned to the six strategic objectives of UJ. These continue to emphasise excellence in teaching and learning, a focus on research and innovation, growth and enhancement in internationalisation, a drive towards enriched student learning and living experiences, the management of FEBE's national and global profile, and the Faculty's fitness for global excellence.

### *Objective 1: Excellence in research and innovation*

The Faculty actively promotes a culture of excellence in research and innovation. FEBE's drive towards increasing its research footprint can be illustrated by the growing number of publications FEBE has annually produced. FEBE academics have continued to actively participate in various conference panels, as reviewers, session chairs and organising committees of local and international conferences. FEBE Schools have also successfully hosted international peer-reviewed conferences, extending the Faculty's research footprint and impact globally. FEBE's research output submission status currently stands at 691.35 units, an achievement of 132% of the 2019 planned target of 525 units (as at 21 February 2020).

In 2019, FEBE was also home to 38 rated researchers and 72 postdoctoral fellows. FEBE hosted approximately 11 public lectures that covered a vast array of pertinent engineering and built environment related issues. Most lectures related to the Fourth Industrial Revolution (4IR) and its diverse impact on the Engineering and the Built Environment sectors.

In addition to the research culture of staff, FEBE's strategic intent to grow postgraduate enrolment numbers, in line with the UJ postgraduate growth strategy, has been significant with a notable increase in the number of postgraduate headcounts. The postgraduate student headcount grew from 979 in 2017 to 1 240 in 2019 (HEDA, HEMIS 21 February 2020).

Despite the challenges of the increased teaching workload, given the phasing out and phasing in of new programmes, FEBE has successfully contributed towards the research objectives of the University. The Faculty also remains committed to the strategy that research-led teaching proves more beneficial towards both research and innovation and teaching and learning.

### *Objective 2: Excellence in teaching and learning*

FEBE has worked towards excellence in tailoring the Faculty's intellectually rigorous curricula in response to the key strategic objectives of the University and the country at large. Given the current national response towards aligning programmes to the HEQSF, teaching and learning initiatives have needed to be responsive, adaptable and flexible, while still maintaining a strong hold on academic integrity.

FEBE has not only graduated its first cohort of the eight Bachelor of Engineering Technology programmes in 2019, but simultaneously has had to deal with the pipeline management of the phased out national diplomas. This process and the associated increased teaching workload have created both strain and challenge in the Faculty, which has required a closer working relationship between faculty administration, the deanery and heads of department. In the quest for teaching excellence and continued student support, FEBE rose to the challenge of trying to accommodate and support as many students as possible towards the completion of their studies, within the stipulated rules and regulations of the University.

FEBE's Teaching and Learning Strategy includes a number of cohesive initiatives that holistically support and guide both students and academics.

#### First Year Seminar (FYS)

The FEBE FYS not only allows for interaction between staff and students within the Faculty, but also fosters close linkages to the formal engineering curricula. The FEBE FYS introduces students to their chosen engineering programmes, while simultaneously assisting with the development of the academic practices necessary for success in higher education. The 2019 FYS was not only effective, with a large number of FEBE students actively participating, but was also most enjoyable, ending with FEBE's Amazing Race.

#### Tutorship and mentorship

Tutor appointments offer integral learning support across the Faculty and assist in teaching and learning. These tutors are appointed to work with students in particular modules. The vast majority of modules in the Faculty included tutors as a vital part of teaching and learning. In 2019, 533 tutor appointments were made across 12 FEBE departments, together with four GES senior tutor appointments. This is in comparison to 471 appointments in 2018.

#### FEBE Writing Centre

FEBE's Writing Centre forms a critical part of the Faculty's student support initiatives. The Centre offers individualised support and instruction regarding all aspects of academic writing in engineering. The FEBE Writing Centre also offered a writing support initiative, where the writing consultants partnered with several undergraduate research project supervisors, to offer intensive and continuous writing support to final-year students during their research project. This included offering regular individual supervision of the entire research report writing process.

**Scholarship of Teaching and Learning (SOTL)**

FEBE remains active in the area of the Scholarship of Teaching and Learning. In 2019, at least 12 research units were produced in SOTL in Engineering related topics. In support of increased research in this area, two Engineering Education writing retreat days took place in 2019. FEBE participation in the DHET Engineering Education Masterclass series was significant, both as regards organisation and participation. FEBE also sent a strong delegation to the Research in Engineering Education Symposium (REES2019) held in Cape Town.

**Student success**

The Faculty continues to achieve a good overall undergraduate student success rate, as most of the indicators improved in 2019 compared to 2018. This is the result of various teaching and learning initiatives ongoing in the Faculty. In particular, FEBE continued to participate in the Integrated Student Success Initiative (ISSI). This is a strategic initiative of the University steered by the Academic Development Centre (ADC), aimed at increasing the pass rate of priority index modules in order to increase the number of students who complete their qualifications in minimum time plus one year. Various academic interventions were devised and implemented for identified priority modules in the Engineering Science and Technology programmes, which led to a significant increase of pass rates in the modules concerned. Another ongoing initiative in the Faculty, to improve student success in 2020, involved the use of teaching technologies such as e-books and Blackboard.

The Faculty also participated in the first student research conference of the University late October 2020. This initiative was aimed at introducing students to the world of research, which was particularly important to FEBE, in preparation for the introduction of the Bachelor of Engineering Technology Honours programmes in 2020.

**FEBE and the Fourth Industrial Revolution (4IR)**

In line with the University's vision to position itself as the University of 4IR in South Africa, FEBE has conducted various 4IR activities in the realm of teaching and learning. A thorough effort was made to integrate appropriate 4IR concepts into academic modules offered in the Faculty. A number of short learning programmes (SLPs) addressing 4IR technologies and business models were developed in 2019 and implemented in the Faculty after due approval by Senate. FEBE also organised public lectures and conferences with the participation of international experts and speakers, who addressed FEBE students in particular, and UJ students in general. The 4IR also permeated FEBE pedagogy with the use of innovative teaching and learning technologies, such as virtual reality and artificial intelligence in Mining and Electrical Engineering programmes, respectively. The use of these technologies will expand to other academic programmes in 2020.

### *Objective 3: International profile for GES*

FEBE has significantly contributed towards supporting the University's vision to be an international university of choice. In 2019, of FEBE's total headcount of 10 181 students, 1 244 students were international (HEDA, Dean's KPI Report, 4 February 2020). In addition to this, FEBE is also home to 64 international staff (HRIS, 31 December 2019).

In collaboration with the Internationalisation Office, FEBE has enriched its international profile by successfully completing its third Africa-by-Bus excursion that took place in July 2019. Both undergraduate and postgraduate students were registered for an all-expenses paid academic and cultural excursion to Windhoek, Namibia. The trip consisted of 48 postgraduate and undergraduate students across all 12 FEBE departments, four chaperons and two drivers, a total of 54 people. The students visited the Namibia University of Science and Technology (NUST), where they spent time in their relevant departments and were exposed to how their different disciplines operated in Namibia.

The conferral of honorary doctoral degrees to President Xi Jinping of the People's Republic of China, Prof Phillip L. Clay and Prof Romain Murenzi, further enhanced FEBE's global reputation. In addition to this, over 12 public lectures aligned to the institution's 4IR positioning were successfully presented by renowned international speakers.

FEBE has remained committed towards the internationalisation of its student population, staff and academic collaborations.

### *Objective 4: Student-friendly living and learning environment*

As part of FEBE's accreditation preparation planning, the Faculty strove to ensure that student living and learning spaces were suitable, complying with health and safety regulations. As such, the Faculty was able to maintain and ensure health and safety compliance, which has undoubtedly proved to enhance the teaching and learning environment.

In particular, FEBE continued with the project of upgrading its venues. In 2019, FEBE undertook Phase 2 of its audiovisual (AV) upgrade on the Doornfontein Campus. In particular, laboratories in the Department of Mining and Mine Surveying were upgraded. Phase 3 of this project continues in 2020, across the Auckland Park Campus as well. These upgrades seek to enhance a student-learning environment that facilitates an improved learning experience of students.

### *Objective 5: National and global reputation management*

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks, both within and external to the continent. FEBE's global reach and impact are evident by the number of international staff and students the Faculty attracts.

On the local front, however, given the new stream of programme offerings, it has emerged that FEBE's rebranding process requires greater focus. FEBE's new role in the context of scarce skills development within South Africa, together with the new ECSA-related programme standards, appear unfamiliar to the majority of potential students and to the industry. The Faculty has therefore intensified its focus on building and maintaining more integral relationships with industry and professional bodies.

Extensive community and industry engagement still featured strongly on the FEBE 2019 calendar. A number of interactive student events enhanced local and international standing and awareness of the Faculty and the discipline.

### *Objective 6: Fitness for global excellence and stature (GES)*

The Faculty has continued to enthusiastically adopt and utilise social media platforms as these allow for targeted and insight-driven promotional strategies. All social media activity undertaken complies with the institution's social media guidelines. Insights indicate increased engagement levels with a niche user profile ranging from varying engineering disciplines, industry practitioners, sponsors and partners, to students and staff. These avenues have proved critical towards growing FEBE's fitness for global competition and awareness.

Displaying FEBE's commitment and readiness for fitness for global excellence, the Institute for Intelligent Systems (IIS) was launched formally during 2019. IIS is actively involved in creating new knowledge in different areas of 4IR through publications in books, reputable journals, and conferences both nationally and internationally. In doing so, the IIS has throughout 2019 been actively involved in driving various initiatives aligned to the Fourth Industrial Revolution. IIS has collaborated and worked closely with various industry partners and government agencies, such as Nedbank, the Department of Planning Monitoring and Evaluation (DPME), and the Sugar Milling Research Institute (SMRI).

IIS has also collaborated internally to develop online and contact courses on topics related to 4IR. The IIS has played an active role nationally through participation in panel discussions and delivering keynote addresses on 4IR, to build awareness around the concept. On the internationalisation front, IIS is successfully developing international and Pan-African collaborations. The Institute has also successfully developed prototypes of 4IR technologies.

## EMPLOYEE PROFILE

As at 31 December 2019, the Faculty employed 273 staff members. This comprised 175 academic, 54 technical and 44 support staff, with 64 members of staff being international (HRIS, 31 December 2019). This shows a slight increase from the 267 staff members employed in 2018.

Transformation remains a critical imperative of the Faculty. FEBE has employed preferred employment strategies to recruit designated candidates, as far as possible. A review of 2019 new appointments confirms that 71% of new appointments made were of designated candidates.

Overall, the FEBE employee profile is categorised by 59% designated employees, 18% non-designated and 23% international employees (HRIS, 31 December 2019). FEBE remains committed to staff development and training. With regard to the academic employee profile of the Faculty, 90 academic staff members hold doctoral qualifications (HEDA Staff Headcount Cube, 19 February 2020). FEBE remains committed towards increasing this number in the near future. Faculty oversight regarding the monitoring of the completion of qualifications has assisted in this process.

## STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE

### *Student profile in subsidised academic programmes*

FEBE's student profile in subsidised undergraduate programmes has dramatically shifted since the implementation of the new Bachelor of Engineering Technology programmes in 2017. The APS requirement for these programmes is significantly higher than that of the diploma offerings, which they have replaced. As such, the academic calibre of students registered in the Faculty has risen, with 455 students with an APS of 35 and greater now registering. This is a significant increase from the 326 in 2016 (Dean's KPI Report, HEDA 19 February 2020).

### *Student success and experience*

For the 2019 academic year, FEBE had 8 583 undergraduate students registered and produced 2 186 undergraduate graduates, yielding a graduation rate of 25,5%. The postgraduate student complement comprised 1 598 students, with 175 graduates at a graduation rate of 11% (HEDA HEMIS data, 19 February 2020). These numbers will increase, however, as the graduation cycle for the 2019 academic year draws to a close. A significant increase in graduates has been noted for programmes that are phasing out. This trend is particularly evident for the Bachelor of Technology (BTech) programmes with 1 188 registrations in 2018 compared to 1 335 in 2019. The Faculty foresees this trend continuing as students successfully exit these phased-out programmes.

FEBE continued to operationalise and implement the phase-out plan of non-aligned programmes in 2019. The process has been challenging, resulting in an increased workload model for academic staff. The higher graduate numbers, however, indicate that informing students of the looming phasing out has assisted in ensuring that students successfully exit the programmes at an increased rate.

### *Relevancy and impact of academic programmes*

FEBE received Council on Higher Education (CHE) accreditation for a large number of new and replacement programmes in 2019. FEBE is thus now fully aligned to the HEQSF, offering full articulation with all undergraduate programmes leading to postgraduate studies.

Of the voluminous number of programmes developed and submitted for accreditation from 2016 to 2018, three out of three advanced diplomas, 13 out of 13 honours degrees, three out of three postgraduate diplomas, nine out of ten new master's, and eight out of eight Master of Technology (MTech) replacement master's programmes were accredited by the CHE. In addition to this, four out of four additional fields of study were approved for the PhD.

The relevance and impact of the successful accreditation process is substantial as FEBE has managed to facilitate a challenging transition between non-aligned to fully aligned programmes. During this challenging period of transition nationally, the FEBE suite of new programmes offers seamless articulation pathways all the way up to the doctoral level. This has helped the Faculty maintain stability with regard to its significant contribution towards University enrolment targets in the SET sector. It has also ensured the steady transfer of engineering and the built environment professionals into the employment sector.

***Non-subsidised academic programmes***

FEBE offers academic oversight to the Institute of Intelligent Systems (IIS). In 2019, the IIS developed a number of non-subsidised short learning programmes (SLPs) relating to 4IR. In addition to this, the IIS also began development and the approval process for a number of SLPs that would be offered at the UJ Devland site, in partnership with industry. These offerings seek to directly advantage UJ graduates by offering them both theoretical and practical exposure to the use of 4IR in the workplace.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

FEBE participated in a number of community and stakeholder engagements throughout the year. FEBE actively maintains and builds its societal and industry networks, thus enhancing the Faculty's profile through community uplifting endeavours.

FEBE coordinated a tour and presentation of the Faculty in partnership with the Internationalisation Office for 45 learners from Soofia International School in Lesotho. Three hundred high school girls were hosted for an on-campus seminar presented in partnership with the Australia South Africa Alumni Association. This initiative illustrates FEBE's commitment to school outreach and the increased role of women in engineering.

FEBE participated in the launch of St Barnabas and UJMET as specialisation schools in High Tech and Innovation by MEC, Panyaza Lesufi. Five FEBE departments also successfully participated in a LEAP Science and Maths School engagement.

An Engineering Week was presented in collaboration with UJFM, with FEBE heads of departments profiling the new BEng Tech programme. A postgraduate student welcome and induction day was held, which featured industry partners from ECSA, the National Research Foundation, the Department of Science and Technology, the Council for Scientific and Industrial Research, and the Institute of Chartered IT Professionals (ICITP). Internal stakeholders included the Postgraduate School, the Library and the Internationalisation Office. FEBE's commitment to industry outreach was evident by key industry engagements with Penetron SA, Schneider Electric, Tetrapak, Jurumani Solutions, Glencore and Facebook.

In an effort to reach and secure student recruitment, over 35 bursary and scholarship opportunities were profiled and circulated across all feasible communication platforms. FEBE continues to enjoy an increased social media following with a 5-star rating across Twitter, YouTube and Facebook.

## RESOURCE MANAGEMENT AND SUSTAINABILITY

FEBE focused its commitment towards the responsible and sustainable management of its resources. In 2019, bi-monthly meetings were held with the FEBE business partner, heads of schools and heads of department. This facilitated stronger relationship building and enhanced effective communication between stakeholders.

Journals for 2019 financials closed on 23 January 2020. Debit balances were at R4 551 641 as at 31 December 2018 and R6 125 775 as in November 2019. In addition to this, R1.5 million was used to aid FEBE researchers with conferences and travel, thus supporting key research and collaborative initiatives.

FEBE spent 87% of its budget in 2019, in comparison to 99% in 2018. FEBE also undertook to divide its staff development account into more effective workshop and team building activities. Two refresher workshops on the procurement systems and processes were held for all FEBE secretaries.

## LEADERSHIP

FEBE experienced a few critical changes in leadership during the 2019 academic year. The Executive Dean of the Faculty, Prof Daniel Mashao, continues to be supported by the Vice-Dean: Teaching and Learning, Prof Didier Nyembwe. Prof Clinton Aigbavboa no longer serves as Vice-Dean: Postgraduate Studies, Research and Innovation; Prof Yanxia Sun maintains an acting role in this portfolio. The continuity, professionalism and depth of FEBE leadership have therefore ensured that the Faculty maintains its trajectory in line with the strategic objectives of the University.

In light of the retirement of Mrs Elize Maas, FEBE also welcomed a new Head of Faculty Administration, Ms Lungi Bobi. A number of new heads of departments were also appointed in 2019. The Faculty collectively supported and guided the new appointments, given the urgency of a number of key strategic initiatives taking place.

## CONCLUSION AND WAY FORWARD

Having taken a number of strategic initiatives from 2016 to fruition in 2019, the 2019 academic year has offered FEBE a time to reflect and review areas for improvement and strategic growth. A number of challenges were overcome as a result of the resilience and dedication of both academic and professional support staff.

FEBE's state of transition of recent years is nearly complete, as staff and academics gear up for the improved implementation of fully articulated undergraduate programmes and a niche suite of postgraduate offerings. With this new trajectory, the Faculty remains committed towards growth and fit-for-purpose contributions towards the Science, Engineering and Technology (SET) sector.

FEBE has therefore been cognisant of the need to rebrand itself as a key player in the engineering and the built environment spheres. In addition, FEBE has remained committed to recognising and welcoming the critical role that industry and professional bodies will holistically play towards achieving the intended growth, impact and sustainability of its programmes.

Armed with an array of robust and vigorous 4IR-related initiatives, FEBE is eager to embrace and create the road towards a future of unimagined possibilities.

**Daniel Mashao (Prof)**
Executive Dean: Faculty of Engineering and the Built Environment

# Faculty of Health Sciences

## OVERVIEW

The University of Johannesburg's (UJ's) mission of *"inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge"* has served as the anchor for the Faculty of Health Sciences' strategic focus and has guided the identification and implementation of activities to further the institution and Faculty goals.

Prof Shahed Nalla, Vice-Dean: Teaching and Learning, acted in the capacity of Executive Dean from 1 April 2018 to 28 February 2019. Prof Sehaam Khan took up office as Executive Dean on 1 March 2019. Prof Nalla moved to the position of Vice-Dean: Research and Internationalisation on 1 March 2019. Late in 2019, the Department of Biomedical Technology received approval for a name change to the Department of Biomedical Sciences.

### EXCELLENCE IN RESEARCH AND INNOVATION

Over the past three years, the Faculty has taken significant strides in increasing its stature and reputation by focusing on the quality, integrity and impact of its research through creating an enabling environment for researchers to conduct and publish their work; attracting and investing in high-quality staff; inviting outstanding national and international academics to collaborate as visiting professors and research fellows; attracting a diverse, talented pool of postgraduate (PG) students and postdoctoral fellows; increasing external research income; and promoting a culture of innovation by conducting applied research with the potential to lead to commercialisation.

Strategies to enhance research outputs have yielded returns. As mentioned by the Deputy Vice-Chancellor: Research and Internationalisation, Prof Saurabh Sinha, the Faculty has for the first time not only met but exceeded its research output target (75 accredited units for 2019), submitting 85.75 units for auditing purposes (audited figures available April 2020), and increasing the number of accredited outputs compared to the final audited figure of 70 units in 2018. In 2019, most departments either increased their number of outputs or the number of staff publishing or outperformed their publication targets for the year. Intra-faculty research between departments and the Faculty's two research centres was strengthened, increasing opportunities for leading trans- and interdisciplinary research. The Laser Research Centre (LRC) was a top achiever, publishing 21 international accredited articles, four peer-reviewed conference proceedings and three book chapters (with a further two in press and 22 submitted). The Department of Emergency Medical Care (EMC) established itself as the leading national department of its kind regarding accredited research output. Researchers in the Faculty made 155 presentations at national and international conferences during 2019, and five researchers received best/runner-up poster awards at these conferences.

There were five rated researchers in the Faculty in 2019 (four C-rated and one B-rated), remaining constant from 2018. The Faculty appointed 11 postdoctoral fellows, concentrated mainly in its research centres, who contributed 5.71 units to the overall publication output. The number of visiting professors and research

fellows decreased from 27 (in 2018) to 22 in 2019, after a sharp increase from 16 in 2017. These appointees have contributed to postgraduate student supervision and to increasing the Faculty's research outputs through publications and mentoring early career researchers around publishing.

The Faculty's research was acknowledged for its excellence on external platforms. Prof Heidi Abrahamse (LRC) received the 2019 Humanitarian Award at the 17th World Congress of the International Photodynamic Association – the award recognises those who have made selfless efforts and personal sacrifices to enhance and promote the science of photodynamic therapy. Dr Sumayya Mieta (Water and Health Research Centre (WHRC)) received the 2019 Water Research Council (WRC) Knowledge Tree Award for 'New Products and Services for Economic Development' and the 2019 Panache 5th Annual Gauteng Women of Wonder Award. Several researchers were recognised within UJ for their outstanding achievements, including Dr Cherie Kruger (LRC) who won the prestigious Vice-Chancellor's Distinguished Award for Most Promising Researcher of the Year.

The Faculty received external funding for research amounting to R4 364 332.82 from the National Research Foundation (NRF), the WRC, the African Laser Centre (ALC) of the Council for Scientific and Industrial Research (CSIR), the National Laser Centre (NLC) Rental Pool, CANSA and the Welcome Trust/Department of Biotechnology (DBT) India Alliance. NRF funding came from multiple instruments, including SARChI, Thuthuka, NRF SA-India, Knowledge Interchange and Collaboration (KIC) and the NRF Development Fund. This external funding included service income from research amounting to R409 832 from internal UJ contract research and external sources. Zeus Soft (Belgium) Radar Opus donated an electronic database to the Department of Complementary Medicine to the value of €192 000.

Researchers in the Faculty undertook over 35 collaborative research projects and activities with national and international partners. The following are examples aimed at generating multidisciplinary research and inspiring community transformation:

- The Department of Medical Imaging and Radiation Sciences (MIRS) started a 4IR collaborative project with the Department of Health Technology and Biology at the Federal Institute of Bahia, Brazil. Other ongoing collaboration with colleagues in Brazil is aiming to develop an app for quality assurance in mammography.
- The Department of Environmental Health conducted a household survey on water, sanitation and health with the Ehlanzeni District Municipality in Mpumalanga.
- The Department of EMC, in collaboration with several international universities, continued with the five-year linear study into paramedic wellness and burnout.

The WHRC upgraded its laboratories with funding received in 2018 and developed an associated ISO17025 manual for the laboratory. This will further promote research excellence by enabling the Centre to publish in higher impact journals and attract additional research funding. The WHRC also launched their innovative mobile laboratory to assist with fieldwork in remote research areas.

From an innovative perspective, 2019 saw the Department of EMC conduct the first field tests for the mobile command post, which was custom designed together with experts and consultants from the Off-Road Rescue Unit. Further testing using drone technologies will be done in 2020. The intention remains to patent the design and to explore the opportunities for commercialisation of the product for the African market.

The Faculty has identified various risks related to research excellence and innovation, and implemented strategic initiatives to mitigate these:

- Capacity to increase research output: For some departments, the small pool of staff with doctoral qualifications constrains efforts to increase publication outputs. Over time, the large number of staff enrolled for doctoral degrees (see section on fitness for global excellence and stature) will create a larger pool of research active staff who, with appropriate mentoring, can develop into strong academics. Partnerships and collaboration, including with visiting professors, can help bolster research productivity and provide mentoring to early career researchers to help mitigate the risk.
- Access to academic resources: There is limited access to Department of Higher Education and Training (DHET) accredited journals for several departments. A concerted effort to encourage the editors of peer-reviewed journals to apply for accreditation is needed.

- Supervisory capacity: As master's and doctoral enrolments in the Faculty increase, so does the supervisory workload. In particular, the Faculty identified the risk around supervisory capacity as being a concern for the online master's programme. Although engaging external supervision can help decrease the ratio of PG students to supervisors, this strategy cannot be implemented in isolation of internal strategies to bolster capacity. The Faculty will continue to manage enrolments as per targets and consider current supervisory capacity. As staff in the Faculty obtain their doctorates, the internal capacity for supervision will increase.
- Translation of PG research into publications: The WHRC and the Department of Complementary Medicine have piloted a publication-style mini-dissertation that enables students to translate their dissertation into a publication in a short turnaround time. If successful, the Faculty can implement this strategy in other departments.
- Lack of funding for research and equipment: Insufficient resources to acquire equipment and software to compete with global players remain a risk. Efforts are made to ensure the most efficient use of available funds, and departments are encouraged to identify and pursue opportunities for third-stream income. As part of the Faculty Strategic Plan 2020-2024, a key performance indicator related to a minimum required number of external grant applications will be added to the performance reviews of senior lecturers, associate professors and professors. Categorising the Faculty's research into umbrella niche areas of international relevance will enhance the probability of success when approaching funders.
- External risks: The LRC has ensured that its lab is on full backup power, to mitigate the impact of continued rolling power outages because of load shedding that pose a risk for damage to expensive sensitive equipment and for disruption of work.

## EXCELLENCE IN TEACHING AND LEARNING

The Faculty continued to advance excellence in teaching and learning through multiple initiatives, including maintaining an appropriate enrolment profile; enrolling outstanding students from diverse backgrounds; maintaining excellent success, retention and graduation rates; offering curricula that are current, internationally aligned and quality reviewed; encouraging innovations in teaching and learning, including teaching with technology; contributing to the scholarship of teaching and learning; and delivering students who are prepared for the world of work. Successes for 2019 are outlined below.

The Faculty and various departments embarked on a diverse range of student recruitment initiatives through traditional print media and via social media platforms, with the objective of promoting the Faculty's programme offerings and recruiting top-quality and qualifying students. The initiatives yielded positive results with an increase in application numbers for 2020 and an improvement in the proportion of Orange Carpet students applying.

The enrolment target set for the Faculty was 4 305 students, and 4 461 students were registered (a slight over enrolment). Table 29 below shows the enrolment profile for the Faculty in the period 2016-2019. Total UG enrolments increased in 2019 to 3 029, and the proportion of first-time entering students with an APS of 35 increased to 44,8% of all first-time entering students. A slight decrease in Orange Carpet students was noted from 49 in 2018 to 43 in 2019. Total PG enrolments continued to increase in 2019 to 1 432. At master's level, enrolments increased to 508 in 2019, while doctoral registrations remained relatively stable at 73. Enrolment in doctoral qualifications was affected by the late approval in August 2019 of the PhD in Health Sciences.

### Table 29: Enrolment profile 2016-2019

| | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **Total UG enrolments** | 2 812 | 2 811 | 2 881 | 3 029 |
| **First-time entering students with AP Score >35** | 231 | 330 | 232 | 276 |
| **Total PG enrolments** | 1 090 | 1 007 | 1 118 | 1 432 |
| **Master's** | 235 | 284 | 429 | 508 |
| **Doctoral** | 61 | 73 | 74 | 73 |

A continued increase in designated students and a steady decrease in non-designated enrolments are noted. The total non-designated enrolment was 622 (13,9%) compared to 638 in 2018, 677 in 2017, 714 in 2016, and 754 in 2015. In terms of designated students, 3 062 black students were enrolled, compared to 2 825 in 2018, 2 643 in 2017, 2 583 in 2016, and 2 439 in 2015. There were 178 coloured students enrolled in 2019 compared to 165 in 2018, 158 in 2017, 150 in 2016, and 132 in 2015. In total, 273 Indian students enrolled in 2019 compared to 267 in 2018, 284 in 2017, 265 in 2016, and 241 in 2015. The number of UG and PG students funded through NSFAS has continued to increase annually as follows: 399 (2015), 447 (2016), 867 (2017), 1 171 (2018), reaching a high of 1 207 in 2019.

The Short Learning Programme (SLP) Office registered 582 students, compared to 512 in 2018. A total of 85 SLPs were offered, compared to 45 in 2018 and 67 in 2017 – a significant increase in the number of SLPs offered. The SLP Office, as an HPCSA affiliated service provider and accreditor for continuous professional development (CPD) activities, approved 107 CPD activities from various service providers across South Africa. These offer alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of lifelong learning in line with the requirements of regulatory bodies.

The phasing out of old qualifications and the introduction of new qualifications posed some risks and challenges to managing the enrolment profile of the Faculty. In some cases, the effect could be a decrease in applications and/or enrolments, while in other cases, the inverse may apply – although over time it is expected that this effect will even out. The new qualifications are expected to help attract more high-quality students and increase the international profile of the Faculty. Various marketing strategies have been, and will continue, to be implemented to create awareness among target groups around the new qualifications. Specific challenges experienced during 2019 enrolment included: (i) the late admission of MIRS students who require hospital placement before registration; (ii) difficulties in ensuring attendance at interviews and physical fitness assessments to convert EMC applicants to full registrations – in 2019, approximately 600 applicants were invited to interviews and fitness assessments, yet very few applicants ultimately took up the offer; and (iii) returning students exceeded the planned numbers by 26%. This was affected mainly by BTech enrolments. In future, this problem will be eliminated with the phasing out of these qualifications. There was also an underestimation of the number of returning students within the four-year qualifications.

The Faculty has maintained an overall success rate above 85% since 2013, achieving an 89,9% success rate for 2019 and exceeding the target of 87%. Although there was a slight drop from 90,8% in 2018, UG success rates have fluctuated between 93,3% and 89,1% since 2013, with a typical pattern of marginal increases in one year and slight decreases in the following. This fluctuation can be partly attributed to the phasing out of qualifications where repeat students are registered for pipeline modules. Retention at UG level was high, with 85,2% of students returning in 2019 to the Faculty. UG graduation numbers (722 in 2019) remained relatively constant from 2018 (737), with 47,7% of mainstream students completing their three-year degrees in minimum time. This is only marginally lower than the 48% target for 2019. PG graduation numbers increased from 272 in 2015 to 367 in 2019, remaining relatively constant from 2018 (362 graduations).

The success of students in the field of Health Sciences is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC), which affords students a wide range of opportunities to participate in work-integrated learning (WIL). The number of patients seen (excluding free patient screening) at these approved sites by students under the supervision of qualified practitioners increased from 28 235 in 2018 to 28 779 in 2019. The decrease from the higher figures in 2017 (31 814) and 2016 (30 957) was linked, at least in part, to the Somatology programme being phased out.

In line with the recurriculation of programmes by the professional boards and relevant councils, as well as DHET requirements, several new programmes were submitted from 2016 to 2018 to DHET and/or the Council on Higher Education for consideration and approval. The following programmes have been approved:

- Advanced certificate: Medical Rescue.
- Higher certificates: Emergency Medical Care, Sports Administration, Sport Coaching and Exercise Science.

- Bachelor of Health Science: Sport and Exercise Sciences, Podiatry, Complementary Medicine, Chiropractic, Nursing, Medical Laboratory Sciences .
- PG Diploma: Acupuncture, Phytotherapy.
- Master of Health Sciences: Contact and online; Master of Health Sciences in Complementary Medicine, Chiropractic.
- Doctoral: Doctor of Health Sciences in Complementary Medicine, Doctor of Nursing in Advanced Midwifery, Doctor of Philosophy in Health Sciences.

Some programmes will be implemented in 2020, while others will begin in 2021, due to accreditation late in 2019. Several postgraduate diploma programmes have been submitted and are awaiting accreditation: Critical Care Nursing, Midwifery, Occupational Health Nursing, Nursing Education, Health Service Management and Primary Care Nursing. A new PG Diploma in Simulation Learning is being developed for submission.

The Faculty continues to embrace and advance the use of technology in teaching and learning. Many departments have adopted blended learning (currently 66 modules use this approach), and staff members continue to participate in capacity development initiatives to enhance their skills in this regard. Some departments have identified e-learning champions to focus and drive the uptake of technology in teaching. Technologies used by departments include Blackboard (Learning Management System), uLink, uJoogle/Google, Turnitin (plagiarism detection), referencing software, as well as online discipline-specific databases and apps. The use of handheld devices in teaching has been adopted by several departments, depending on practicality and the availability of infrastructure. Departments use these technologies for diverse purposes, including information sharing and communication with students (posting announcements), monitoring student attendance (with handheld devices and uLink), providing access to learning materials (e-learning guides, and sharing lecture notes), sharing multimedia (videos or other web content related to module content), creating active learning spaces in the classroom (e.g. demonstrations and practicals in class), student collaboration through online discussion forums, online assessments, and online lecturer and module evaluations. Furthermore, the online Master's in Public Health has given the Faculty an opportunity to be a leader in online programmes.

The Faculty does not only use technology to teach, but also teaches students to use high-end technologies – for example, several PG students were capacitated in the state-of-the-art technology and laboratory techniques, including flow cytometry and live cell imaging.

Several departments have embedded 4IR within their modules as part of teaching, learning and assessment. The Department of MIRS continued to implement the *Myprogress@* software across UG qualifications as a 4IR (internet of things) tool for the management of the clinical training platform. The software enables assessments to be performed on iPads or mobile phones. It is envisaged that once comprehensively implemented, these software packages could be rolled out to more departments.

The Faculty is committed to embedding decolonisation into the curriculum of all programmes. The social determinants of health concepts have been incorporated into most professional practice modules, and decolonisation is promoted by using locally relevant case studies as applicable to each programme and integrating these into assessments (where plausible). A concerted effort is made by departments to incorporate context, content and discussions around indigenous African knowledge as appropriate. The Faculty is confident that students are exposed *"to the best knowledge skills, values, beliefs and habits from around the world, that are not limited to one country nor one continent"*, thus incorporating the principles of decolonisation, but with a focus on and from a health perspective.

The Faculty increased its publications related to the scholarship of teaching and learning. Two of the five publication outputs (by the Department of MIRS) focused on developing software for teaching, learning and assessment.

As a strategic initiative, the Faculty will continue discussions around establishing a Medical School.

In addition to the enrolment related risks, the Faculty has identified that the placement of students in Biomedical Sciences for WIL may pose a risk, given the limited number of training accredited laboratories around Gauteng where students can be placed. Continuous negotiations and careful planning are under way to mitigate this risk.

## ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

An enriching student-friendly learning environment that is conducive to learning is a strategic imperative for both UJ and the Faculty.

Students in the Faculty have access to dedicated venues equipped with state-of-the-art modern education equipment that are the envy of many other institutions. Examples include the clinical simulation laboratory, the Human Anatomy and Physiology complex, and a virtual teaching platform. Optometry students have the use of the high technology ocular coherence tomography. The innovative Simulation Assessment Tool to Limit Assessor Bias (SATLAB) system, developed by UJ, continues to be adopted by an increasing number of local public and private education and trading providers. Several large-scale teaching infrastructure projects, recently completed or planned for implementation in 2020, will further this competitive advantage. The Department of EMC has been leading in terms of cutting-edge infrastructure for teaching and learning. Within the Department, an additional investment of over R3 million was spent on the completion of a new high-fidelity venue within the existing simulation laboratory. Through a strategic MOA with Rescue South Africa, 2019 saw the relocation of their operational cache of medical rescue equipment, staff and related infrastructure to UJ's Doornfontein (DFC) Campus. This provides UJ's students with access to the largest collection of medical rescue equipment on the continent. During 2018, Council approved funding to begin the construction of the first integrated on-campus rescue simulation centre on the African continent. During 2019, the R41 million tender was awarded to a service provider to begin construction of the facility, which will further profile and position UJ as a regional and global centre of excellence for medical rescue education.

The Faculty aims to provide holistic support to students, insofar as is feasible. Some departments have implemented a peer-mentoring system, where first years are linked to a 'buddy' who helps them adjust to the higher education environment. In other departments, committees and associations provide a platform for students to engage.

Students across South Africa – not only at UJ – face continued financial challenges within higher education. Delays in funding and the uncertainly of NSFAS funding exacerbate their plight. Several initiatives in the Faculty have aimed to help students in financial need. The Faculty received R257 781 from Sizwe Medical Aid as financial assistance for students. The Medical Aid approached the Faculty and selected the students they deemed in need of assistance – funds were paid directly to the students who were assisted. Some students are unable to afford the equipment and uniforms required for the commencement of their studies. These students were assisted with uniforms from the Department of EMC thrift shop, and digital watches, running shoes and swimming goggles were provided to first years who were not in a position to purchase their own. As a more sustainable solution, it is proposed that tuition fees for EMC programmes be increased by the amount that the uniform and equipment costs. If approved, UJ will buy the uniforms and equipment and then issue directly to students. These costs could then be covered by NSFAS funding (which is not currently the case).

There are still challenges in providing an enabling learning environment for students – several of which are similar to those reported in the past three years. Scheduling exams and tests remains problematic as there is not always adequate access to computers/computer labs. There are sporadic issues with Wi-Fi access for students, which hamper progress in implementing web- and cloud-based teaching and learning initiatives. Dwindling operational and maintenance budgets together with depreciation of the local currency will continue to pose a risk to ongoing maintenance and expansion of equipment and facilities at all campuses.

In particular, the teaching venues, facilities and surrounds of the DFC Campus remain a concern, although much has been done towards improving the Campus. Teaching facilities require constant maintenance and checking to make sure they are of acceptable standard, and repairs are not always attended to timeously. A lack of air conditioning in some venues is a challenge, and there is not enough space for students to sit and study. Concerns have been raised about safety and security in the surrounding area. The Faculty continues to liaise with DFC Campus administration with respect to infrastructure, IT and safety concerns.

Safety and security issues are not only limited to the DFC Campus. At off-campus clinical learning experiences and related activities, there were increasing reports received during 2019 from students and staff who were victims of criminal activity on their way to or during shift. The Faculty will continue to do what is within its means to protect students and staff from harm associated with their academic and clinical engagements.

## INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

The Faculty had several achievements in terms of enhancing its international profile for global excellence and stature, including increasing the proportion of international students; recruiting international academics of stature including visiting professors, postdoctoral and research fellows; and increasing the number of partnerships with international universities and African countries to secure funding and enhance collaboration.

The number of international UG students increased from 87 in 2014 to 157 in 2019, with international PG numbers increasing from 32 in 2014 to 168 in 2019. The Faculty hosted 11 visiting professors and research fellows from Europe (four from the United Kingdom, two from Switzerland), Northern America (three from the United States of America), and Oceania (one from Australia and one from New Zealand). Within this group, scholars of significant stature have been attracted, for example, Prof Michael R Hamblin, from Harvard Medical School who has a Publons H Index of 85.

Thirteen memoranda of understanding (MOUs) and/or memoranda of agreement (MOAs) are in place between departments and centres in the Faculty and international partners. These agreements span a diverse geography, including Asia (India, Taiwan), South America (Brazil), Africa (Namibia, Sudan), Europe (Ireland, Sweden), Northern America (USA), and Oceania (New Zealand). Collaborative activities under these agreements include research, exchange visits as well as teaching and learning related activities. Collaboration with international partners also takes place outside the formal agreements. More than 20 research collaborations and activities with international partners were undertaken in 2019 through formal and informal partnerships. These include projects with identified strategic partners, for example, with the United Nations through the UJ Olympic Studies Centre (UJOSC), which is recognised, in partnership with UNESCO, as the hub for the Global Observatory for Women, Sport, Physical Education and Physical Activity.

Researchers from the Faculty made 87 presentations at international conferences. This is a significant increase from 2018 where staff presented 69 research papers at international conferences. Several researchers in the Faculty were invited to present international keynotes or lectures – for example, Prof Shahed Nalla was invited to deliver two lectures in July 2019 in the Department of Chiropractic at Macquarie University, Sydney, Australia.

The Faculty currently offers one joint international programme – the Global Master's Programme within UJOSC is offered collaboratively between the Universities of Utrecht (the Netherlands) and Tsukuba (Japan) and the UJ Department of Sport and Movement Studies. A PG Diploma in Clinical Simulation is currently being developed through the funding made available by the U21 Health Sciences Group (HSG) Executive. The programme will be offered jointly online with two other U21 HSG partners.

The Faculty hosted several international staff and students during 2019. For example, Edgehill University (UK) sent six paramedic students and one lecturer to the Gariep Dam rescue event, and three Australian paramedic students participated in a clinical practice exchange programme. Outbound student mobility initiatives saw more than 30 students in the Faculty gain international exposure – primarily through the Africa-by-Bus initiative.

Funding for and the cost of international engagement are the key risks associated with advancing the strategic objective of global excellence and stature. The depreciation of the local currency and the associated costs of international travel pose a challenge. Similar constraints could negatively impact the feasibility of outbound staff and student exchanges.

## NATIONAL AND GLOBAL REPUTATION MANAGEMENT

### *Global reputation management*

All the achievements reported under the strategic objective global excellence and stature have contributed to building a strong global reputation for the Faculty.

In addition to these activities, senior academics play leading roles on international boards, hold influential positions in international science associations and serve on editorial boards of leading international journals – which further enhance global reputation. Prof Heidi Abrahamse (LRC) is on the international advisory board for the World Association of Laser Therapy (WALT), and an honorary member of the board of directors for the World Academy of Laser Applications, the European Medical Laser Association, Indian Association of Laser Therapy, and the ALC. She serves as co-editor-in-chief for the international journal *Photobiomodulation, Photomedicine, and Laser Surgery*, while serving on the editorial boards for eight additional international journals. Prof Nicolette Houreld (LRC) was on the Executive Council of the WALT as interim treasurer (2018-2019) and vice-president and served on the editorial board of two international journals. Dr Neil Gower (Complementary Medicine) was appointed to the World Health Organisation (WHO) as a steering group member of the International Regulatory Cooperative of Herbal Medicine and assisted in the compilation of the WHO external expert review on this matter.

Engagement within the Southern African Development Community (SADC) continues to receive attention. The Africa-by-Bus project – a UJ international outreach initiative – aims to expose staff and students to a SADC country's health care system, community and environment. In 2019, the project was an engagement in Eswatini, focused on the screening of non-communicable diseases (NCDs) and promoting health education. Three departments – EMC, Nursing and Complementary Medicine – participated in this pilot outreach initiative in collaboration with the University of Eswatini. Over 300 screenings were completed. An EMC team that responded to the floods in Mozambique as a result of Cyclone Idai received an accolade from the United Nations Office for the Coordination of Humanitarian Affairs, acknowledging their contributions to the search and rescue efforts during the floods.

### *National reputation management*

The Faculty marketing coordinator has actively worked towards maintaining a dynamic brand for the Faculty through diversified marketing offerings. The Faculty's website was revamped to enhance user experience and ensure up-to-date information. Several departments and both research centres have an active social media and online presence to promote their activities and research. Some departments leveraged public events – for example, external sporting events and clinic open days – to market their offerings to prospective students.

Staff from across departments and the research centres have continued to serve and lead within the broader scientific community in South Africa, in their respective professional bodies and associations and in the public sphere through a range of engagement activities.

Many staff are guest lecturers, examiners or moderators at other South African universities and are invited to serve as reviewers for journals or conference abstracts. Collaboration with other higher education institutions, particularly in the Gauteng province, is ongoing. Dr Gower (Department of Complementary Medicine) was a guest lecturer at Wits University's School of Pharmacy and Pharmacology and was thereafter invited to form a collaborative research unit with Wits and Tshwane University of Technology on phytomedicine research. The Faculty participated in the conceptualisation of the Gauteng Research Triangle – a proposed large-scale 4IR-related collaboration between UJ, Wits and the University of Pretoria.

Agreements and collaborations with several science councils, including the WRC, Medical Research Council (MRC) and the CSIR, increase the uptake and translation of the Faculty's research in applied settings. Prof Heidi Abrahamse (LRC) serves on the ASSAf Committee on Scholarly Publishing and on the Department of Science and Technology/CSIR Photonics Road Mapping project.

Numerous staff serve on professional boards and associations. Dr Sibusiso Mdletshe is Vice-Chair of the Radiography and Clinical Technology Board and Chair of its Education, Training and Registration Committee. Ms Brenda Mahlaola is also a member of the Board. Staff members in the Department of Chiropractic were elected as Chairperson of the Allied Health Professions Council of South Africa, and Vice-President of the European Council on Chiropractic Education (ECCE). Ms Julian Mthombeni (Head of Department: Biomedical Sciences) is a member of the HPCSA Board of Medical Technology and a member of the Education, Training, Quality and Assurance Committee.

Several MOUs/MOAs with national partners in government (local and provincial), the private sector and NPOs have been signed. These increase the reach and impact of the Faculty's research and engagement activities. The Department of Biomedical Sciences, for example, has signed an umbrella agreement with the National Health Laboratory Services following many years of collaborations, allowing for further sharing of skills and knowledge between academia and industry. Senior staff in the Department of Complementary Medicine are directly involved with the strategic and legislative implementation of regulatory structures related to the profession. Through this link with the South African Health Products Regulatory Authority, the Department is able to lend prominent direction to the regulatory mechanisms of medicine and devices, in general, and complementary medicines, specifically.

Four public lectures were held during 2019. Notably, the two-part *Rethinking the Healthcare Profession Landscape in the era of the Fourth Industrial Revolution* series, which was hosted by the Faculty in collaboration with the Library and academics from other faculties.

The launch of the WHRC mobile lab attracted significant media attention, including one TV interview, seven radio interviews and numerous journal and newspaper articles. Dr Janice Pellow, Department of Complementary Medicine, did two public radio interviews – one with Power FM and the other with Radio SABC.

Departments have undertaken a wide range of community-based engagement activities of a varied scope and scale; in several cases, these engagements are aligned with students' WIL at accredited training sites. The Faculty's longstanding relationship (since 2010) with the Riverlea community continued, and in 2019, a total of 1 602 beneficiaries were reached through the engagement of students and staff from five departments. Other examples include the Department of Chiropractic, which continued its community outreach of weekly visitations to the Ethembeni Children's Centre to give chiropractic care to the children at the home. Other departments in the Faculty (including Biomedical Sciences) have been engaged at the Centre on an ad hoc basis. An MOA with Khula Natural Health Centre NPO (an approved clinical training site by the AHPCSA) affords master's students the opportunity to volunteer as interns providing homoeopathic medical treatment to the community of Khula. The impact of the Faculty's community engagement has been recognised, and the Department of EMC was awarded first place in the UJ Service Excellence Awards for community engagements.

## FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for global excellence and stature requires the Faculty to be financially stable, generate external income and increase third-stream income; ensure the Faculty is representative of the South African population; retain and attract well-qualified staff; be conscious of the environment; and manage and mitigate risks as applicable.

As noted earlier, a total of R4 364 332.82 external funding was raised for research (including service income from research). Income generated by the HTCs increased by 12,3% from R3 367 130.17 (2018) to R 3 782 719.30 in 2019. The Faculty's gross third-stream income from SLPs was R1 040 000 (a decrease from R1 538 840 in 2018), and from CPD it was R141 994.03 (an increase from R74 105.71 in 2018). Total income (from SLP and CPD) for 2019 of R1 181 994.03 was lower than R1 612 945.71 for 2018 and R1 695 255.04 for 2017. The fact that the Department of Optometry did not offer the Diagnostic SLP in 2019 contributed to the decline in income for 2019, compared to 2017 and 2018. If the SLP had been offered, the gross income would have increased to R1 885 994.03 for 2019. Only four departments offered SLPs in 2019, although it is a requirement to offer at least one per department. More SLPs need to be offered and/or inactive SLPs reactivated to increase SLP income significantly. Improved planning around CPD activities is needed to ensure the approval as accredited service provider is granted and activities can be delivered. Some service providers' CPD applications were declined due to requirements not being met or because applications were outside of their scope of practice.

The Faculty had a complement of 124 academic staff members in 2019 – including five professors, eight associate professors, 22 senior lecturers, 79 lecturers (including one clinical coordinator, and three clinical facilitators), eight assistant lecturers, and two researchers. The academic staff were supported by 54 support staff (clinic staff, faculty administration staff, administrative assistants, secretaries and laboratory technicians). South African

academic staff from designated groups represented 53,2% of the Faculty's appointments in 2019. This is slightly lower than the target of 55%. The proportion of staff from designated groups has been increasing since 2014 when the proportion was 44,55%. Designated staff in the academic support complement decreased slightly from 77,4% in 2018 to 74,5% in 2019.

To address the national call for promotion of designated candidates, 23 female and six male designated academic staff are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University, an increase of 11 from the 18 in 2018. A further 17 colleagues (non-designated) are participating in AAMP.

The number of academic staff holding a doctoral-level qualification increased, with ten staff obtaining their doctoral qualification in 2019. A further nine obtained a master's qualification. More than 90% of academic staff in the Faculty's departments and research centres now hold either a master's or doctoral qualification. Slightly more than one third (35%) of academic staff hold a doctoral qualification, an increase of 4% from 2018. This proportion is set to increase with ten academic staff currently enrolled for a master's and 35 for a doctoral qualification.

Four academics were promoted in 2019 (two to senior lecturer, one to associate professor and one to professor) compared to three in 2018, four in 2017, four in 2016 and four in 2015. There were two retirements in 2019 compared to four in 2018, four in 2017, two in 2016 and one in 2015. The Faculty had eight resignations in 2019 compared to six in 2018, four in 2017, two in 2016 and two in 2015. The number of resignations has continued to increase year-on-year, including senior staff. The loss of seasoned and specialist staff poses a risk to the Faculty – with several factors contributing, such as competitive remuneration packages at other higher education institutions and skills shortages in small specialist fields that may lead to expert staff being headhunted. Although this can negatively impact research output, the high proportion of staff enrolled for doctoral studies should offset this in the future. Lecturing staff in some departments will carry additional responsibilities in the implementation of the new programmes, which can lead to a sense of overload or experience of burnout. Vacancies in departments may increase these pressures.

The risks associated with a loss of seasoned staff as a result of resignation or retirement is mitigated through careful succession planning at the departmental level, offering competitive packages and filling vacant posts as efficiently as feasible, working in collaboration with HR to avoid unnecessarily protracted processes. When positions cannot be filled with senior or experienced staff, the Faculty plans to capitalise on the opportunity to create space for younger academics and invest in their capacities to become productive, experienced researchers. It is becoming increasingly important to adopt a forward-looking approach to recruitment to ensure the Faculty has the skills required to capitalise on opportunities in the field of 4IR.

Contributions are ongoing to minimise our carbon footprint with specific reference to energy saving, recycling and waste management.

A full occupational health survey was conducted in 2019, and results will be released in 2020. Risks linked to exposure to infection or injury in clinical settings are managed through appropriate policies, protocols and standard operating procedures applicable to students and staff. Measures have been put in place to move towards a cashless system at the clinics and stricter controls have been enforced for cash payments.

A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and of departmental and support structure committee meetings, and is regularly reviewed, updated and assessed. The specific challenges, initiatives and risks, discussed under each strategic objective in this report, provide an overview of the key risks identified by the Faculty.

## MOVING FORWARD

The Faculty will continue in its efforts to advance the University's six strategic goals, building on the Faculty's successes over the past five years and proactively working towards addressing challenges and gaps. The Faculty will continue to pursue and build strategic partnerships with collaborators within and beyond academia at all

levels – nationally, in Africa and beyond the continent – as a mechanism to further research excellence, ensure relevance and expand resources available for research, teaching and community engagement. Support for the professional development of staff as it relates to research, teaching and engagement remains a priority for the Faculty. In particular, the Faculty will continue to support and encourage staff who are enrolled for postgraduate qualifications to enable completion. This will make an important contribution to further enhancing the research profile and output within the Faculty and will make a major contribution to mitigating some of the risks around staff retention and retirement noted in this report. This will also enable the Faculty to expand and responsibly manage enrolments at the postgraduate level.

**Sehaam Khan (Prof)**
Executive Dean: Faculty of Health Sciences

# Faculty of Humanities

## INTRODUCTION

The Faculty of Humanities experienced both growth and transition in 2019. The Faculty initiated three main projects: a new and flexible BA undergraduate programme (which necessitated a fresh approach to and preparedness for teaching, learning and assessment); the filling of vacant posts through innovative headhunting; and the finalisation of an overarching Faculty Charter to strengthen governance. The Faculty continued with more established interventions, such as its research support package, the support of its centres and aligned institutes, and teaching and learning.

The Faculty experienced growth in a number of indicators (explored in more detail below). At the time of writing, the Humanities Faculty had captured 405 research output units (up from 390 in total in 2018). Undergraduate student success rates improved from 85,9% in 2018 to 87,3% in 2019. The undergraduate dropout rate showed a steady downward trend, from 13,6% in 2018 to 9,7% in 2019. Overall, the number of staff grew (from 25 unfilled to just one vacancy unfilled). The number of staff from designated groups grew very close to the UJ 2025 goal of 50%.

In 2019, the Faculty devoted considerable energy and resources to improving organisational climate, clarifying roles, workflow and expectations (e.g. among its administrative core) and supporting heads of departments in their duties. While the impacts of these interventions are difficult to quantify, anecdotal evidence suggests that the Faculty is improving in administrative efficiency and organisational climate, notwithstanding some areas that require more attention.

Together with faculty-wide interventions, the Faculty also facilitated tailored interventions where needed. For example, the Faculty assisted some departments to develop research interventions, assisted with staffing, developed core identities, as well as drove teaching and learning innovations. Of course, none of the interventions is complete and the Faculty will continue to develop and refine its strategies with time.

Importantly, in 2019, the Faculty interrogated deeper thinking about the role of the Humanities in society, within the University and in relation to key issues, such as the Fourth Industrial Revolution (4IR), decolonisation and social asymmetries. Academic staff were very active in the media, public talks and public engagements. These deeper questions were also drivers of curriculum plans for the new BA as well as our marketing strategies.

Of note are the following major events organised: given that 2019 marked 25 years since South Africa's democracy, a number of intensely reflective seminars were held throughout the year. A selection of the papers offered will be published in a special edition of the Journal of African and Asian Studies. A high-profile conference with specialist papers was co-hosted with Mapungubwe Institute for Strategic Reflection (MISTRA), and attended by President Cyril Ramaphosa and Prof Tshilidzi Marwala. Two other noteworthy events were a conference on 'Time,

Thought, Materiality: Africa and 4IR' co-hosted by the South African Humanities Deans' Association (SAHUDA) and UJ Humanities, and the Helen Joseph Memorial Lecture offered in 2019 by Prof Cathi Albertyn entitled: 'No Longer Treason: Equality and the Constitutional Court'.

## RECOGNITION OF STAFF/DEPARTMENTAL ACHIEVEMENTS

The following represents a selective overview of awards received:

- Our Professor of Practice, Sylvia Vollenhoven, received four awards:
  - A feature film (an adaptation of the Richard Rive novel), *Buckingham Palace District Six*, won the Incubator Award at the Durban International Film Festival and then subsequently the Audience Award, Jury Prize and 1st Prize at the Toronto Film Festival's Caribbean Tales International Big Pitch. Prof Vollenhoven is the South African producer and, as a result, this was chosen for a co-production with Canada.
  - The documentary film, *Rooibos Restitution*, premiered at the Baxter Theatre in 2019 and was selected for the Vancouver SA Film Festival March 2020.
  - *Jozi Gold*, a feature documentary film, was the opening film for the Encounters Film Festival (the SA premiere). It will have its international premiere at the prestigious Copenhagen International Film Festival in March 2020. Prof Vollenhoven is the co-director and South African producer.
  - Prof Vollenhoven's *Krotoa Eva van de Kaap* (a play in English, Dutch, Afrikaans and Khoekhoegowab) opened in Amsterdam and had a six-week run in the Netherlands. It has received a Fleur du Cap Theatre Awards nomination and was chosen for the Free State Arts Festival.
- The United States High Commission invited Prof Gilbert Motsaathebe to deliver a keynote address in Soweto on World Press Freedom Day and engage with diplomats and the local community about the role of the media in society.
- Prof Thad Metz received an A1-rated researcher rating 2019-2023. He also received a Special Essay Competition Prize 2018/2019 from the Association for the Philosophy of Judaism.
- Four departments received top rankings. The Department of Psychology ranked 300-400 in the Times Higher Education global rankings, third in the country and first in Gauteng. On the Academic Ranking of World Universities, UJ Sociology was ranked first in South Africa and on the continent (101-150 band). Politics and International Relations was ranked joint first in South Africa and on the continent (201-300). Communication was ranked joint second in South Africa (201-300 band).
- Prof Neo Morojele was second runner-up in the Women in Science (WISA) Awards, category of Distinguished Women Scientists (Human & Social Sciences). Prof Morojele also secured a R6 million grant from the Newton Foundation.
- The Paleo-Research Institute (P-RI) was awarded the international bid for the Worked Bone Group Conference submitted by Justin Bradfield in October 2019. They were thus successfully awarded the hosting of the September 2021 conference. In 2019, the P-RI managed to publish two manuscripts in *Nature*.
- The African Centre for Evidence (ACE) secured approximately R18 million in external funding to support its work. ACE was acknowledged by the South African Presidential Advisory Panel on Land Reform for its contribution towards the development of an evidence map on land reform. Prof Stewart was invited as a thought leader to give a lecture on global development as part of a lecture series hosted by the Centre of Excellence for Development Impact and Learning and the London School of Hygiene and Tropical Medicine in London. ACE's academic excellence highlights include an invitation to the team to write a paper on South Africa's evidence ecosystem for Nature's Palgrave Communications, one of two papers published in Nature in 2019.
- The international consortium, Regional Integration and Social Cohesion (RISC), previously headquartered at Luxembourg University and then Helsinki, relocated to the Politics and International Relations Department. Profs Suzy and Vicky Graham were elected as the Consortium's new Co-President and Executive Director, respectively.

## RESEARCH

Quantitatively, Humanities produced more outputs in 2019 compared to any time in the past. With 405 output units, we are currently 15 units above our 2018 goal. DHET may not approve some units, so at worst, the Faculty has stabilised in the lower 400s, or at best, it will meet the 2019 target of 420 research output units. Among these, staff members published in high-impact factor journals, such as *Nature*. Of concern, however, is that 50% of staff are not research active (no publications over the past three years).

It is important to understand the reasons for non-productivity. The Faculty Research Committee will analyse publication trends over the past five years, but anecdotally, the following reasons may be worth exploring. There may be skills deficiencies, particularly among junior staff. In this regard, the Faculty will continue to facilitate workshops and writing retreats as part of its research support package. It is also important to look at the structural determinants of research (non)-productivity. Non-research active staff members tend to be in high load teaching departments, but possibly in departments with unwieldy curricula (too many modules and/or duplicated modules). The Faculty Teaching and Learning Committee has established a task team to look into academic workload distribution across departments.

Staff members also complain about the administration that impedes their functioning directly and/or through administrators underperforming and/or central systems that are not fit-for-purpose. Given that the Faculty has approximately one administrator for every four academics, there should be enough human resources to meet the administrative needs. Important questions to interrogate are: are we creating too much administration through unnecessary systems and processes? Are some administrators working harder than others? Is there a need to reorganise Faculty administrative structures and workflow? Is there a need for more directed administrator training? The Deanery will pay attention to administration capacity and structure in the hope of reducing the burden on academics. There is also notable publication unevenness among centres. Several centres are up for review. We hope to understand what support they need from this exercise.

In 2019, creative outputs were discussed for the first time. Six submissions were made to DHET covering creative outputs produced in 2016 (n-3) and 2017 (n-2). The Faculty was pleased with this starting point and held multiple meetings with DHET to discuss and re-discuss the relevant policy. Prof Ronit Frenkel of the English Department was appointed by DHET (Creative Outputs Subfield Panel) for Literary Arts.

In 2019, the Faculty of Humanities had 44 NRF-rated researchers. These include one Arated, eight B-rated, 24 C-rated and 11 Y-rated researchers. The total number of NRF researchers increased from 40 in 2018 to 44 in 2019. Of concern, however, is that 35 (78%) of our NRF-rated researchers were white. There is a need to promote NRF rating applications among South Africans from designated groups.

## TEACHING AND LEARNING

In 2019, the Faculty had a total of 5 825 enrolments (down from 6 111 in 2018). The biggest reductions were seen at the UG level (-198), diplomas and certificates (-40), and doctoral (-19). Importantly, the percentage of PG enrolments was 16,8% in both 2018 and 2019. We therefore had an UG (including diploma and certificates) to PG ratio of 83:16. The ratio is particularly high in favour of UG. The Faculty will need to think through the UG to PG ratio – perhaps to think of ways of shifting this towards a higher PG to UG ratio in keeping with shifts globally and within UJ. Postgraduate studies need significant financial support. Thus, the numbers can in the long term be boosted, should enhanced support and bursary schemes be provided. Graduations at the UG level increased by a small margin between 2018 and 2019 (24% and 25,7%). PG graduation rates remained constant at approximately 46%. Our UG pass rate remained the same at 84,7%.

In terms of innovation, the Faculty created a new bachelor's degree (BA). The new BA provides students with a wider choice of majors and modules from a combination of 17 programmes. Similarly, the new BA allows students access to modules from other faculties. In 2019, there was strong interest in interdisciplinary (or inter-faculty) majors (e.g. Sociology and Geography, and English and Mathematics). To enable this, various teaching

innovations are under way. This includes a strong focus on blended learning, a reduced number of assessments, online assessments, and a stronger focus on tangible skills and critical thinking in preparation for the new world of work. The approach aligns itself to greater receptiveness to a changing 4IR environment, one that embeds critical thinking, problem solving, creativity and social skills.

In order to prepare for the new BA, the Faculty initiated a series of workshops on curriculum change, online and blended teaching, and online assessments. All departments underwent training. The Faculty worked closely with CAT and hired a temporary staff member and consultant to facilitate departmental preparedness in relation to the new BA, including blended learning. These workshops were well attended, and feedback was positive. 4IR research and teaching became a more noticeable strategic intervention with a boost of work being done in this area, and more seminars being conducted. Additionally, the Faculty hired a senior researcher (co-hosted with the Institute for Intelligent Systems) to produce innovative 4IR writing.

## INTERNATIONALISATION

Internationalisation is multi-faceted, involving the hiring of international staff, the intake of international students, the placement of students and staff on exchange schemes internationally, international research collaboration, high-level partnerships with international universities, and an intangible but nonetheless real orientation towards the world beyond the borders of South Africa.

2019 was a strong year for internationalisation. Data have not been finalised yet, because in its nature internationalisation is highly distributed across departments and individual scholars, and the process of collecting and checking data is ongoing at time of writing.

A special note can be made of our regular support of Africa-by-Bus. In 2017, 60 students from Humanities visited Lusaka and were hosted by the Southern African Institute for Policy and Research (SAIPAR). In 2018, 60 students were hosted at the University of Namibia by the Multidisciplinary Research Centre (MRC). In 2019, we went the furthest up north to Uganda, where we were hosted by the Makerere Institute for Social Research (MISR). Students enjoyed an excellent trip with exposure to the history, socio-politics and environmental challenges facing the country.

Further internationalisation highlights include the following:

### *Memoranda of understanding*

- University of Naples L'Orientale, Italy (facilitated by Department of Communication and Media Studies)
- Daystar University, Nairobi, Kenya (facilitated by School for Communication)
- Shandong Normal University, China (facilitated by Languages, Cultural Studies and Applied Linguistics, LanCSAL)
- Ibadan University, Nigeria (facilitated by Sociology)
- Kean University, USA (facilitated by the Deanery).

### *Partnerships*

- University of Wolverhampton, UK (facilitated by LanCSAL)
- Swarthmore University, USA (facilitated by History)
- University of Strathclyde, UK (facilitated by History)
- Komazawa University, Japan (facilitated by History)
- Florida Atlantic University, USA (facilitated by Philosophy)
- Redlands University, USA (facilitated by Philosophy)
- University of Renmin, China (facilitated by Politics) [Teaching Marxism Symposium]
- Washington University, USA (facilitated by Psychology)
- Dortmund University, Germany (facilitated by Social Work)
- University of Cambridge, UK (facilitated by Sociology)
- University of Babes-Bolyai, Romania (facilitated by Deanery, Politics, Sociology, Psychology).

### *Visits*

- British Institute of East Africa, Kenya (delegation from Anthropology/Development Studies: students on an Ethnographic fieldwork training trip)
- Makerere Institute for Social Research, Uganda (MISR) (Africa-by-Bus delegation)
- University of Botswana (delegation from School for Communication)
- University of Amsterdam, Netherlands (student delegation from Philosophy)
- Universities of Nottingham, Durham and Birmingham, UK (student delegation from Philosophy)
- American University in Cairo, Egypt (in-bound student delegation received)
- Seinan Gakuin University, Japan (participation from Politics second-year students)
- University of Cincinnati, USA (visit from UC Provost, Head and Deputy Head of Internationalisation).

## STAFFING

### *Transformation*

The Faculty has improved its staff profile. By the end of 2019, 86 (46,23%) academic staff were black/from designated groups (which is getting close to the 2025 target of 50%) with 65 (34,94%) being white. We have 35 (18,81%) international staff. However, representation decreases with rank. Of the 26 full professors, ten were from designated groups with just four black South Africans. The Humanities has only two female black professors. Just three academic staff self-identify as disabled.

With regard to administrative staff, 37 (71,15%) are black South African, 15 (28,86%) are white. There are no international administrative staff.

In general, the Faculty initiated a number of interventions to address employment equity. The Faculty has made efforts to improve the nimbleness of the recruitment processes, including making full use of the open headhunting procedure, which has been beneficial for filling posts and for hires from designated groups. In fact, there are very few, if any, vacancies left in the Faculty. The Faculty has dedicated notable effort and resources to mentorship, for example, through the Accelerated Academic Mentorship Programme (AAMP). The Faculty increased staff membership in AAMP in 2019. There is currently a great appreciation for the AAMP and the role that mentors play.

The Faculty initiated a transformation task team to analyse and make recommendations concerning staff transformation. The task team produced a working database of designated associate professors and full professors for headhunting from other universities. The team also produced a database of academics with disabilities. The Faculty will focus on female professors and also provide support for departments to develop transformation and succession plans. The Faculty will look into ringfencing posts of retiring professors

The terms of various committees came to an end in 2019, and we recruited new and proactive colleagues into our Faculty Research Committee (FRC), Faculty Teaching and Learning Committee (FTLC) and Faculty HR & Finance Committee.

## STRATEGIC INITIATIVES 2020

### *Priorities for 2020*

- Develop the 2025 Strategic Humanities Plan.
- Relook at postgraduate programmes with a view to initiating discussions on interdisciplinary and joint programmes.
- Sustain and augment work on 4IR and the role of Humanities.
- Interrogate research data: to construct meaningful analysis of non-productivity and interventions to address this.
- Encourage NRF-rating applications, particularly among black staff.
- Bring together a task team to think through strategies for soliciting grants and doing fundraising.

- Build solid relationships with a select group of international partners.
- Continue to expose students to Africa through the Africa-by-Bus initiative.
- Work to improve the Faculty climate to enhance collegiality and a stress-free workplace.
- Work to improve administrative structures and systems.
- Make further gains with regard to employment equity: specifically, a particular focus on hiring black female professors.
- Drive promotions: with a focus on promoting staff from designated groups.
- Rectify staffing imbalances: build capacity in departments that are understaffed.
- Boost finances: through short learning programmes and increasing third-stream income.

## CONCLUSION

Overall, Humanities experienced a relatively positive 2019 with successes at the undergraduate and postgraduate levels, steady production of research units, and internationalisation initiatives. The strategic initiatives noted above capture areas in which we aim to further direct our energies to strengthen capacities and make new gains.

**Kammila Naidoo (Prof)**
Executive Dean: Faculty of Humanities (Acting)

# Faculty of Law

## NATIONAL AND INSTITUTIONAL CONTEXT

The Faculty of Law, as one of the seven faculties and single college of the University of Johannesburg (UJ), is the second smallest faculty; however, it has a substantial output. When the total number of non-law students registered for service modules offered by the Faculty is taken into account, it is one of the largest law schools or faculties at residential universities in terms of the number of students it teaches. The Faculty's rankings speak for themselves. For example, the Faculty of Law at UJ is one of the six South African faculties of law ranked by the 2020 Times Higher Education (THE) World University Rankings by Subject: Law. Indeed, UJ Law was ranked in the top 190 worldwide in the 151+ band of this ranking. As will become clear below, the Faculty has reason to be proud of its achievements

### STAFF PROFILE

#### *Academic members of staff*

At the close of the academic year on 31 December 2019, the Faculty had 50 full-time academic members of staff (including the Dean), who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 13 professors, four associate professors, 11 senior lecturers, 17 lecturers and four assistant lecturers. All professors, associate professors, nine of the senior lecturers and three of the lecturers of the Faculty had doctorates. The remaining full-time academic members of staff all held master's degrees. Twenty-eight (56%) of the full-time academic members of staff were female and 24 (48%) black. Thirteen had National Research Foundation (NRF) ratings. During 2019, one senior lecturer and two assistant lecturers resigned, and the Faculty appointed one lecturer and two assistant lecturers as replacements.

#### *Non-academic members of staff*

The Faculty has 26 budgeted posts available to appoint members of staff (excluding the Executive Dean) on non-academic conditions of service to render support services in structures of the Faculty. They are required to perform activities relating to academic projects that generate state subsidies. Six of the 26 positions were filled by the Director of the Law Clinic (an admitted attorney), and three principals plus two clinic attorneys rendering professional services at the Clinic. Their appointments are professional. The University of Johannesburg (UJ) recognises this as such and acknowledges that they cannot formally be described as 'support' staff, as it is, for example, possible for them to obtain the title of Adjunct Professor. Of the remaining 20 positions, three were filled by members who render support services in the true sense of the word in the Law Clinic, leaving 17 positions for the Head of Faculty Administration, the Faculty's marketing coordinator, faculty officers, executive secretary and departmental secretaries. One non-academic member of staff was appointed on contract from external funds

to render support services in the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), while eight were appointed (four permanently) in the Faculty's division administering non-subsidised programmes, and paid from this income. Of the 31 full-time members of staff who were employed on non-academic conditions of service, 24 (77,4%) were female and 19 (61%) black.

## TEACHING AND LEARNING

### *Student profile*

A total of 1 744 students were registered in 2019 for the Faculty's undergraduate and postgraduate programmes. For several years now, the majority of students in the Faculty have been female (962). The percentage of female students remained constant in 2019 at 55%. The profile (by race) of law students in 2019 was as follows:

**Table 30: Student profile (race)**

| Race | Number | Percentage |
|---|---|---|
| **Black** | 1 455 | 83% |
| **Coloured** | 79 | 5% |
| **Indian** | 85 | 5% |
| **White** | 125 | 7% |
| **Total** | **1 744** | **100%** |

A total of 85,6% of the first-time entering law students who registered in 2019 had an Admission Point Score (APS) of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is excluded). A total of 23,6% of the first-time entering law students were from Quintile 5 schools, while 32,3% were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching in the traditional law modules to law students and teaching in the service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2019, the module registration in the traditional undergraduate law modules amounted to 9 278, and to 5 500 in the undergraduate service modules. Furthermore, the registration for modules in the master's programmes in law by coursework, excluding minor dissertation modules, was at 279.

### *Success rates*

Based on the Higher Education Management Information System (HEMIS) reporting on course registrations, the success rate concerning the undergraduate service modules was 83,4% (2018: 76,8%). The success rate in the traditional undergraduate law modules in the Faculty was 86,2% (2018: 86,4%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed positively to the success rates in these modules.

### *Degrees conferred*

The Faculty conferred 332 undergraduate (2018: 294) and 69 (final number to be confirmed on 31 March 2020) postgraduate (2018: 80) degrees. The number of graduates per programme is as follows:

**Table 31: Number of undergraduate degrees conferred**

| DEGREE | 2018 | 2019 |
|---|---|---|
| **BA (Law)** | 294 | 332 |
| **BCom (Law)** | | |
| **LLB** | | |

**Table 32: Number of postgraduate degrees conferred**

| DEGREE | 2018 | 2019 |
|---|---|---|
| **LLM (Coursework)** | 77 | 85 |
| **LLM (Dissertation)** | 1 | 4 |
| **LLD** | 2 | 1 |
| **Total** | **80** | **90** |

### *First Year Experience*

At UJ, the First Year Experience (FYE) is built on the premise that every first-year student will be treated with the appropriate respect due to all citizens in South Africa. The FYE has been conceptualised as a holistic programme that encompasses all aspects of the first-year student experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life.

The Faculty's first-year programme includes an integrated tutor system. Tutors play an integral role in assisting with teaching and learning at the Faculty and are introduced to first-year students during the First Year Seminar (FYS). The tutors form an integral link between the lecturers and the first-year law students, often reporting to the lecturer in meetings, in monthly reports or informally on the variety of challenges that the students face, and engaging with lecturers on plausible solutions to these problems. The tutors play an important role in identifying at-risk students and addressing the challenges, together with first-year lecturers. The tutors also play a fundamental role in mobilising community engagement initiatives among the students.

The structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. The purpose of such visits is to ensure that learning takes place by way of cross-pollination of information. All first-year students take part in Moot Court activities during the year. During the FYS, students are also introduced to several esteemed members of the profession during a session in the programme called My Career in Law. Attorneys, senior advocates, researchers and judges of the highest courts engage with students during this part of the programme. During the year, magistrates, judges and prosecutors take time from their busy schedules to speak to the students about their work. This programme forms part of the extended orientation. Students are also able, by being exposed to the above, to gain some immediate insight into the workings of the legal justice system. All our first-year students receive library orientation as an integrated part of the Legal Skills module. As part of the extended orientation, library orientation is continued throughout the year at various levels to address the skills required in the various first-year modules.

### *Teaching innovation and quality control*

The Faculty relies on several methods and tools to augment its student retention and monitoring strategies. This has to do with adopting an integrated approach to teaching and learning that promotes the use of available technologies (e.g. Blackboard). During 2019, all undergraduate programmes used Blackboard, and thus enabled access to a built-in, at-risk management tool. Specifically, this technology provides lecturers, tutors, heads of departments and Faculty administrative staff with real-time, understandable, actionable early alerts. In this way, they are assured real-time, readily and speedily reachout to the identified at-risk students. In turn, the integration of the diagnostic tools available on the online platform enables lecturers, tutors, heads of departments and Faculty administrative staff to address student success in a holistic and intelligible manner.

The Faculty also uses another innovation in blended learning, that is, the novel credit-bearing module on research methodology for final-year LLB students. This module uses the best elements of blended learning to assist final-year students in mastering essential research skills. To augment teaching and learning skills, the Faculty established teaching and learning committees across the year groups. These groups address contemporary issues related to teaching and learning. These have to do, inter alia, with integrating certain related aspects dealing with the Fourth Industrial Revolution (4IR), decolonisation of the curriculum and managing priority modules. On 4IR and

the curriculum, the Faculty introduced pedagogical interventions across the board (LLB and LLM study) to prepare graduates for the world of work where they will be confronted with a much-changed environment because of technological developments. In addition to this, the Faculty has developed a new fully online short learning programme (SLP) in Law and 4IR. This SLP, which examines the intersection between certain related aspects of the law and 4IR, was initially offered to students in the second semester of 2019.

### *Moot court participation*

#### Jessup Moot Court

The Jessup Moot Court team comprised Ms Basetsana Maponyane, Ms Brooke Badenhorst, Mr Waseem Moosa, Mr Tsolo Kabane and Mr Charles Sebola-Malatji. The team did not attend the international rounds but participated in the local rounds hosted at the University of Johannesburg on 25 February 2019. The team received an award for best memorials in this competition.

#### Oxford Price Media Moot Court Competition

The preliminary African rounds of this competition were held at UJ from 14-16 February 2019. The team comprised Mr Louis Koen, Ms Rophafadzo Maphosa, Mr Takudzwa Dende, Ms Ntokozo Sobikwa and Ms Alysha Wolfaardt. It made it through to the final rounds, which were held in Oxford, UK. Mr Dende was placed as the seventh best speaker in the competition.

#### Nelson Mandela World Human Rights Moot Court Competition

International rounds for this competition were determined on heads of argument. Based on the submission made on 25 April 2019, Ms Brooke Badenhorst and Ms Lee Menachemi were invited to attend international rounds in Geneva. They were not able to attend due to a lack of funding.

#### All Africa Moot Court Competition

This competition was held in Gaborone, Botswana, on 1 to 6 July 2019 and was attended by Ms Bongumusa Xaba and Mr Waseem Moosa. The team, despite an excellent performance, did not make the final rounds of the competition.

#### LexisNexis Moot Court Competition

This competition was held at the University of Pretoria on 4 to 6 October 2019. The senior team comprised Ms Zanele Mkatshwa and Mr Sechaba Motloung. They made it to the final round but did not win. The junior team comprised Mr Lesedi Mathumetse, Mr Siphe Magaga, Ms Lelethu Khashe and Ms Moyisi Machi. Ms Machi won the best oralist award.

#### Kovsies Moot Court Competition

This competition was held at the University of the Free State on 15 to 19 October 2019. UJ sent four teams, two of which made it to the finals. UJ was the overall winner of the competition. The participants were Ms Siphesihle Dlamini, Ms Michelle Gadzikwa, Ms Felicia Ndou, Mr Gabriel Apollonatos, Mr Simon Maluleke, Ms Gaylin Gelderbloem, Mr Menelisi Nqobizitha Mlotshwa and Ms Rethabile Maboko. The winning team comprised Ms Rethabile Maboko and Mr Menelisi Nqobizitha Mlotshwa. Ms Maboko also won the best oralist award.

#### Centre for Child Law Moot Court Competition

The competition was hosted at the University of Pretoria on 18 and 19 October 2019. The UJ team consisted of Ms Tinotenda Rapaudzwa and Ms Basetsana Maponyane. The team progressed to the semi-finals of the competition.

#### Competition Commission Moot Court Competition

The inaugural Competition Commission Moot Court Competition was hosted on the occasion of the Competition Commission's 13th Annual Conference on 28 to 30 August 2019. The UJ team comprised Ms Disebo Leokaoke and Mr Malibongwe Zungu. They were the overall winners of this competition. Miss Leokaoke also won the award for best oralist, and they were runners up for best heads of argument.

### *Non-subsidised programmes*

In 2019, the Faculty presented 12 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law, a national diploma in law and the drafting and interpretation of contracts. Several of the programmes are presented in two- to three-year cycles and comprise a multitude of modules. In 2019, there were 2 318 students enrolled in these programmes. Of these, 1 699 students completed either the modules or the programmes for which they were registered. The programmes drew students from several African countries, mostly from the Southern African Development Community region but also from countries further afield. The programmes generated a gross income of more than R25 million, which resulted in a net surplus of over R11 million to the Faculty. More than R1 million thereof is utilised to fund the operations of the Law Clinic.

### *Recognition of top achievers*

The Annual Prestige Event is a formal prizegiving function that has become an established event on the Faculty's calendar. The event is attended and supported by a range of stakeholders, including most of the top law firms in the country, members of the judiciary, bar, sidebar and business world. During the Prestige Event held in May 2019, awards, prizes and bursaries were awarded in more than 70 categories. It is important to note that students are recognised not only for academic achievements but also for their involvement in community engagement projects and moot court competitions. The occasion provides an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prizewinners and their parents.

### *Bursaries and meal vouchers*

During 2019, the Faculty granted nine internal bursaries to a total amount of R167 000, to assist in paying tuition fees for academically deserving indigent students. Cliffe Dekker Hofmeyr (CDH) attorneys provided bursaries, which were granted to 16 students, including first-year law students, to a total amount of R395 350. CDH has provided R770 000 for bursaries, which will be allocated during the 2020 academic year. Many of our students live with a grandparent who receives a social grant, or with a sibling. Several students are part of families with income just above the NSFAS means test. These students invariably struggle to pay their tuition fees. Many of these students' parents are nurses and teachers and cannot afford tuition fees. The bursary amounts granted to the qualifying students varied from R10 000 to R35 000. Students who receive bursaries at the Faculty form part of a mentor group. They have to regularly consult with a lecturer concerning their academic performance as well as discuss challenges they experience and provide reports on their progress. Between them, these students obtained 38 distinctions.

In 2019, the Faculty granted 60 meal bursaries in terms of which students received a voucher entitling them to one hot meal per day at the Student Centre. Between them, these students achieved a new record of 126 distinctions. These students are also encouraged to consult with the lecturer on their academic performance during the year. This is a clear indication of the need for assistance among our students. The need for both financial aid and sustenance has increased year-on-year since the Faculty started the scheme in 2009.

## PARTNERSHIPS

### *Local*

The Faculty's partnerships with local firms of attorneys and auditors resulted in several practising attorneys, advocates 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, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. Prominent South African law firms, like CDH and Mafungo Attorneys, formed part of the Faculty's First Year Experience programme and gave aspiring lawyers a sense of what they can

expect when they enter the legal fraternity. Furthermore, many other law firms and other organisations within the legal industry attended the annual UJ Law Career Fair in May 2019. The Faculty and PsyCaD hosted this event jointly. The Faculty's relationship with relevant stakeholders in the industry has marked benefits for not only the Faculty and academic staff members, but ultimately also for 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. For example, Judge Edwin Cameron (Judge of the Constitutional Court of South Africa) addressed the first-year students during the First Year Seminar held in January 2019.

Members of the academic staff continuously engage with the Faculty's stakeholders and the community, which includes presenting talks to attorneys, magistrates, auditors, public and private enterprises, as well as to 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 local and international arenas. They do so in various capacities, including, but not limited to, acting as members of working groups, steering committees, editorial boards, non-governmental entities and discipline-related societies.

### *International*

#### Exchange agreements

The Faculty has active exchange agreements with the 30 foreign universities as shown in Table 33.

**Table 33: Exhange agreements with foreign universities**

| | |
|---|---|
| Beijing Normal University (China) | University of Antwerp (Belgium) |
| Erfurt University of Applied Sciences (Germany) | University of Augsburg (Germany) |
| Free University of Amsterdam (the Netherlands) | Universidade Agostino Neto (Angola) |
| Friedrich-Schiller University of Jena (Germany) | University of Bielefeld (Germany) |
| International University of Business Agriculture and Technology (Bangladesh) | University of Bologna (Italy) |
| Masaryk University (Brno, Czech Republic) | University of Cape Coast (Ghana) |
| National Law University in Delhi (India) | University of Cornell (Ithaca, New York) |
| National Law University in Jodhpur (India) | Universidad Externado de Colombia (Colombia) |
| Nirma University (India) | University of Ljubljana (Slovenia) |
| Palacky University (Olomouc, Czech Republic) | University of Lucerne (Switzerland) |
| Pontificia Universidad Catolica de Chile (Santiago, Chile) | University of Malawi (Malawi) |
| Reykjavik University (Iceland) | University of Tyumen (Russia) |
| Saarland University (Germany) | Universidad Pontificia Comillas Madrid (Spain) |
| Strathmore University (Nairobi, Kenya) | Yeditepe University (Istanbul, Turkey) |
| Symbiosis International (Deemed University) (India) | Zanzibar University (Tanzania) |

The Faculty also has cooperation agreements with the Graduate School of the Public Prosecution Service of Brazil, The Hague Conference on Private International Law (Netherlands) and the International Institute for the Unification of Private Law (UNIDROIT) (Italy). In addition, the Faculty and its members have strong international relationships, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty.

#### International Association of Law Schools

The Faculty is a member of the International Association of Law Schools (IALS). It actively participates in the activities of the IALS, which include the African Leadership Forum and the IALS Global Meeting. One of its staff members serves on the Board of Governors of the IALS.

**Africa-by-Bus**

The Faculty had its first Africa-by-Bus experience during the September recess when 16 students and two members of staff visited Gaborone, Botswana. Their main educational purpose was to explore the legal system of Botswana, focusing on the interaction between customary law and the Roman-Dutch common law. Students attended a special tribal council meeting during which they could get first-hand answers from leaders who adjudicate in customary law matters. They also visited the High Court and Court of Appeal of Botswana. They attended an introductory lecture on the legal system at the University of Botswana and an information session at a law firm on the legal practice scenario in Botswana. The group gained some insight in the local economy and business environment by listening to presentations by an expert on the diamond trade in Botswana and by a successful entrepreneur who developed a range of health and beauty products containing donkey milk. The group did UJ proud and presenters were impressed by the thoughtful questions students asked. On the recreational side, there was a game drive in the Mokolodi Reserve, a visit to the Three Dikgosi monument, which depicts the history of Botswana, a walking tour of Gaborone, including the parliament building, and some shopping time at a craft market. Judging by the quality of the essays the students submitted about their experience and insights, it was an enriching experience for all.

## RESEARCH FOOTPRINT AND IMPACT

### *Publications, conferences and seminars*

**Publications**

The Faculty anticipates 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 over 100 subsidy-generating publication units in respect of articles, books, chapters and conference proceedings published by members of the Faculty. Faculty members were involved in editing several books and contributed chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, which include articles in non-accredited journals and several book reviews.

**Conferences, seminars and workshops**

Annually, Faculty members present approximately 100 research papers at conferences, symposia, workshops and the like. The Faculty organises research workshops (indabas) and seminars and undertakes other initiatives, such as facilitating the attendance and presentation of papers at national and international law conferences, to enhance the publication and research output of staff members. It focuses specifically on the development of the research capacity of junior staff members. At these occasions, staff members present papers on research projects in progress, on completed research before its submission for publication and, sometimes, for the benefit of all Faculty members, papers that have already been presented at national or international conferences.

**Fourth Industrial Revolution (4IR)**

To promote the scholarship of teaching and learning in 4IR, the Faculty held a Research Indaba where academic members of staff presented on various topics relating to teaching, learning and 4IR. Culminating from the Indaba were research papers to be published in an edited book on Teaching, Learning and the Fourth Industrial Revolution. The envisaged book will be published in 2020.

Postgraduate research, mostly in the form of minor and full dissertations, has also started to focus on 4IR, and it is a trend that will continue in 2020 and beyond.

### *Public events*

In addition to events mentioned elsewhere in this executive summary, the Faculty hosted numerous noteworthy conferences, seminars and lectures. Two highlights on the year's events calendar took place during October 2019. Prof Wim Alberts, an acclaimed intellectual property (IP) law expert, hosted an IP seminar covering specialist topics within the field of intellectual property. The topic, 'Industry 4.0 + Intellectual Property', attracted experts from industry as well as academics from across the country. During September 2019, President Cyril Ramaphosa acknowledged that the country is facing a national crisis of violence against women. In the spirit of empowering a

generation of young women in South Africa, the Faculty of Law hosted a student event themed 'Empowerment of Women and Equality'. One of the top beauty brands in South Africa, Avroy Shlain Cosmetics, came onboard in sponsoring the event.

A special memorial event for a departed colleague, Dr Mathias Nyenti, was also held during October 2019. A publication in his honour was handed over to his family members present at the event.

The Faculty has an excellent relationship with the UJ Law Library and co-hosted two events during August and September 2019, namely: 'Don't Suffer in Silence: Psychological Support for Law Students @ UJ' and 'All dressed up and nowhere to … work? Alternative career options for law students'. SAIFAC, a research centre of the Faculty, hosted numerous Friday Seminars during the year, covering an array of topics.

It remains a highlight within the Faculty to host the Annual Banking Law Update (ABLU), which is presented by UJ's Centre for Banking Law. It is a well-established event that has formed part of the South African conference calendar since 1978. During 2019, the event was hosted at the world-class conference facilities of Standard Bank in Morningside, Sandton.

### *Research structures*

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the National Research Foundation (NRF): South African Research Chairs initiative. The research centres and the Research Chair in International Law produce publications, arrange seminars and submit reports to national and international bodies.

#### Centre for Banking Law

The past year was a good one for the Centre for Banking Law.

Its main event, the Annual Banking Law Update (ABLU), was held in the most impressive conference venue of Standard Bank in Johannesburg on 16 October 2019. This was a full sponsorship, including the venue, lunch, beverages and post-conference drinks. It was attended by 126 delegates and generated a significant profit. Following the ABLU tradition, all delegates received, on the day of the conference, two publications: (i) the ABLU book (peer-reviewed and published by Juta); and (ii) the ABLU brochure containing presentations aimed more at practitioners and bankers than academics. The ABLU book contained seven chapters, which we trust will generate two publication units for the University of Johannesburg (the other contributions having been authored by writers from other institutions). One paper can be regarded as linked indirectly to aspects relating to the Fourth Industrial Revolution (payment scams). This year was the second year in which the ABLU book was peer-reviewed.

In addition, Prof Hugo, representing the Centre, participated on invitation from Absa Bank in a think-tank type discussion, in which various big banks were represented, dealing with the differentiation between financial and performance guarantees by the banking regulator. This aspect has since become a topic being researched within the Centre.

The Centre also financially supported and hosted a visiting researcher from France, Ms Camille Grizet (from the Sorbonne in Paris). She is working on the prudential regulation of banks in the international context. South Africa is one of the countries she has researched. We have been promised an article from her (in her capacity as visiting researcher of the Centre) and are looking forward to receiving it.

As regards the future, a major focus of the Centre for this year is the establishment of an African Journal of Banking and Investment Law. Two preparatory meetings have taken place in this regard with cautious yet positive outcomes.

As evident from the above, the Centre remains well-supported by the industry as well as by the Faculty.

#### Centre for International and Comparative Labour and Social Security Law (CICLASS)

In 2019, the Centre for International and Comparative Labour and Social Security Law (CICLASS) celebrated its 25th year of existence. CICLASS has maintained several collaborative relationships with colleagues and

institutions locally (e.g. with the Southern Africa Trust) and overseas (e.g. with the Max Planck Institute for Social Law and Policy, Munich, Germany). In addition, CICLASS regularly participates in the activities of the Southern African Social Protection Experts Network (SASPEN). The Director co-edited a book, published by Juta, on the decolonisation of legal education in South Africa . Furthermore, CICLASS staff presented papers at several local and international conferences.

**Research Centre for Private International Law in Emerging Countries**

The Research Centre's strategic focus areas are International Commercial Law and Private International Law (there is a large area of overlap between these fields). The targets are in the areas of teaching and learning (including the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne), capacity building, research, social impact (with a focus on regional and international impact), contact with regional and international organisations and arranging conferences, seminars and workshops.

During 2019, Prof Marta Pertegás (University of Maastricht) was appointed as Visiting Professor, and Dr Lupwana Jean-Jacques Kandala (Democratic Republic of the Congo) and Mr Jonas Baumann (University of Saarland, Germany) were appointed as research associates. Prof Jan Neels was reappointed as Distinguished Professor of International Commercial Law for five years.

Twelve students are expected to complete the LLM in International Commercial Law in 2019 (50% foreign students). The programme, which has been described in a peer review report as "an exceptional programme, with a high international profile, aligned to UJ's Global Excellence and Stature strategy and filling a niche in the market", continues to follow a wide comparative and globalised approach, inter alia by the participation of outstanding foreign scholars. Nevertheless, an exceptional pass rate of 100% was obtained in all modules (International Commercial Law A, B and C).

Senate accepted an agreement with the University of Lucerne in Switzerland in respect of a joint doctoral degree. One student (Mr Garth Bouwers) is scheduled to complete the degree early in 2020. Three other doctoral students (from Ghana and Nigeria) became doctoral candidates during 2018, all registered in a field directly relevant to the proposed African Principles on Commercial Private International Law.

The staff of the Research Centre were responsible for at least 22 research outputs, including nine accredited articles (accredited units: 9, the bulk of which were produced by Prof Saloni Khanderia and Prof Fredericks) and delivered at least nine papers, in China, Germany, South Africa and the United States of America. Research and other academic visits were undertaken to Belgium, Canada, Germany and Switzerland.

The Deputy Director, Prof Eesa Fredericks, continues as a member of the Governing Council of the International Institute for the Unification of Private Law (UNIDROIT) in Rome. He was invited to join an expert committee on the international civil and commercial jurisdiction of The Hague Conference on Private International Law. The Director was appointed as an honorary member of the UNIDROIT Governing Council.

Current projects of the Research Centre include the African Principles on Commercial Private International Law, a global commentary on The Hague Principles on Choice of Law in International Commercial Contracts, to be published by Oxford University Press (United Kingdom), a *Festschrift* for a professor of Cambridge University, to be published by Eleven International Publishing in The Hague, and the drafting of a code of private international law of contract for the Democratic Republic of Congo.

The Democratic Republic of the Congo currently does not have an advanced private international law system. Mr Justin Monsenepwo (research associate) has requested the Research Centre to facilitate an expert committee to draft code on the private international law of contract for the Democratic Republic of the Congo. The project has the support of a senior member of the Congolese parliament, who will table the proposal in the house. A three-day meeting was held in October and a draft text will be circulated to the members in February 2020. The following members of the Research Centre were involved in the committee: Prof Pertegás (chair), Mr Monsenepwo (initiator and member), Prof Fredericks and Prof Neels (members).

The Research Centre arranged three seminars in 2019. A previous seminar with UNIDROIT and the Department of International Relations and Cooperation (DIRCO), in 2018, led to the diplomatic conference on the Mining, Agriculture and Construction (MAC) Protocol being held in South Africa, in December 2019.

**South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)**

During 2019, SAIFAC continued the excellent work done in previous years in building its profile both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus).

Highlights of the SAIFAC year included a conference in the run-up to the South African elections on 'Ensuring Free and Fair Elections in Africa: The Role of Electoral Commissions, the Media and the Courts'. The conference sought to compare the experiences of South Africa, Zimbabwe and Kenya concerning these three key institutions and their important role in developing democratic systems. Mr Peter Godwin, a famous Zimbabwean author, gave the keynote address to the conference.

SAIFAC continued to run its annual Constitutional Court Review conference, which took place from 29 to 30 August 2019. This conference also attracted excellent international and local speakers and will result in a special issue of the Constitutional Court Review.

The year ended on a high note with SAIFAC's largest and most high-profile conference in the past year, which was on the theme of 'International Law and Justice for Victims of the Gross Human Rights Violation of Sexual and Gender-Based Violence'. The conference attracted an extraordinary array of high-profile dignitaries. Madame Fatou Bensouda (Chief Prosecutor, International Criminal Court) delivered the keynote address. Panellists following the keynote address were Ms Marietou Dia (Gender and Sexual Violence Advisor, International Committee of the Red Cross) and Ms Thembile Segoete (Acting Officer in Charge of the Office of the Prosecutor, United Nations International Residual Mechanism of the Criminal Tribunals). Over the following two days, the conference took place in the Council Chambers of the Auckland Park Kingsway Campus of the University of Johannesburg. Judge Navanethem (Navi) Pillay delivered the keynote address, and Judge Richard Goldstone made concluding remarks at the end of the conference. Over 30 papers were presented and a lively discussion ensued among the over 80 participants for the two days. This conference, importantly, took place during the 16 days of activism against violence against women and highlighted the scourge of sexual and gender-based violence both in times of peace and in times of war. There are plans afoot for a special edition of the *Stellenbosch Law Review* to publish the best of the contributions from the conference.

SAIFAC continues to work to make an impact beyond the policy sphere and advance human rights and constitutionalism in this area. The success of two pilot seminars in 2018 led to the idea that SAIFAC would conduct an Africa Forum in 2019, seeking to place the spotlight on issues of relevance to the African continent that often fail to be highlighted sufficiently in South Africa. SAIFAC conducted four evening seminars in this regard in 2019. The first placed the spotlight on African refugees in South Africa; the second of these fora focused on development in Africa and the Fourth Industrial Revolution (in line with the University's focus on this area) and sought to question which model could best advance those who are worst off; the third focused on the elections in the Democratic Republic of the Congo and whether this could become a democracy; and the last of the seminars also focused on themes of democratisation and whether democracy and peace could come to Mozambique. These seminars were well attended and led to lively discussions.

Academic engagements have not only happened in Johannesburg; SAIFAC staff have continued to present in different parts of the world. In 2019, they presented at a conference run by the Supreme Court in Bogota, the University of Reading, the University of Cape Town, and the Simon Bolivar Andean University, the University de San Martin de Porres, the University of New South Wales, the United Nations in Geneva, and the University of Notre Dame, thus increasing the international footprint of the University of Johannesburg.

The Director of SAIFAC continued his work in supporting the development of a Treaty on Business and Human Rights. A workshop was held at SAIFAC in August 2019 with civil society organisations to develop a common

South African approach across civil society to the revised draft of the treaty that had emerged from Geneva in July 2019. The Intergovernmental Working Group on Business and Human Rights in Geneva then asked Prof Bilchitz to address them on sections of the treaty and to provide input to the process.

For the first time, SAIFAC's international profile led it to be asked by the International Institute for Democracy and Electoral Assistance to run for them a high-profile visit of judges and members of parliament from Myanmar, to learn about the transition to democracy in South Africa as well as the Constitution. Prof Bilchitz and the SAIFAC team organised a five-day conference for judges and parliamentarians from Myanmar, in which they met high-profile individuals, including South African Constitutional Court judges and former drafters of the Constitution. They were also provided with daily lectures by leading academics on various aspects of the Constitution. The tour received excellent reviews and represented a contribution by SAIFAC to advancing democracy in Myanmar. SAIFAC was also asked to meet with representatives of the Constitution drafters of Somalia later in the year.

SAIFAC also continues to advance its mission to develop a new generation of public law academics. Raisa Cachalia, a researcher at SAIFAC, was appointed in July 2019 to a permanent position in the Faculty of Law of the University of Johannesburg. Furthermore, it was announced that another former researcher at SAIFAC, Ms Meghan Finn, was also to take up a permanent position in the Faculty of Law.

Producing high-quality research is a key part of SAIFAC's mission. SAIFAC's small staff continue to contribute to the Faculty's research output and the overall advancement of academic knowledge. Its Director completed his fellowship with the Von Humboldt Foundation and signed a contract in 2019 to produce a monograph with Cambridge University Press in 2021. The staff continue to produce journal articles and book chapters that make significant contributions to the literature.

**Research Chair in International Law**

Twenty papers were presented at international conferences by members of the Research Chair in International Law (the Chair). One doctoral student, Mr Kwanele Pakati, completed his thesis and obtained the LLD degree in 2019. The Chair hosted visiting scholars from the UK, Germany, the International Committee of the Red Cross, France and the Czech Republic. Two postdoctoral research fellows were also honoured with visiting fellowships overseas. Dr Martie Bradley spent three months as a visiting researcher at the Palacky University, Olomouc, Czech Republic, as part of the European Union's mobility programme, following on a three-month visit the year before, and Dr Esther Njieassam spent three months at the University of Antwerp to participate in a programme on human rights and development. Dr Bradley and Dr Njieassam were also awarded Postdoctoral Research Fellows' Excellence Awards in 2019.

**Law Library**

Ten law library assistants, consisting of nine undergraduate students (appointed for 10 hours per week) and one postgraduate student (appointed for 20 hours per week) worked in the Law Library in 2019. As in the past, they continued to deliver a very important service to staff and students alike. These assistants form an integral part of the service offered by the Law Library when training undergraduate students.

Training sessions were conducted for undergraduate students in the following modules:

- Legal Skills (Law Library orientation): 88 sessions of one hour each (380 students).
- Legal Skills (legal research training): 20 sessions of one hour each (403 students).
- English for Law (database training in preparation for the required essay): 6 sessions of 45 minutes each (142 students).
- Research Methodology (legal research training): 12 sessions of one hour each (299 students).
- Law of Property (legal research training in preparation for the required essay), 12 sessions of one hour each (167 students). 2019 was the first year that legal research training was extended to the Law of Property students to assist them to search the databases and locate sources for their essay.
- Introduction to Legal Studies (legal research training for moot court): 14 sessions of one hour each (357 students).

In the five undergraduate modules, a total number of 1 748 students were trained in 152 training sessions. This would not have been possible without the valuable assistance of the law library assistants. Additional sessions were scheduled throughout the year for students who needed more in-depth training in locating information sources.

Five postgraduate subject-specific training sessions of two hours each, including Law Library orientation, were offered to LLM students (by coursework) and were attended by 62 students. The law librarians also trained master's (by research) and doctoral students individually per appointment. Law Library orientation was offered to approximately 235 students in the Postgraduate Diploma in Labour Law. The law librarians also assisted students who needed additional training.

The Faculty of Law Research Guides on the Library website are the starting point for training students and serve as an online communication tool. These guides instruct students and researchers on locating different sources in the Law Library in print and electronically. The law librarians continuously update the guides with relevant information on resources available to students and staff. Once again, the usage statistics for these guides were the highest of all faculties within UJ, with a total of 161 906 visits.

The following two events took place in 2019, in which the Law Library collaborated with the Faculty of Law and PsyCaD to benefit the law students: UJ Talks: 'Don't Suffer in Silence: Psychological Support for Law Students (UJ)' on 30 August 2019 and UJ Talks: 'All dressed up and nowhere to…work? Alternative career options for law students'.

The Law Library was honoured to welcome Prof Muna Ndulo and students from Cornell University as well as Prof Marta Pertegás, current holder of the Chair on Private International Law and Transnational Law at Maastricht University. A visiting academic, Prof Mezyaev, Head of the Department of International Law, University of Management TISBI, Russia, and Ms Camille Grizet, a visiting researcher from Paris-Sorbonne University in France made use of the research office facilities in the Law Library during their stay.

A total of 763 book titles were added to the law collection. The electronic law collection was also expanded by subscribing to ten libraries on the HeinOnline platform, four electronic titles on LexisNexis and to an electronic journal and an e-book on Juta.

**Journal of South African Law**

Since its launch in 1976, a symbolic year in our country's history, the Journal of South African Law/*Tydskrif vir die Suid-Afrikaanse Reg* (TSAR) 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 United States). It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, included in the Excellence in Research for Australia (ERA) recognised list of scientific journals for Australia, and has been available on HeinOnline electronically for more two decades, albeit with a hold-back condition. This international coverage has enlarged the footprint of the journal internationally and the research published in it to the advantage of the authors and indirectly served as a showpiece for this institution.

The editorial team nonetheless continue to do stellar work and every TSAR is still published according to the trusted high standards, and on time. The average word count per printed page is 665 words, making it the most densely printed legal journal in Africa and among the first in the world. The journal appeared punctually four times this past year (first week of February, May, August and November). This is only possible thanks to the selfless contribution of the editorial team.

TSAR is published by the well-known commercial publisher Juta & Co in Cape Town, and the only income to sustain the publication is subscriptions by the paying subscribers. It is one of South Africa's most voluminous journals and consisted in 2019 of 831 pages. Taking into account that TSAR publishes more than 650 words per page in comparison to the average of 450 words per page of the next best two recognised general law journals in this country, it may fairly be argued that the contribution of TSAR towards the publication of serious first-league legal research results is currently unequalled.

During 2019, a total of 831 pages were published on time. These contained 49 academic articles that met the stringent double-blind peer-review requirements, including 30 from non-UJ affiliated contributors of whom five

were foreigners. TSAR also managed to publish book reviews by some of the foremost leaders on the respective disciplines internationally. This is a clear indication of the internationally accepted standing of this journal, and no other first-league South African general legal journal can boast of more foreign contributors during the reporting year. TSAR remains the only African legal journal where all content is micro disseminated for purposes of the world-renowned German index known as the *KJB*.

The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years, including by the Constitutional Court and by the Supreme Court of Namibia. This is deemed to be the best measure to weigh the real impact of any legal contribution worldwide, and is to be preferred to the so-called citation counting that is acceptable among some other disciplines that lack such an objective tool to measure impact. 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 – textbooks as well as journal articles. 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. This stature was further enhanced by the inclusion of the journal in Scopus, the largest abstract and citation database of research literature and quality web sources covering more than 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.

The aforesaid is clear proof of the very significant footprint or impact of this journal. TSAR acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection and is the only South African legal 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.

## COMMUNITY SERVICE

### *Law Clinic*

The UJ Law Clinic comprises three law clinics that operate in different geographical areas. The Soweto Law Clinic (SWC), which is the flagship law clinic, operates from the UJ Soweto Campus. This law clinic is led by a principal attorney, Ms Alet Beyl, and an attorney, Mr Elton Hart. Mr Jonathan Morcom was appointed on 1 June 2019 as a candidate legal practitioner at the SWC Clinic to assist both the principal attorney and the attorney. The Doornfontein Campus (DFC) Law Clinic is situated on the Doornfontein Campus and is managed by Ms Elize Radley. Ms Sanele Ndlovu, a candidate legal practitioner provides much-needed assistance to Ms Radley and this office. The third law clinic is found on the Auckland Park Kingsway Campus (APK). This law clinic is managed by a principal attorney, Ms Natasha Naidoo, and an attorney, Ms Gökşen Effendi.

The law clinic forms part of the compulsory fourth-year module, Applied Legal Studies. This module comprises both weekly lectures and clinical work at the law clinic. The clinical component combines both community engagement and service learning. The students attend the law clinic once a week for five hours during the mornings. At the end of their term, students are expected to have completed 13 sessions at the clinic. This translates into 65 hours of clinical work per student. Students are also required to complete an additional 10 hours of community service work at a non-governmental organisation (NGO) or non-profit organisation (NPO).

Owing to the coming into operation of the Legal Practice Act 28 of 2014, the affairs of the law clinics are no longer regulated by the Law Society of the Northern Provinces but by the Legal Practice Council (LPC). This Act exercises jurisdiction over all legal practitioners (attorneys, advocates) and candidate legal practitioners. The law clinics received accreditation and certification to operate as a law clinic in terms of the new act on 13 November 2018 for the 2019 academic year.

The UJ Law Clinics use the 'live client' module to train the final-year law students in the practice of law. This type of training translates into real cases, where the clients are represented in different courts in and around Johannesburg. The casework forms part of access to justice and is classified in terms of UJ policy as community

engagement entailing both service learning and work-integrated learning. A total of 919 consultations were conducted by the students with indigent members of our community. The value of the free legal services rendered by the students translates to nearly R14 million when considered against a low to average billing rate of R1 000 per hour in any private attorney's practice.

The two attorneys at the SWC Law Clinic continued to act for minor children in the Children's Court matters. The attorneys at the DFC and APK Clinics also continued with their appearances in the Regional Court, largely on family law matters.

The attorneys attended several seminars presented by Legal Education and Development and the Law Society of South Africa to upskill themselves, to ensure that the students are taught the necessary skills in preparation for the labour market. Ms Alet Beyl attended the Clark's Attorneys Family Law Conference in Johannesburg in October 2019. The report back on the seminars by the attorneys confirmed that the UJ Law Clinic has been and continues to be on the right path to preparing our students for their future legal careers.

The Director of the Law Clinic, Mr Eddie Hanekom, resigned at the end of April 2019. However, he continued to deliver the lectures for the Applied Legal Skills module.

## FACULTY GOVERNANCE

The Executive Dean's Committee of the Faculty, which operates within the policies of UJ, is the management committee of the Faculty. 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, Faculty administration, academic matters, community service and transformation. This system has worked well in the past, since the Executive Dean, Vice-Deans, Head of Faculty Administration and all the Heads of Department are members of the Executive 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, the building of international relations, marketing of the Faculty, and the continuous improvement of the Law Library.

## THE WAY AHEAD

The Faculty will continue in 2020 to support the development of its junior members of staff through a variety of interventions, which include a structured mentorship programme, research and postgraduate supervisory capacity development programmes and teaching relief to complete doctoral studies. It will continue to collaborate with the relevant University structures to improve the success, throughput and on-time completion of its undergraduate, postgraduate and continuing legal education students. As regards research, the Faculty is determined to produce innovative research in the topical area of law and 4IR.

## CONCLUSION

The Faculty of Law at UJ is thriving. This is attributable to the unwavering support of the Management Executive Committee and the Executive Leadership Group of the University, the hard work and dedication of the members of the Executive Dean's Committee, academic and support staff members of the Faculty as well as the alumni, friends and partners of the Faculty. I thank each one of them sincerely.

*"Baie hande maak ligte werk"* (Many hands make light work).

**Letlhokwa George Mpedi (Prof)**
Executive Dean: Faculty of Law

# Faculty of Science

The Faculty of Science creates and shares new knowledge that advances pure and applied sciences. In so doing, key objectives to further global excellence and stature are met.

Pursuing the vision of a dynamic faculty where new knowledge, leading scientists and technologists are developed through innovation, in 2019, the Faculty of Science supported capable human resources ready for the Fourth Industrial Revolution (4IR) who are well equipped to participate in the increasingly hyperconnected world of the near future.

In demonstrating the Faculty of Science's deep commitment to the University of Johannesburg's overarching goal of excellence and stature, the following objectives in key areas of performance were met.

- Fostering an enabling environment conducive to excellence in teaching (exemplified by the new international accreditation of programmes in the Department of Food and Biotechnology), research (99% international publications and joint postgraduate programmes with some of the world's top 100 universities) and innovation (registered patents and agreements with relevant industries).
- Being accessible to a wide range of students (e.g. increased diploma and extended degree enrolments).
- Presenting high-quality (joint programme with Tohoku University in Japan) and relevant programmes (involvement in the SteDe programme in Sustainable Territorial Development with Universia di Pardova, KU Leuven, and Université Paris 1 Pantheon-Sorbonnne).
- Ensuring increased high-impact research (e.g. articles in the Science journal and *Nature* group of publications).
- Productively utilising our highly competent, qualified and motivated staff (e.g. improved or first-time NRF ratings of several staff members, the recognition of Dr Banothile Makhubela in the South African Women in Science Awards and Prof Philiswa Nomngongo as the youngest holder of a Tier 1 South African Research Chair).
- Fostering collaborative activities with other institutions, relevant industries and the community (e.g. the recognition of Dr Adebo Oluwafemi as an emerging leader by the Institute of Food Technologists and Prof Von Solms' involvement in the Global Future Council on Cyber Security of the World Economic Forum).
- Enhancing the impact of the Faculty in terms of its public and community engagement (e.g. online and offline short learning programmes (SLPs), two of which serve government departments, namely an offering to the Education SETA by Geography, Environmental Management and Energy Studies (GEMES), and another by the Academy of Computer Science and Software Engineering (ACSSE), which serves the State Security Agency).
- Ensuring successful involvement with Science Education for learners and teachers, (primarily through the Soweto Science Centre (SSC)).

The University of Johannesburg (UJ) was ranked highly by the top international university rankings agencies in 2019, with the Faculty of Science making a significant contribution to the institution's global impact by extending its footprint in the top international rankings as illustrated in Table 34.

**Table 34: International rankings**

(unless otherwise indicated, these are rankings of the positions of the disciplines in South Africa)

| GRAS[1] | QS[2] | THE[3] | BGUR[4] | URAP[5] |
|---|---|---|---|---|
| Geography 1st (Debut) | Physics & Astronomy 4th | Physical Sciences Joint 2nd | Chemistry 2nd | Chemical Sciences 2nd |
| Mathematics 2nd (Debut) | Chemistry Joint 5th (debut) | Computer Science Joint 3rd | Geosciences 3rd | Geology 3rd |
| Physics Joint 3rd | | Life Sciences 5th (debut) | Physics 3rd | Earth Sciences 3rd |
| Earth Sciences 3rd (debut) | | | Plant & Animal Science 6th | Physical Sciences 4th |
| Zoology/ Ecology 301-400 globally (debut) | | | | Mathematical Sciences 6th |
| | | | | Biological Sciences 9th |

The academic competence of the Faculty is highlighted by the fact that 98,93% of its permanent academic staff complement have a master's or doctoral qualification. Concomitantly, the Faculty's competitiveness is exemplified by the fact that in 2019, 27 out of the top 50 most cited researchers from UJ were from the Faculty, and five of these academics were in the top 10.

Furthermore, the national relevance is illustrated by the increased employment equity in that 50% (up from 46% last year) of our whole staff complement (i.e. academic, technical, and administrative) came from South African designated groups.

## INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

Notable events in 2019 that confirm an international profile for global excellence and stature were:

- On 29 April, UJ conferred an honorary doctoral degree on 101-year old NASA pioneer, Dr Katherine Johnson (represented by her daughters, Joylette Hylick and Katherine Moore). In November 2019, Dr Katherine Johnson was also awarded the US Congressional Gold Medal for her groundbreaking contributions at NASA. In recognition of pioneers like the late Dr Katherine Johnson, the Faculty initiated a Women in Science Photo Competition. Sadly, Dr Johnson passed away on 24 February 2020 at the age of 101.
- Serendipitously, UJ through the Faculty of Science conferred an honorary doctoral degree on Nobel Laureate, Prof Ben Feringa, during 2019, which was declared the year of the periodic table by the United Nations General Assembly and UNESCO because the world celebrated the 150th anniversary of the periodic table in that year. To further celebrate the year of the periodic table, the Faculty hosted Prof Toshimi Suda who was one of the researchers to identify Nihonium, for a public lecture entitled 'Nihonium, element 113', and gifted him a commemorative 'periodic table tie', designed specifically in celebration of the year of the periodic table.
- The Dean of the Faculty of Science, Prof Debra Meyer, was selected as one of the 50 Inspiring Fifty South Africa winners for 2019. Inspiring Fifty is an international non-profit that aims to increase diversity in technology by making female role models in technology more visible.

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[1] Global Ranking of Academic Subjects (GRAS) – The Shanghai's Subject Rankings
[2] Quacquarelli Symonds (QS) Subject Rankings
[3] Times Higher Education (THE) Subject Rankings
[4] US News & World Report's Best Global Universities Rankings (BGUR) – Subject Rankings
[5] University Ranking by Academic Performance (URAP) Field Based Ranking

- The cover image of the *Nature Geoscience* July issue featured an image related to a research article with three Department of Geology staff members as co-authors (Profs Beukes, De Kock and Smith).
- Prof Von Solms was invited to attend the World Economic Forum's Africa Forum in Cape Town and to be part of a panel discussion on 'The next cyber security frontiers'. The other invited panel members were Ursula Owusu-Ekuful, Minister of Communications of Ghana, Vincent Bagiire, Permanent Secretary, Ministry of Information and Communications Technology of Uganda, and Spiros Fatouros, Chief Executive Officer, Marsh, South Africa.
- Dr Banothile Makhubela won the 2019 South African Women in Science Awards (SAWiSA) prize in the category: Distinguished Young Women Scientists – Natural (Physical & Life) & Engineering Sciences.
- Dr Oluwafemi Adebo was named as a recipient of the 2019 Institute of Food Technologists (IFT) Emerging Leaders Network Award.
- The African Academy of Sciences and Royal Society named Dr Banothile Makhubela as a recipient of £300 000 from the £25 million FLAIR scheme.
- The NRF approved Prof Nomngongo as the new Chair of the SARChI: Nanotechnology for Water, for the upcoming five-year period.
- The Faculty of Natural Sciences and Technology of the Suid Afrikaanse Akademie vir Wetenskap en Kuns (SAWK), in recognition of Prof Meyer's academic contributions to the Natural Sciences in South Africa, conferred an honorary award on the Executive Dean.
- Prof Dubery was awarded the 2019 Havenga Prize from the Suid-Afrikaanse Akademie vir Wetenskap en Kuns (SAAWK) for original research in Life Sciences.
- Dr PF Msomi, Prof PN Nomngongo and Mr Keith Katyora (GEMES master's student) were named in the *Mail & Guardian* Top 200 Young South Africans 2019.
- Prof Bruce Cairncross was awarded the Draper Memorial Medal by the Geological Society of South Africa. This is awarded annually to individuals in recognition of career-long exceptional contributions to geological science, with particular reference to the advancement of South African geology, and the medal is the highest scientific award of the Society.
- Prof Patrick Njobeh was appointed to serve as a member of the International Advisory Board of the WHO-African Centre of Excellence (CoE) in Mycotoxins and Food Safety (ACEMFS) hosted by the Federal University of Technology (FUT), Minna, Nigeria. This happened during its inaugural meeting at FUT, Minna, on 20 June 2019. The Department is part of this CoE.
- An article by Dr C Arderne and co-authors was selected for the January 2019 cover of the journal *Acta Crystallographica* – Section C: Structural Chemistry (impact factor 8.678).
- The second set of coins that Prof Francois Durand designed for the Natura series for the SA Mint has been released. This set consists of five gold coins that commemorate the palaeoanthropological heritage of South Africa. In addition, owing to the popularity of the 2018 Natura series, Archosauria: The rise of the dinosaurs, a more affordable one-ounce silver coin of one of the designs (Euparkeria) was issued this year. This has proven to be an international hit and has become the best-selling coin ever issued by the SA Mint with over 30 000 coins already being sold.
- Dr Oluwafemi Adebo received the R4.5 million Discretionary Learnership Grant from FoodBev SETA.
- UK-SA consortium African Centre for Gene Technologies (ACGT), Dr Karl Burgess, and Dr Fidele Tugizimana and Omnia team have been awarded the Agri-Tech Catalyst grant by Innovate UK for African crop improvement. Innovate UK is part of UK Research and Innovation and drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas.
- Prof Von Solms was invited by the European Union to act as the facilitator of a three-day conference to finalise the national Cybercrime Strategy of the SA Police Service.
- Prof Bettine Jansen van Vuuren was elected as the chair of the South African National Scientific Committee for Antarctic Research (SCAR).
- A team from the Department of Biotechnology and Food Technology won the 2019 Best Indian Pale Ale category, including a cash prize of R10 000, at the 2019 Intervarsity Brewing Competition. The team was

represented by five team members (Mr Witness Qaku, mentor; Mr Tshisonga Khuthadzo, MSc student; Mr Eddie Lulamba, PhD student; and Miss Nomthandazo Msimango and Miss Gugu Mahlangu, BTech students).

- Prof GM Wagenaar and Mrs UC Nibamureke featured as part of the cover of the *South African Journal of Science: Women in Science without Borders* issue in March 2019. Selected papers were published from the 2nd International Women in Science without Borders conference where their paper on 'Assessing the potential effects of nevirapine in South African surface water on fish growth: A chronic exposure of Oreochromis mossambicus' also appeared.
- Jubilee Medal for best paper, The pre-Karoo geology of the southern portion of the Kaapvaal Craton, South Africa, in *South African Journal of Geology (SAJG)* 2018: McCarthy, TS, Corner, B, Lombard, H, Beukes, NJ, Armstrong, RA & Cawthorn, RG.
- In September, Prof Debra Meyer published an opinion piece entitled 'Mitochondrial DNA reveals unexpected ancestral connections' in *The Conversation*, which has garnered more than 40 000 reads thus far.
- Profs Whitehead and Meijboom have both been identified as Top Intellectual Property Creators for UJ (between the period 1 April 2011 and 31 March 2018) by the Department of Science and Technology.
- In 2019, the Faculty hosted inaugural lectures by Prof Moteetee, Prof Prinsloo, Prof Mallick, Prof Oluwafemi, Prof Ndungu, and Prof Mouri.
- The Faculty also hosted 25 public lectures and a book discussion on 4IR. Furthermore, 10 of the 25 public lectures were relevant to 4IR.
- Dr Zvinowanda (Chair of the Local Organising Committee) and Prof Moutloali (Chair of the Scientific Committee) organised the 20th Regional WaterNet Conference, which was held at the Indaba Hotel (Fourways) from 30 October to 1 November 2019 under the theme, 'Integrated water resources development and management: Leaving no one behind for sustainable water security in Eastern and Southern Africa'.
- The Centre of Excellence (CoE) for Integrated Mineral and Energy Resource Analysis (DSI-NRF CIMERA) celebrated its fifth birthday with a special function hosted by its Director, Prof Nikki Wagner. Prof Nikki Wagner was appointed as the new Director of CIMERA in 2019.
- The Soweto Science Centre (a provincial organiser for the Minquiz Competition) participated in the nationals for the competition hosted at Mintek. Ms Mosina and four Grade 12 learners, who won the provincial competitions in April, represented Gauteng province, and the team took first place in the 2019 Minquiz National Competition.
- Dr Sondezi was invited to represent South Africa at the 69th Lindau Nobel Laureate Meeting dedicated to physics, which was held in Lindau, Germany, from 30 June to 5 July 2019.
- The Soweto Science Centre hosted National Science Week (NSW) 2019 activities at the Imbizo Hall on the Soweto Campus from 30 July to 3 August 2019.
- Dr Soraya Malinga was featured in *City Press* newspaper for empowering youngsters, especially girls and young women, in pursuing science.
- The Department of Botany and Plant Biotechnology hosted the 45th South African Association of Botanists annual conference in association with the SASSB and the African Mycology Association from 8 to 11 January.
- Prof Mouri was shortlisted by the nominating committee of the International Union of Geological Science for the position of the Vice-President for the Union (her nomination was by the NRF).
- The Soweto Science Centre, in partnership with Eskom, hosted a successful Eskom Expo for Young Scientists in December 2019.
- Students Mr Spijkerman, Ms Slogrove, Mr Dateling and Mr Boguo under the mentorship of Prof Van der Haar won the national Data Intensive Research Initiative of South Africa (DIRISA) Competition. Ms Slogrove also won the best female-student award.

**Table 35: International awards and recognition**

| Department Staff Member | Award |
|---|---|
| **Academy of Computer Science and Software Engineering (ACSSE)** | |
| **Van der Haar, DT** | International Congress on Information and Communication Technology Best Paper |
| **Sithungu, SP** | Best Oral Presentation at the 2nd International Conference on Computational Intelligence and Intelligent Systems |
| **Biotechnology and Food Technology** | |
| **Kayitesi, E** | Selected for Science and Technology in Society Forum (STS, Japan) 2019 Young Leader Award |
| **Chemical Sciences** | |
| **Matsinha, L** | Arthur E Martell Early Career Researcher Prize |
| **Oluwafemi, SO** | Visiting Professor, Covenant University ranked 401-500 |
| | Keynote speaker, Austria |
| **Geography, Environmental Management, and Energy Studies (GEMES)** | |
| **Tesfamichael, SG** | Councillor of African Association of Remote Sensing of the Environment – Southern Africa Region |

**Table 36: National awards and recognition**

| Department Staff Member | Award |
|---|---|
| **Academy of Computer Science and Software Engineering (ACSSE)** | |
| **Ehlers, EM** | Institute for Information Technology Professionals of South Africa Fellowship |
| **Biochemistry** | |
| **Dubery, IA** | Havenga Gold Medal (SA Akademie) |
| **Biotechnology and Food Technology** | |
| **Kayitesi, E** | Postgraduate student sponsored to attend and participate in SAFFI annually workshop |
| | Centre of Excellence in Food Security (Smart Food Processing Project) |
| **Geology** | |
| **Beukes, NJ** | Jubilee Medal, Geological Society of South Africa |
| **Mathematics and Applied Mathematics** | |
| **Momoniat, E** | Fellow of the Royal Society of SA |

## STAFF PROFILE

Here we provide information on the human resource pool available to perform the activities required to achieve our goals. Given the nature of our business, the largest grouping is, understandably, permanent academic staff.

**Table 37: Staff distribution per campus in 2019**

| Category | | APK | DFC | SWC | TOTAL |
|---|---|---|---|---|---|
| **Academic** | Permanent | 131 | 55 | 0 | 186 |
| **68%** | Contract | 23 | 6 | 0 | 29 |
| | Temporary | 8 | 0 | 0 | 8 |
| **Administrative** | Permanent | 30 | 5 | 2 | 37 |
| **14%** | Contract | 3 | 1 | 1 | 5 |
| | Temporary | 5 | 0 | 0 | 5 |
| **Workshop and Technical** | Permanent | 29 | 14 | 0 | 43 |
| **18%** | Contract | 6 | 1 | 4 | 11 |
| | Temporary | 2 | 1 | 0 | 3 |
| **TOTAL** | | **237** | **83** | **7** | **327** |

In 2019, the staff of the Faculty were distributed over three campuses of the University. Table 37 depicts the staff distribution per campus in 2019.

The academic staff represented 68% of the total staff of the Faculty. Support staff comprised research, technical and administrative staff and represented 32% of all staff. Table 38 shows the shift in proportion from 2015 to 2019.

**Table 38: Proportion of academic staff vs support staff**

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **Academic** | 70% | 72% | 67% | 66% | 68% |
| **Support** | 30% | 28% | 33% | 34% | 32% |

Currently, 98,93% of the Faculty's permanent academic staff have either master's or doctoral degrees. This improved in 2019 as a number of staff members were engaged in doctoral studies during 2018 and scholarship development is actively encouraged by the Dean. The proportion of permanent academic staff with a doctorate improved by almost 4% to 77,43% in 2019. Nine full-time (permanent, contract and temporary) staff members registered for master's, and 46 for doctorates in 2019 (only two of the 186 permanent academic staff members are not yet in possession of master's degrees). If research staff are included, then 144 permanent academic staff members hold doctoral degrees.

**Table 39: Qualification profile of permanent academic staff**

| Qualification | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **D degree** | 73,01% | 75% | 72,51% | 73,6% | 77,42% |
| **M degree** | 25,77% | 23,17% | 26,16% | 24,71% | 21,51% |
| **Total** | 98,77% | 98,17% | 98,67% | 98,31% | 98,93% |

Table 40 considers the demographic proportion of permanent and fixed-term contract academic staff members, according to population group for designated groups, South African only, and including international staff. Last year (2019) saw a vast improvement in all the above categories.

**Table 40: Demographic proportion of permanent and fixed-term academic staff including international staff**

| | Designated groups international and South African (permanent staff) | Designated South African (permanent staff) | Designated groups international and South African (including fixed-term contracts) | Designated South African (including fixed-term contracts) |
|---|---|---|---|---|
| **2017** | 48,25% | 34,3% | 51% | 41,27% |
| **2018** | 51,12% | 35,39% | 51,49% | 35,15% |
| **2019*** | 57,52% | 36,56% | 59,06% | 37,21% |

* As of 2019, country of birth information is also used to determine designated status.

Of the 14 permanent academic appointments made in 2019, ten were from designated groups (South African only), two from other African countries (one from Eswatini, one from Zimbabwe), one Australia, and one from India. In 2019, 71,4% of all new permanent appointments were equity appointments.

**Table 41: Overview of permanent academic staff***

| | Lecturer | | Senior Lecturer | | Associate Professor | | Professor | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| **RACE**** | **M** | **F** | **M** | **F** | **M** | **F** | **M** | **F** | |
| **Black** | 33 | 13 | 9 | 7 | 10 | 1 | 5 | 2 | **80** |
| **Coloured** | 6 | 4 | 0 | 1 | 1 | 0 | 3 | 0 | **15** |
| **Indian** | 2 | 2 | 1 | 1 | 1 | 3 | 2 | 0 | **12** |
| **White** | 10 | 11 | 10 | 9 | 16 | 3 | 12 | 8 | **79** |
| **TOTAL** | **51** | **30** | **20** | **18** | **28** | **7** | **22** | **10** | **186** |

* See Table 41 for South African born South Africans at SL level and above.

** Table 41 includes information on all permanent staff both South African and international.

**Table 42: Overview of academic staff (both permanent and fixed-term contract)**

| | Assistant Lecturer | | Lecturer | | Senior Lecturer | | Associate Professor | | Professor | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **RACE*** | **M** | **F** | **M** | **F** | **M** | **F** | **M** | **F** | **M** | **F** | |
| **Black** | 7 | 2 | 37 | 15 | 9 | 7 | 10 | 1 | 7 | 2 | **97** |
| **Coloured** | 0 | 0 | 6 | 4 | 0 | 1 | 1 | 0 | 3 | 0 | **15** |
| **Indian** | 0 | 0 | 4 | 2 | 1 | 1 | 2 | 3 | 2 | 0 | **15** |
| **White** | 0 | 2 | 11 | 14 | 10 | 9 | 16 | 3 | 15 | 8 | **88** |
| **TOTAL** | **7** | **4** | **58** | **35** | **20** | **18** | **29** | **7** | **27** | **10** | **215** |

* Table 42 includes information on all permanent staff both South African and international.

Tables 41 and 42 show an overview of the racial profile of all permanent academic staff (41) and permanent and fixed-term contract staff (42), this table includes all international staff.

The gender profile has remained fairly constant, with only slight variations over the last few years. In 2018, 37% of the permanent academic staff were female. In 2019, this fell to 34,94%.

Table 43 indicates the percentage of designated (South African born, South African nationality) and female permanent staff on senior lecturer, associate professor and professor level. The percentage of designated associate professors increased from 23% in 2018 to 34% in 2019. In most categories concerning designated staff members, there was an increase in the order of 5%. Plans are in place (including AAMP) to further improve staff seniority.

**Table 43: Percentage designated (South African born, South African nationality) and female permanent academic staff**

| | Senior Lecturer | Associate Professor | Professor | Total |
|---|---|---|---|---|
| **Female** | 18 / 38 = 47% | 7 / 35 = 20% | 10 / 32 = 31% | 35 / 105 = 33% |
| **Designated** | 10 / 38 = 26% | 12 / 35 = 34% | 3 / 32 = 9% | 25 / 105 = 24% |
| **Designated Female** | 6 / 38 = 16% | 4 / 35 = 11% | 0 / 32 = 3% | 10 / 105 = 10% |

This table does not include the position of Executive Dean.
The pipeline of designated female lecturing, and senior lecturing staff looks promising.

In 2017, the percentage of permanent professors was 12% of the permanent staff, whereas in 2019 it increased to 17,2%, which indicates growth in the seniority of the permanent academic staff.

For especially our research output, we also make use of fixed-term contract staff, who include (distinguished) visiting professors. Visiting academic staff are not included in the staff numbers reflected here.

Build your own timber initiatives, like the New Generation of Academic Professionals (nGAP), the Assistant Lecturers (AL) programme, and the Accelerated Academic Mentoring Programme (AAMP), contributed to the increased numbers and seniority of designated academic staff in 2019.

## EXCELLENCE IN TEACHING AND LEARNING

The Faculty subscribes to various initiatives to ensure success of its students in their pursuit of higher education. Students in first year are required to attend the First Year Seminar, easing them into their role as citizens with access to the various support facilities of the University of Johannesburg. Interventions are in place for modules considered at risk (as determined by the Priority Modules list), with academic staff introducing additional support resources that included intensive revision, extra tutors and additional or weekend classes. In addition, 2019 saw an increased drive in leveraging technology in the classroom to improve module success rates and also the students' enjoyment of science, with academic staff also sharing their best practices with colleagues at the annual Faculty of Science Teaching and Learning Workshop.

In order to encourage discourse on the Fourth Industrial Revolution (4IR) within the Faculty, the Dean recommended that the staff (both support and academic) read *Life 3.0: Being Human in the Age of Artificial Intelligence* by Max Tegmark and organised a book discussion session, which was held on Friday 20 September 2019. Furthermore, 12 open lectures organised by the Faculty were themed around 4IR.

### *Enrolment*

Undergraduate diploma students increased by 7,1% in 2019, while the number of students enrolled in the extended degree programmes increased by 8,84%. We had 4 684 students enrolled in 2019 of whom 963 were postgraduate students. The proportion of postgraduate enrolments (of the total enrolment) has reverted back to the proportion in 2015 at 20,5%, as shown in Table 44.

The proportion of master's and doctoral students in the total number of postgraduate students (including honours degree students) remained at 69% in 2019, sustaining the increase in 2017 and 2018 after remaining stable at 64% for a number of years.

**Table 44: Headcount proportions**

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **Undergraduate total** | 79,4% | 77,9% | 78,1% | 78,6% | 79,4% |
| **Postgraduate total** | 20,4% | 21,8% | 21,7% | 21,3% | 20,5% |
| **Occasional total** | 0,2% | 0,3% | 0,2% | 0,1% | 0,0% |

International student enrolments increased to the highest headcount ever of 430 in 2019. This represents 9,17% of the total enrolments, as seen in Table 45.

**Table 45: Enrolment figures – All nationalities except RSA**

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **Undergraduate** | 166 | 169 | 186 | 169 | 217 |
| **Postgraduate** | 185 | 190 | 207 | 189 | 212 |
| **Occasional** | 2 | 4 | 8 | 2 | 1 |
| **Total** | **353** | **363** | **401** | **360** | **430** |
| **% of Total Enrolment** | 8,49% | 8,54% | 9,42% | 8,13% | 9,17% |

In 2019, 90,8% of undergraduate students were black, 1,6% were coloured, with 3,6% Indian giving a total of 96% from designated groups (South African only).

Students from designated groups (South African only) in 2019 represented 66% of all postgraduate students, while the inclusion of international designated groups gives a figure of 86,9% (in 2018 this was 85,2%). The percentages of South African only designated postgraduate students have remained stable in 2019 after increasing significantly from the 2017 figures, namely 59,89% (designated groups) and 80,43% (including international designated groups), respectively.

In 2019, 2 063 of 4 684 students in the Faculty of Science (44%) were female, which is a slight increase from the value of 43,5% from 2017, following the trend from the past five years.

The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was at 49,2% in 2019, down from 53,5% (in 2018) but up from 48,9% in 2017.

### *Success rate*

The stabilisation in the undergraduate success rate during successive years from 2015 to 2019 (79,6% in 2019, 79,7% in 2017) is the result of a more rigorous selection of entering students and the increasingly successful interventions referred to previously. In 2019, the success rate of mainstream and extended degree students overall was 79,6%, while that of first-time entering students in the extended programmes improved to 85% from 78,5%. The success rate for international students was 83,6% for all undergraduate qualifications. The average time to completion for undergraduate students remained at 3.6 years in 2019 and for postgraduates improved to 2.1 years from 2.3 years in 2018.

### *Quality assurance*

Biotechnology and Food Technology underwent a successful accreditation process for their Diploma and Advanced Diploma in Food Technology from the US-based International Institute of Food Technologists, established in 1939. They join the Academy of Computer Science and Software Engineering and the Department of Geology as departments within the Faculty with internationally accredited programmes.

A number of departments in the Faculty of Science contributed to a successful Engineering Council of South Africa accreditation for the Faculty of Engineering and the Built Environment. A number of programmes and modules were also amended during 2019 to improve and maintain the high levels of quality and relevance of those programmes.

Early 2019 saw the approval and implementation of three departmental mergers, resulting in Chemical Sciences (from Chemistry and Applied Chemistry), Mathematics and Applied Mathematics (incorporating the Mathematics component of Applied Physics and Engineering Mathematics), and Physics (incorporating the Applied Physics component of the Applied Physics and Engineering Mathematics Department).

The Departments of Biochemistry, Biotechnology and Food Technology, and Geology listed critiques and associated improvements arising from programme and departmental reviews. GEMES submitted an improvement plan for the 2018 departmental review.

Towards the end of 2019, the Faculty of Science started to focus its efforts on preparing documentation and information for the DHET doctoral review that will take place in 2020.

The Department of Statistics began offering the BSc Actuarial Science degree in 2018. Their Level 1 Actuarial Science Accreditation is under review by the Actuarial Society of South Africa (ASSA).

During 2019, the Department of Biotechnology and Food Technology worked on three new planned programmes, namely an Honours in Food Technology, an Honours in Biotechnology, and a PhD qualification.

The Faculty's non-subsidised academic programmes are offered mainly in the Academy of Computer Science and Software Engineering, Biochemistry (Shimadzu Innovation Centre), Geography, Environmental Management and Energy Studies, Mathematics and Applied Mathematics, and Zoology. The Department of Chemical Sciences worked on a short learning programme in Forensic Chemistry that was approved by Senate in November. The Department of Statistics offered a short learning programme in Statistical Quality during 2019. A 4IR-related short learning programme in developing Intelligence Systems in Tensorflow was approved by Senate in 2019 for implementation in 2020.

The Faculty of Science has an online short learning programme (in the form of its Cyber Security Certificate) offered by the Academy of Computer Science and Software Engineering's Centre for Cyber Security (established in 2012), which is a capacity building teaching centre to enhance cyber security awareness and to a significantly add to the cyber security skill pool.

## EXCELLENCE IN RESEARCH AND INNOVATION

The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) for a total of 420 research units from more than 681 Scopus publications (see Table 46 for year-on-year increases). In 2019, the per capita output of permanent academic staff was 2.3 units. According to data from the Research Office, as at 3 March 2020, 99% of the units in 2019 were from accredited journals. The units for 2019, according to the subsidy categories, are as follows: a total output of 420 (3 March 2020):

- Journal articles: 379
- Proceedings: 20
- Books: 9
- Chapters in books: 12

### Table 46: Accredited publication units 2015-2019

| Year | Journals | Total | % change yoy | Units per permanent academic staff member | Three-year average* (total units) |
|---|---|---|---|---|---|
| **2015** | 231.52 | 270.02 | 0,2% | 1.6 | 258.76 |
| **2016** | 315.43 | 368.51 | 36% | 2.2 | 302.65 |
| **2017** | 333.36 | 391.47 | 6% | 2.3 | 342.07 |
| **2018** | 340.07 | 394.88 | 0,9% | 2.2 | 384.95 |
| **2019** | 379 | 420 | 6,36% | 2.3 | 402.12 |

* Based on the units for that year and the previous two years.

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

### Table 47: NRF ratings

| NRF Ratings | 2016[1,2] | 2017[3] | 2018[3,4] | 2019[3] |
|---|---|---|---|---|
| **A** | 3 | 4 | 4 | 4 |
| **B** | 17 | 15 | 17 | 21 |
| **C** | 31 | 30 | 38 | 36 |
| **Y** | 10 | 10 | 11 | 12 |
| **Total** | **61** | **59** | **70** | **73** |

- The following staff have retained or improved their NRF ratings during 2019: Prof J Maina (A rating), Prof R Meijboom, Dr A Craig, Dr Ernst Joubert, Prof Hoogendoorn, Dr Simelane. See Table 47 for Faculty NRF ratings.
- Out of 152 projects reported in 2019, 75 projects reported on external funding, 19 reported international funding, while 53 reported funding from South African sources external to the University. Furthermore, 34 reported funding from within the institution.
- In 2019, the Faculty participated in six newly agreed upon contracts. Two of the contracts were with international institutions, three were with national institutions, and the remaining one was a non-institutional contract. Table xx shows the patents and patent applications pertaining to the Faculty of Science in 2019.
- Quality research is at the forefront of the Faculty's contribution to scholarship as illustrated by the 99% of articles being published in international journals. Once again, the focus has remained on high-impact factor publications, e.g. in Science and Nature group of journals. The departments that contributed to these high-quality publications were Biochemistry, Chemistry, Geology, Physics and Zoology.

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[1] Includes VPs.
[2] Includes Prof Connell who moved to FEBE at the end of 2016.
[3] Includes DVPs and VPs.
[4] As per the Dean's KPIs as at end January 2019.

**Table 48: Patents and pending patents**

| APPLICANT | DATE OF APPLICATION | REFERENCE NUMBER (if registered) | PROJECT FROM WHICH IT WAS DEVELOPED | COUNTRIES OF REGISTRA-TION | DEPARTMENT |
|---|---|---|---|---|---|
| **Simelane MBC** | 2019-07-29 | 2019/04950 | Photo constituent for treating diabetes | Provisional South Africa | **Biochemistry** |
| **Dr Makhubele** | 2019-11-27 | 2019/07854 | Acid free process for the selective preparation of products from furfural | Provisional South African | **Biochemistry** |
| **Prof Nditeh et al.** | 2019-07-23 | 2019/04811 | Antimicrobial Schiff bases | Provisional South African | **Chemical Science APK** |
| **Meijboom, R, Cronjé, M, Engelbrecht, Z** | 2019-10-01 | 2019/06462 | Silver anti-cancer project | Provisional South African | **Chemical Sciences APK** |
| **Lagouge Tartibu, Rolly Kabinga, Antoine Mulaba-Bafubiandi, Freeman Senzani** | | | DTech Project: Processing of indigenous carbonate materials using an improved vertical shaft kiln | | **Geology** |
| **Freeman Senzani, Antoine Mulaba Bafubiandi, Lagouge Tartibu, Rolly Kabinga** | 2018-11-08 | | DTech Project: Processing of indigenous carbonate materials using an improved vertical shaft kiln | South Africa, European Union, US, Canada | **Geology** |

| CONVERSION PATENTS | | | |
|---|---|---|---|
| **TITLE** | **APPLICATION NUMBER** | **TYPE** | **DATE OF FILING** |
| **Production of scopolomine** | PCT/IB2019/050019 | PCT | 2020-11-06 |
| **Self-glazing ceramics** | ZAP2019/07733 | Complete | 2020-11-22 |
| **Poly(ethylene succinate)-L-Proline polymer composite** | ZAP2019/07770 | Complete | 2020-11-25 |

- More than 234 addresses were delivered at international conferences and seminars in 2019. Of these addresses, 188 were at events outside of Africa, 46 were at events in Africa, but outside of South Africa, and 12 were at international events held within the borders of South Africa.
- More than 189 addresses (34 more than in 2018) were delivered at national congresses and seminars and 13 at institutional level.
- Within the Faculty, academic staff members availed themselves to be of service to a multitude of

professional societies, editorial panels, organising committees of congresses, organisations and forums external to the University.

- In 2019, there were 66 professional visits consisting of more than 88 delegates from abroad to the departments of the Faculty; of these, 17 visits were at least two weeks long. A total of 69 research visits were undertaken by faculty staff members to other institutions for research purposes, of which nine visited for periods in excess of two weeks.
- In 2019, the Faculty hosted 15 inbound undergraduate students and 34 inbound postgraduate students, while 65 undergraduates and 85 postgraduates spent time outside the borders of South Africa, bringing the total of undergraduates involved to 80 and postgraduates to 119.
- Visiting professors appointed in the Faculty: nine distinguished visiting professors, 50 visiting professors, five visiting associate professors, three professors of practice, 25 senior research associates, and 26 research associates. The total of visiting staff, therefore, comes to 118, excluding the four emeritus professors and one senior scientist.

**Table 49: Research funding**

| Funding Source | 2017 | 2018 | 2019* | % |
|---|---|---|---|---|
| **NRF funding** | R46 996 909.02 | R42 478 631.00 | R40 508 700 | 51% |
| **URC funding** | R13 646 387.16 | R15 913 859.63 | R22 997 425 | 29% |
| **Other external funding** | R24 761 834.32 | R9 454 587.53 | R15 514 511 | 20% |
| **Total** | **R85 405 130.50** | **R67 847 078.16** | **R79 020 636** | **100%** |

*Data obtained from Deborah Letseka on 2020-02-10.

The total Faculty research funds for 2019 increased to R79 020 636, though the NRF funding has decreased slightly from 2018. Both the URC funding and other external funding has increased from 2018.

A number of research groups in the Faculty are dependent on the central analytical facility (Spectrum) for access to instrumentation and the analytical expertise of instrument scientists, as is evident by the number of authors acknowledging the facility in 178 (an increase of 48) publication and conference outputs as per departmental reports. This year (2019) saw Spectrum again building on its gains by generating a total income (before deductions) of approximately R1 940 000 (an 18% increase from 2018).

Given UJ's newly verbalised focus on the Fourth Industrial Revolution (4IR), the Faculty responded with more than 40 postgraduate research projects in all disciplines related to 4IR. Prof Meijboom, for example, is undertaking digital synthesis that involves the development of low-cost liquid handling robotic systems for the use in high throughput experimentation. The project has the potential to result in predictive chemistry using AI. The big question being addressed by this work in Chemistry is: 'Can we go open source on everything to enable low cost but high-quality science?'.

## SOCIAL IMPACT

The Faculty's community engagement committee, consisting of representatives from each department, the faculty office and the Soweto Science Centre, are responsible for monitoring contributions to social impact and community support projects. The committee facilitated the Faculty's participation in Mandela Day activities and confirmed active involvement in ten institutionally registered community engagement projects.

The Faculty has a long-standing ongoing commitment to the Eldorado Park Primary School to which it has previously donated a library structure as well as a collection of reading material. Activities related to the library in 2019 included reading engagements where staff members from the Faculty travelled to the school to facilitate a reading and comprehension competition. In addition, an effort was made to barcode the previously donated reading materials in order to include these into an electronic checkout system.

The Soweto Science Centre is the flagship community-based learner enrichment programme of the Faculty of Science and, in 2019, had 473 registered Grade 10 to Grade 12 learners from 100 schools in Soweto and surrounding areas. Mathematics, Physics, Chemistry and Life Sciences classes were presented on Saturdays and during school holidays. In addition, the SSC also provided a Teacher Development Programme for various underperforming schools in Johannesburg Central Districts from 18 to 21 June 2019, aimed at improving the quality of mathematics and science teaching in high schools. A practical laboratory programme for the Introduction to Science and Technology in the Intermediate Phase 1 (SATINA 1) of students of the Faculty of Education's BEd programme was also presented at the SSC laboratories to provide student-teachers the necessary practical skills.

In addition to the support from the Faculty of Science, the SSC was also financially supported through partnerships with the South African Agency for Science and Technology (SAASTA), relevant industries (Eskom, Mintek) and donors who contribute through the Johannesburg Institute for Advanced Study (JIAS). The SSC hosted the Minquiz (a national science competition for high schoolers, funded by Mintek) on 16 May 2019. The Eskom Expo for Young Scientists (20 July 2019) was also hosted at the SSC, and during the National Science Week (29 July to 3 August 2019), the SSC presented lectures and exhibitions to 5 564 participants from 16 schools in three Gauteng municipalities (City of Johannesburg, Mogale City and Gauteng West City).

A number of departments hosted alumni engagements, which were well supported by industry partners. A case in point is the annual Academy of Computer Science and Software Engineering alumni breakfast, which was attended by approximately 35 alumni (excluding staff members) coming from established institutions (of whom 30 acted as industry judges for the Annual IT Projects Day), including Absa, Entelect, Discovery, Microsoft, and Standard Bank. An Alumni Computing Gaming Event was held for Academy alumni computer gamers for which 33 tickets were sold; this event was sponsored by Entelect. Proceeds went to the Academy's alumni funds, which are used to support students. This event is held annually to foster participation from the Academy's alumni.

In 2019, an open lecture series on the topic of the 'Out of Africa Human Migration' hypothesis was organised by the Faculty's transformation champions, as an initiative to reinforce the common origin of humanity from Africa. The series took the form of a competition with departments grouped into teams to create and present lectures in support of the hypothesis based on their subject areas. Prof Durant's lecture was repeated on different platforms in the University. The winning lecture was given by the Academy of Computer Science and Software Engineering, Mathematics and Applied Mathematics, and Statistics

## NATIONAL AND GLOBAL REPUTATION MANAGEMENT

### *Globally*

The Faculty entrenched its global reputation by featuring prominently in international rankings by QS, Times Higher Education, US News Best Global Universities, and Shanghai ranking agencies and others. The strong rankings of eight of the Faculty of Science's subjects by these bodies, as well as international accreditation of programmes by three of the Faculty's departments, confirm the Faculty's reputation.

The global reputation of the Faculty was reinforced by establishing a relationship with Shimadzu, a Japanese company specialising in precision measurement. Following a visit by Dr Ueda, the President of Shimadzu, UJ and Shimadzu came to the agreement that a Shimadzu Innovation Centre would be established. This is the only Innovation Centre in Africa and the sixth Innovation Centre worldwide. During 2019, the physical site was built in the C1 Lab Kelder and, as of February 2020, Shimadzu is installing equipment on site. Part of the function of the Shimadzu Innovation Centre is coupled to the UJ-Shimadzu School and will be used to train students on instrumental analysis and operating the equipment.

### *Nationally*

The Faculty continued with its focused strategy to recruit top performers from schools (in especially the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new

competitions and initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders.

Marketing and communication activities included successful participation in UJ Open Days, top achievers' events (institutional and department-specific), the Orange Carpet event, the annual Winter School, as well as departmental seminars and workshops. The Faculty additionally maintains a mini billboard at a high school in a Johannesburg suburb. The Faculty maintained the Facebook page launched in 2016. 2019 saw the public lecture series expanded both in number and relevance to 4IR and the periodic table of elements, thus enhancing the impact of the Faculty in the academic and public arenas. The quarterly pamphlet, called *Snippets*, which highlights everyday news and achievements at Faculty board meetings, was maintained in 2019. As usual, staff members and postgraduate students of the Faculty participated in a large number of radio and TV interviews. Academics also communicated their expertise with the public through one-on-one discourse, magazine and newspaper articles (including articles in *The Conversation – Africa*, which are sometimes taken up by local and global news services) and interviews.

## CHALLENGES AND RISKS

The nature of the business of conducting research in the sciences is that challenges and risks are fluid. In addition, some are within our own powers to address, while others require dedicated institutional support.

A number of risks and challenges affecting the Faculty are included in the risk register along with actions that could and do mitigate circumstances. Some of the risks that remain concerning, and/or were successfully mitigated, are mentioned below:

- The instability and negativity associated with having two Chemistry and two Physics departments have been addressed, and mergers into a single Chemical Sciences Department and a single Physics Department were effected from the start of 2019.
- The Faculty has a relatively high proportion of staff members with doctorates and master's degrees; however, the more mature academics are the ones with the research reputation and high NRF ratings. Younger academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC and other funding applications. The Faculty provides start-up financial support to new and young researchers. Established researchers are also supported, provided they successfully mentor increasing numbers of up and coming academics. The Faculty has benefitted greatly from the nGAP programme, having in this way appointed five designated South Africans in this role already and anticipating the appointment of a further two in 2020. These colleagues still require mentoring but add to our pool of up and coming academics.
- Retention and recruitment of good academic staff members are becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world and other universities. Especially younger academics in Mathematics, Statistics and Computer Science are easily recruited by relevant industries. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains of concern.
- The student-staff ratio is not ideal, and in addition, the annual increase in student enrolments also impacts negatively on infrastructure, especially laboratory space. In general, our increased enrolments make it difficult to find lecture halls to fit all the students, making it necessary to duplicate not only practical sessions, but lectures as well, which impacts on quality and increases our temporary lecturer account. This is a reality on both APK and DFC. DHET has agreed to fund a new building providing undergraduate laboratory space for use by both Faculty of Science and FEBE. This building's construction in 2020 should alleviate some of the problems associated with the limited undergraduate laboratory space for Biochemistry and Chemistry on DFC.
- The high numbers of non-returning senior students as well as the high dropout rate of students remain a matter of serious concern. School-leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level impact heavily on our pool of potential students as well as on our throughput and retention rates. In view of the national imperatives to increase the number of

Science graduates, the Faculty offers extended programmes, and has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers etc.) to provide additional support to students, and has established the Science Centre on the Soweto Campus to contribute to a larger pool of better prepared potential students.

- Maintenance of equipment, infrastructure and facilities remains an important institutional risk. Spectrum serves as one example of centralising the usage and maintenance of some instruments, which is having a positive effect.
- Mathematics and Applied Mathematics have lecturers sharing offices, while Chemical Sciences (DFC), Physical Sciences (DFC) and Biotech-Food Technology lost office, lecture and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Chemical Sciences is one of the top producers of research publications in the Faculty, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the Faculty's future research subsidy submission.
- Nationally, the number of designated South African doctoral candidates is on the decline. Given the large number of designated candidates enrolled in master's degrees, the Faculty has the potential to substantially increase the number of South Africans registering and completing a doctoral qualification.

## CONCLUSION AND WAY FORWARD

The Faculty produced over 680 Scopus publications in 2019. We also delivered the highest number of high-impact factor articles (including articles in the *Science* and *Nature* group) in the institution, which demonstrates a commitment to quality research and not just quantity. We also lead the institution when it comes to the highest percentage of internationally peer-reviewed journal publications as well as citations generated by those publications (27 out of 50 of UJ's top cited researchers reside in the Faculty of Science). What we will focus on in the coming year is to increase our number of published books (Profs Henning, Sinha Ray and Van Wyk are working on new books in their respective disciplines), improve upon strategies to get more academics to contribute to research output and to substantially increase the number of designated South African doctoral degree students. We have successfully promoted several colleagues in 2019 to contribute to increasing the seniority of academic staff of the institution, while we will continue to address the low number of designated South African and female professors.

Quality promotion and good governance were ensured in 2019 through the activities of various Faculty committees for the quality monitoring of functions related to teaching and learning, research, higher degrees, community engagement, and health and safety. All of these committees report to the Dean's Committee and the Faculty Board.

We did well in marketing groundbreaking research, both nationally and internationally in 2019, thus ensuring that the quality of what we deliver is widely recognised. Excellent research and its successful marketing have become evident in the improved rankings of many of our Science disciplines by numerous international ranking agencies in 2018 and 2019. We are energised by this recognition and plan to reach higher heights in research and innovation, teaching and learning and social impact in 2020.

**Debra Meyer (Prof)**
Executive Dean: Faculty of Science

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.Engaged.
learn and be
At home,
I look after my little sister.
At home,
I help Dad in the garden.
5
Little Red Riding Hood

# Community Engagement

## OVERVIEW

The University of Johannesburg (UJ) is an African university that draws inspiration from its environment by bridging the gap between itself and its immediate communities and larger society with motivated and engaged employees (CE specialists).

The vision of the UJ Community Engagement (CE) Unit is to infuse community engagement into teaching, learning and research within the University and to establish and foster strategic partnerships with its communities. To achieve this vision, the CE Unit is focused on three strategic thrusts, namely:

- The infusion of CE into teaching is reflected as service learning (SL), with 70 programmes currently active in this space at UJ.
- CE is integrated into research, where it is known as community-based research (CBR), of which there are 39 active projects.
- As a non-academic component, CE is active in 271 organised outreach (OO) projects.

## INSTITUTIONAL COMMUNITY ENGAGEMENT INITIATIVES

The Community Engagement Unit executed the following institutional initiatives successfully in 2019:

- International Mandela Day (Nelson Mandela Centenary Anniversary)
- National Women's Day (UJ Women in Community Engagement Empowerment Programme)
- Imbizo – Recognition awards for student volunteer champions
- UJ Student Volunteer Programme
- CE Showcase
- CE Roadshow
- Community Engagement Advisory Board (CEAB)
- Community Engagement Service Excellence Awards (CESEA) – Recognition awards for faculty
- Community Based Organisations (CBOs) Forums and Capacity Building

### *Student Volunteer Champion Programme*

The institutional CE flagship is the UJ Student Volunteer Champion Programme, which is multidisciplinary, interfaculty and transformational in engaging the higher education institution (HEI) priorities, the Sustainable Development Goals, the National Development Plan (NDP), the City of Johannesburg Independent Development Plan (IDP) as well as the Nelson Mandela Foundation Pillars.

UJ Community Engagement successfully initiated the institutional Student Volunteer Champion Programme in 2019, which was aimed at promoting greater awareness about global responsible citizenship and the Sustainable Development Goals (SDGs).

CE had 22 002 student volunteers who registered for the weekly organised outreach projects.

- Auckland Park Kingsway Campus (APK): 6 686
- Doornfontein (DFC): 5 259
- Auckland Park Bunting Road Campus (APB): 6 135
- Soweto Campus (SWC): 3 922

The MEC target for UJCE was to recruit 19 000 students to participate in the UJ Student Volunteer Programme, with numbers specified for each campus, and this target was easily achieved with as many as 22 002 student volunteer champions recruited from the seven UJ faculties and CBE.

**Table 50: Faculty breakdown of student volunteers**

| FACULTIES | APK | APB | DFC | SWC | TOTAL |
|---|---|---|---|---|---|
| **Faculty of Art, Design and Architecture** | 61 | 773 | 1 | 1 | **836** |
| **Faculty of Education** | 570 | 113 | 24 | 412 | **1 119** |
| **Faculty of Engineering and the Built Environment** | 502 | 105 | 3 475 | 14 | **4 096** |
| **Faculty of Health Sciences** | 50 | 107 | 648 | 03 | **808** |
| **Faculty of Humanities** | 1 517 | 1 039 | 364 | 1 013 | **3 933** |
| **Faculty of Law** | 551 | 67 | 5 | 5 | **628** |
| **Faculty of Science** | 687 | 0 | 430 | 9 | **1126** |
| **College of Business and Economics** | 2 748 | 3 931 | 312 | 2 465 | **9 456** |
| **TOTAL SIGN UP** | **6 686** | **6 135** | **5 259** | **3 922** | **22 002** |
| **MEC AGREED TARGETS 2019** | 5 850 | 5 000 | 5 000 | 3 150 | **19 000** |

## UJ CE FACULTY FLAGSHIP PROJECTS

The CE Unit works closely with faculties in the rollout of faculty-specific CE projects and recognises these flagship projects at the annual CE awards event. The faculty flagship projects for 2019 were as follows:

- Faculty of Art, Design and Architecture – Community Engaged Research with Lotlhakane (NW) towards the design and development of a community centre for the elderly and disabled
- College of Business and Economics – Enactus Project
- Faculty of Education – Funda UJabule School
- Faculty of Engineering and the Built Environment – Gwakwani Village in Limpopo
- Faculty of Health Sciences – Riverlea Community Project
- Faculty of Humanities – Izindaba Zokudla (food farming project)
- Faculty of Law – Law Clinic
- Faculty of Science – Soweto Science Centre

These flagship faculty community engagement projects are briefly presented, together with selected projects of some of the support divisions.

## Faculty of Art, Design and Architecture (FADA)

**Project**: Lotlakane Community Centre for the elderly and disabled

**Department**: Visual Art, Industrial Design, Multimedia and Architecture

**Project Leader**: Prof Kim Berman (coordinator and Visual Art Department), Antonio Marin (Industrial Design), Dr Ambala and Boitumelo Kembo-Tolo (Multimedia), Tebogo Ramatlo (Architecture)

**Project type**: Organised outreach, community-based research

**Project description**:

UJ has entered a community engaged collaboration with the Shadi family's NGO: Lebogang Thuso Kopano (LTK) in Lotlhakane, and North-West traditional leadership. The partnership supports a collaboration with two

distinguished alumni, Lerato Shadi (Dignitas Award 2016) and Kgosi Seatlholo, Paramount Chief and UJ alumnus (referred to as the Kgosi in this report).

FADA Architecture and Visual Art and other departments are engaged in a long-term community engagement project (CEP) that runs from 2017 until 2021, to co-design and co-build a homebased communal care centre (CCC) at Lotlakhane in partnership with LTK and Kgosi Seatlholo. This is a long-term research and community practice project that forms part of integrated curricula involving FADA staff, students and community members as co-creators of a communal centre that aims to accommodate the elderly, disabled as well as children and community gatherings. The Centre is meant to revive indigenous knowledge systems in the development and building of structures through the application of local and eco-friendly building materials in collaboration with local artisans. A participatory and user-centred design approach is used to gather data, and assess community needs, for the design and development of the centre.

In 2019, the Faculty of Art, Design and Architecture paid several visits to the community, with multiple objectives for each participant. All student and lecturer participants were immersed into the community through their allocation to homestays over the two nights and two days to conduct interviews and learn about the community through deeper exchanges. Community partners are responsible for managing all local arrangements, such as homestays for students and communal participation for each intervention.

## College of Business and Economics

**Project**: Enactus UJ CBE

**Department**: Various departments within the Faculty

**Project leader**: Ms Joyce Sibeko

**Project type**: Service learning

**Project description**:

Enactus is an international network that has as its vision 'to create a better, more sustainable world'. The CBE has a long-established Enactus programme, which regularly competes at national and even international level. Enactus UJ is a CBE student organisation promoting entrepreneurship by turning what students have been taught into practice through community service learning. It is a student-led organisation with membership open to all UJ students. The Enactus UJ school entrepreneurship project called iValue Entrepreneurship involves four schools in Diepsloot, and over the past six years has focused on Grade 10 learners from child-headed families without income. In 2019, Enactus UJ CBE came first in the Harmony Business Solutions for Community Development Enactus Award.

Enactus is an international organisation that promotes entrepreneurship and an entrepreneurial mindset by connecting academics, business leaders and students through participation in projects that aim to transform opportunities into real initiatives that hold the potential to achieve sustainable progress for both students and communities alike. The primary aim is therefore to promote entrepreneurial action by means of instilling an entrepreneurial mindset. This also achieves the objective of community service learning. At the University of Johannesburg, Enactus UJ is led by six academic and business experts, with Mrs Joyce Sibeko being the primary faculty advisor at Enactus UJ; membership is open to all UJ students. Enactus UJ has achieved participation of over 800 members across the four campuses, with the aim of uplifting communities through entrepreneurial projects. In April 2019, a pitching event was hosted on the Soweto Campus, where 18 business plans were presented, and eight viable projects receiving funding from STRATE to the value of R48 000. A UJ project achieved a remarkable first place in the Harmony Business Solutions for Community Development Enactus Award and was ranked second in the Nedbank Triple Bottom Line Sustainability Award. Among many other projects, Enactus UJ supports the Stitch Secondary Cooperative, which is a women-owned South African apparel manufacturing and retail cooperative, representing 16 primary cooperatives.

## Faculty of Education

**Project**: Funda UJabule

**Project leader**: Prof S Gravett

**Project type**: All three forms of CE: community enrichment, service learning and community-based research

**Project description**:

The Funda UJabule flagship project is a unique project comprising a distinctive school in both South Africa and Africa; Funda UJabule is a laboratory school for teacher training. The Funda UJabule model had been replicated at Siyabuswa, and North-West University is looking towards replicating the Funda UJabule model. Students in both the foundation and intermediate phase do a number of service-learning projects in the school. The school also offers capacity-building workshops for teachers from other Soweto schools as a form of community engagement and has a strong research focus.

## Faculty of Engineering and the Built Environment

**Project**: The Gwakwani Project (in Limpopo): solar electrification, borehole-water supply and irrigation projects

**Department**: Department of Electrical and Electronic Engineering Science

**Project leader**: Mr Cornay Kefeer

**Project type**: Organised outreach

**Project description**:

The Gwakwani Project (in Limpopo): Solar electrification, borehole-water supply and irrigation projects was started by the Department of Electrical and Electronic Engineering Science in 2014. The primary objective is to assist the community to deal with some of its basic infrastructure backlogs. Previous achievements include:

- Installation of two solar pumps for borehole water supply.
- Enhancement of farming activities towards ensuring food security within the community.
- Installation of a fully operational drip irrigation system serving an area of 900 square metres.
- Development of a containerised crèche placed in the village with the assistance of Conlog and Schneider Electrical.
- Installation of solar powered lights to enable children to study at night and to power streetlights.

The project has been operating since January 2017. A containerised bakery was placed in the Village with the assistance of the IDC. The bakery will provide the villagers with the opportunity of providing fresh bread and rolls to their community as well as the surrounding areas and thus creating a business entity that will allow them to earn a steady income.

## Faculty of Health Sciences

**Project**: Riverlea Community Project

**Project Coordinator**: Dr Pieter Els

**Project type**: Service learning

**Project description**:

The project was implemented in February 2010 as part of the Faculty of Health Sciences' Health Training Centre. Partners are Riverlea Development Trust, MRC, City of Johannesburg (CoJ), Wits University, and WHO. Services are provided at the Riverlea Health Clinic and Recreational Centre and at schools. In total, 221 students participate in the project.

Riverlea is a very poor community and the members do not have the financial ability to seek these services themselves. The problems in the community were identified by a HEAD (Health Environment and Development) Study. The City of Johannesburg and Prof Matthee originally approached the Faculty.

The Faculty of Health Sciences considered multiple motivations for the activation of a social outreach project of this nature:

- Sustainable social change: UJ wishes to provide a viable and sustainable service within a needy community and to create holistic support to produce a long-term impact by addressing the specific health needs of the Riverlea community.
- Practical student experience: Facilitate work-integrated learning (WIL) and service learning (SL) requirements of UJ Health Sciences students.
- Ongoing research: Contribute to the research objectives of the Faculty and University through the creation of new research opportunities.
- Curriculum development: Create new short learning programmes.
- Staff training: Engender continual professional development (CPD).
- Partnering with local government: Coordinate, in partnership with the Environmental Health Department of UJ, activities with the CoJ Health Department as a joint venture.

There are various aspects to a project of this nature, which involve changing community practices, fostering networks, educating stakeholders, promoting community education and strengthening individual knowledge and skills.

Six departments are involved in this project, i.e. Optometry, Podiatry, Sport and Movement Sciences, Medical Imaging and Radiation Sciences (MIRS), Nursing, and Environmental Health. Podiatry and Optometry have one clinic per week (excluding recess periods) where they try to consult 12 patients per session. The Environmental Health Department works in collaboration with the Environmental Health Department of the City of Johannesburg and addresses health issues as they arise in the community. MIRS do antenatal ultrasound screenings weekly on patients visiting the antenatal clinic in Riverlea. Nursing places Community Health and Midwifery undergraduate students at the clinic at certain times of the year.

UJ Sport and the Department of Sport and Movement Studies are involved in the project. They developed and conducted programmes and/or workshops over four phases for:

- Early childhood development (Phase 1 and 2).
- Sport development (Phase 3).
- Sport coaching, officiating and management at schools and sport clubs (Phase 4).

**Envisaged outcomes and spin-offs from this project are**:

- Teaching, learning and assessment opportunities for UJ students at various levels.
- Research for honours, master's and doctoral students.
- Research and projects in other communities (Soweto is already identified).

Early childhood development has been implemented. The Adopt-a-Crèche Project was launched in 2013 with second-year students working with a third-year student (as the group leader) for each crèche. A crèche sports day is hosted annually. During this activity, community health related issues are identified, e.g. eye and lower limb problems and there is also a focus on the promotion of the community members' general wellbeing.

The project aims to address the following community challenges:

- Hypertension, diabetes, obesity and food insecurity, which most of the departments involved will be confronted with during their activities in the community and the clinic.
- Maternal and child healthcare.
- Prevention and control of locally endemic diseases.
- Appropriate treatment of common diseases and injuries.
- Promotion of food supply and proper nutrition.
- Education concerning prevailing health problems and the methods of preventing and controlling them.
- Training focusing on health disciplines.

To provide certain medical services to the community of Riverlea, and to improve the general wellbeing of patients treated, students consult and provide patients care under the supervision of a qualified clinician. The

local clinic in Riverlea provides a venue where patients are consulted. The project is evaluated through weekly statistics of the number of patients seen for clinical disciplines and reports from other departments, as well as patient satisfaction.

The project is funded by Discovery Fund. The Fund provided R260 000 for 2015/2016 and before that, various funders contributed small amounts. In 2017/2018, the Fund provided R350 000. It is a multi-year grant for a period of three years up to 2019/2020, but funding for the remaining two years will only be granted if the report back is satisfactory.

## Faculty of Humanities

**Project**: iZindaba Zokudla

**Department**: Anthropology and Development Studies

**Project leader**: Dr Naudé Malan

**Project type**: Community-based research

**Project description**:

iZindaba Zokudla (an isiZulu phrase for 'conversations about food') is a multi-stakeholder engagement research project that aims to create opportunities for urban agriculture in a sustainable food system. It links academics, stakeholders and communities to develop service learning and applied research projects relevant to a sustainable food system. iZindaba Zokudla organises a series of engagement events, which establish an action research cycle wherein research projects and community action plans can be developed and implemented and reflected upon. The engagement events include the Farmers' School and Innovation Lab. iZindaba iLanga, in conjunction with the Process, Energy and Environment Technology Station at UJ's Doornfontein Campus, hosted the 'Let's Talk Business' forum from the Johannesburg Business School and the iZindaba Zokudla Stakeholders Forum for academics and stakeholders.

iZindaba Zokudla has also developed digital methods for mobilising farmers into communities of practice and this will become a focus area for an interdisciplinary project that will write case studies of economic innovation, with the Department of Transport and Supply Chain Management on APB. Numerous publications, presentations and talks have flowed from iZindaba Zokudla in 2019.

## Faculty of Law

**Project**: UJ Law Clinic

**Department**: Procedural Law

**Project leader**: Acting Head of Law Clinic: Prof De Villiers

**Project type**: Service learning

**Project description**:

Opened in 1981, the UJ Law Clinic consists of three individual clinics, each headed by a Principal Attorney under the auspices of the Director. The main aims of the Law Clinic are the rendering of free legal services and the clinical training of law students through interactions with actual clients. The clinic currently consists of three separate clinics, each aiming to serve a specific community with specific needs in terms of the type of access to justice required. Final-year LLB students attend to clients and cases under the supervision of five attorneys. Service at the clinic constitutes practical work, and the law student participates in service learning dealing with live clients and real cases.

The project outcomes are therefore:

- Clinical legal education and transfer of skills and applied competencies to final-year LLB students, with the emphasis on the development of an ability to think analytically and instilling awareness of practical consequences of application theoretical knowledge.
- Delivery of free legal services to needy members of the public in line with the guidelines of the Law Society of South Africa.

## Faculty of Science

The flagship community engagement project of the Faculty of Science is the Soweto Science Centre (SSC).

**Project**: Soweto Science Centre

**Department**: Various departments within the Faculty

**Project leader**: This project is a Faculty initiative – current coordinator Mr Patrick Monama

**Project type**: Teaching and learning

**Project description**:

The Soweto Science Centre is the Faculty of Science's flagship community engagement project. Located on the Soweto Campus, UJ, it offers Grade 10, 11 and 12 learners extra science classes and professional development to schoolteachers.

SSC activities in 2019 included participation in the following:

- Minquiz – South Africa's premier National Science Competition funded by Mintek National Maths and Science Quiz hosted by 13 universities across all provinces, in which the SSC represented Gauteng.
- Teacher Training Workshop – Training for Grade 10 to 12 teachers from underperforming schools in Soweto for Pure Mathematics, Chemistry, Physics and Life Science. More emphasis on the practical or experimental component.
- Winter School (14 days) – Extensive mid-year revision classes for SSC Grade 10 to 12 learners.
- Eskom Expo for Young Scientists – An exposition or science fair where school learners have a chance to show others their projects about their own scientific investigations. Staff members participate as adjudicators.
- Participation in National Science Week 2019 (NSW 2019) – The theme for NSW 2019 was 'Facing the harsh realities of climate change'. Initiative of the Department of Science and Technology (DST) to promote and celebrate Science by involving universities and other role players conducting science-based activities.

# ACHIEVEMENTS OF DIVISIONS

## Academic Development and Support

**Project**: Ikamva Youth (Ivory Park & Ebony Park branches)

**Department**: Academic Development Centre

**Project leader**: Dr Welcome M Kubeka

**Project type**: Organised outreach

**Project description**:

The project is aimed at providing academic study skills to learners at the Ivory Park and Ebony Park secondary schools and registered with the Ikamva Youth NGO. These learners visit these two branches on weekdays after school to be helped with their homework and to access Internet for their school projects. They also come on Saturdays to attend tutoring classes and, through an agreed schedule, crucial study skills, such as time management, goal setting, note making, and exam preparation strategies. In addition to the academic study skills workshops, the academic literacies sessions on academic writing processes and reading strategies are presented to them. The target group is the Grade 10 to 12 learners.

## UJ Sport

The Division aims to serve the communities and to ensure that an enabling environment is created for sport development. UJ Sport's main focus is to increase the demographics and numbers of athletes from the marginalised groups that have been developed and are competing in the high-performance setup, skills

transfer programmes through development of coaches and athletes from grassroots level, and to emphasise the importance of balancing academic and sport excellence. Sport clubs provide services to communities through availing sport facilities for communities and collaborating with organisations who share the same vision as us. Development programmes are code specific and are delivered through events, specialised coaching, coaching clinics, career guidance and other aspects that are deemed important to development. The programmes are also part of the recruitment strategy for UJ clubs.

The following interventions and interactions, which were all classified as organised outreach, were made during 2019:

- UJ Football Development
- Winter holiday programme in Soweto
- Athletics coaching clinics
- Rowing mentorship
- Egoli Squash
- Youth Hockey
- Basketball
- Para sport technical officials' development

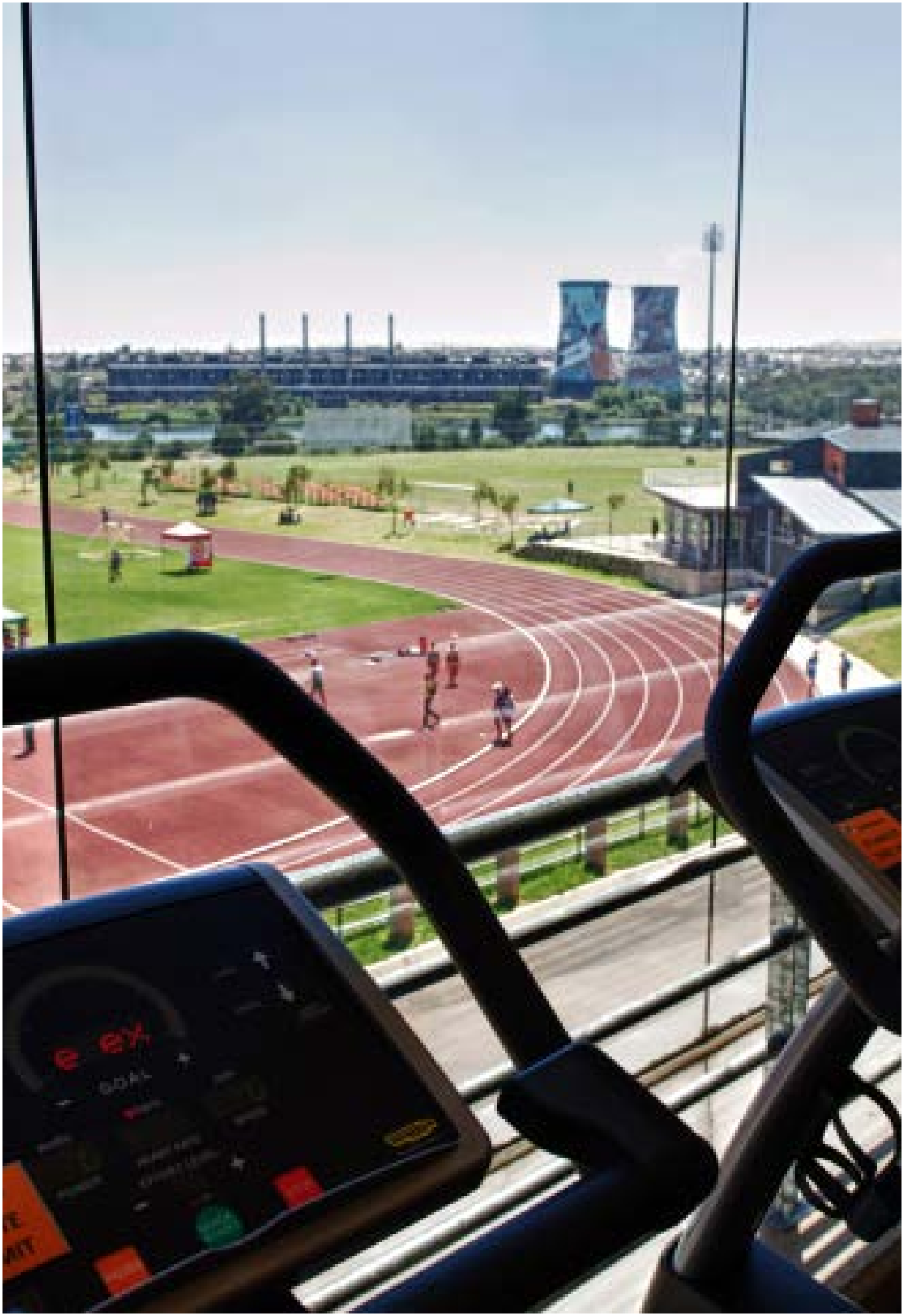
## CONCLUSION AND WAY FORWARD

In the year under review, the CE Unit experienced several challenges. Our major challenge was the lack of replacement of the CE manager who left UJ in 2018; despite being short staffed, the present staff shared the duties of the manager on a rotational basis. Furthermore, there is currently no CE specialist for the Soweto Campus, while difficulties were experienced with transport for volunteers for the outreach programme.

As a unit within the Division of University Relations, we remain focused on promoting and protecting the reputation of the University's brand, guided by the University's Strategic Obectives 2025, by engaging its students in social citizenry through CE.

In 2020, Community Engagement will continue to function with internal and external stakeholders, upholding the UJ values of imagination, conversation, regeneration and ethical foundation. We will continue to engage stakeholders regularly for the benefit of UJ and the communities we work with, with the longer-term purpose of repositioning Community Engagement within the Fourth Industrial Revolution strategy.

**Nolitha Vukuza (Dr)**
Senior Executive Director: VC's Office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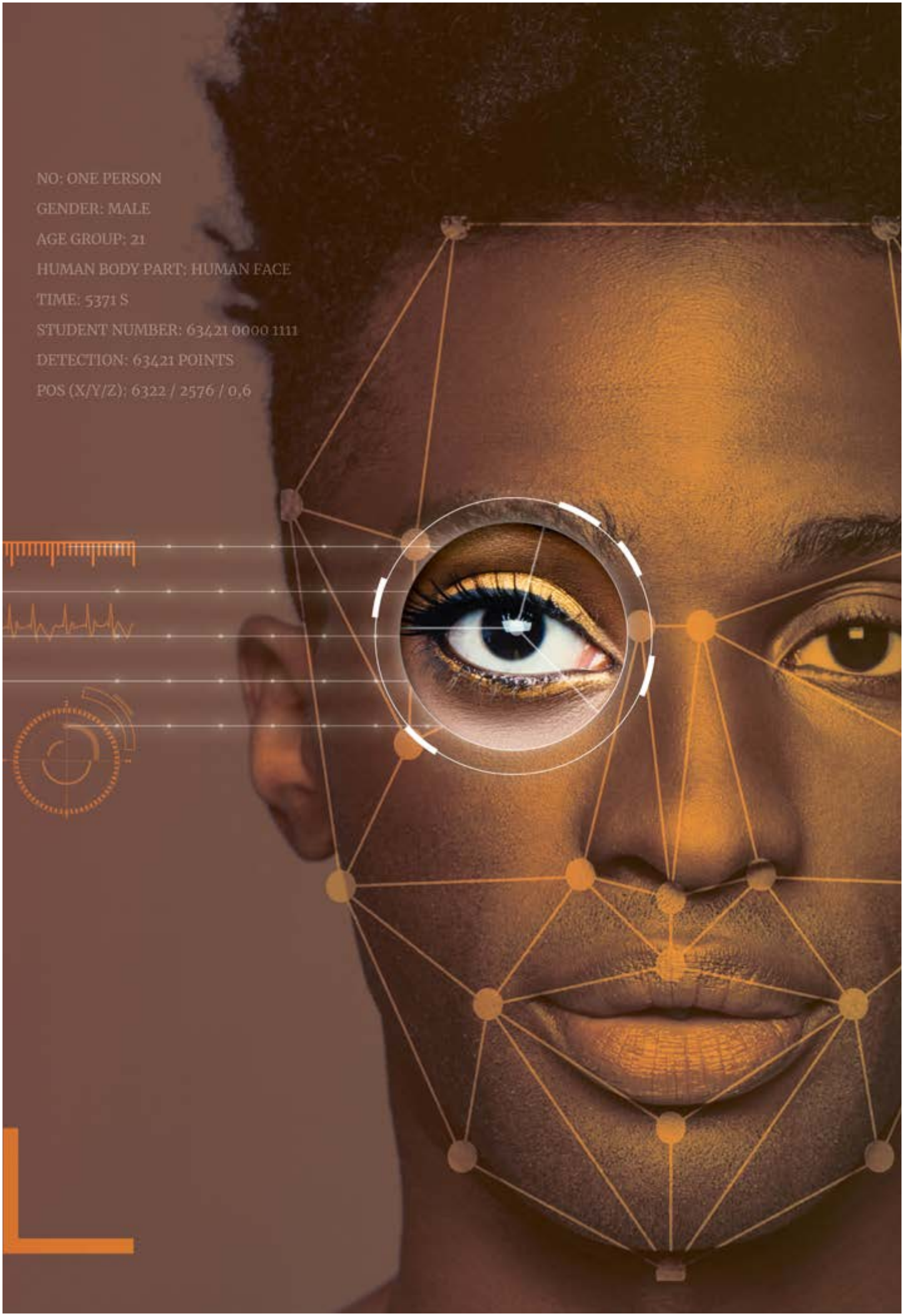
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# University and Stakeholder Relations

## OVERVIEW

Interventions in 2019 aimed to embed an awareness of UJ's leading role in the Fourth Industrial Revolution (4IR) and associated initiatives, both across the institution and among broad groups of stakeholders. Developing and maintaining relationships with significant stakeholder groups is key for the University of Johannesburg to achieve its Strategic Plan 2025.

Stakeholder engagement affects UJ's reputation both nationally and internationally. The stakeholder groups include 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, local and international media, as well as communities around UJ's campuses.

This report will highlight how UJ successfully engaged stakeholders during 2019, highlighting non-academic stakeholder engagement, most of which is managed through the Division of University Relations, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

## CONTRIBUTIONS BY THE DIVISION OF UNIVERSITY RELATIONS

### *University Relations*

The Division of University Relations rolls out a strategically focused programme annually to foster understanding and support for the University of Johannesburg with its various stakeholder groupings. Programmes align with the University's Strategic Plan 2025, emphasising national and international reputation management and further elevating UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of University Relations and its multiple operating units is to ensure active stakeholder engagement to advance the profile and reputation of the University. This drive has a wide scope and is achieved through integrating the functions of the various operating sections of University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation;
- Marketing and Brand, which builds and protects UJ's corporate brand;
- Government and Stakeholder Relations, which facilitates and sustains relations with Government, agencies and parastatals;
- UJFM, which drives strategic communication to current students;
- Community Engagement, which creates active interaction between UJ and its communities.

The Division of University Relations at the University of Johannesburg played a vital role during the year in review to promote public understanding and recognition of UJ as a global leader in higher education and its significant and growing objective to become a University of choice across the globe.

### *Strategic Communications*

UJ maintained a leading position in the national media, in terms of publicity generated in the print, broadcast and online platforms – outperforming most of the higher education institutions in South Africa. In this regard, UJ improved its position among the top South African universities, moving from the third spot to number two. The University retained this position throughout the year.

For the period under review, according to reports generated by two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater, 14 504 press clippings pertaining to UJ featured in South African media. The press clippings, valued at approximately R597 691 373 (the amount the University would have spent if it had bought space), were largely opportunity-based (balance/neutral to positive) brand image (94%). Around 9.2 billion readers, listeners and viewers (including repeats) were reached during this period. This improved coverage was achieved through a media strategy that included thought leadership, a focus on publicising positive developments/initiatives, research with mass appeal, and, of course, expert commentary by UJ academics and senior management.

The improved publicity was as a result of the sound relationships built with mainstream media houses as a strategy to drive institutional stories. Daily interaction with the media, in particular with radio producers and reporters, bore fruit with over 490 academics and University representatives sharing their insightful views on current affairs and thought leadership, among others.

As many as 301 opinion articles, for instance, were published in the major newspapers and online sites. This also sparked further conversation on broadcast, and some of the authors featured on various radio and TV stations.

UJ also steadily increased its coverage within global online news. Over 3 100 mentions, including 144 thought leadership and expert commentaries, featured in global publications. The majority of global mentions were from publications on the African continent as well as in the United Kingdom, United States, and China.

To strengthen a balanced dialogue and create an active voice within the UJ community, a continued flow of inward communication was delivered to address staff and students during the period under review.

A new development has been the implementation of an email monitoring and evaluation system in partnership with ICS. From September 2019, Strategic Communications started using phpList.com, an open source software for sending email newsletters, marketing campaigns and announcements. This system enables insightful readership and engagement statistics for the various internal communication channels and audiences.

The VC Note and Video were distributed weekly and kept stakeholders abreast of the University's successes and achievements, and also included messages on administrative issues.

Monthly editions of the student newsletter, *The Voice*, highlighting relevant news, achievements, advice and opportunities, were distributed to over 50 000 students. The newsletter receives over 45 000 total views and 25 000 unique views, monthly.

In a bid to enhance information sharing and in line with the 4IR strategy, the UJ Campus TV Network went live on 23 April 2019. TV screens are fully functional, flighting UJ news, events and announcements.

The 2018 Stakeholder Report was successfully delivered to internal and external stakeholders in August 2019, following significant planning, design and editing. UJ's Strategic Communications Unit received three national awards for the 2018 Stakeholder Report at the Marketing, Advancement and Communication in Education (MACE) national congress held in Port Elizabeth.

The demand for videography and livestreams for the University and its clients has increased exponentially. UJ's YouTube channel has grown in popularity, and our University videos are increasingly shared through social media outlets. Given this demand, it was agreed that an additional videographer was required. In the year under review, following MEC approval, the Unit conducted shortlisting and interviews of candidates. A suitable candidate was selected and will start in the first quarter of 2020.

In 2020, Strategic Communications will drive a stronger focus on research, given the impressive output by researchers. The Unit will also look to launch a separate news website that is optimised for text and rich content, and with our online readership firmly in mind. This is currently in development and should be launched in the second quarter of 2020. Strategic Communications has developed an online digital library in line with 4IR. Such a platform has been long overdue and will completely transform the way in which photos are shared across the University. This will enhance the photography services we provide to clients. The project will be live in the first quarter of 2020.

### *Marketing and Brand Management*

In line with the Marketing and Brand strategic objective to position UJ as the leading voice of 4IR in Africa, all of the elements of the GES 4.0 campaign for 2019 rolled out according to schedule.

The Cloudebate™ campaign plays an integral part in getting UJ's 4IR message to the national, Pan-African and international markets, and particularly to academics, business and industry (employers), using a targeted and AI informed media approach. An intensive multichannel campaign draws awareness to the Cloudebate™, which ultimately draws viewers to the 4IR website and engages them in the UJ 4IR discussion. By end 2019, seven Cloudebates had taken place – four in 2019. The campaign reached almost 216 million people, and the Creating Tomorrow 4IR website has been visited 104 471 times since the first Cloudebate™ in April 2018, with the majority from South Africa (88 586), followed by the United States (7 405), the UK (1 533), India (751) and then various African and other countries. The Cloudebate™ campaign will continue in 2020, supported by a 4IR in practice campaign.

The inaugural issue of *Beyond Imagining* – an interactive digital magazine – highlighting 4IR initiatives at UJ and beyond, was launched in November and had 1 094 views by end 2019.

The fully online UJ brand shop was launched in April, with five pop-up shops held during the year. R1.3 million of corporate goods were sold through this portal from May to November 2019, offering UJ staff, students and other fans the opportunity to purchase UJ branded goods at a cybershop.

Internally, much work was done to introduce the concept of 4IR to staff and students and to clarify the impact it will have on their lives. Virtual and augmented reality activations were held for students on the various campuses during the first week of February, and this activation, coupled with a reimagined industrial theatre production on 4IR, was shared with staff at the VC campus engagements in March and April.

The management of the social media team has remained a challenge, with the Social Media Manager position vacant for all of 2019. This position has now been approved for filling, and the HR process is under way. UJ achieved a social reach of 1.897 billion and an overall AVE (advertising value equivalent) of R386 million during 2019, with all social media targets exceeded despite the lack of a manager.

**Table 51: Social media fan base (growth from 2018 to 2019)**

| | End 2018 | End 2019 | Growth |
|---|---|---|---|
| **Facebook** | 365 344 | 423 734 | **+58 390** |
| **LinkedIn** | 194 812 | 237 257 | **+42 445** |
| **Twitter** | 38 425 | 47 086 | **+8 661** |
| **Instagram** | 14 988 | 23 400 | **+8 412** |
| **YouTube** | 3 930 | 6 670 | **+2 740** |

Undergraduate above-the-line marketing started in May with the rollout of the Orange Carpet campaign on street poles around Johannesburg, and various print ads and radio ads in the four main catchment areas of UJ. The social media campaign was boosted in August when Orange Carpet numbers seemed to be declining year-on-year. By close of registrations, Orange Carpet applications stood at 2 228, similar to the 2018 figure. The

Apply-on-time Campaign flighted in August and September, reminding potential students to apply on time. The No Walk-ins Campaign ran in December and early January. The team has also supported the Student Marketing team with material for Orange Carpet and Grade 9 below-the-line marketing and events.

The biennial brand research study was completed in November 2019, setting a baseline measure for the new UJ Strategy 2025 metrics: impression, expression and experience. Impression gives an insight into target market perceptions of UJ, including brand salience, and achieved an impressive 78%. Expression set out to measure the effectiveness, recall and likeability of UJ's marketing efforts, and is directly related to the available ad spend. The indicator also reached 78%. The experience indicator seeks to understand student perceptions of the UJ experience, such as campus life, the quality of the lectures, available sports and facilities, and achieved a baseline rating of 85%.

### *Government and Stakeholder Relations*

During 2019, the Government and Stakeholder Relations Unit has made progress towards attaining the University's ambitions for global excellence and stature through implementation of mutually beneficial and sustainable stakeholder relations with various levels of government and other key stakeholders, through continually strengthening the University's reach and engagements.

Agreements and partnerships were refined and delineated into the following focus areas: local government and agencies; provincial government and national government; and parastatals (state-owned enterprises). The model of delineation produced positive results, as the team members were able to focus on their respective government areas. Major high-level relations have been cemented with government representatives at local, provincial and national levels.

In February, the Unit continued its collaboration with Sports, Protection Services, UJFM and Brixton SAPS on the annual campus safety outreach programme, which contributes to enhancing the safe student experience across our four campuses.

As part of our efforts to maintain buoyant stakeholder relations, the Unit represented the institution at key government engagements, such as State of the Province Address (18 February), the Ekurhuleni State of the City Address (27 March), and the CoJ State of the City Address (3 May), and as well as facilitating opportunities for the MEC to engage with their counterparts within government.

In February 2019, UJ's School of Tourism exhibited at Meetings Africa, an annual international event where 20 of UJ's students were given experiential learning opportunities, also affording STH the opportunity to market their offering to potential clientele.

On 28 February, our Vice-Chancellor gave a 4IR address to over 60 senior staffers at the African Union Development Agency (AUDA-NEPAD) headquarters on how Africa can craft strategies embedded in 4IR to achieve 'The Africa we want' by 2063.

Another milestone was facilitating the contribution of the SRC Leadership and Student Accommodation Unit in the reconfiguration of the Johannesburg Housing Social Corporation Housing Strategy for Students on 9 April. This was in response to a local government coalition tasked with addressing housing challenges of students.

The Unit availed a bespoke opportunity for 60 Applied Information Systems students to have an industry engagement with Facebook Africa as part of their global recruitment initiative. Our Unit also engaged with Facebook as part of a course outline benchmarking initiative on 4 March. Our students were also given a site tour to the Sub-Saharan Africa Headquarters, on 30 April.

As part of our contribution towards UJ's Pan-African agenda, we jointly hosted a Frank Talk conversation with the Steve Biko Foundation, unpacking the topic 'Economic and political emancipation within democracy', on 15 May.

As part of facilitating WIL opportunities for our students, 60 Political Science students were given an opportunity to participate in a debate on the effects of Coalition Governance in Local Government: Experience of Joburg, at the Council Chambers on 29 May.

UJ renewed its MOU with the City of Joburg until 2024, with the Vice-Chancellor and the Mayor signing on 5 June, further strengthening stakeholder relations as well as opening new avenues for faculties to collaborate with the City.

In our efforts to position UJ as a socially responsive institution, we supported the National School of Government 'Take a Girl Child to Work' initiative, where Student Marketing was afforded an opportunity to present learning opportunities to over 1 000 female learners in Ga-Rankuwa on 11 July.

The Unit managed to facilitate marketing opportunities for the UJ English Language Programme with the Turkish Cultural Institute and the Embassies of Brazil, Colombia, Angola, DR Congo and Spain in July.

The University hosted a successful SADC regional conference on water with over 360 delegates in attendance from 30 October to 1 November, with the Unit managing to attract financial assistance of over R400 000 for managing the conference.

Some of the prominent stakeholder relations that we maintain include the Human Rights Commission, AU-NEPAD, the City of Joburg, SAPS, JMPD, the South African Tourism National Convention Bureau, Productivity SA, and the Sector Education Training Authorities.

### *UJFM – UJ's student radio station*

UJFM raised the bar in 2019 and was rated among the top three campus-based radio stations, receiving a Liberty Radio Bright Star Award.

During 2019, UJFM made a significant contribution towards communication and information dissemination, in collaboration with its stakeholders. In total, 194 UJ news stories highlighting 4IR and institutional successes made headlines on UJFM.

A total of 63 high-profile interviews with MEC and ELG members with special focus on GES 4.0 catalytic initiatives were broadcast, and podcasts produced. Eleven live in-studio interviews were conducted with the Vice-Chancellor, Prof Tshilidzi Marwala, promoting the institutional vision around the Fourth Industrial Revolution (4IR).

For the period under review, as part of strengthening institutional communication and information dissemination, UJFM provided a platform for engagements to 14 support departments in the form of radio slots. This initiative resulted in UJ support departments making significant contributions towards UJFM programming.

The 'VC and I' radio show was created and broadcast on UJFM as a four-part radio series. This afforded stakeholders the opportunity to directly interact with the Vice-Chancellor, and it provided in-depth updates on institutional developments.

UJFM also launched a new feature called 'UJ Insights' (the feature provides detailed reports and expert analysis on UJ stories) within a midday radio show called 'The Egotrip', a radio show that broadcasts 90% UJ content.

In a bid to keep the UJ community abreast of relevant information, UJ news content increased to two stories per news bulletin being broadcast on UJFM.

In line with institutional strategic objectives, UJFM runs its programming with 50% registered students, with the purpose of providing students exposure to the media, communications and marketing industries. Students are recruited through a rigorous audition process on an annual basis. In March 2019, UJFM auditions were advertised and held, attracting 1 350 UJ registered students and 180 external participants.

In ensuring brand presence and growing the UJFM footprint, an outreach plan was developed and launched in 2019. These included 26 campus brand activation events, attracting 1 500 students per activation, with six outside broadcasts across UJ campuses.

Through diverse revenue streams, UJFM contributed R1.1 million towards third-stream income and further allocated R950 000 worth of advertising airtime to faculties and support divisions.

Following the high demand for digital content in 2019, in 2020, UJFM will launch new media technologies in the form of a virtual radio, multimedia website and 'Diggy gigs', a digital media platform that will allow the radio station to generate income from digital advertising and improve brand communications with the UJ community.

### *Community Engagement*

The vision of the University of Johannesburg's Community Engagement Unit (CE) is to infuse community engagement into teaching, learning and research within the University and to establish and foster strategic partnerships with its communities.

CE successfully rolled out the institutional Student Volunteer Champion Programme in 2019, which was aimed at promoting more awareness about global responsible citizenship and the sustainable development goals (SDGs). In total, 19 664 student volunteers across the four campuses registered for the weekly outreach projects (as compared to the MEC target of 19 000 students from our several faculties.)

Among the institutional initiatives successfully implemented were International Mandela Day (Nelson Mandela Centenary Celebration), National Women's Day (the UJ Women in Community Engagement Empowerment Programme), the Imbizo Awards (in recognition of Student Volunteer Champions), and the Community Engagement Recognition Awards (in recognition of top performing faculties).

CE has identified new projects for inclusion in 2020. These include student exchange programmes with select universities; introducing mobile libraries to improve literacy in communities; a men's conference to encourage men to take part in social justice issues such as combating the scourge of gender-based violence and hate crimes; as well as literacy programmes in primary schools. Another project planned for this year is a UJ Community Engagement day to showcase the good work and achievements by UJ student volunteers, faculties and staff.

The full CE report is found in Section Eleven of this Annual Report.

## CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

### *Student Marketing*

The Student Marketing function plays a critical role in the marketing strategy of the University by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions.

The following activities were executed in support of the student marketing strategy:

- Orange Carpet Campaign
- UJ Open Days
- Grade 9 Subject Choice Seminars
- Apply-on-time Campaign
- No Walk-ins Campaign
- Hamlet and Othello marketing opportunity at the UJ Art Centre attended by more than 8 000 learners and 300 teachers

The strategy of focusing on and increasing the above 35 APS applicant category was also effectively executed, with an increase of registrations for this category in 2019. The Orange Carpet category of applications was also increased from 2 033 in 2017 and 2 048 in 2018 to 2 160 in 2019.

In 2019, CAA introduced new digital marketing and virtual engagement strategies. For example, VR (virtual reality) headsets were designed and branded to be handed out at school marketing visits in 2020 for learners to do virtual campus tours of UJ. In 2020, CAA will be purchasing a number of high-end VR headsets to take to school visits for the virtual campus tours and will also investigate the possibility of having an augmented reality virtual assistant in the VR tour.

**Table 52: School interactions**

| Type of interaction | Number of interactions |
|---|---|
| Presentations to Grade 12 learners | 175 |
| Presentations to Grade 11 learners | 88 |
| LO visits | 188 |
| Principal visits | 16 |
| Campus visits | 11 |
| Deliveries/collections | 34 |
| Career days | 158 |
| National exhibitions | 5 days |

### *Alumni Office*

The primary focus of the Alumni Office is to facilitate and maintain effective contact with its worldwide community of alumni, with the aim of keeping them informed of University activities. The involvement of alumni is crucial to the sustainability and growth of the University and provides important ties between the past and the present. The alumni network therefore helps to serve alumni needs and encourage their involvement and support in preserving the brand and stature of the University. Regular communication on UJ activities or events is shared with 68 000 active email subscribers from almost 150 000 alumni (from UJ and founding institutions). Because of these efforts, a large number of alumni updated their communication details and opted in for regular communication campaigns from UJ.

The first edition of the alumni *Impumelelo* magazine was delivered in December 2017 for distribution early in 2018, and the second edition of the magazine was created for mainly digital media and delivered in the second semester of 2018. Two more editions of the magazine were finalised in 2019.

For the Alumni Office, this was a year of focusing efforts to increase the marketing reach through online and social networking platforms. Through these efforts, the UJ Alumni Connect Platform was launched. This system makes it easier and more convenient for alumni to connect with the University and to build alumni networks. The online platform not only matches graduates to a willing mentor and allows UJ graduates to reconnect with classmates (locally and abroad), to receive news and UJ event updates, but also permits UJ graduates to expand their network, with the aim of cultivating a culture of giving back.

### *Other institutional stakeholders*

#### Student Affairs

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on and off campus, in 2019. For further detail, see the reports of these three entities in Section Thirteen of the Annual Report.

#### Division for Internationalisation

The Division for Internationalisation plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Nine of this Annual Report.

#### Operations, Protections Services and Campuses

Sound relationships with communities on the several UJ campuses are also important, and the Operations, Protection Services, and Campuses Departments ensure that relationships remain strong through ongoing

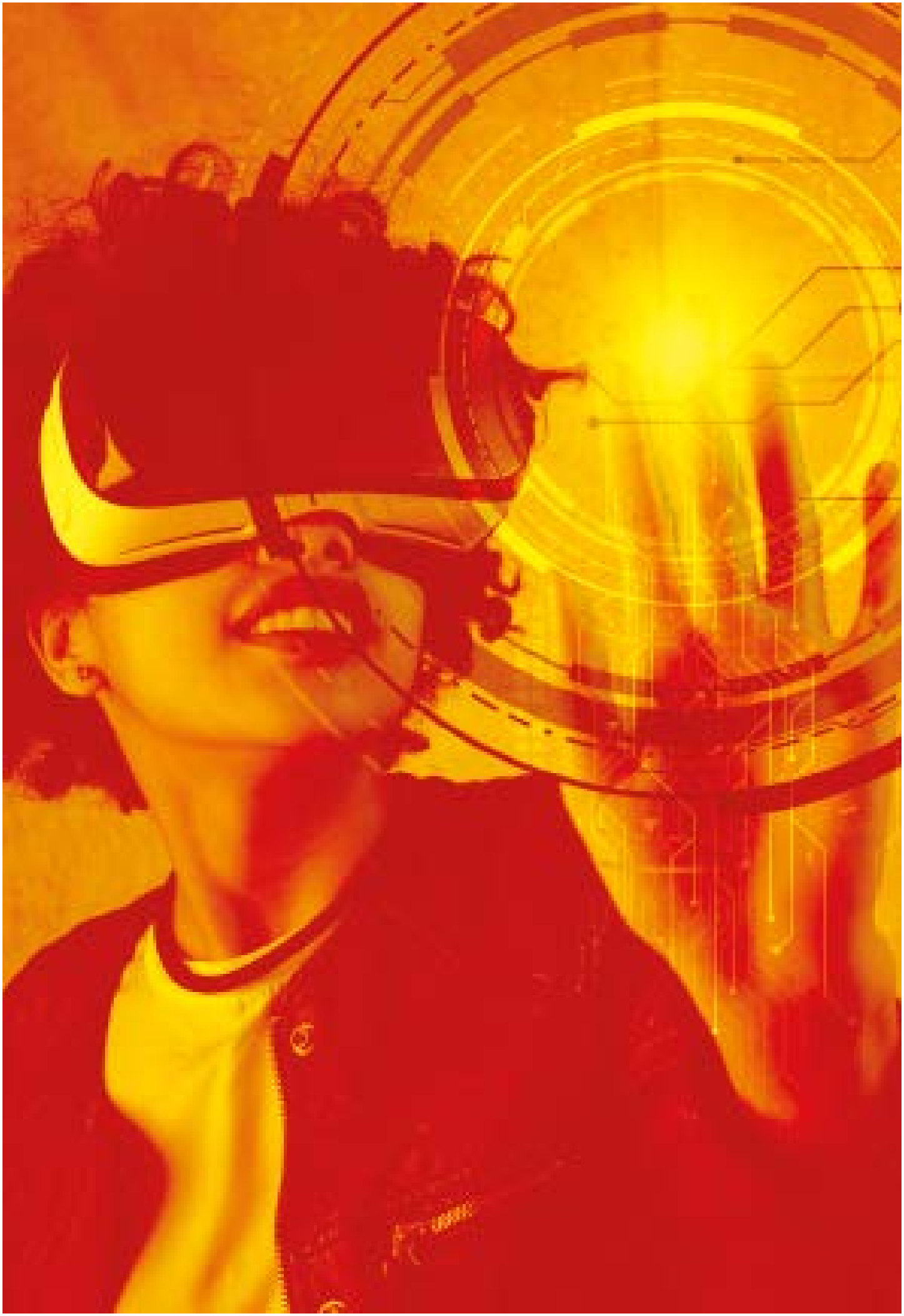
liaison, which is important to the sound operation of our campuses and the safety and security of our students. Further detail is to be found in Section Fifteen of this Annual Report.

The contribution of the Fundraising and Development Unit to stakeholder relations is to be found in Section Sixteen (under Revenue Administration) of this Annual Report.

## CONCLUSION AND WAY FORWARD

Guided by UJ's Strategic Objectives for 2025, the various functions that constitute University Relations remain focused on promoting and protecting the reputation of the UJ brand. In 2020, all areas within University Relations will continue to engage stakeholders promptly and regularly with a unified voice to the benefit of UJ and the communities it works with.

**Nolitha Vukuza (Dr)**
Senior Executive Director: VC's Office



# Student Life

## OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Arts and Culture, and Sport. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

**Tshilidzi Marwala (Prof)**
Vice-Chancellor and Principal

# Student Affairs

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

### *Operating context*

In the wake of student activism in the higher education sector, after the widely supported #FeesMustFall movement, Student Affairs prioritised ensuring that the academic environment was stable and supportive. For this reason, the Student Affairs Division provided opportunities for an outstanding and preferred student experience. This was made possible through consistent responsiveness to the demands and challenges of the moment and beyond. Continuous reflection on the balance between available resources and the ambitions of the University ensured that performance in Student Affairs rose to the occasion.

In 2019, despite adjustments to align some functional areas, the Student Affairs Division still comprised two subdivisions, namely Student Accommodation and Residence Life (SARL) and Student Life and Governance (SLG), and two units called Student Judicial Services, which at the time of this report was called Student Ethics and Discipline (SED), and University and Student Liaison (USL). The primary function of SARL was to provide student accommodation in both residences and privately owned student accommodation. In addition to this main function, SARL provided a platform for outstanding student life programmes. Student life in residence and privately owned student accommodation (POSA) continued to be vibrant and provided a platform for the formation of student communities and for cooperation among students. The provision of student accommodation still entailed admission and placement of students in residences; student life in residence; residence operations; vacation accommodation; and accredited privately owned student accommodation.

Student Life and Governance (SLG) was responsible for coordinating student development activities; providing administrative support to student structures, such as the Student Representative Council (SRC), student societies, RAG, and house committees; as well as general student development programmes. In conjunction with Student Ethics and Discipline, SLG was responsible for order and discipline. However, disciplinary enquiries, including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, and conflict resolution and reparation, were dealt with through Student Ethics and Discipline.

With the goal of providing support to each student of the University, Student Affairs ensured that aspects of student wellness, including student hunger, basic needs, like sanitary towels, psychosocial support, safety and security, risky student behaviour and student governance, were attended to in response to the challenging and changing needs of student communities. Several programmes promoting student ethics were initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

### *Governance of Student Affairs*

In 2019, Student Affairs was under the leadership of the Senior Director: Student Affairs, who in turn reported to the Senior Executive Director in the Office of the Vice-Chancellor. The Directors of Student Accommodation and Residence Life, and of Student Life and Governance, reported to the Senior Director: Student Affairs, as did the Head: University and Student Liaison and the Head: Student Ethics and Discipline. Furthermore, two heads

of functions reported to the Director: Student Accommodation and Residence Life, namely the Head: Privately Owned Student Accommodation (POSA) and the Head: Residence Operations, which latter position was vacant in 2019. Another two heads of functions reported to the Director: Student Life and Governance, namely the Head: Student Governance and the Head: Student Life, which were also reviewed to enhance their efficiency and effectiveness. However, the Director: Student Life and Governance resigned from the employment of the University on 30 September 2019. Student Affairs formed a Student Affairs Management Team (SAMT), drawing together the Senior Director: Student Affairs, the two directors of subdivisions and the six heads of functions. Regardless of the resignation of the one director in September 2019, the SAMT functioned optimally.

Student Affairs provided several student governance structures with administrative and managerial support. These were the Central Student Representative Council (CSRC) and the four campus SRCs (all together constituting the UJSRC). The 16member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 elected members, and this brought the total number of SRC members to 48. In addition, the house committees, student societies, RAG and various student committee structures benefited from the administrative and managerial support of Student Affairs.

The House Committee Primaria Council, made up of the chairpersons of all UJ residence house committees and day-house committees – one for each of the 26 residences and seven day-houses – formed the core of the student governance structures in the residences. (This was a total of 33, because Kopano residence on DFC was decommissioned for renovation, and the YMCA and YWCA on Soweto Campus were also decommissioned, as the University had moved the students from them to the new third residence on the Soweto Campus.) A number of consultative committees were in place to provide support to the house committees, which consisted of mentors and the residence academic advisors who facilitated the residence academic programme. In addition, the Residence Monitoring Committee, comprising a residence manager, house committee members, house wardens and the Head: Student Life, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence induction programme and reported on activities in residences that were not in line with UJ values during the first three months of the academic year.

Student Ethics and Discipline constituted the Student Disciplinary Committees, which dealt with most of the reported disciplinary cases. The Student Disciplinary Committees were constituted with a chairperson, an assessor, an SRC representative and Student Ethics and Discipline officials who acted as presenters and administrators during the student disciplinary hearings. The appointed chairpersons and assessors were external legal experts. Student Affairs submitted quarterly reports on student disciplinary cases, detailing trends, statistics and findings to Senate and Council.

The management of Student Affairs held monthly staff meetings and monthly meetings with the UJSRC, house committees, and RAG committees in order to ensure good governance and quality management.

In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The structures of governance mentioned above, and the functions and operations of Student Affairs were directed by a number of policies, such as the SRC Constitution, the Electoral Policy, Societies Policy, Policy on Privately Owned Student Accommodation, Student Regulations and Regulations for Student Discipline.

### *Risk management*

Student Affairs had to ensure that identified risks did not hinder the work of Student Affairs and/or the University, the main risk being that of a disruptive student protest. The following risks were mitigated through the interventions put in place:

- *Student stability and student relations* – Student Affairs continued engaging student leaders and formations on issues of dispute, like SRC elections, disciplinary enquiries against student leaders, amendments to the SRC Constitution and Electoral Policy, and academic registration fees and processes. Proposed policy amendments were approved, and an understanding was reached on a number of issues like the disciplinary enquiry processes and SRC elections.

- *Lack of adequate accommodation on campus forcing students to stay in privately owned student accommodation that does not meet UJ standards* – The University completed the construction of the third 500-bed residence on the Soweto Campus. The accreditation process of POSA for 2019 raised the standards of the privately owned student accommodation to the acceptable standards, as per the policy and minimum norms and standards of the Department of Higher Education and Training.
- *Safety and security of students* – Even though hard and painful experiences were encountered with the untimely loss of student lives, Student Affairs collaborated with Protection Services and the local police stations. Regular safety and security awareness campaigns were conducted.
- *Over-swiping by service providers of POSA* – Thirty-two service providers were found to have swiped payments, which were more than the beds they were accredited for. Twenty of the service providers were fined 10% of the over-swiped amount in addition to the demand that they return the over-swiped money. Twelve service providers were de-accredited, and the University is still pursuing them for the over-swiped money.

## STRATEGIC FOCUS AND TARGETS

Student Affairs provided support to the six strategic objectives of the University through *Strategic Objective Four: enriching student-friendly learning and living experience*.

### *Strategic Objective One: Excellence in research and innovation*

Student Affairs provided excellent accommodation for postgraduate students. Postgraduate accommodation offered the space and resources conducive to creating excellence in research and innovation. In 2019, there were 976 postgraduate students in residence.

Postgraduate students also participated in organised student activities, and about 35 of them took leadership positions in the structures of SRC, societies, house committees and RAG. Even though individual postgraduate students participated in different student leadership positions, the Postgraduate Association (PGA) was unfortunately not effective in 2019.

### *Strategic Objective Two: Excellence in teaching and learning*

UJ had the capacity to accommodate 27 251 of the enrolled students on and off campus, which was an improvement compared to 24 700 in 2018. Privately owned student accommodation accounted for 76% of the available accommodation. Oncampus residences, which were in great demand, had an occupancy rate of 100%, while occupancy in accredited privately owned student accommodation was also 100%.

In order to realise the University's strategy of improving student success rates and student retention, Student Affairs made strides in implementing the targets set by the Admissions and Placement Policy regarding the accommodation of first-year students in University residences. There were 2 006 first-year students in residence, and 3 492 senior undergraduate students. A number of students living with various disabilities were also accommodated in UJ residences.

**Table 53: Key student accommodation statistics**

| | Category | 2019 Numbers |
|---|---|---|
| **On-campus accommodation** | Total number of beds available in on-campus residences | 6 474 |
| | Total number of beds occupied | 6 474 |
| **Privately owned student accommodation** | Total number of beds available in POSA | 20 777 |
| | Number of POSA beds occupied | 20 777 |

The improvement in the number of beds complying with UJ standards and the minimum norms and standards of the Department of Higher Education and Training, was due to strict application and monitoring of compliance by both accredited and prospective service providers.

In total, 24% of UJenius club members (the top 1% of UJ students in terms of academic performance) were residence students. In terms of degree credit success rate, residence students achieved an 87% success rate, while students who were not staying in residence achieved 83%.

### *Strategic Objective Three: An international profile for global excellence and stature*

Student Affairs continued to contribute to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Affairs, by ensuring a supportive environment for an enriching student experience.

Approximately 500 international students participated in student societies, such as Golden Key, the International Association of Students in Economic and Commercial Sciences (AIESEC), and in the different international student associations. In 2019, 554 international students were accommodated in UJ residences.

Nine members of Student Affairs attended the Training Institute of the Association of College and University Housing Officers ? International (ACUHO-I) at the University of the Free State, Bloemfontein, in April 2019. From 15 to 16 August 2019, three female colleagues attended the ACUHO-I Women in Leadership Symposium in Nelson Mandela University.

The Director of Student Accommodation and Residence Life, Mr Kenneth Ntombela, attended the ACUHO-I International Conference in Botswana from 7 to 10 November 2019, at which he presented a paper on privately owned student accommodation.

From 1 to 5 December 2019, seven members of Student Affairs attended training on Student Life at Stellenbosch University.

### *Strategic Objective Four: Enriching student-friendly learning and living experience*

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. Student Affairs also facilitated opportunities for recreational activities and community service and engagement.

#### Living and learning communities

The 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued to be nurtured in 2019. Academic excellence cut across all the elements of the 5-Pillar Model.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme, in which 176 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 800 day-students continued to participate in Residence Life activities, organised by the seven day-houses across the University.

#### Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students. The calendar and pamphlet of Student Affairs containing tips, rules and regulations, which had hitherto been distributed in hard copies during orientation, were uploaded onto the student portal (uLink).

During the first-year institutional orientation programme, Student Affairs made several presentations and conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 6 000 students attended these presentations and workshops.

#### Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes. The main focus in 2019 was still on safety and security, and risky student behaviour (RSB).

The number of recognised student societies (which were mainly academic, political, religious and social organisations) stood at 253 across all campuses, with about 14 560 active members.

The increase in participation in student organisations could be attributed to the successful Societies Week, which, together with other campaigns, was held across all four campuses in February 2019.

**Student leadership development and training**

Student Affairs, in partnership with different stakeholders, facilitated a number of student leadership and development opportunities for student leaders. The student leadership involved ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.

The training and development opportunities available to student leaders were as follows:

- The 2019 house committees were inducted from 9 to 12 January 2019.
- The induction programme for the Student Representative Council took place from 6 to 7 April 2019.
- A Leadership Skills Development Programme for the Student Representative Council, themed Gender-based Violence Strategic Meeting, was conducted by the Department of Higher Education, Science and Technology on 2 October 2019.
- The Financial Literacy Programme for student leaders took place across all campuses in May 2019.
- The societies' student leaders were inducted in March 2019.
- The chairpersons of house committees and residence academic advisors were provided with basic first aid training.

In addition, Student Affairs staff members continued to provide one-on-one coaching for a number of students. Members of the SRC were provided with guidance, advice on challenges in their respective academic and leadership roles, and fee discussions. The SRC was assisted in writing reports for the University Council.

**Academic integrity campaigns during examinations**

Academic integrity campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners and media campaigns, with messages on academic honesty and integrity aired on UJFM during the June and November examinations. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.

**Ethical and responsible student behaviour**

Since the programmes aimed at combating risky student behaviour were coordinated by the Transformation Division, Student Affairs participated in all the initiatives, including the transformative initiatives. Student Affairs further collaborated with IOHA, Campus Health and PsyCaD in dealing with matters of risky student behaviour.

Furthermore, Student Affairs provided support to the newly established Student Committee for Students with Disabilities. The support ranged from assisting the Office with administrative and managerial responsibilities to preparations for institutional meetings. Major areas, for which the Office for Students living with Disabilities advocated, were paths for blind students and those on wheel chairs.

**Student discipline**

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. Student Affairs received and managed 360 student disciplinary cases in 2019, which were spread across campuses as follows: APB (70), APK (183), DFC (84) and SWC (23).

There were 45 more cases managed in 2019 than in 2018, which was a point of concern for Student Affairs. Owing to that concern and other factors, Student Affairs explored the possibility of establishing a short learning programme on Ethical Leadership as a further effort, additional to those already existing, aimed at educating students in general and student leaders in particular.

**Student welfare and support**

In total, 6 982 students benefited from the Student Meal Assistance Programme in 2019. These students received two cooked meals a day for 249 days. This intervention was in partnership with Shanawaz Meat Palace. In addition to the cooked meals, 500 students benefited from the meal packs provided on a monthly basis by Tiger Brands.

In total, 3 426 students were assisted with registration fees through the SRC Trust Fund. These students were considered to fall into the missing middle category.

In addition to managing the Student Meal Assistance Programme and the SRC Trust Fund, Student Affairs coordinated the University's response to psychosocial and personal issues affecting students. The issues that were handled included student deaths; assisting students who were mugged and robbed in and around UJ campuses; students who had experienced trauma; students in distress (financial and emotional); students without accommodation; and students who attempted suicide.

Student Affairs provided support to the affected students and their friends on campus and to families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, Campus Health, and PsyCaD.

**Cultural activities**

A number of student organisations, assisted by Student Affairs, organised student cultural activities, such as the traditional First Years Concert, Residence Song Battle and Sing-It-Out competitions.

**Student governance**

The elections for the 2020 SRC, which were scheduled for October 2019, were postponed to 23 and 24 April 2020. The elections of the leadership structures of other student organisations and structures, such as house committees, were conducted in September/October 2019 under the leadership and coordination of Student Affairs.

### *Strategic Objective Five: National and global reputation management*

Seven members of the Student Representative Council and other student societies' leaders, including two members of staff, participated in the Africa-by-Bus tours organised by the Division for Internationalisation.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Student organisations and RAG mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools.

### *Stakeholder engagement*

**Internal partnerships**

Student Affairs continued to partner with UJ Sport, UJ Arts and Culture, the Division for Internationalisation, Occupational Health and Safety, Operations, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS (IOHA) and the Campus Health clinics.

**External partnerships**

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities, such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on the privately owned student accommodation, as well as ensuring that UJ students were safe and secure in and around the campuses.

Important partnerships, which ensured that 6 982 students had meals, were with Shanawaz Meat Palace and Tiger Brands.

## CHALLENGES

Student Affairs faced the following challenges in 2019:

- Owing to disagreements among the student leaders, it was not possible to constitute the 2019 SRC according to the prescriptions of the SRC Electoral Policy.
- Secondly, the first induction programme organised for the SRC could not take place due to disruption by the very same members of the SRC.
- The lack of adequate accommodation on campus led to some UJ students staying in non-UJ accredited privately owned student accommodation. This exposed them to various dangers when travelling between campus and their place of residence. The situation was made worse by the fact that most of these students were financially needy and could not afford to pay for accommodation in a UJ residence and/or accredited privately owned student accommodation.
- The safety and security of students on and around campus improved; however, constant and vigilant attention was required.
- Student distress remained a serious challenge.
- Political intolerance among students who actively participate in politics oriented student societies remained a challenge.

## CONCLUSION AND WAY FORWARD

The major breakthrough was the successful amendments to the SRC Constitution and Electoral Policy, which were approved by the University Council on 22 November 2019. The amendments will go a long way towards addressing the concerns of quality leadership, political tolerance and academic excellence. Furthermore, the infusion of the Fourth Industrial Revolution (4IR) into the student leadership processes can now be realised.

Student Affairs, in partnership with students, will continue exploring opportunities for an outstanding and preferred student experience. The following six priorities remain as the defining factors and drivers for Student Affairs:

- Student stability and relations
- Student safety and security
- Student wellness
- Student development support
- Student accommodation
- Staff capacity-building.

**Godfrey Helani (Mr)**
Senior Director: Student Affairs

# Arts and Culture

## OVERVIEW

In 2019, the UJ Arts and Culture Unit made noteworthy contributions to the University's strategic aspirations of global excellence and stature. An array of international partnerships, with Bruckner University, the Ministry of Foreign Affairs, Italy, and artists from Austria, maximised the University's international profile. Additionally, the Unit made substantial contributions to creating an enriching student-friendly learning and living experience through its UJ Arts Academy that offers free opportunities to students from across the University.

Through the UJ Arts Academy, 497 students gained access to opportunities of a high standard to participate in and develop artistic skills. Extracurricular opportunities offered to students at no cost include the UJ Choir, UniJoh Chorale, a jazz band, and an African drumming group. Other popular offerings include weekly poetry sessions as well as hip hop, Afro-fusion, contemporary, ballet, Latin and ballroom and Zulu dance classes. Drama classes and opportunities to audition for theatre productions were also made available to students from across the University.

The Faculty of Art, Design and Architecture's (FADA) Interdisciplinary Theatre Programme has seen its third iteration in 2019. The programme is implemented as an integral component of coursework for second-year FADA students across all departments. Students attend theatre design lectures and briefing sessions and then work in groups to design various aspects of a play that will be produced by UJ Arts and Culture. The learning and development outcomes of the programme have been monitored since inception in 2017. One of the most prominent outcomes reported by students, as intended, is a greater understanding of the potential of other disciplines to enhance their fields of study and practice. Other outcomes include creative thinking, problem solving and interpersonal skills as well as more confidence to work in a collaborative environment. These are essential skills required to thrive in the majority of professional settings, and the FADA Interdisciplinary Theatre Programme is one way the Faculty is preparing its students for living and working in the time of the Fourth Industrial Revolution (4IR). The 2019 design project, *Let the right one in*, is an enchanting, brutal, vampire myth and coming-of-age love story adapted from the best-selling Swedish novel and award-winning film by John Ajvide Lindqvist, which was adapted for stage by Jack Thorne and reimagined for a South African context. Eight students from the UJ Arts Academy were given an opportunity to join professional actors in the development run of the production.

Another 13 students were selected to perform in the iconic *Lord of the Flies*, which toured and played to sold out audiences at the National Arts Festival. A student band competition, *Rhythm of the Bands*, was implemented alongside the *UJ Weekend of Jazz*, which has seen three groups with potential sharing the stage with the likes of Nduduzo Makhatini, Titi Luzipo and Spha Mdlalose. The *UJ Youth Arts Festival* included an acting showcase, *Our stories*, a dance showcase, *La He(ART)*, a ballet recital, *Lord of the Flies*, as well as free lunchtime concerts by the UJ Choir and the UniJoh Chorale. The *Izimbongi Poetry Festival* concluded UJ Arts and Culture's student programme for the year and included *Shhh!*, a new cutting-edge musical that fuses hip hop, soul, trap and poetry; *Home Is*, a student poetry production that took audiences on a journey into their homes; and *When Words Dance*, featuring professional poets Kabelo Ringane, Donald Mokgale, Belita Andre, Sibulelo Manamatel and Nomashenge Dlamini.

During 2019, UJ Choir presented 34 concerts, including 21 appearances during graduation ceremonies. Latin and ballroom dancers participated in the *Rumba in the Jungle* competition held at Sun City, bringing home two trophies and four medals. UniJoh Chorale participated in the South African Tertiary Institution Choral Association (SATICA) Eisteddfod in Port Elizabeth and won five trophies in the Indigenous, Western and African categories.

In fulfilment of Farieda Nazier's PhD, UJ Arts and Culture supported the development and presentation of *Post Present Future* at the Apartheid Museum. The project challenged museum discourse through a personal response to archival displays of apartheid history and inspired shared narratives in post-apartheid South Africa. An exhibition in partial fulfilment of Yannis Generalis' MTech Fine Art: Department of Visual Art (FADA), *Hybrid Vigour*, was presented at the UJ Art Gallery.

Additionally, a robust artistic programme, targeted at students and the community, included local and international drama and dance productions, comedy shows, music concerts, arts and culture festivals and art exhibitions. Student tickets for these are heavily subsidised, and there is no charge for exhibition openings and artist walkabouts.

More than 35 UJ students were given employment opportunities at UJ Arts and Culture, within the front of house team as ushers. This is a valuable chance to gain practical work experience and develop strong professional work ethics. Three BTech students from FADA were part of the UJ | MTN mentorship programme aimed at practical curatorial practice skills transfer and administration, and marketing internships were offered during the year under review.

UJ Arts and Culture also hosts external and University events, including Faculty Board meetings, strategic breakaways, conferences, lectures, concerts, festivals and external theatre productions at its venues. Facilities operated include the UJ Arts Centre on the Kingsway Campus with a 428-seater theatre, an 18-seater conference room and two studios. The Experimental Theatre, also on the Kingsway Campus, is a flexible space primarily used for and by students, and based on Bunting Road Campus, are the 180-seater Con Cowan Theatre with adjacent studios and the Old Cafeteria, which currently hosts the Johannesburg Youth Orchestra.

During the year under review, 105 different events (where an event may be defined as once-off or running for several weeks) were hosted at the two theatres. Footfall for both the UJ Arts Centre and the Con Cowan Theatre reached 38 871 during 2019, while on- and off-campus events presented by the Unit attracted attendance of 40 356 students, staff and members of the public.

**Amanda Breytenbach (Ms)**
Executive Dean: Faculty of Art, Design and Architecture (Acting)

# Sport

## INTRODUCTION

UJ Sport continues to play a significant role in transforming university sport in South Africa and beyond. Through university sport, we develop coaches, administrators, and athletes. While prestigious athletes are being groomed, mass participation and recreational sport, including cultural activities, are key to the wellbeing of the general student population. The vision is to shape Africa university sport through excellence, honour and victory. More opportunities have been provided for our students to compete internationally with specific focus on continental and regional competitions.

## OPERATING CONTEXT

UJ Sport comprises three units, with Sport Clubs as the core component of what we do daily. The other two units provide the necessary support for the athlete, with Athlete Support focusing on the physical, emotional and academic welfare of each of our athletes, while Support Services is responsible for facilities and events, including maintenance.

### *Sport Clubs*

The UJ Sport Clubs Unit focuses solely on promoting participation in sport and recreational activities among the University of Johannesburg's students and surrounding communities. We coordinate various activities according to the needs of our service recipients, be these the communities or the students. We have aligned our programmes to address social ills and to promote nation building through sport, by providing education and sport opportunities to the youth. Through our own scholarship programme and one from CATHSSETA, we are able to get more students to join the University of Johannesburg as athletes while studying.

Annually, a reclassification of the different sporting codes is conducted. The classification emanates from the national and provincial sport priority codes. The classification takes into consideration gender, race, general interest from students, and availability of facilities. Given the needs, affordability, and membership base, some sports are discontinued, while there is an opportunity to introduce new sports.

### *Sport classification*

**Priority codes/elite sport**

- Athletics (men and women)
- Basketball (men and women)
- Cricket (men)
- Football (men and women)
- Hockey (men and women)

- Netball (women)
- Rugby (men and women)

**Competitive codes**

- Rowing
- Sport for Students with Disabilities (SSD)
- Squash

**Social/mass participation**

- Chess
- Indigenous games
- Martial arts

Highlights included participation in international events by UJ student athletes and officials, and outstanding achievements by the basketball men's team who became University Sport South Africa (USSA) and Varsity Basketball champions. The netball team was promoted to the super league after winning the Premier League division at the USSA winter games. The UJ squash club continued with their winning ways by defending their title for the eighth consecutive year. There were also outstanding results from athletics in the Athletics South Africa (ASA) competition, Sport for Students with Disabilities (SSD) in the South Africa Sport Association for the Physically Disabled Competition, and rowing in the Rowing Championships. The Sevens Rugby team were crowned champions of Varsity 7s and followed this with an outstanding performance on the African stage when they won the Kings of Rugby 7s FASU Games hosted in Kampala, Uganda. The women's football team also won the USSA Club championships, with the men's team finishing third. The appointment of Bongiwe Msomi, the Protea's captain, to coach our netball team has seen interest in the sport by both internal students and potential students grow substantially.

### Table 54: University Sport South Africa results over four years

| | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **Athletics** | 1 | 2 | 2 | 3 |
| **Basketball Women** | 4 | 6 | 6 | 6 |
| **Basketball Men** | 3 | 3 | 3 | 1 |
| **Cricket Men** | N/A | N/A | 4 | N/A |
| **Hockey Women** | 5 | 2 | 6 | 6 |
| **Hockey Men** | 5 | 1 | 4 | 4 |
| **Football Women** | 5 | 4 | 1 | 1 |
| **Football Men** | 8 | 5 | 5 | 3 |
| **Netball** | 6 | 3 | 7 | 7 |
| **Rowing Sprints** | 1 | 2 | 1 | 2 |
| **Rowing Boat Race** | 3 | 1 | 1 | 2 |
| **Rugby Men** | 4 | 4 | 6 | 7 |
| **Rugby 7s Women** | 3 | 6 | 3 | 3 |
| **Rugby 7s Men** | 6 | 6 | 3 | 2 |
| **Squash** | 1 | 1 | 1 | 1 |
| **Volleyball Women** | 9 | 9 | N/A | N/A |
| **Volleyball Men** | 7 | 4 | N/A | N/A |
| **Beach Volleyball Women** | N/A | 3 | 3 | 2 |
| **Beach Volleyball Men** | N/A | 6 | 8 | 8 |

### *International Day for University Sport (IDUS)*

The International Day for University Sport, as officially proclaimed by UNESCO, was celebrated on Soweto Campus on 20 September 2019. The activities conducted on the day included a walk, aerobics, CrossFit games, and squash for beginners. Attendance was somewhat disappointing, as that day was the last day of the term, so not many students attended. However, all sport students who represented the University at different levels were there, including coaches and staff, 523 people in all.

### *Athlete Support*

The Athlete Support Unit's role is to provide the following services to the student-athletes and coaching staff:

- Identify the scope of sport science and medical needs within the high-performance sporting codes, along with coaches and managers.
- Implement an athlete support programme with medical services according to the needs of the high-performance sporting codes.
- Manage the execution and progress of the periodised plan within each high-performance sporting code and make adjustments as necessary to ensure success.
- Meet with coaches and sport managers to identify the specific needs for the sporting code leading up to major tournaments, such as USSA and Varsity Sport tournaments.
- Provide sport psychology and academic advice to the student-athletes.

### *Sport Science*

In 2019, the Sport Science Unit provided 472 student-athletes with the following services, to enhance athlete performance over their competitive season:

- Sport specific testing and analysis of data
- Strength and conditioning gym-based sessions
- Field sessions for conditioning, and support during league matches
- Injury prevention and management
- Provision of recovery modalities

**Table 55: Number of high-performance athletes per sport**

| Varsity Sport Codes | 2018 | 2019 |
|---|---|---|
| **Athletics** | 66 | 60 |
| **Basketball** | 23 | 30 |
| **Cricket** | 30 | 30 |
| **Football** | 50 | 54 |
| **Hockey** | 56 | 54 |
| **Netball** | 29 | 30 |
| **Rugby** | 137 | 130 |
| **Competitive Codes** | **2018** | **2019** |
| **Rowing** | 33 | 54 |
| **SSD** | 10 | 15 |
| **Squash** | 10 | 15 |
| **Total student athletes assisted** | **444** | **472** |

All 472 athletes who are on the high-performance programme also receive academic support from the Unit, including medical support.

### *Support Services*

Support Services provides the clubs, including the Athlete Support Unit, with all the necessary support with facilities, maintenance and event management.

The Events Management subunit works closely with the Sport Clubs, as the events hosted are essentially on behalf of UJ Sport or a specific sporting code. The Unit's success also relies on both internal and external partners, which include UJ Security, Occupational Safety, the PHC Clinics, the City of Johannesburg, and the community in general.

**Sports Gala**

The Sports Gala function is an annual function in which we celebrate and honour our high-performance athletes from all sporting codes. The function took place at Randpark Golf Course on 3 October 2019.

**Sports Gala category winners:**

- *Age Category Sportswomen*
  - 1st Place: Brittany Abdinor (Netball)
  - 2nd Place: Yane van der Merwe (SSD Athletics)
  - 3rd Place: Refilwe Maseko (Football)
- *Age Category Sportsmen*
  - 1st Place: Kelvin Kanenungo (Rugby)
  - 2nd Place: Nico Jacobs (Hockey)
  - 3rd Place: Tatendiashe Mujawo (Rugby)
- *Club Sportsperson*
  - 1st Place: Ruswahl Samaai (Athletics)
  - 2nd Place: Zarck Visser (Athletics)
  - 3rd Place: Ayanda Malinga (Rugby)
- *Student-Athlete*
  - 1st Place: Alexa Pienaar (Squash)
  - 2nd Place: Kristen Paton (Hockey)
  - 3rd Place: Tsoane Sebele (Athletics)
- *Sportswoman of the Year*
  - 1st Place: Amanda Mthandi (Football)
  - 2nd Place: Alexa Pienaar (Squash)
  - 3rd Place: Kristen Paton (Hockey)
- *Sportsman of the Year*
  - 1st Place: Taylor Dart (Hockey)
  - 2nd Place: Ernest Jacobs (Hockey)
  - 3rd Place: Henrico Bruintjies (Athletics)

## HUMAN RESOURCES

UJ Sport has 28 permanent staff members and three fixed-term contracts; the bulk of our staff members are the 127 temporary appointees. Of the permanent staff members, 67% are from the designated groups.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

### *Community service*

UJ Sport continues to grant permission to the local community to use its facilities. We assist the community with coaching clinics at their schools. UJ Sport assists schools in our area by hosting competitions at their facilities and affiliating them to our club, so they can participate in the Central Gauteng Athletics (CGA) league and other

competitions during the year. This year we ran a school's league for girls' football on the Soweto Campus and we provided the kids with a snack before the games started.

UJ Sport Science seeks to form potential research projects by conducting fitness tests for external members within the community and schools, hosting coaching clinics, and undertaking Vitality assessments of UJ staff members in association with Discovery.

***Stakeholder engagement***

UJ Sport has a good internal partnership with the Department of Sport and Movement Studies in the Faculty of Health Sciences. The close links with both Student Affairs and Staff Wellness have seen both divisions being part of the Healthy Campus Project that will be rolled out next year. The recreational sport programme depends on the Student Life Division within Student Affairs.

Externally, we collaborate with the City of Johannesburg, the Gauteng Provincial Government, SAPS, surrounding communities, and federations. We have regularly engaged with different entities to source support, either financial or in kind. First National Bank supports the rugby club financially by virtue of their status in Varsity Cup. The Division receives products from Future Life that are shared among all the clubs.

## LEADERSHIP

Increasingly, national and international leadership influence, visibility and stature are becoming evident through the roles played by staff members being appointed or selected to work in various sporting teams/associations, federations and boards.

- Ms Taren Naidoo was appointed as the National SA Women's hockey sport scientist at the Olympic Qualifiers Africa Cup in Stellenbosch from 12 to 19 August 2019.
- Ms Minky Tshabalala was appointed as both the U20 and U17 SA national team sport scientist, and attended the inaugural U20 COSAFA Tournament in Port Elizabeth (1 to 11 August), the All Africa Games in Morocco (14 to 26 August), and the inaugural U17 COSAFA Tournament in Mauritius (16 to 29 September). The team won bronze at the U20 COSAFA and won silver at the U17 COSAFA.
- Ms Liphiwe Nxasana and Lerato Mokhojoe, a WIL student, were invited by the National Sevens Rugby coach to assist with the testing of the National Women's Sevens rugby team in Pretoria in August 2019.
- Mr Wolta T Mtsweni was selected as the sport scientist for Nelson Mandela Bay Netball, at the senior and U21 Spar National Netball Championship.
- Mr Robin Welch was selected as a member of the Southern Gauteng Hockey technical staff at the National U21 IPT hockey week (26 August to 1 September).
- The senior director, Ms Nomsa Mahlangu, was elected President of University Sport South Africa (USSA), and of the Federation of Africa University Sport (FASU). Ms Mahlangu is the first ever women to hold the position and the only woman leading a continental structure within the International Federation of University Sport (FISU)
- Mr Dumisane Hlaselo was appointed as the North-West Eagles sport scientist for the National Basketball League.
- Mr Nhlanhla Ndlovu is also a physiotherapist for the South African senior men's football team, Bafana Bafana.
- Mr Sizwe Ndlovu serves in the International Athletes Commission at the International Olympic Committee (IOC).

## FINANCIAL SUSTAINABILITY

The total budget of R38 227 793.00 was allocated for 2019. UJ Sport raised an amount of R7 575 770.25, which was equivalent to just over 20% of the total budget. The Division covers the shortfall in the operational requirements of different clubs. It is important to note that the amount raised in 2019 decreased by 9% from what was raised in 2018.

## CONCLUSION AND WAY FORWARD

In conclusion, UJ Sport continues to look for opportunities to grow and expand the offerings for both students and staff going forward. In 2020, women's cricket will be introduced to ensure that we continue with the transformation agenda. More activities under the healthy campus banner will be introduced in collaboration with Human Resources, Primary Health and Student Affairs.

**Nomsa Mahlangu (Ms)**
Senior Director: Sport

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# Management and Administration: Human Resources

## OVERVIEW

The University's Annual Performance Plan (APP) stems from the Strategic Plan 2025 and sets targets across UJ. The Human Resources related targets are pursued and measured by the Human Resources Division (HR) to ascertain progress made. For HR, the key targets are a steady increase in staff representation in terms of equity and an increase in qualification levels in order to support academic excellence. More specifically, UJ seeks to achieve a higher number of instruction and research professional staff with doctoral degrees, a substantial number of international staff members, a higher number of black academic staff members, and a higher number of associate professors and professors.

In 2019, the Human Resources Division's journey of change continued, in line with the strategic objectives of the University of Johannesburg. The year began with HR driving Fourth Industrial Revolution (4IR) related change and skills development interventions, as well as the recruitment of illustrious academics in support of the GES 4.0 Strategy. The institution was also faced with a protected strike action, which HR and relevant stakeholders resolved through intense negotiations with the involved unions. HR also coordinated an organisational design and review process with some of the support divisions to ensure operational efficiency, as mandated by the Council.

HR also conducted a strategy review exercise focusing on the strategic initiatives of HR, the operating model and the business processes, the outcome of which was the following:

- Identification of key drivers for HR.
- Development of focused interventions to improve efficiencies and effectiveness within the Division.

### OPERATING CONTEXT

In order to give effect to its mandate of efficient and effective people management, the Division is divided into subunits as Centres of Excellence (CoEs), with these units structured to serve the needs of the institution. The Office of the Executive Director is responsible and accountable for all HR-related matters.

HR comprises the following units:

- Human Resources Business Partnering (HRBP)
- Organisational Development (OD)
- HR Operations and Human Resources Information Systems (HRIS)
- Data Analysis and Management
- Employment Relations and Wellness
- Human Resources Services: Remuneration and Benefits

## STRATEGIC INITIATIVES DURING 2019

This section reflects key achievements, challenges, trends and some key risks within the HR Division.

### *Human Resources Business Partnering (HRBP) Unit*

The HR Business Partner Model is in place to ensure professional and efficient delivery of HR initiatives across the institution. In its efforts to enhance service delivery in 2019, key projects and initiatives were delivered across the institution, through the HR business partners as the client-facing unit. These included vacancy management, with the vacancy rate kept below the set target of 7,5%, data integrity, recruitment optimisation, including the drive to promote the use of the LinkedIn platform, as well as the annual position budgeting process. The Unit also implemented talent management and retention initiatives, including the PhD graduate programme focused on UJ growing its own timber.

HR also facilitated the recruitment process of high-level executive positions, which culminated in the following appointments and reappointments in 2019:

- Senior Director: Institutional Planning, Evaluation and Monitoring, with effect from 1 January 2019.
- Executive Dean: Faculty of Health Sciences, with effect from 1 March 2019.
- Executive Director: Human Resources, with effect from 1 July 2019.
- Senior Director: Operations, with effect from 1 October 2019.
- Reappointment of the Executive Dean: College of Business and Economics (CBE), with effect from 1 January 2020.
- Reappointment of the Executive Dean: Faculty of Science, with effect from 1 January 2020.
- Following upon the end of contract of the former Chief People Officer in August 2019, the portfolio was split as follows:
  - The Chief Operating Officer assumed responsibility for the Human Resources and Transformation functions.
  - The Senior Executive Director: VC's Office, assumed responsibility for the Student Affairs function.
  - The Chief Financial Officer assumed responsibility for UJ Sport.

A learning and capacity building intervention was embarked upon to further the competence of the HR practitioners, including HRBPs. This journey proved to be extremely beneficial, in that it not only exposed the HRBPs to the latest HR trends and best practices, but also built confidence and especially a strong team ethos, although this was not a direct objective of the intervention. Service delivery levels have definitely seen an upswing, with HRBPs receiving many compliments about their attitude, responsiveness and advice. This also translated into an effective and efficient way of working within the HR Division.

To ensure the team continually keeps abreast of trends and developments in the field of human resources, professional HR staff members remain affiliated with associated professional bodies and attend workshops and seminars relevant to their field of speciality.

As such, HR continues to strive towards a strategic business partnering model and all efforts are geared towards this achievement, including ensuring that the Division migrates to a different level of HR maturity.

### *Organisational Development Unit*

In its effort to ensure that talent at UJ is developed and retained, the Unit facilitated the following talent, retention and organisational design interventions.

#### Organisational design and review

HR embarked on a review of the various service delivery models and structures of some of the support services divisions to ensure alignment with the UJ of the future, as commissioned by the Council. The main objective of the review process was to provide strategies on how to manage the organisational structures, to ensure effective costing of the structures, vacancy management, among others.

Another objective was to review the 75:25 support vs academic staff ratio, to ensure strategic staff allocation in support of academic excellence, through the identification of duplication of responsibilities, idle capacity,

misplaced functions that ought to belong to a specific environment but are currently situated elsewhere, and disintegrated functions that are necessary but non-existent. Change management interventions will be implemented to ensure the project is successful upon approval of the proposed recommendations.

**Learning and development**

The University of Johannesburg recognises the importance of building its human capital/resources to ensure sustainability. As such, the institution continuously seeks to improve the skills of its employees across all occupational categories in order to keep up with emerging and changing economic and environmental factors. HR spent a total of R3 575 502 in 2019 on skills development, focusing on generic, managerial, technical and 4IR-related training categories, as well as learnerships. A total number of 2 167 staff members attended the training.

In addition to the training of employees, HR provides opportunities for young graduates to gain work experience through its Internship Programme. Through funding received from the Education, Training and Development Practice (ETDP) SETA, 26 interns were placed in different environments within the University. Eight interns resigned during the year due to better prospects, and the remaining 18 were expected to complete the programme in February 2020.

HR also received a discretionary grant from the ETDP SETA, which was used to fund the Generic Management and Business Administration Learnerships, Project Management Programme and the Emerging Leader Programme, which were rolled out in 2019. Through these programmes, a number of staff were developed.

Another milestone for HR was the submission of the Workplace Skills Plan to the ETDP SETA, following successful consultation with key stakeholders, including organised labour.

**Workforce analysis and employment equity (EE) statistics**

A new three-year Employment Equity (EE) Plan for the period 2019 to 2021 was developed and approved for implementation. An EE report was also compiled and submitted to the Department of Labour, highlighting the analysis and key insights as to the current status quo of the University against its set EE targets and goals.

In line with the EE Plan and the UJ Annual Performance Plan (APP), the workforce increased from 3 183 in 2015 to 4 386 in 2019. The academic and research workforce has shown a steady increase from 1 128 in 2015 to 1 283 in 2019. The academic and research workforce increased by 1,53% in 2015, 2,66% in 2016, 2,42% in 2017, 3,04% in 2018 and 4,99% in 2019, with an overall average growth of 2,83% from 2015 to 2019. Even though there has been an overall increase in the support staff workforce from 2015 to 2019, the number of support staff decreased from 3 105 in 2018 to 3 080 in 2019, due to the moratorium on the filling of vacant positions in support environments, implemented from August 2018. The focus on achieving a more representative academic workforce yielded good results, and with the academic and research headcount increasing from 1 222 in 2018 to 1 283 in 2019, most APP targets were achieved. Working closely with the HR business partners, the vacancy rate was kept below 7,5%.

The black academic and research staff component has increased from 37,06% in 2015 to 46,92% in 2019; female academic and research staff have increased from 47,34% in 2015 to 49,03% in 2019; while the international academic and research staff have increased from 13,83% in 2013 to 18,32% in 2019. Female associate professors and professors have increased from 37,19% in 2015 to 37,34% in 2019. Staff turnover is a concern, but proactive measures are in place to keep the turnover below 7%, and in 2019, a 6% staff turnover was achieved.

In terms of academic promotions, Senex approved 50 promotions in 2019 compared to the 39 approved in 2015. Of the 50 promotions, 19 (38%) were female and 31 (62%) were male. Also, to be noted is that 23 (46%) promotions were from the non-designated groups in comparison to the 12 (24%) from the designated groups, with the remaining 15 (30%) from the international cohort. To achieve a more balanced profile, attention must be paid to ensuring that more designated staff and more women are prepared for promotion to senior lecturer level.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has increased from 51,8% in 2015 to 60,87% in 2019. At present, the overall profile reflects 60,87% black, 34,78% white and 4,35% international.

The ELG black gender profile has shifted notably from 2015 to 2019. Black female representation was 29,92% in 2015, 32% in 2017 and 43,48% in 2019. Black male representation decreased from 26,1% in 2015 to 17,39% in 2019.

The 2019 employment equity statistics reflect that at top management levels, 57,1% are female, at senior management levels, 41,9% are female, and at middle management levels, 49,5% are female. Within the senior management category, males dominate, with 143 male versus 103 females employees. These numbers have increased compared to 2018, when males were at 102 and females at 75. The advancement of women remains a key focus. The UJ objective is to achieve appropriate representation across all levels within the institution.

The total number of people with disabilities is 69, representing 0,5% of the total staff complement. This number is still below the economically active population target, drawn from the Gauteng statistics, against which the institution benchmarks.

There is a fair representation of females at managerial level; however, there is still room for improvement. The female managerial representation constitutes the categories of black, coloured, Indian, white and foreign nationals. The figures below are for the period 1 September 2018 to 31 August 2019:

### Table 56: Employment Equity Report 2018/2019

| Occupational Level | Female | Total Employees | Percentage |
|---|---|---|---|
| **Top Management (P1-P2)** | 4 | 7 | 57,1% |
| **Senior Management (P3-P5)** | 103 | 246 | 41,9% |
| **Middle Management (P6-P7, AP, SL)** | 409 | 826 | 49,5% |

HR continues to monitor compliance with the EE Plan and submits progress reports on a quarterly basis to the various oversight governance committees.

**Global excellence and stature (GES)**

At the core of UJ's vision and mission of global excellence and stature lies the ability to attract and retain accomplished academic and research staff. As demonstrated, UJ has been able to grow the workforce by 1 203 over the past five years, which included an increase of 12% in terms of academic and research staff. The seniority of the academic cohort has also increased as a result of the promotion of academic and research staff over the past five years.

The number of academic and research staff with doctoral degrees increased by 21, year-on-year, and the target of 48% was surpassed in 2019 with an increase to 49,03%. Over the past five years, the number has increased from 42,2% to the current 49,03%. The number of academic and research staff with master's degrees has also increased from 40,07% to 43,49% over the past five years. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

The number of associate professors and professors has increased notably during the past five years, with a headcount of 242 in 2015 compared to the current 316. Although the headcount increased by 74, the growth percentage does not reflect this, as during this period, the staff complement also increased from 1 128 (2015) to 1 283 (2019). Within the group of associate professors and professors over the past five years, the number of females has increased substantially, from 90 to 118 in 2019. The number of black professors also showed an increase over the past five years, from 22 to 24 in 2019. In these ways, UJ's key focus on transformation of the academic and research staff cohort has made progress.

In UJ's efforts to drive the GES programme, the number of international scholars appointed has continued to rise since its inception in 2014. The University has introduced a multidisciplinary catalytic initiative for the Fourth Industrial Revolution (4IR). In addition to the existing GES 1.0 drive, positions were created to directly develop

UJ's 4IR agenda. The GES appointment details are as follows:

- Distinguished Visiting Professors – 51 (of the 51 appointed DVPs, five are contributing to the 4IR agenda).
- Distinguished Professors – 6 (of the 6 appointed DPs, one is contributing to the 4IR agenda).
- Directors of Institutes – 5.

The following appointments are directly linked to the 4IR strategy:

- Professors of Practice – 2.
- Visiting Professors – 2.
- Visiting Associate Professors – 5.
- Senior Research Associates – 2.

**GES 4.0 change management**

The Change Management Strategy and Plan were developed, guided by the work done through the 4IR task teams, which focused on teaching and learning, research and innovation, infrastructure, and communications. As part of this process, academic and non-academic/professional support leaders sought to define the comprehensive strategic investment needed to enhance UJ's staff capacities to deliver academic and teaching programmes that are responsive to the needs of our communities and industry.

A change management project team was established to support the GES 4.0 initiative. A communique that provided an overview of the change management interventions that are being rolled out in line with the Change Management Plan was sent to all employees, with updates at regular intervals.

Various change management interventions were implemented with effect from July 2019 to build awareness about 4IR and to ensure the upskilling of employees. A total number of 44 4IR-related soft skills training programmes were rolled out within the University and attracted a total of 657 employees from both academic and support staff. The training offered included topics such as 4IR Cyber Security, 4IR Future Work Skills, and Building Resilience within 4IR.

**Performance management**

UJ Performance Management is a best practice approach that cascades strategic goals together with the employee's personal work goals. In order to prepare for automation of the performance management system, a decision was made in 2019 to pilot the proposed approach of exploring the use of descriptors instead of numerical ratings, as well as measuring team contribution and UJ values. The pilot was carried out with one faculty subunit (Emergency Medical Care (EMC) in the Faculty of Health Sciences), and some of the support divisions – the Library and Information Centre (LIC), Finance Expenditure, Finance Governance and Revenue, and Human Resources. The existing performance management process was followed by all other faculties and support divisions.

While the anticipated benefits of the piloted process were not fully optimised, it has been agreed that consideration will be given to all that was learnt from the pilot project, in determining an efficient and effective performance management system. Further plans to review and explore efficient ways to automate and improve the performance management process and system are still under way.

### *Human Resources Information Systems (HRIS) Unit*

The focus in 2019 was on keeping systems stabilised and delivering enhancements as required. Oracle system stability was well maintained, and the close link between HR and Payroll was well managed.

The usage of the Online Temporary Appointment and Claims System (OTACS) remained a focal point. For the first time, the Management Executive Committee (MEC) received quarterly reports to emphasise the pressure system users are placing on HR and Payroll with late appointments. Although an improvement was realised in the first quarter, subsequent statistics indicated a regression in the late capturing of appointments.

In-depth conversations were held with ICS to identify shortcomings in the OTACS process. Discussions were held with the service provider and action plans developed.

### *Data Analysis and Management Unit*

A dedicated data management function was introduced in July 2019 with the appointment of the Senior Manager: HR Business Data Analyst. This appointment was critically needed, to ensure the necessary technical, operational and HR-specific IT support.

In the weeks following the appointment, sound relationships were developed with the ICS team and the HR data analyst was granted access to the relevant HR systems and the associated production databases. Datasets within Oracle EBS and Oracle Business Intelligence were analysed, and data quality anomalies were identified. These anomalies were addressed with the technical teams within ICS.

The data analyst commenced the development of an HR dataset that would provide the single version of reference (SVOR), translating to the single version of the truth. All systems and reports developed internally are to utilise the same dataset, preventing contradicting and incongruent figures. To supplement the SVOR, a definition document has been compiled. The definition document guides developers and users of the data, as to how the data were compiled and how to apply specific business rules to obtain the desired results.

**Creating a technological HR landscape**

The HR data analyst collaborated with the ICS team to implement technology and provide systems capabilities. These included:

- Access to production environments for real time data extraction.
- Dedicated IIS server for hosting of web applications.
- HR specific domain – hrapps.uj.ac.za.
- Dedicated database utilised as a repository for storing and transforming large datasets.
- Unique service accounts for the bulk distribution of alerts and notifications.
- A presence on the Change Advisory Board, to ensure management and representation of all system changes.

**Technology and systems implementation**

To create efficiencies within HR and the broader institution, the HR data analyst has developed several web applications and scripts.

- Web applications
  Web applications create an effective environment for communicating, gathering primary data and presenting data over a secure standard format. The HR web applications developed to date include the HR Performance Survey, Absence Management, Secure File Transfer and the UJ Org Structure.
  - HR Performance Survey
    Provides an interface for customers to rate the service provided by HR. The HR performance survey was successfully deployed to production (https://hrapps.uj.ac.za/hrperformancesurvey/survey.aspx) and utilised to record several responses to quantitative based questions.
  - Absence Management
    A tool to provide supervisors with a quick view of employee absence as captured and approved on the Oracle EBS system. Final changes are being tested, and the tool will be deployed to production in the coming weeks and disseminated to line managers to manage leave.
  - Secure File Transfer
    Provides the ability for HR to distribute files via a secure process. The application has been deployed to production (https://hrapps.uj.ac.za/SecureFileTransfer/Upload.aspx) and is in use for the dissemination of confidential files.
  - UJ Org Structure
    Provides an interface that presents the organisational structure from the apex to the lowest level in the institution. The Org Structure has been deployed (https://hrapps.uj.ac.za/HROrgStructure/OrgStructure.aspx). UJ Org Structure has replaced OrgPlus, an external application, where licences cost in excess of R2 000 per employee. Based on the current configuration and at the current cost of the licence, the savings on OrgPlus equate to approximately R11 million.

- Data quality
  Data quality is an important factor in ensuring accurate reporting. Measuring data against validity, accuracy, consistency, integrity and timeliness ensures that accurate reporting is achieved and that the data and information provided can indeed be trusted. As a major milestone, the HR data analyst had identified attributes that have impacted on data quality. These attributes had further impacted on Oracle EBS and OBI reports. A process was implemented to significantly reduce deviations. This analysed the data extracted from the production systems; where deviations exist, these are distributed by automated scripts to the HR Admin and HRIS team, who resolve them by correcting the source data, by amending or implementing new business processes.
- Leave and absence management
  Mismanagement of leave and of absences has resulted in unfavourable audit findings. An analysis by the HR data analyst of the absence data, leave accrual balances and line manager approval data found significant findings on leave and absences. The HR data analyst has developed scripts that aim to manage leave and absences effectively. This has included the development of a leave accrual alert, which is disseminated to line managers on the first day of each month. The script collates the non-accrual leave balances for employees and distributes the data to their respective line managers for further action and resolution. Additionally, leave exceeding three days awaiting approval on Oracle EBS is similarly emailed to the respective line managers for their action. An absence web application has been developed for easy perusal of absences by line managers for their direct reports. This application provides both a tabular and graphical view. It allows line managers to view absences five years back and one year ahead.
- Alerts and notification
  Proactive management of critical data that may negatively impact the institution, is key to ensuring proper operational, legal and financial governance. The alerts and notifications are automated scripts that assist the HR business partners with the proactive management of management roles within the academic space and with expiration of study and work permits. These attributes are reviewed 90 days in advance.

**Business process improvement**

Two significant business processes impacting on HR operational effectiveness were identified. These were the long service awards (LSAs) and the labour union reporting.

- Long service awards
  The lack of a process had resulted in the misinterpretation of how LSAs should be calculated. The process developed will ensure the correct dates are captured, which dates should be amended and when. The LSA forecast for 2020 has been provided to Remuneration and Benefits in the form of a report for future planning and budgeting. HR Admin and HRIS are resolving challenges with the original date of hire, which was identified by the HR data analyst as a factor impacting on the LSA calculation.
- Labour union association and reporting
  The employees' labour unions association was not recorded on the HR systems, and the reporting of such association was provided by Payroll. Upon investigating, it was determined that such capturing and reporting should indeed be internal to HR. The necessary engagements for the internalisation of the labour union process proceeded, and the process was successfully implemented, with the data migrated to production. The new process has been internalised, with any new memberships being internally processed on Oracle EBS.

### *Employment Relations and Wellness Unit*

**Employment Relations**

The objectives of the Employment Relations Unit for 2019 continues to be the effective management of discipline, grievances, collective labour engagements and the fair and consistent application of the UJ conditions of service. Employment Relations matters regarding insourced employees remain a challenge, and several initiatives were launched to correct and align behaviours in terms of UJ's institutional values. It seems as if the identified interventions had a positive effect, but further improvements are required.

There were some major developments and challenges relating to the unions. The University has a formalised relationship (by means of recognition agreements) with two unions, the National Union of Metalworkers in South Africa (NUMSA) and the National Education Health and Allied Workers Union (NEHAWU), respectively. Unfortunately, NUMSA has adopted an antagonistic/hostile approach since the commencement of the relationship, i.e. has been making unrealistic demands without obtaining facts on issues raised.

The South African Parastatal and Tertiary Institution Union (SAPTU) and the National Tertiary Education Union (NTEU), on the other hand, lodged a referral to the CCMA to attain minority organisational rights and to establish a separate bargaining unit for academics. There were several legal issues that were presented to the CCMA. SAPTU/NTEU may still pursue the matter through an arbitration process, but this is unlikely to happen.

Towards the latter part of the year, NUMSA organised a protected strike action that lasted for more than a month. The demands received from the union would have had a huge impact on the financial sustainability of the University. Management and other stakeholders were kept abreast on the developments of the strike action activities and legal issues by means of questions and answers provided in writing for clarity purposes. In addition, strike readiness meetings were held daily and chaired by the Chief Operating Officer, who in turn updated the Management Executive Committee and other appropriate stakeholders on progress. The strike action was well managed with very few disruptions to the University.

In terms of annual salary negotiations, an agreement was concluded with NEHAWU, which came into operation with effect from 1 January 2020. Negotiations with NUMSA were finalised in January 2020. Another development was negotiations with NEHAWU, which aims to have employees remunerated towards the 65th percentile; these negotiations were successfully concluded in July 2019, and qualifying employees were given a 2% salary increment towards the 65th percentile.

A focus on the empowerment of heads of departments and human resources business partners has enabled them to manage discipline and grievances effectively.

The following policies/procedures were developed or reviewed to ensure compliance with legislation:

- Delegation of Authority in Relation to Human Resources and Related Powers
- ELG Remuneration Policy
- Policy on Appointment of Distinguished Professors and Distinguished Visiting Professors
- Policy on Retirement (ELG Included)
- Policy on Resourcing

There was an update to the conditions of service document, in line with the new developments on maternity leave as per amended legislation.

**Employee Wellness**

The Unit conducted a wellness survey and needs analysis, to assess employees' needs in relation to the Employee Wellness Programme and to ensure that the programme remains relevant in scope and practice. There has been a significant improvement in service delivery and a better understanding of what areas to focus on, as the outcomes of the survey continue to be implemented to date. The Unit also conducted three HIV testing campaigns and tested 2 513 employees. In total, 30 employees also tested for HIV at the Primary Health Care facility. There were four HIV and AIDS information sessions, with a total of 1 339 employees attending. More than 6 000 condoms were distributed to staff during the condom week campaign. With regard to Wellness Champions, nine new academic employees were trained, and 23 existing Wellness Champions attended a refresher training session. In total, 210 employees attended the wellness information sessions. A total number of 1 371 of employees tested for lifestyle diseases, 17 mental health and suicide awareness sessions were held, with 934 employees attending. Breast cancer awareness was observed, and 656 employees screened for breast cancer. The Wellness Champions, in partnership with Human Resources employees, observed Mandela Day by visiting three orphanages and doing charity work.

Seven training sessions for line managers were conducted, with a total attendance of 73 managers.

### *Human Resources Services: Remuneration and Benefits Unit*

The Remuneration and Benefits (R&B) Unit continued to honour the agreement regarding the 65th percentile project as concluded between UJ and NEHAWU. As a result, during the course of 2019, eligible employees' salaries were increased by 2% across the board effective 1 July 2019. Annual salary increases for all employees were implemented successfully in January 2019.

In pursuance of the Unit's mandate, there has also been an intense focus on containing and even reducing our remuneration costs. Leave management and benefits have been costed, and further consultations and/or negotiations will be pursued with stakeholders to conclude this matter during 2020.

2019 saw the discontinuation of the Deferred Compensation Scheme (DCS) for employee retention, because it was no longer affordable financially. An alternative scheme, which has low operational costs but has the same intention of promoting retention, is being developed, with the objective that the scheme be approved in 2020 for implementation the following year.

The Unit also organised a stellar Vice-Chancellor's function where long serving employees of the University were honoured – the long service award or LSA function, as commonly known. The significance of the 2019 function was that, among the 124 employees recognised, there were six longest serving employees with at least 40 years of service. For the first time, one employee among the six, achieved a maiden milestone of 50 years' service with the University of Johannesburg. Sparkle was added to the occasion making it more special, in that a few members of ELG were also recipients of long service awards, including the Vice-Chancellor who received an award for completing a milestone 10 years of service.

## RISK MANAGEMENT

During 2019, the Human Resources Risk Register was updated and revised, in line with Risk Management Committee (RMC) resolutions regarding identifying and adding more risks, and increasing the residual risk rate, specifically in relation to leave management. In line with UJ's continuous risk conscious management approach, action plans are being proposed on a regular basis with regard to risks listed below:

- Lack of data integrity. A data integrity project was set up to identify issues and propose solutions for improvement.
- Lack of attraction, retention and succession planning mechanisms, with focus on the retiring academic workforce, high performing staff, and staff with scarce and critical skills. A talent pipeline document was developed as a risk mitigating strategy.
- Inadequate attraction, retention and succession plans.
- Inability to meet employment equity targets.
- Burnout of academic and support staff.
- Lack of optimal interface of systems.
- Undesirable ratio of support staff to academic staff.
- Impact on UJ's financial sustainability due to the 65th percentile exercise.

## SIGNIFICANT ACCOMPLISHMENTS IN 2019

- The academic and research workforce increased by 1,53% in 2015, 2,66% in 2016, 2,42% in 2017, 3,04% in 2018 and 4,99% in 2019, with an overall average growth of 2,83% from 2015 to 2019. With the academic and research headcount increasing from 1 222 in 2018 to 1 283 in 2019, most APP targets were achieved.
- The black academic and research staff component has increased from 37,06% in 2015 to 46,92% in 2019; female academic and research staff have increased from 47,34% in 2015 to 49,03% in 2019; while the international academic and research staff headcount has increased from 13,83% in 2013 to 18,32% in 2019. Female associate professors and professors have increased from 37,19% in 2015 to 37,34% in 2019.
- The number of academic and research staff with doctoral degrees increased by 21, year-on-year, and the target of 48% was surpassed in 2019 with an increase to 49,03%.

- The Data Management Unit was implemented with improvement achieved in technical, operational and human resources specific information, and technology support provided. The Unit also developed several web applications and scripts, such as the HR Performance Survey, Organisational Structures, Absence Management, and Secure File Transfer.
- An agreement with NEHAWU and NUMSA on annual salary increases was concluded and implemented with effect from 1 January 2020.
- Negotiations with NEHAWU, which aim to have employees remunerated towards the 65th percentile, were successfully concluded in July 2019 and qualifying employees given a 2% salary increment towards the 65th percentile.
- Participation by faculties and divisions in the rollout of the Mental Health Programme increased.
- The annual position budgeting process was successfully coordinated.
- Executive and GES 4.0 recruitment and related appointment processes were successful.
- The vacancy rate was successfully kept below the set target of 7,5%.
- The HRBPs' capacity building training session resulted in improved HR service delivery within the University.
- The organisational design and review process of some of the support divisions was completed, with recommendations presented to MEC for approval and implementation.
- In conjunction with the ETDP SETA, the HR Division successfully placed 18 interns in different environments, with the interns completing the programme in February 2020.
- Ongoing 4IR-related training interventions were introduced and presented to create awareness and understanding around 4IR for staff members.

## CONCLUSION AND WAY FORWARD

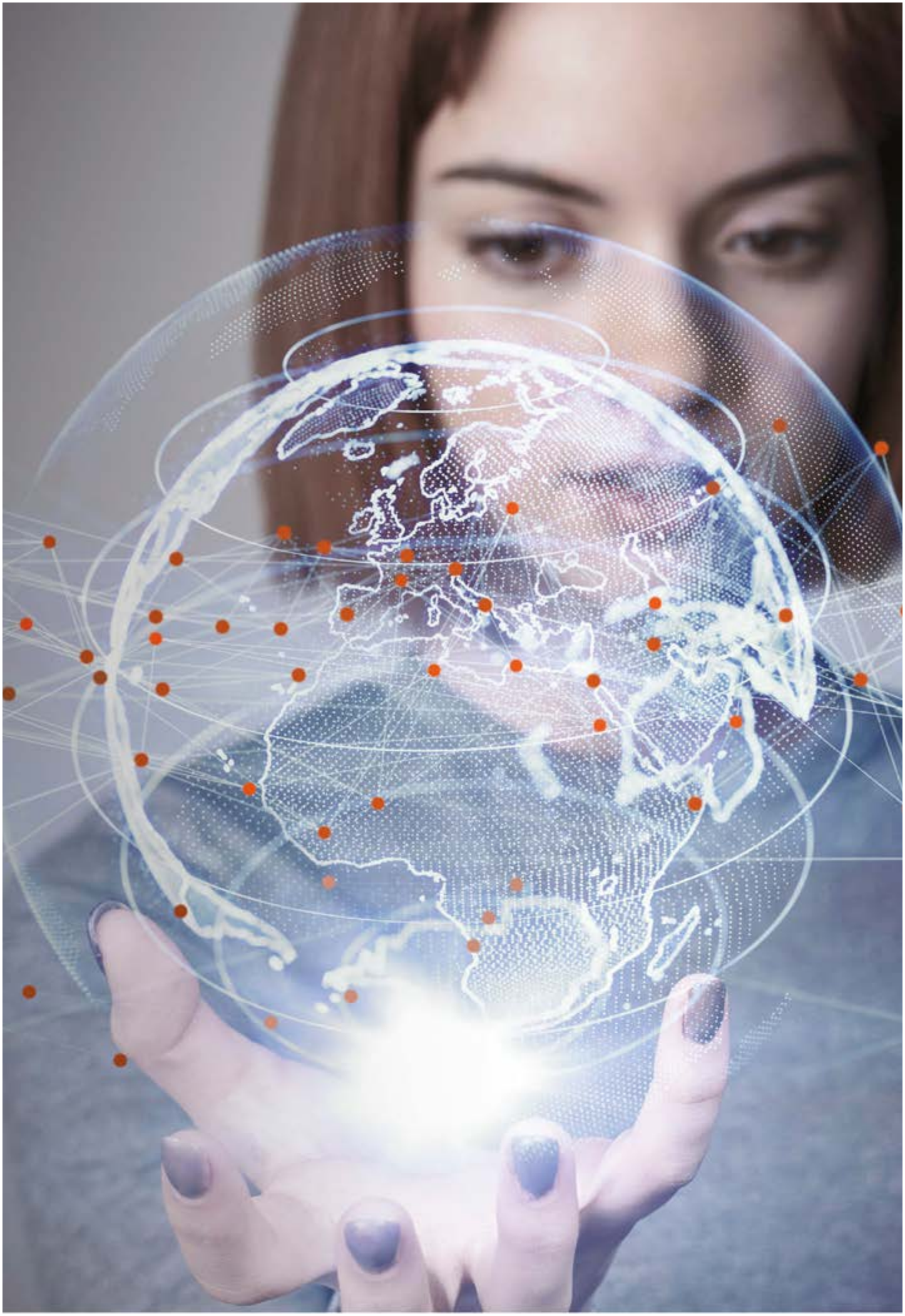
*"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain uncommon results."*

– Andrew Carnegie –

The Human Resources Division continues in its efforts to appropriately position HR as an influencing and partnering entity in the provisioning of HR services, to meet the needs of the institution, its managers and employees, and to facilitate the delivery of institutional objectives. HR will prioritise the performance management, the 65th percentile project, recruitment optimisation, the organisational structure review and data integrity in 2020. Other areas that will be addressed are automation and optimising the Business Partnering Model as well as effective management of the temporary appointment process.

**Tokoza Kwinane (Ms)**
Executive Director: Human Resources

**Tshilidzi Marwala (Prof)**
Vice-Cancellor and Principal



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# Management and Administration: Support Services

## OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four: Enriching student-friendly learning and living experience, and Objective Six: Fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Academic Planning, Quality Promotion and Academic Staff Development
- Operations (including Protection Services and Campuses)

Furthermore, in 2019 the encompassing Registrar's Portfolio included:

- Central Academic Administration (including Student Marketing and Alumni, relocated from the former Division of Institutional Advancement)
- Corporate Governance
- University Secretariat
- Occupational Health Practice
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)

The operating context and governance as well as the performance review of all these support services divisions are reflected in this report.

Reports of the various support services serve at the relevant Management, Senate and Council committees.

**Tshilidzi Marwala (Prof)**
Vice-Cancellor and Principal

# Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience, and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units. A recent addition to the Registrar's Portfolio has been Student Marketing, Alumni, and Convocation, to further enhance student life-cycle management.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.

**Kinta Burger (Prof)**
Registrar

# Central Academic Administration

## OPERATING CONTEXT & GOVERNANCE

The term academic administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Academic Administration to attend to operational matters.

The Senior Director: Central Academic Administration (CAA) 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 DHET via the Registrar's Office. The current student data system is Integrator 4 from Adapt IT, which is integrated with other systems, like the Celcat system for timetable optimisation and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordinator, Student Enrolment Centre (including Student Call Centre and Student Marketing), Assessment, and Timetabling. 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 charter approved by Senex.

### RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the academic life cycle of the student, was developed a while ago and has been continually refined, based on the effectiveness of risk strategies. 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 above. The academic administration risks are listed below. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

### *Large number of late enquiries/walk-ins in January*

To mitigate any risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results. 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.

Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

Immediately after the release of the NSC results, UJ calculated the final admission status of applicants as well as of declined applicants whose Grade 12 results had improved. Applicants in all categories were informed by means of an SMS and email of their final admission status. Application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 2 to 11 January 2019, and students were only allowed on campus, among other reasons, to submit study visas.

Anybody who wanted to enquire whether UJ still had space available in a particular course or wanted to change to a different course had to use the late enquiry system via the UJ website or call centre. This system was made available from 7 January and closed on 11 January, for the late enquiries to be processed for all the campuses.

The late enquiry system incorporates the Grade 12 results and IEB results for all provinces for the past eight years. This means that Grade 12 learners only have to submit their ID number for the system to evaluate their enquiry. After receiving an ID number, the late enquiry system automatically verifies whether the person qualifies (based on the individual requirements) for any course where there still is space available. The system was enhanced with a pin verification process for applicants with a valid student number and also did not display any personal information.

In total, 86 000 people utilised the late enquiry system, with more than 14 500 being able to log a formal enquiry via our online system or call centre. In the previous year, a total of 81 000 people had utilised the system, with more than 10 000 being able to log a formal enquiry.

From 2 January until 6 February, the call centre (with 100 additional agents) assisted with more than 130 000 calls (compared to 150 000 last year). The University also again utilised an online chat facility to assist students with registration enquiries in real time. From 7 January, the call centre operators assisted with almost 10 000 email requests and more than 25 000 online registration chat enquiries.

### *Registration*

A medium-risk classification was again assigned to provide for heightened visibility and responsiveness by public order policing. As mentioned above, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2019, while at the same time, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, and have queries answered.

Comprehensive risk mitigation strategies were put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a national (and in certain instances international) leader in this domain.

- Only online off-site registrations were accepted, with very limited resources available on campus for students who did not have access to facilities to register online. (Assisted on-site registrations have decreased dramatically from 40% of the student population in 2015 to around 15% in 2019).
- More online services were introduced, e.g. for F7 appeal motivations, course changes after registration and special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. For 2019, all the faculties were available in these vetting areas to assist with enquiries ranging from possible bursary opportunities to the issuing of official academic records.
- An extended call centre and online chat facility assisted with off-site registration enquiries.

### *Centralised printing and storing of assessment papers*

In order to maintain and improve on the governance related to the printing and storing of assessment papers, the decision was made to centralise the operational process under CAA. To facilitate and enhance the process, a new secure assessment paper upload system was implemented between academics and the Assessment Department. Central office facilities have also been refurbished on all campuses to take into account the heightened security needs and extra secure storage space required to photocopy and store assessment books and papers before the assessments are written.

The implemented SAPSS (Submission of Assessment Papers Secured System) was enhanced with an assessment paper verification feature where the HOD could view the uploaded assessment papers to make sure these were the correct papers, with the option of deleting an uploaded paper (if this had to be replaced). All the module assessments (approximately 8 500) were uploaded electronically by academics, and the Assessment Department printed in excess of 170 000 paper assessments for the year.

### *Timetables and venue optimisation*

The academic calendar for the following year was approved, which discontinued the use of Saturdays for summative assessments and concluded the supplementary assessments for the second semester in the same year (one week after the main assessments in the second semester). Assessment timetables are set and optimised every three years, which meant that all the assessment timetables had to be reset and reoptimised to exclude Saturdays. The whole Kingsway Campus lecturing timetable was also scheduled to be reset and reoptimised from a zero base, using the Celcat timetable optimisation software. Both the assessment and lecturing timetable projects were concluded successfully.

## STRATEGIC FOCUS AND TARGETS

### *Realisation of goals and targets in 2019*

#### Student marketing

The student marketing function plays a critical role in the marketing strategy of the University by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions.

The following activities were executed in support of the student marketing strategy:

- Orange Carpet Campaign
- UJ Open Days
- Grade 9 Subject Choice Seminars
- Apply-on-time Campaign
- No Walk-ins Campaign
- *Hamlet* and *Othello* marketing opportunity at the UJ Arts Centre attended by more than 8 000 learners and 300 teachers

The strategy of focusing on and increasing the 'above 35 APS' applicant category was also effectively executed, with an increase of registrations for this category in 2019. The Orange Carpet category of applications was also increased from 2 033 in 2017 and 2 048 in 2018 to 2 160 in 2019.

In 2019, CAA introduced new digital marketing and virtual engagement strategies. For example, VR (virtual reality) headsets were designed and branded to be handed out at school marketing visits in 2020 for learners to do virtual campus tours of UJ. In 2020, CAA will be purchasing a number of high-end VR headsets to take to school visits for the virtual campus tours and will also investigate the possibility of having an augmented reality virtual assistant in the VR tour.

**Table 57: School interactions**

| Type of interaction | Number of interactions |
|---|---|
| **Presentations to Grade 12 learners** | 175 |
| **Presentations to Grade 11 learners** | 88 |
| **LO visits** | 188 |
| **Principal visits** | 16 |
| **Campus visits** | 11 |
| **Deliveries/collections** | 34 |
| **Career days** | 158 |
| **National exhibitions** | 5 days |

### Applications

The University again promoted the use of the online application system by means of the No Application Fees Policy. A total of 97% of all applicants applied online as opposed to 96% in 2018 and 2017, 95% in 2016, 87% in 2015, and 11% in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the online pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest during the online application process, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants (including for short learning programmes) in 2019 was 235 382 compared to 204 557 in 2018, 191 344 in 2017, and 183 263 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a selection list if enrolment targets were not met.

In order to further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on basic career guidance. The UJ career guidance system showed an exceptional increase in usership when compared to the previous year. The usership increased from 1 108 in 2018 to 14 749 in 2019. It is definitely worth mentioning that the UJ career guidance system has more users than any other South African institution's career guidance system.

### Registration

UJ reached most of the set enrolment targets in the registration categories for the year. A student satisfaction rate of 85% (compared to 86% in 2018 and 85% in 2017) was reached for registration. UJ also launched a number of additional online programmes in 2019, and CAA will continue to develop and integrate systems to streamline and improve our online services.

In the second semester, a UJ chatbot was successfully developed to assist with the increased demand relating to enquiries for January 2020. CAA will also in 2020 investigate the expansion of the chatbot to assist with social media enquiries and to allow interaction with school learners in the form of an augmented reality virtual assistant who can answer questions and assist with the application process.

### Timetables

The Celcat timetable optimisation software, which was implemented a few years ago, has been utilised for the optimisation of the APB, DFC and SWC lecturing timetable over the past few years. In 2019, the whole Kingsway Campus lecturing timetable was scheduled to be reset and reoptimised from a zero base, using the Celcat timetable optimisation software. This was concluded successfully.

Owing to the change in the academic calendar, which moved away from Saturdays for summative assessments in the assessment period, the undergraduate assessment timetable had to be reset, for the period 2020 to 2022. This was also successfully completed for all campuses.

**Assessment**

The Management of Assessment of Marks System (MAMS) and Submission of Assessment Papers Secured System (SAPSS) were implemented and enhanced over the last few years. A critical enhancement linked to the SAPSS system was done to allow HODs to verify the assessment papers uploaded by academics, to make sure these were the correct papers. These systems have increased the governance of marks and assessment logistics, and have reduced the risks relating to the collection, printing and storing of assessment papers.

Enhancements to the SAPSS system will continue in 2020 with various concepts, such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessment, and possibly randomising the selection of assessment papers in terms of the order in which they will be used (main, supplementary and special assessment).

To enhance the integrity of assessments further, surveillance cameras were used to monitor and record the proceedings of assessment opportunities in some venues. Recorded material was used as evidence in assessing transgression cases. The installation of cameras in the remaining main assessment venues is under investigation and will continue in 2020. Cameras have also been installed in all the assessment printing venues.

**Graduations and certification**

More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. A student satisfaction rate of 91% (compared to 89% in 2018 and 86% in 2017) was reached. UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was successfully installed a few years back to provide the functionality of ordering replacement certificates online and to have these sent by courier anywhere in the world. Last year, the qualification verification functionality was activated to allow alumni to securely authorise access to their certification documents electronically to third parties or prospective employers (free of charge). These additional features on the digital certificates system were received very positively.

Because of increasing disruptions of graduation ceremonies, due to latecomers, management decided to implement strict measures and not allow any late arrivals during graduation ceremonies. To facilitate this, a strong communication campaign was launched, graduates were issued with electronic tickets and digital screens, or announcement systems were implemented to broadcast the commencement of a ceremony. Graduates could share the electronic tickets with their guests in advance.

In addition, external auditors performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for a number of years now.

**Alumni**

The primary focus of the Alumni Office is to facilitate and maintain effective contact with its worldwide community of alumni, with the aim of keeping them informed of University activities. The involvement of alumni is crucial to the sustainability and growth of the University and provides important ties between the past and the present. The alumni network therefore helps to serve alumni needs and encourages their involvement and support in preserving the brand and stature of the University. Regular communication on UJ activities or events is shared with 68 000 active email subscribers from almost 150 000 alumni (from UJ and founding institutions). Because of these efforts, a large number of alumni updated their communication details and opted in for regular communication campaigns from UJ.

The first edition of the alumni *Impumelelo* magazine was delivered in December 2017 for distribution early in 2018, and the second edition of the magazine was created for mainly digital media and delivered in the second semester of 2018. Two more editions of the magazine were finalised in 2019.

For the Alumni Office, this was a year of focusing efforts to increase the marketing reach through online and social networking platforms. Through these efforts, the UJ Alumni Connect platform was launched. This system makes it easier and more convenient for alumni to connect with the University and to build alumni networks.

The online platform not only matches graduates to a willing mentor and allows UJ graduates to reconnect with classmates (locally and abroad), and to receive news and UJ event updates, but also permits UJ graduates to expand their network, with the aim of cultivating a culture of giving back.

In August, CAA also successfully launched the new, secure online voting system for the election of the Executive Committee of Convocation. This online voting system will be enhanced in future to also cater for the SRC elections and faculty or committee structure elections within UJ.

## CONCLUSION AND WAY FORWARD

Central Academic Administration reached most of its performance targets and achieved 85% in the registration student survey and 91% in the graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was executed successfully. The Alumni Connect system (to facilitate mentoring and engagement with alumni wherever they may find themselves worldwide) and electronic voting for Convocation were implemented. In 2020, CAA will continue to expand on the off-campus alumni benefits and launch alumni chapters to facilitate engagement and support more collaboration with alumni.

The risk of late walk-in applications was effectively mitigated by means of the 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, and a chatbot was developed for use in January 2020. Full implementation of the chatbot and further enhancement will be addressed in 2020.

The Submission of Assessment Papers Secured System (SAPSS) has been successfully implemented, and further enhancements are being implemented (like paper randomisation and similarity checks). Sustained excellence in data quality was achieved and more than 13 000 qualifications were awarded at almost 60 centrally coordinated graduation ceremonies.

Additional measures put in place to minimise potential disruptions occasioned by the student unrest prevented any significant disruptions of academic activities.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2020 with confidence, to take our processes further online and to embrace the opportunities created by the Fourth Industrial Revolution.

**Tinus van Zyl (Dr)**
Senior Director: Central Academic Administration

# Corporate Governance

## OPERATING CONTEXT

### CORE BUSINESS

The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and specifically, the Higher Education Act 101 of 1997 (as amended). The core functions are driven in alignment with the Institutional Statute of the University of Johannesburg as well as relevant institutional policies.

The Division initially comprised three units, namely Governance, Records and Contract Management, and Qualification Verifications. Following internal restructuring of the Registrar's Portfolio, two units that resided within the Central Administration Division were incorporated into the Corporate Governance Division, namely Events Management and UJ Graphic Design Studio. The Division, although diverse in nature, strives to align the manner in which it functions in accordance with best practice. These units have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

### STRATEGIC FOCUS

Strategic Objective Six, fitness for global excellence and stature, of the University of Johannesburg is the strategic objective with which the Division aligns itself. In line with this objective, the functions of the Division include the following.

#### *Governance*

**University Academic Regulations**

A working group was assigned to oversee the amendments to the Academic Regulations and alignment to new and amended policies. Definitions and concepts were reviewed and clustered together in terms of relevance. Information was reorganised for better flow. A new section pertaining to progression routes was added. Minor amendments were made pertaining to the section on master's and doctoral studies. These regulations were posted on the intranet, UJ website and uLink.

**Policy Review Management**

Corporate Governance's role regarding the policy environment is two pronged. The first focus area entails monitoring review dates of UJ governance documents and alerting policy owners when the relevant policy documents are up for review. The second focus area involves the upkeep and continuous update of governance documents on the institution's intranet and website, in line with the UJ Policy Grid. During 2019, a total of 49 governance documents were amended and approved, while two policies were dissolved and absorbed into existing policies.

**B-BBEE certification**

The Corporate Governance Division coordinated the B-BBEE status preparation around the identified B-BBEE pillars. The verification process entailed the collection of data and information relating to the elements of the UJ Annual Performance Plan. Interviews were conducted with senior management and other personnel of the University. The University was recognised as a Level 5 contributor.

**Nominations and elections**

Nominations and elections were executed for various positions on statutory committees as well as within faculties. An online voting system was introduced and utilised for the Convocation executive committee elections. The nominations and elections conducted for the University of Johannesburg for 2019 posed no risks.

**Senate membership list and attendance**

The Corporate Governance Division, together with the heads of faculty administration, facilitated the coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter. Senate attendance was also managed by Corporate Governance.

**Manage the Commissioners of Oath appointment process**

The Corporate Governance Division oversees the management and appointment of Commissioners of Oath for the University in accordance with the relevant legislation. For 2019, the University had 75 Commissioners of Oath across all four campuses.

### *Records Management*

The Records Management Unit is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. The Electronic Document and Records Management System (EDRMS) is utilised to drive the records and contract management processes. Service providers are also utilised for purposes of off-site storage and archiving of physical paper records.

**Contract management**

The contract management environment provides oversight to numerous categories of contracts for the University. The majority of contracts captured stemmed from the non-academic environments. Currently, UJ has a total of 5 491 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2019 indicate that of the 5 491 contracts, 362 are new contracts, 538 contracts have an active status and two contracts have reached an expiration date.

**Records management**

The Unit's core function is to oversee the life-cycle management of records in relation to governance documentation pertaining to records management and in accordance with relevant legislation. Services were also provided to the UJ community to facilitate the life-cycle management of records. One of the Unit's objectives in 2019 was to drive the digitisation of records in line with UJ's 4IR strategy.

Numerous solutions were maintained in both the paper and EDRMS environment. In total, 14 projects relating to the EDRMS were identified for 2019, of which 10 were successfully completed. Owing to various constraints expressed by clients, certain projects were postponed. Enhancements to existing solutions were completed successfully.

### *Access to information*

During 2019, a total of 14 248 requests pertaining to qualification verifications, transcript supplement requests, academic record requests, PAIA/POPI requests and internal requests for information were processed. The stated number of requests includes services provided to three contracted verification agencies. This process is deadline driven and is guided by POPI and PAIA requirements to ensure that UJ is not placed at any risk for unlawful divulgence of personal information. In comparison to 2018, there has been a significant increase in the number of requests for access to information. In instances where alumni requested Corporate Governance to release

their academic information to third parties, alumni were directed to the Digital Certificates platform designed by the University as a benefit for UJ alumni in respect of third-party verifications.

### *Events Management*

The Events Management Unit is mandated to oversee high-profile events for the UJ Council, Vice-Chancellor and the Executive Leadership Group. During 2019, the event coordinators hosted 46 events on behalf of the Executive Leadership Group as well as 72 graduation ceremonies, where 13 492 qualifications were conferred and seven honorary degrees awarded.

### *UJ Graphic Design Studio*

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg. Internal clients pay a minimal design fee for projects, and these funds are utilised to support the needs of the Studio. The Studio has the latest design hardware and software. Uninterruptible power supply (UPS) is also available for production to continue in case of power failures or load shedding. The UJ Graphic Design Studio successfully completed 737 projects in 2019.

## MAJOR ACCOMPLISHMENTS DURING 2019

- To improve the channels of communication within the Policy Management environment, a project was initiated to facilitate timeous communication to policy owners regarding the review of governance documentation. The introduction of circulars was a second approach as a means of communication to the wider UJ community.
- As a response to the University's 4IR strategy, the Unit, in liaison with other internal stakeholders, introduced an online voting system for the institution.
- Following a review of the contract management environment, the Unit developed a template that catered for the extraction of the relevant data from contract owners as a means of ensuring data integrity. The Unit also initiated automated notifications to contract owners who submitted new contracts for uptake into the EDRMS.
- Based on the increased demand for verifications of UJ qualifications, the Verifications Unit entered into service-level agreements with three service providers. These agreements ensured timeous communication to the various service providers and in this way increased the likelihood of possible opportunities for UJ graduates.
- A new order platform for transcript supplements and academic records was initiated and is due to go live in 2020. This platform catered for a need as expressed by faculties, which included enhancements that would assist the Verification Unit in improving the qualification verification business process.
- A poster created by the UJ Graphic Design Studio received international recognition as an example of principles of good design and effective communication using a few colours.

## RISKS AND CHALLENGES

Key risks within the Division relate to instances of non-compliance, specifically regarding governance related documents, protection of personal information as well as access to information, contract management and records management.

Identified risks include:

- Requests for access to information, in particular, requests related to transcript supplements that present a challenge in respect of ascertaining historical data; this compromises the envisaged turnaround times for both faculties and Corporate Governance.
- The utilisation of incorrect and/or outdated policy documentation compromises the institution's implementation of due processes.

Mitigating strategies have been developed and are in progress to reduce the identified risks.

## CONCLUSION AND WAY FORWARD

The Corporate Governance Division played a critical role in the University and provided services to both internal and external clients. The Division continually strives to close the gaps identified in the areas of governance, including access to information, and contract and records management. The Division's Events Management Unit and the UJ Graphic Design Studio continually endeavour to create a preferred customer service experience and build the UJ brand.

The Division looks forward to quality engagement with various stakeholders during 2020 and will continue to explore innovative methods to promote quality service delivery through the effective utilisation of technology.

**Kinta Burger (Prof)**
Registrar

# Occupational Health Practice

## OVERVIEW

The reporting year has shown a harvest of substantial results. The significantly increased number of health risk assessments can be ascribed to the focused and advanced work by the team to achieve coverage of all premises despite low numbers of permanently appointed staff. Eight outlier sites were added and assessed with great success, such as UJ Island, UJ Metropolitan Academy and UJ Stadium.

Food safety results outperformed the international norm. An average annualised total food safety score of 90% was attained in comparison to the global norm of 85%.

The occupational health risk profile has been refined after three years of data collection. The proportion of high risks decreased from 37% in 2018 to 16%. Moderate risks rose slightly, and low risks increased significantly from 31% to 45%. The overall health risk trend therefore was towards lower risk. The relatively higher number of moderate and especially of low risks could be ascribed to unceasing risk identification, reporting and mitigating efforts. DFC remained the campus with the largest number of high risks, followed by APK.

Contact sessions with clients across all campuses rose from 3 406 to 4 277. A locum professional nurse and outsourced mobile units contributed to efforts to attain all medical surveillance required for staff.

The platform for the Occupational Health Practice created on the HEDA system has proved highly successful. It serves as a repository for mandatory risk assessment and occupational hygiene survey reports, accessible to auditors and internal stakeholders alike.

## BACKGROUND

The Registrar's Portfolio is home to the Occupational Health Practice (OHP). The OHP is represented on all campuses through the campus health clinics. (The clinic model accommodates both the OHP and the Primary Healthcare Service).

Since its inception in 2004, the OHP has matured into a comprehensive medical service consisting of a team of eight people. Three full-time occupational health nursing professionals assume responsibility for the four campuses (DFC and SWC Campuses are combined). The rationale for appointing such professionals per site is to allow in-depth knowledge of each site, its processes, staff risk profiles, risks and hazards. The chosen model enables rapid response to anomalies, emergencies and incidents, and allows for trust to develop between the staff and the OHP. An occupational medicine practitioner is the designated medical officer and visits three days per month. An administrative assistant manages logistics, and two student assistants take care of essential filing and deliveries.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organisation. Occupational health is a globally advanced

nursing/medical discipline as a specialist role of professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The UJ Occupational Health Practice operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication at an institution.

The seven focus areas of the UJ OHP portfolio are indicators of risk assessment and control programmes and consist of:

- Health risk assessment (legal mandate)
- Medical surveillance (legal mandate)
- Food safety monitoring
- Executive resilience programme
- Event medical risk assessment and resourcing
- Medical response to disaster
- Travel medicine.

### *Approach*

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare, and Event Risk Management, internal to UJ, and with external peers in healthcare, food safety, travel medicine and agencies, such as the World Health Organization and the International Commission on Occupational Health. Professional-ethical practice is evidence based and therefore dynamic in nature.

### *Clientele*

Employees are our primary clientele; however, contractors, students and visitors may further be adopted as clients to this Practice in case of injuries on-site or exposure to occupational health risk. A legal mandate defines the clientele in programmes, such as occupational health risk assessment and the medical surveillance programme, based on their occupational health risk exposure profiles.

This report was prepared in fulfilment of the UJ Occupational Health Committee Charter and serves at the MEC, the Registrar's Exco, PRCC, MECO and MECA.

## SUMMARY OF PERFORMANCE

### *Execution of legal mandates on behalf of the institution*

- Medical surveillance of at-risk employee groups was completed at a rate of 175% of the Annual Performance Plan (APP) target. Medical assessments, which included public driver permits, physical assessments, lung function tests, audiometry and blood tests, occurred in accordance with the Medical Surveillance Plan.
- Health risk assessments: For the period, 156 health risk assessments were carried out by the OHP, prompted by existing or emerging risk. Approved inspection authorities conducted quantitative legal surveys, and further risk assessments were shared between the OHP team and occupational hygienists. The completion rate was at 118% compared to the APP target.

### *Composition of an annual qualitative UJ Occupational Risk Profile, using control banding methodology*

Following extensive cyclic site visits over the past 16 years to assess occupational environments for their risks and hazards to the health of persons, the team has compiled annual risk profiles per campus and for the entire institution. Hazards are 'sources of exposure' and risk constitutes the 'probability that injury or damage will occur'.

Continually emerging themes regarding hazards and risks are:

- Poor housekeeping can cause fire, physical injuries, food poisoning and respiratory illnesses.
- Poor ventilation can cause loss of concentration, headaches, respiratory illnesses, building related illnesses and exposure to dust, paint and exhaust fumes.

- Poor temperature control in laboratories can cause ill health.
- Poor maintenance of occupational environments, such as the failure to replace outdated light bulbs, contributes to poor illumination and therefore risk.
- Improper decanting of chemicals may pollute ground water.
- Improper storage of chemicals can lead to inhalation of such substances.
- Exposed live wires can lead to electrocution, trips and falls.
- Poor waste management of pigeon droppings can cause health effects.

The risk profile, updated in December 2019, depicts the impacts and the probability of risk and hazards occurring in given environments. The intersection of the two factors provides a risk rating of low, moderate or high.

In total, 97 risks were identified and allocated ratings of high, moderate or low risk. The campus presenting with the most risks overall was DFC at 35, followed by APK at 32, SWC at 15, APB at 9, and the outliers, such as Johannesburg Institute of Advanced Studies, UJ Metropolitan Academy and Johannesburg Business School at 6.

- *16% HIGH risks*
  HIGH risks consisted of poor housekeeping and poor ventilation leading to injuries and ill health. Further high risks included improper stacking, maintenance, and storage that might lead to serious and fatal injuries. The campus with the highest number of high-risk annotations was DFC at 47%, followed by APK at 29%.
- *37% MODERATE risks*
  MODERATE risks constituted 37% of the total number of risks and included working in cryogenic conditions, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was APK at 33% of the total moderate risks.
- *45% LOW risks*
  LOW risk was assigned to a further 45% of health risks, including birds' nests, exposed/loose electrical cables, roof leaks and poor ventilation, potentially causing injury, illnesses and low work performance. The campus presenting with the most LOW-risk findings was DFC at 39% of the LOW risks, while APK showed 35% and SWC 18%.

The majority, namely 73% of the 4 277 client contact sessions for the reporting period, were devoted to Occupational Health interventions, such as the 790 baseline and periodic medical assessments. Embedded in the contact sessions were 792 vision screenings, 659 lung function tests and 539 audiometric tests, while blood tests took up 74 sessions and travel medicine required 236 visits. A further 14% of visits consisted of primary healthcare interventions, such as the 659 vaccinations administered.

Event medical risk management was completed for 53 academic and cultural events – only 11 events appeared on the UJ Annual Calendar, necessitating accelerated action to manage the event risks associated with short lead times.

Radiation dosimetry results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation to workers at UJ.

Vaccines were administered free of charge to 418 permanent employees during the annual Influenza Campaign in April and May on all campuses.

The state of food safety at UJ was audited against compliance to HACCP standards and the UJ target of 90% (the global norm is 85%). UJ, after steady growth since 2011, achieved an average total food safety score of 90% for the reporting period: a 2% rise compared to the previous year, and in general indicating consistent, commendable practices. The microbial sub score* – at 50% of the total food safety score ? improved by 3% to 97%, and no pathogens were isolated. The remaining Housekeeping and Maintenance sub score also improved by 1% to 83%. Receipt of products, temperature recordings, product storage and handling needed to improve. (*The microbial sub score is a key indicator of potential food safety risk that is related to poor personal hygiene of food handlers, lack of temperature monitoring of food, poor storage practices, lack of sanitising systems and staff wearing jewellery that may cause contamination.)

Consistent, high client satisfaction rates and positive narrative feedback exceeding 95% were received.

## KEY/UNIQUE CONTRIBUTIONS TOWARDS GES IN THE REPORTING PERIOD

### *Travel destination risk: gap at UJ*

A potential gap in corporate travel at UJ remains, where UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time. It creates a risk of leaving UJ without clear knowledge of where its members are, should a crisis arise. In addition, not all travellers register their trips with UJ travel insurance, rendering risk managers unaware of such travel. An international SOS proposal in this regard was brought to the attention of management. A meeting with the Registrar and the Chief Operating Officer (COO) resulted in awareness and consideration.

### *HEDA repository for all UJ health risk assessments since 2005*

The OHP dashboard on the HEDA system has been developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports are further accommodated on the site and are accessible to internal stakeholders. Graphics reflect performance on legally required medical surveillance targets. Health risk assessments and medical surveillance answer to the legal mandates of this portfolio. Refinements towards the five remaining key areas in the portfolio are currently under way.

### *UJ Occupational Health Risk Profile*

The composition of a qualitative UJ Occupational Health Risk Profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings. The profile is updated as new health risk assessments become available and can be viewed on HEDA.

### *Outliers health risk assessment*

The UJ occupational medicine practitioner was tasked with conducting site visits at the current off-campus premises of UJ, in order to include all in the Health Risk Assessment Plan. The eight areas for which assessments were concluded in 2019 were UJMA, UJ Island, JIAS, JBS, UJ Stadium, UJ Orban and Oval Sport Fields, UJ West Sport and Buxton Building.

### *ER24 rollout*

Since the ER24 Emergency Medical Care contract was activated in April 2018, comprehensive induction, orientation and awareness interventions have been completed, resulting in a stable and effective system of work. The trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

### *Digital transformation*

Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

## AREAS REQUIRING ATTENTION

### *Potential risk to official travellers: locating, assisting and/or evacuating staff and students in medical or security risk scenarios abroad*

UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time, exposing travellers to the risk of delayed emergency response. Around 250 staff and 1 100 students travel abroad annually (with one or several trips per person).

### *Resourcing for the OHP*

Consistent growth and increased utilisation of services, such as the travel medicine programme, together with the fact that, compared with the norms, this Practice functions at a third of expected resourcing, an additional professional nurse will need to be appointed on APK as a matter of urgency. This has been submitted to the Registrar, who has granted the interim appointment of a locum.

### *Resource implications*

The latest cost estimate issued in 2019 to close the institutional travel gap at UJ was around R1 594 000 per annum. However, because the risk appetite at UJ is at a perceived low level, the decision was taken not to engage in a contract.

On APK, a new full-time position for a professional nurse should be created.

## KEY SHORT-, MEDIUM- AND LONG-TERM INITIATIVES IN SUPPORT OF THE ROLE TO ENHANCE THE EXCELLENCE AND STATURE OF UJ

### *Short- and medium-term initiatives*

- ***Compliance with two legal mandates***
  - Health surveillance of UJ staff to prevent impacts of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation on health. We conducted lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.
  - Occupational Health Risk Assessments and Occupational Hygiene surveys: An annual health risk audit plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
- ***Surveillance and preparation for global/local emerging communicable disease***, such as Coronavirus, Malaria, Influenza, Polio, Ebola viral disease and Measles.
- ***Intention to become a continuous professional development (CPD) service provider***: An application was submitted to the South African Nursing Council (SANC). The aim is to facilitate portfolios of evidence for professional nurses in the employ of UJ. CPD is compulsory, and submission of such a portfolio will be a prerequisite for annual SANC registration to practise in future.

### *Long-term initiatives*

- Strong bilateral collaboration with equivalent peers in Occupational Health, the Medichem Scientific Committee, legislative reviews for Technical Committee 7 in the Department of Labour, and consistent contact with the International Commission for Occupational Health.
- Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.

## CONCLUSION

The year was focused on designing, refining and populating the HEDA digital repository for legally required health risk assessments at UJ since 2005. Performance relevant to medical surveillance of staff is further captured every quarter and together the two focus areas reflect comprehensive information on the Practice's legal mandate. Finally, the refined UJ Occupational Health Risk profile originating from continual site visits by the team to assess and mitigate risks to health is shown on HEDA. The new initiative to have outlying premises assessed for health risks was launched in 2019 and the UJ occupational doctor completed eight comprehensive assessments. Food safety monitoring has grown to a refined system that has resulted in a 90% achievement on standards that outperformed the industry. The OHP team has remained stable for almost a decade now, yet due to consistent growth in utilisation and programme offerings, resourcing needs attention.

**Kinta Burger (Prof)**
Registrar

# Primary Healthcare Service

## OVERVIEW

The year 2019 was filled with many successes for Primary Healthcare Service, as much as it had its challenges. While managing to increase consultations at the clinics by 4,5% from the year 2018 to the year 2019, at the same time, the number of employees consulting at the clinics was also reduced by 4,35%. This reduction in employee consultations is a desirable outcome, as the clinics are mainly intended to serve students' needs.

An annual growth rate of 0,8% in family planning consultations from the year 2016 to the year 2019 was achieved at the clinics, accompanied by an annual decrease of 3,45% in sexually transmitted infection treatments over a five-year period from 2015 to 2019, suggesting reduced rates in risky sexual behaviour as a result of effective information dissemination via our PHC clinics and partners such as IOHA.

The HIV testing service was successfully moved from the PHC clinics to IOHA in 2019, increasing the potential for higher rates of HIV testing through awareness campaigns. In 2019, vaccinations were provided to 790 patients by the PHC clinics, representing an increase by 89% from the 418 vaccines provided in 2018. Travel health services were accessed by a total number of 511 clients in 2019, an increase by 7% from a total of 479 clients in 2018. In total, 243 students were trained for first aid services during the two mid-semester recess periods of March and September of 2019. An average percentage of 93,5% client satisfaction rate was achieved by all the clinics in 2019, with medical adverse events being maintained at 0%.

These achievements were reached in spite of a number of challenges. These included, among others, shortages in the availability of injectable contraceptives supplied by the DOH; unavailability of some drugs at the DOH central pharmacy; increased workloads involved with travel health; as well as the lack of available and sufficient time for giving first aid training to students. It was nevertheless a successful year with most objectives being achieved.

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Primary Healthcare Service is a division that focuses on student health and wellness and reports to the Registrar's Portfolio. The services are offered to UJ students and staff at no cost to the patient. The service is available on all campuses and is managed by primary healthcare nurse practitioners (PHCNPs). The medical doctor provides clinical services to all clinics and provides support to nursing staff.

### *Governance*

The core operational functions include the provision of primary healthcare (PHC), which focuses on treating minor ailments, sexual reproductive health (SRH), event medical planning for sports, health promotion, screening and monitoring of chronic conditions, and travel medicine. The HIV testing service continues to be done when required for clinical reasons, as determined by the healthcare professional (HCP). PHCNPs are suitably qualified

and licensed to practise under the Nursing Act 33 of 2005. They are licensed to prescribe medication according to Section 56(6) of the Act. All have a dispensing licence, which is a requirement for all clinicians. The clinics are managed by PHCNPs with a sessional medical practitioner providing additional medical support, as is the statutory requirement of the licence to practice.

The Division operates and is guided by the following:

- Vision: To be a leader in excellent healthcare service delivery.
- Mission: To provide the UJ community with optimum preventative, promotive and curative healthcare, while making use of appropriate referral systems.

### *Risk management*

The following are key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff and students resulting from needlestick injuries. This is mitigated by the availability of vaccination against Hepatitis A & B to students in the Faculty of Health Sciences; treatment for prevention to HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- Travel health risks: Infections and illnesses that may occur while on excursions. A pre- and post-travel health assessment is done on students involved in trips. Further information is shared via the uLink student portal and on social media such as Facebook.
- Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high-level intervention from an emergency medical service provider.
- An emerging risk: Fewer termination of pregnancy (TOP) clinics offered by the Department of Health. The risk is mitigated by providing daily contraceptives and the morning after pill on request. Referrals for TOP are made to the Soweto Clinics and Charlotte Maxeke Hospital. The Hillbrow Clinic has re-opened the TOP clinic, and this is closely monitored.
- Increased risk of unplanned pregnancies as a result of diminished supply of contraceptives by the Department of Health (DOH). This is mitigated by procurement of contraceptives from pharmaceutical companies.

## STRATEGIC FOCUS AND TARGETS

### *Departmental objectives aligned with UJ's 2025 Strategic Plan*

- *An enriching student-friendly learning and living experience*
  - Providing excellent PHC with the focus on enhancing the student experience.
  - Following the strategic plan as guided by the DOH.
- *National and global reputation management*
  - Identifying risk in medical management of patients in line with various health regulations and avoiding adverse events.
- *Fitness for global excellence and stature*
  - Ensuring good governance in relation to human and financial resources to ensure sustainability of the service, while taking care of the environment locally and globally.

### *Special projects for 2019*

- Transfer HIV counsellors from PHC to IOHA;
- Expand the Kingsway Clinic;
- Reach and sign a memorandum of agreement with DOH to implement antiretroviral medication provision on campus;
- Start a pap smear project to mobilise awareness of cervical cancer among students with the aim of reaching 40 pap smears per month;
- Train nursing practitioners in the insertion of intrauterine devices as part of the SRH programme;
- Apply for funding from HEAIDS to implement programmes not supported by DOH, e.g. cervical cancer screening for under 30s;

- Conduct four major health promotion campaigns per annum;
- Collaborate with academic departments on various projects, e.g. Strategic Communications Department;
- Collaborate with faculties and departments to provide a seamless travel health service to students;
- Develop an online satisfaction survey in collaboration with the ICS Division;
- Appoint a PHC nurse as approved by the MEC.

## PRIMARY HEALTHCARE SERVICE PERFORMANCE

The PHC Service has had achievements in the following areas:

### *Patient consultations*

The total number of consultations for the year 2019-2020 provided by healthcare professionals, mainly the nurses and a medical doctor at the clinics, was 27 644, which was an increase from the 26 466 in the 2018-2019 period. Family planning accounts for most consultations. Other common conditions range from those of the respiratory tract, ENT and mouth conditions, eye conditions and gynaecological conditions. There has been a 4,5% increase in the number of consultations compared with the previous year. The increase may be attributed to employment of new staff, thus enhancing the service provided to students

### *Employee versus student healthcare services*

Services offered to employees include minor ailments, screening of chronic conditions and family planning. The service is offered to staff at Peromnes 17-15, and to all persons with medical emergencies. The number of employees consulting at the clinic has dropped over the past three years since the insourcing of contract employees. A total of 1 151 employees were seen by health professionals at the clinic in 2019, which is a drop from 1 457 in 2018. This has dropped from an annual figure of 9% in 2017, to 5,5% in 2018 and in 2019 all the way down to 1,15% of all consultations, which is very commendable as the service is primarily intended for students.

### *Sexual reproductive health (SRH) services*

- Family planning (FP): Contraceptive methods available are the injectable, oral, and subdermal implants, while the intrauterine device (commonly known as the loop) was introduced in 2019. The SRH service is available in part to mitigate against unplanned pregnancies, and to prevent and treat sexually transmitted infections, including HIV. FP was provided to 8 774 clients in 2019, a drop from 9 585 clients in 2018, and to both staff and students across the University. A decrease was noted in FP clients in three of the four clinics for the 2019 period; however, there was a 19% increase in FP clients on DFC in the same year. From the year 2016 up to the year 2019, there has been an annual growth of 0,8% in FP consultations. This may indicate the beginning of a plateau in the usage of FP methods, which is to be expected. An emerging challenge is the shortage of injectable contraceptives supplied by DOH. This is mitigated by offering oral and subdermal contraceptives as alternatives. The drugs have also been procured from private pharmacies such as Transpharm.
- Emergency contraception (EC), commonly referred to as the morning after pill, was given to 164 patients in 2019, a decrease of 48% from the 243 patients in 2018. This trend may indicate an improvement in risky sexual behaviour, although there is still evidence of inconsistent use of preventative methods, such as condoms. In total, 1 658 patients were tested for pregnancy with 336 students testing positive, a 187% increase from the 117 students who tested positive in 2018. Of the 336 that were diagnosed as pregnant, 233 were referred for termination of pregnancy. Those choosing to terminate are referred for psychological counselling at PsyCaD.
  - Challenge: The shortage of contraceptives from DOH has directly and negatively affected those students who became pregnant in this reporting period. This also shows the vulnerability of students and the likelihood of their contracting STIs and HIV among other diseases.
- Sexually transmitted infections (STIs): It was indicated in the 2016 report that there had been a 30% reduction of STIs treated at the various clinics within UJ. This changed in 2017, with a 12% increase to a total of 1 296 patients treated for various forms of STIs; and a further 4% increase in 2018 to a total of 1 354 patients treated. However, in 2019, 1 254 students were treated for STIs, representing a decrease by 7,4% from the previous year. Altogether, over the five-year period, there has been an annual decrease of 3,45% of STI treatments.

This trend indicates the persistence of exposure to risky sexual behaviour with inconsistent or erratic use of barrier methods, such as condoms; yet such exposure to risky sexual behaviour appears to be gradually decreasing over time.

  - Challenges: The syndromic approach of managing treatment of STIs means that some patients develop resistance to some drugs, which results in more than one consultation for the same disease. This can be mitigated by the use of new technology in determining the exact STI to identify the specific medications for treatment. Some drugs are not available from the DOH central pharmacy, which leads to delayed management of STIs and unnecessary referrals to hospital.

- SRH collaboration with Netcare: The relationship with Netcare hospitals remains in place. Four cases were referred following a history of sexual assault. They received counselling and were provided with medication to prevent and/or treat sexually transmitted infections, together with collection of specimens, should the client decide to pursue criminal charges. This is a free service offered to the community in support of rape survivors. The number of students utilising this service is not available, since Netcare is a private organisation and we are not privy to their data due to confidentiality and privacy laws.

### *Health promotion*

This service is provided from the clinic with support from IOHA. HIV counsellors oversee peer educators, with nurses teaching students various health topics for dissemination to their peers. The following topics were most prominent during the year:

- Tuberculosis awareness
- STI/condom awareness
- Pregnancy and contraceptive usage
- Cancer: prostate, breast and cervical among others
- Substance abuse coupled with mental health awareness
- Women's and men's health.

### *HIV testing services*

A total of 402 clients were tested in all the clinics in 2019, a significant drop from the total number of 5 586 clients in 2018. This is because HIV testing has been moved from the PHC clinics to IOHA, while testing at the PHC clinics is now done on clinical grounds only. Of these 402 clients, 67 clients tested positive, yielding a prevalence rate of 16,7% for those testing at the clinic in 2019. This is an increase from a prevalence rate of 1,3% for the much larger group who tested at the clinics in 2018, suggesting an increase in the clinical diagnosis of HIV. This points to the existence of a lower testing rate among students who are at an increased risk of HIV infection, and shows the benefit of testing for HIV, on clinical grounds, by nursing staff.

### *Vaccinations*

Vaccinations were provided to 790 patients, some of whom were Faculty of Health Sciences students, who then themselves paid for their vaccinations. This is an increase by 89% from the 418 vaccines provided in 2018. These vaccinations included, among others, Hepatitis B, Yellow Fever and Tetanus vaccines, which are given as part of the management of disease, and also as preventative medicine. The wider use of vaccines may indicate improved collaboration between faculties and the clinic regarding the importance of prophylaxis prior to exposure to harmful blood or other bodily fluids during practice. The DOH provided 200 influenza vaccines, and these were all given to students on request.

### *Travel health*

Travel health is provided to students travelling on UJ assignments. The service was accessed by a total of 511 clients in 2019, an increase by 7% from a total of 479 clients in 2018. In 2018, there was also a sharp increase of 70% in utilisation from 2017, after the introduction of the Africa-by-Bus initiative. The relatively small increase in 2019 may be due to a decrease in the travelling done by students for assignments. No untoward adverse events were reported upon returning from various trips. Communication regarding travel health insurance

has been updated on the risk register. Students are notified of travel insurance prior to travelling, as part of travel health coordination.

The end of 2019 saw the appearance of a new virus called the Coronavirus 2019 (COVID-19), which challenged areas in China. The WHO provides regular updates, and no confirmed cases had been reported in South Africa by the end of the year. Information on this virus is shared regularly on social media and on uLink.

**Challenges**

- Ensuring that there is at least one person per bus with first aid training. The City of Johannesburg Emergency Medical Services have come on board to provide the training.
- Requests for travel health need to be submitted timeously, i.e. at least two weeks prior to travelling, to allow the clinic to manage the increased workload and to source adequate medication required for travellers. This is specific to the Africa-by-Bus initiative, as this has higher numbers of travelling students.

**Improvements**

- The travel health clinic was successfully sustained, and there was compliance with legal requirements.
- Plans were successfully executed to ensure that at least one nurse will attend the Travel Health Course offered by Wits via SASTM in 2020.
- 511 students were consulted with no untoward incidences taking place. These students also received vaccination and preventative medications, mostly for Malaria and Yellow Fever.

### *Event medical risk*

Medical operational plans (MOPs) are required prior to a major sporting event taking place. In total, 29 MOPs were done for UJ's various sporting activities, most of which were under the UJ Sports Division. ER24 provides emergency medical support for planned events, as required by the Safety at Sports and Recreational Events Regulations (SAREA) Act 2009. The Varsity Cup Rugby and Football matches were supported by sports physicians, a registered nurse and emergency medical services personnel. No major injuries were reported at any sporting event.

### *First aid training*

The City of Johannesburg Emergency Management Services (CoJ EMS) supported UJ and provided training to 243 students during the two mid-semester recess periods, i.e. March and September. This period proved to be the most ideal for students to attend the training. The training took place over two days; one dedicated to basic firefighting and one to basic first aid. Students received certificates valid for two years. The purpose of the training is to equip students with the skills and knowledge needed to assist any member of the community with basic life saving techniques, such as CPR and putting out a fire.

**Challenges**

- The training is allocated for two consecutive days, which necessitates that it is done during the recess period when students tend to go home.
- The certificates for the September session have not been received due to challenges at the CoJ EMS division; this issue is being attended to.

### *Client satisfaction survey*

A 93,5% satisfaction rate was achieved by all the clinics. This measured the services received by patients at administrative level, for clinical care and for the HIV testing services. This good service rating by patients has been maintained above 90% for the fourth consecutive year.

### *Medical adverse events*

Medical adverse events were maintained at 0%. This indicates a good measure of clinical practice.

### *Mental health referral*

Mental health referral to Helen Joseph Hospital (HJH) Psychiatric Unit was made easier for UJ students. This

ensures that mental health patients from UJ no longer queue at casualty, but instead get immediate help from the Psychiatric Unit, as long as they have a referral letter from the clinic or PsyCaD.

### *TB Awareness Month*

TB Awareness Month was successfully carried out, in collaboration with HJH, IOHA, HR Wellness, City of Joburg and HIV Clinical Research Unit.

### *FYE Programme*

The FYE programme was implemented successfully in collaboration with IOHA and peer educators, who played a pivotal role in health promotion. Video recordings were done to cater for the students who were not able to attend the orientation week. The video is accessible on Blackboard.

### *HIV testing*

The HIV testing service was moved to IOHA. This meant that four HIV counsellors have been included in IOHA's staff complement. Space constraints meant that only the counsellor at APB Clinic moved out of the clinic's office space. The APK, DFC and SWC clinics still accommodate the counsellors, despite the actual service being provided at the mobile tents.

## EMPLOYEE PROFILE

The staff complement consists of 16 permanent and one temporary staff member, including the PHC manager. The profile of employees is 62,5% black, 18,75% coloured, and 6,25% Indian and 87,5% female. The male equity ratio is 12,5%. This is in keeping with national trends in South Africa, where the ratio of male to female nurses is at 1:17.

### *Training and development*

- Funding for mental health refresher training is planned for 2020 for professional nurses. The training will focus on identification of patients in distress and suicide prevention, and on early warning signs to look out for during consultation. This will empower nurses with more skills.
- All PHCNPs attended the annual South African Association for Campus Health Services (SAACHS) conference hosted by the Gauteng region.
- One PHCNP is in her final year of BCur Nursing, majoring in Occupational Health, registered at UJ's Faculty of Health Sciences; one receptionist is studying in her third year for her BA Communication with Unisa; and one receptionist completed her certificate in Business Administration offered by UJ's HR Department.
- All nurses were trained on the insertion of the intrauterine device; and the two new PHCNPs received training on the Healthone patient electronic recording system.

## RESOURCE MANAGEMENT AND SUSTAINABILITY

### *Financial governance*

PHS operates four cost centres and has utilised 124% of the operational budget. This is mainly due to the hike in medicine costs, as the DOH has not provided drugs as in previous years. No discrepancies were identified. Monthly meetings with finance business partners ensured financial compliance. The budget planning for 2020 was approved by the Finance Division in consultation with the Registrar.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

### *Leadership*

#### External

- Sr Geya leads the National Forum for Campus Health HODs under the auspices of HEAIDS, and is the secretariat of the South African Association for Campus Health Services (SAACHS) Gauteng region. This is

likely to be reviewed since the change in strategy of HEAIDS, which now operates as Higher Health.

- Sr Geya was elected as chairperson of SAACHS for a period of three years.
- Mr Ntshabele was nominated as the editor of the association's publication for the same period; he is also in the South African Nursing Council for a five-year period.

**Internal**

- The PHC has worked collaboratively with the Strategic Communications Department to provide an opportunity for students to practise public relations using the clinic facilities. Mr Ntshabele and Sr Geya were involved in the assessment process of students.
- DARE (Disabled Students Society) was supported with a health and wellness day on APK Campus.
- All campuses held several health and wellness campaigns, among others, at Saratoga and Gateway residences.
- Engagement with students from the Public Relations Department assisted in improving communication about the emergency services provided by ER24. They created posters and engaged in various health awareness campaigns on all campuses.
- Educational Tuesday sessions continued at UJFM with presentations by the PHC nurses, other health professionals and students in the peer education programme.
- The Emergency Response Plan within UJ includes a focus on the role played by the clinic's health professionals to ensure that business continuity is sustained.
- Sexual assault victims have been supported, with assistance from Netcare Group.
- A cancer awareness session was held in collaboration with the Library, the Strategic Communications Department, IOHA, the Faculty of Health Sciences and individuals who survived cancer. At this event, the Minister of Basic Education, Ms Angie Motshekga, shared her experience with her own cancer diagnosis.

## CONCLUSION AND WAY FORWARD

### *Objectives and targets for the period 2019-2020*

- Re-evaluate training of first aid given to students.
- Begin the project of expanding the Kingsway Clinic.
- Implement the antiretroviral therapy (ART) programme on campus.
- Restructure the services provided by the medical doctor in light of the new ART programme on campus.
- Use the HEAIDS funding provided until March 2021 for mental health upskilling for clinical staff and cervical cancer screening upskilling.
- 4IR initiatives:
  - Increase the marketing of the online satisfaction survey through email, SMS and prompts on Facebook.
  - Contract *Recomed* as a platform for online bookings to avoid long queues at the clinic.
- Mental health support services: Arrange training for professional nurses to upskill in the early identification of suicide and depression using Vista Clinic.
- Continuously monitor staff and skills in light of new programmes in place.

**Kinta Burger (Prof)**
Registrar

# Institutional Office for HIV and AIDS (IOHA)

## OVERVIEW

2019 was another year of successes for IOHA. HIV counselling and testing (HCT) was consolidated in IOHA. During the mass counselling and testing led by IOHA, a total of 12 733 clients were tested in 2019, an increase of 14% over 2018, and somewhat higher than the target. 70 clients (students and staff) tested as HIV positive; institutional prevalence remained at below 1%, which is below the 3,4% prevalence average for higher education institutions in South Africa, and substantially below the estimated 12,6% national prevalence. Of those testing positive, 56 persons agreed to be referred to IOHA, and 49 of these joined the internal care and support programme; 47 are on antiretroviral (ART) treatment.

The Link Peer Educator Programme is key to IOHA's strategy. In 2019, 170 students were initially trained, with 130 subsequently participating actively; 84 finally received a certificate at the end-of-year appreciation ceremony.

Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sport, HR Wellness and PsyCaD. Peer educators hosted numerous residence talks within the UJ internal and external residences. UJFM and social media were used extensively to communicate with the broader community. IOHA's Facebook and Twitter pages are attracting increasing numbers of visitors. The use of digital marketing to promote campaigns and encourage conversation has increased the online presence of our followers.

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and to strengthen prevention messages of HIV/AIDS. This is done through offering internships for students from different departments, training workshops and project-based learning.

Participation in two conferences (national and Southern African region) was the Office's contribution towards UJ's global footprint and 4IR practices, which shape and influence communication strategies and access to information.

The HIV/AIDS Committee continued to monitor and supervise University faculty and departmental responses to the HIV epidemic. Quarterly meetings were held as scheduled, with work focusing on the review of the 2012-2016 UJ HIV, TB and STI strategy and the revised HIV, TB and STI policies, charters and strategies.

### OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role for the HIV/AIDS programme following the 2013 White Paper for Post-School Education and Training (PSET) (2013), the Transformation Framework for Higher Education (HE) (2015), the National Strategy Plan (NSP) for HIV, TB and

Sexually Transmitted Infections (STIs) (2017), the Adolescent and Youth Policy (2017) and the Social Inclusion Policy Framework of PSET (2016). It functions within the legal and management framework of the University of Johannesburg under the Charter of UJ's HIV/AIDS Committee, to ensure the realisation of the strategy.

The Office is also mandated to facilitate the provision of a combination of prevention interventions and strategies aimed at reducing new HIV infections, and to provide a holistic service for HIV/AIDS-related matters within the UJ community. The core operational function includes HIV prevention through sexual and reproductive health and rights (SRHR), peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV. The purpose of the report is to provide an overview of the coordinated institutional HIV/AIDS response, which is monitored and evaluated by the HIV/AIDS Committee.

## STRATEGIC FOCUS AND TARGETS FOR 2019

An enriching student-friendly learning and living experience, through initiating, facilitating, coordinating and implementing the University's HIV and AIDS strategy to the UJ community:

- Further enhance HIV prevention through achieving targets for campus testing, implementing a residence programme and focusing on the social drivers of HIV and AIDS.
- Strengthen the UJ HIV Care and Support programme through active mobilisation for HIV positive students to join and a process linking students to care after leaving UJ.

Fitness for global excellence and stature, through living up to the UJ values and contributing to teaching, learning and community engagement:

- Consolidate the monitoring of health and wellness comprehensively through restructuring the Risky Student Behaviour (RSB) Committee into a Student Health and Wellness Committee.
- Increase the use of technology in monitoring health and wellness, e.g. through an improved website, an electronic consent form and an electronic database system, and some digitalisation of peer education workshops.

National and global reputation management, through incorporating an internal and external brand related to HIV and AIDS:

- Implement HIV curriculum integration through innovative and participatory approaches, to produce competent graduates who are sensitised towards social issues impacting on SRHR and the HIV/AIDS epidemic.
- Offer an internship programme, the peer education programme, and training workshops.

Global excellence, through increasing and strengthening social mobilisation:

- Enhance digital marketing to create conversations, knowledge sharing and debate.
- Participate actively at the South African AIDS Conference, the Southern Regional Youth SRHR Conference in Nairobi, and other conferences and platforms.

### *2020 targets*

Sustained excellence of service on all campuses with a client satisfaction rate of 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 Campus Health; and incorporating educational material into induction programmes such as First Year Experience (FYE), Student Representative Council (SRC), Remember and Give (RAG), house committees and societies.

### *2025 targets*

Similar to 2020 targets with the following extension, namely sustained excellence of service on all campuses with a client satisfaction rate of 90%; expansion of Link Network to 3 000 members; programme on risky student behaviour/healthy lifestyles to all students as part of FYE and Senior Students Experience (SSE).

## INNOVATIVE ACHIEVEMENTS IN 2019

### *HIV, TB and STIs prevention, care and support*

**HIV prevention**

HIV counselling and testing (HCT) is one of the key contributors towards the realisation of UNAIDS-DOH 90-90-90, i.e. 90% of the community to know their status, 90% diagnosed with HIV infection to know their status and 90% virally suppressed.

A total of 12 733 clients tested in 2019, compared to 10 945 in 2018, which was an increase of 1 788, i.e. 14%, over the previous year; furthermore, this was 1% more than the set target for 2019 of 12 575. The unavailability of testing providers due to a revised funding testing policy and changes to the academic calendar, which affected the May testing campaign, remain some of the challenges affecting testing campaigns. However, the strategy was changed by availing more daily testing and approaching residences, which yielded positive results.

Regarding the profile of those testing, 98% are students (as HR Wellness is responsible for target testing for staff) and 64% of clients are females. This is consistent with the national profile where the majority of people testing are females.

As part of social inclusion, the demographic data on the HIV testing consent form were updated to include 'Non-conforming' for the community who do not identify as male or female. A total of 300, i.e. 2%, clients who identified as non-conforming to any gender were tested, and appropriate referrals were done for those needing support.

Different barrier methods are available across campuses. Correct and consistent use of barrier methods, such as male and female condoms, has been identified as an effective means of protecting against STIs, including HIV. Additionally, condoms remain the only contraceptive method that provides dual protection, i.e. against STIs and pregnancy. Therefore, increased awareness and availability remain essential prevention strategies.

**HIV care and support**

The care and support programme is a pillar developed through the UJ Wellness Programme. It aims to ensure optimal health and functioning for students and staff infected with HIV at UJ through the provision of social and educational support.

In 2019, the total number of students and staff who tested positive was 70. Prevalence rate remained below 1%. According to Stats SA 2017, it is estimated that the national HIV prevalence is 12,6%, with Gauteng province's prevalence estimated to be 13,1%. Therefore, UJ's prevalence rate is relatively low when compared with the national and provincial statistics, based on the number of people tested.

This year, the support programme was extended to the general community, to include those who did not test through the two departments, and currently there are 13 such clients supported.

A total of 56 (80%), of those diagnosed agreed to be referred to IOHA, and of these 49 (88%) joined the internal care and support programme. Currently, 47 (96%) of these referred clients are on ARTs.

Students are supported through face-to-face consultation, a WhatsApp group, a buddy system and social club. This is one of the flagship programmes in HIV Care and Support, as UJ has invested in a client-centred approach, which is producing positive results and can be one of the flagship programmes in higher education.

APK had the highest number of clients who tested positive. The highest prevalence was in CBE (as the Faculty with the highest number of students who came to test), followed by the Faculties of Education and Humanities. When analysed by year groups, second-year students had a relatively higher number of students testing positive compared to other groups. Another significant factor noticed was a higher number of positive students in FEBE compared to the preceding three years. It might be necessary to explore the matter further in 2020.

**Campaigns and awareness programmes**

Integrated approaches have been identified as influencing behavioural change among our student community. Edutainment is one of the multi-pronged approaches utilised in preventing HIV and AIDS infections and has

been recommended as an effective tool that can be used for behavioural change. Approaches included:

- Library talks: Several Library dialogues were hosted in a range of partnerships.
- Campaigns and events: These are based on IOHA programmes aimed at fast-tracking the response to HIV and AIDS prevention through comprehensive combination strategies, i.e. Health and Wellness Screening, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Healthy Living and social media. The topics discussed included issues relating to masculinity, toxic masculinity, gender-based violence (GBV), women empowerment, men's health, cancer, stigma and discrimination, self-love and social inclusion.
- Residence programmes:
  - Risky student behaviour (RSB) programmes: RSB continues to be a concern within various university communities and is seen to have an impact on the student health and wellness, academic performance and social integration. Providing health and wellness programmes to address risky student behaviour within residences is critical in extending services to students who might not be able to access health services during their busy daytime academic schedules.
  - Peer educators hosted numerous residence talks within the UJ internal and external residences. Various topics were discussed, depending on need, which included behavioural determinants of HIV, such as GBV, alcohol and drug abuse, and sex and sexuality, including sexual reproductive health. The response from the students has been positive, although some risky behaviours have become normalised in some residences. IOHA will continue to highlight the health and social consequences of some of these, such as GBV and substance abuse.
  - Although the residence health and wellness talks were executed, the number of students reached remains low, about 21% of those in residence. The number reached is concerning, since the residences have far more students compared to those attending. IOHA and Student Affairs need to work closely together so that more students are encouraged to attend the sessions.
- Social media: Monthly updates regarding the IOHA social media platforms show that IOHA continues to have a substantial social media presence, which increases social mobilisation and access to topics and awareness events. The statistics show that males participate more on social media than females; therefore, the platform will be capitalised on engaging them and increasing awareness on topics affecting them.
  - Twitter review: The IOHA Twitter page earned 25 146 impressions for the year 2019 (meaning number of people who have seen and read tweets from the page). Quarter 2 had the highest interaction with 10 141 impressions.
  - Facebook audience review: The total number who visited the page during 2019 was 56 218, with Quarter 2 having the highest audience number. The audience increase is due to online campaigns, such as the Iconic Man Campaign, dialogues on RSB-related topics and online competitions.
  - The website had 3 184 interactions (the number of people who visited the website).
- UJFM slots #Positive conversation: As a component of its efforts to educate and share information related to sexual reproductive health and rights, IOHA uses the UJFM platform to communicate with the broader community. Various themes and topics were presented from February until November, such as tips on surviving campus life, health promotion, gender and sexual diversity, sexual health, positive living, volunteering/active citizenship, and topics on men's and women's health. Various experts and students contributed to the different slots.
- Digital marketing and awareness initiatives: The use of digital marketing to promote campaigns and encourage conversation has increased the online presence of our followers. The measurement of the impact of our campaigns around hot topics in sexual and reproductive health and rights provides the Office with more clarity on topics students want to know more about or which are of interest. In the first quarter, an online magazine was published. The theme of the issue was directed to the first-year students and included how to survive university life; and peer education as one of community engagement activities students can become involved in, for empowerment and to increase their graduate competence around HEI. Furthermore, the HIV care and support programme was introduced to students who are affected and infected by the disease. Additionally, including other social media platforms, topics discussed included online #YOUth

Rethink Campaign; How Is Your Pull-Out Game? Can you pull out from HIV and STIs?; the Cyberbullying and Cyberstalking Campaign; HIV Testing Survey; Cancer Awareness Campaign; High Tea Build-up Campaign; Queer Meet and Greet; and Queer Literacy Week.

- Media coverage: Some of the topics attracted internal and external media coverage: the UJ internal newsletter on 'SA Aids Durban'; the daily higher education news on IOHA's track session on 'Sex in the City' at the Durban Conference; a UJ article on ARVs. Other media coverage was provided by Newzroom Afrika, *Mail & Guardian, Saturday Star,* and *Sunday Independent*. Furthermore, IOHA was invited to Newzroom Afrika shows to provide insights regarding HIV-related matters.

### *Peer Education Programme*

Peer educators continue to play a critical role in supporting the Institutional Office for HIV and AIDS (IOHA) and in sharing sexual reproductive health and rights (SRHR) information with their peers on the different platforms of the University community and beyond.

- Training: During the beginning of the year, numerous students joined the peer educators' programme and were formally trained and empowered with SRHR knowledge. Although more than 170 peer educators were trained, approximately 130 peer educators actively participated until October in various IOHA activities. The number of peer educators remained relatively stable with a slight drop on APB. It seems that student volunteers were comfortable with balancing both academic and volunteering work; the first quarter was most challenging for students, but then students were able to manage their time effectively.
- Projects: Peer educators got involved in numerous internal and external community projects. Projects of note were facilitating dialogues during testing campaigns, collaborative projects with the UJ Community Engagement Unit, such as the campus clean-up campaign and Mandela Day, the Africa Week dialogue hosted by the Department of Social Development (DSD), the Youth Entrepreneurship Symposium hosted by the City of Johannesburg (CoJ), and the Work Readiness Programme facilitated by PsyCaD.
- Appreciation ceremony: At the end of each year, IOHA thanks and appreciates student volunteers who have supported the Office in achieving its University mandate. They are the backbone of IOHA in supporting various implementation projects and reaching out to the student community. In total, 84 peer educators received recognition certificates, with 18 peer educators receiving loyalty awards for serving the UJ community beyond the call of duty. Also, eight peer educators received marketing and leadership awards, with one peer educator being voted as the 2019 Peer Educator of the Year.
- Peer Education e-learning module: Although registering the programme is still a challenge, the Faculty of Education has agreed to host the module and discussions have resumed with the Faculty's programme advisor, who is assisting with the process.

### *Leadership*

On behalf of UJ, IOHA applied for Higher Health funding with a focus on procuring prevention materials for the LGBTI+ community, such as finger condoms and lubrication, and on offering pap smears to students. An initial allocation of funds was received, and project implementation started in October.

HIV Committee meetings: Quarterly meetings were held as scheduled, with the main point of discussion the 2012-2016 UJ HIV, TB and STIs strategy review and the revised HIV, TB and STIs policy, charter and strategy.

Based on the HEAIDS and UJ HIV, STIs and TB strategy 2012-2016, including the 2017-2018 targets and success indicators, the analysis of outcomes indicated that the institution has effectively and efficiently achieved planned outputs and outcomes, i.e. implementing programmes as planned, working and making a difference.

Additionally, the programmes implemented, i.e. awareness building, standardisation of services provided, capacity building, and development of partnerships, achieved immediate impact and outcomes and contributed towards student success. However, more efforts need to be in place regarding medium- and long-term impact, i.e. issues of self-management, behavioural change and improving the quality of life of our students.

The Committee was satisfied with the progress made. The draft policy and the revised strategy are in the approval process.

### *Conference attendance*

Participation in conferences contributes towards UJ's global footprint and 4IR practices, which shape and influence communication strategies and access to information. To contribute to the strategy, IOHA participated in various conferences.

The third edition of the Southern African Conference on Sexual Reproductive Health & Rights (SRHR) at Cresta Golf View, Lusaka, Zambia (hosted by SAYWHAT in partnership with the University of Zambia). The conference is viewed as a huge regional youth SRHR event. The theme was 'Plan, Prioritise and Prevent'. The main purpose of this conference was to encourage the SADC region governments and different stakeholders to effectively plan, prioritise and prevent SRHR issues affecting students and youth. Some of the issues young people battle with include stigma against people living with HIV; gender-based violence; unplanned pregnancies and abortion; as well as support for individuals in marginalised communities, such as the LGBTI+ community and people with disabilities (PwD). UJIOHA participated through a drama performance, debate participation and hosting a track session on using art and design to raise awareness about sexual and reproductive health issues.

The IOHA team with some peer educators attended the SAAIDS Conference in June 2019. This is one of the largest national conferences where scientists and medical practitioners meet to discuss issues surrounding HIV and the progress, successes and failures of HIV prevention programmes. The theme for 2019 was 'Unprecedented Innovation and Technologies: HIV and change'. The conference determined how contemporary explosive and disruptive technologies are contributing towards sustained HIV prevention efforts, HIV testing, ART uptake and adherence. This work can trigger the development of new drugs, effectively utilise enormous volumes of data, improve communication and service delivery and eventually end the epidemic. Most of the presentations were more clinical and served as an update for practitioners. These also assisted the team in realising the gaps that exist regarding SRHR within the health sector. UJ's global excellence footprint on SRHR matters was showcased at the conference through:

- An exhibition: IOHA formed part of the robust exhibition space, which was a great platform for networking and displaying the work done by the University of Johannesburg. The stall was a great attraction, with UJ being the only organisation accompanied by youth, making it more vibrant and interactive to delegates.
- Facilitation of a track session: The track session called 'Sex in the City' was a great attraction, with an excellent production of a play highlighting the life of university students, executed by our students. The recommendation is that 'Sex in the City' become a roadshow as an innovative messenger of change for youth and for schools, around SRHR and risky behaviour issues.

### *Gender-based violence training*

Protection Services approached IOHA with a request that their staff be trained on gender-based violence. The team was divided into two, targeting those that were working the night shift, with 14 attending the first training and 13 the second training. IOHA and Johannesburg Clinical Forensic Medicine (CFM) facilitated the training. Sensitive issues, like cultural differences, the generational gap, dress code and rape, and religious beliefs, were challenged. Further training was offered on issues relating to LGBTI+, given the lack of knowledge on gender matters. To motivate delegates, a ceremony was organised, attended by MEC members, and a certificate of attendance issued to delegates. This was greatly appreciated by the participants. Further training is planned to capacitate more staff in 2020.

### *IOHA Alumni*

The LINK Alumni group has grown from 342 to 1 215 through the clean-up strategy started in June 2018. This is also due to recruitment during campaigns and events.

### *Curriculum integration, research and innovation*

HIV curriculum integration is implemented through innovative and participatory approaches, with the goal of producing AIDS competent graduates and of strengthening prevention messages about HIV and AIDS. This is done through various events.

**The Internship Programme**

To contribute positively towards 'graduateness' and the HIV curriculum integration programme, IOHA hosted four Community Development and Leadership students from the Social Work Department and five from the Sociology Department who started internships in the first quarter. The interns were exposed to several IOHA projects, and further assisting in building a solid platform to enhance SRHR issues within the university community and beyond. In the second quarter, the Department hosted seven Public Relations (PR) interns. The interns assisted in IOHA campaigns and events, coming up with innovative ways of promoting IOHA and pushing the Fourth Industrial Revolution (4IR) agenda in digitisation while following the PR principles.

**Training workshops**

IOHA conducted several SRHR training workshops with students from CBE, FADA, FEBE, Education, Health Sciences, Law and Social Work. The training workshops continued to focus on RSB, which is core as a social driver to HIV. Such cases of social drivers include young people participating in substance use/abuse, sex parties, and other behaviours, which put students at risk of contracting HIV.

Capacity building was extended to support departments, such as the PsyCaD interns and the Academic Development Centre (ADC) and Student Affairs (SRC and House Comms).

**First Year Seminar (FYS)**

HIV/AIDS programme coordinators together with the senior peer educators formed part of the FYS programme. The Office was invited to present at various faculties and departments to introduce the students to the health and wellness divisions (IOHA and Campus Health). The content presented included the survival tool kit, a health and wellness video, services rendered by the Office, its location and contact details. This was also a great opportunity to recruit students to join the peer educators programme.

**Research task team**

To strengthen best practice in the UJ HIV programme, a research subcommittee was established, comprising interested academics from various departments, IOHA and Primary Health Care. Some of the projects implemented were:

- Social Work Research Project: In 2018, the Social Work Department in partnership with IOHA collaborated on a research project to address aspects around university students' safe sex empowerment that are often stigmatised, such as fe/male condoms, masturbation and other possible sexual pleasure activities, and to promote safe sex empowerment among the students, which is often neglected. Additionally, though UJ has an office mandated to implement awareness programmes, there are challenges in terms of awareness and outreach, and the project was aimed at empirically identifying the gaps and providing recommendations for such. In 2019, two master's students showed an interest in the topic for their research projects; one of them has completed, while the other has submitted and is waiting for the final mark.
- The annual FADA-IOHA blended module project: FADA students received numerous GBV, RSB and sexual reproductive health training workshops, where they were expected to produce artwork in response to the content and themes provided, in a manner that is appealing to the student community. An exhibition was then hosted in October to which internal and external partners were invited. The exhibition also formed part of UJ's Cultural Week activities. In 2019, four departments participated, and the students' exhibition focused on issues around gender-based violence (GBV), risky student behaviour (RSB) and the link with HIV. Prizes were awarded to students from the four participating departments who produced the best artwork.
- While waiting for the finalisation of the e-learning module, the responsible lecturer who is working with IOHA is conducting research for her PhD on how to strengthen peer education. The long-term objective is

to offer the module to LO teachers in schools as part of UJ's social responsibility contribution; hence, this project should be evidence based.

### *Monitoring and evaluation*

- Training workshops: The satisfaction surveys from training workshops ranged between 88% and 94%, with an average of 91%. The emerging themes included greater awareness on HIV-related issues and social drivers, PrEP (pre-exposure prophylaxis, PEP (post-exposure prophylaxis), as well as analysing and understanding the latest HIV statistics.
- Counsellor satisfaction: The client satisfaction survey has been very positive, ranging from 90% to 96% across campuses, which is above the set target of 85% for client satisfaction surveys.
- IOHA event evaluation: A number of 633 attendees completed events feedback surveys, with an average rating of 89% satisfaction, higher than the target of 85%.
- Knowing where students test project: An online survey was conducted during the August testing campaign through to the end of September, even though on APK, DFC and SWC, the forms had to be completed manually due to unavailability of WiFi at student centres. In total, 5 127 students responded. Findings were that almost 95% of respondents have tested for HIV, which is a significant contribution towards the UNAIDS 90-90-90 strategy and will assist in setting realistic testing targets going forward. Another finding was that 55% of respondents tested through services provided by UJ, followed by government services at 19% and blood donation drives at 5%. The rest go to private doctors, churches and pharmacies. The survey also indicated that students were interested in self-testing, as 5% of them had utilised this service. Even though the sample was too low for conclusions to be drawn, it can be used as an indicator to take some decisions, such as establishing a partnership with SANBS to ensure that students are connected to UJ care and support. DIPEM included three questions on where students test on the 2019 undergraduate survey, and the results will be compared with our survey for correlation or contrast.

## CONCLUSION AND WAY FORWARD

### *The strategic focus for 2020 will be on the following:*

#### Prevention of HIV, TB and STIs

- Medical prevention:
  - Project 'Know where students and staff test' to set realistic targets and to ensure that students receive the necessary care and support from the alternative testing providers, such as blood donation drives and surrounding campus pharmacies.
  - Testing services for HIV and screening of students and staff on STIs and TB, to ensure proper referrals.
  - Distribution of barrier methods, including those needed by LGBTI+ community, such as dental dams and finger condoms.
  - Education about and promotion of medical male circumcision. This will include sourcing service providers who can partner with UJ for accessibility, social mobilisation and managed care.
  - Access to PrEP and PEP: Establish a partnership with NGOs for provision of these services as part of the HIV prevention strategy.
  - Initiating and adhering to antiretroviral therapy to curb the cycle of infection.

#### HIV, TB and STIs care and support

- Project 'Finding others' through active mobilisation for HIV positive students to join the UJ care and support programme:
  - Utilising social media platforms to recruit and inform students about the UJ care and support programme available to them.
  - Establishing a relationship with DisChem, Clicks, doctors and blood donation to ensure that students are cared for and supported.
  - Contacting previous students to find out how the programme has assisted them, and their views on ways to improve the programme.

**Ground response to HIV, TB and STIs in human rights principles and approaches (equal treatment and social justice)**

- Focus on minority groupings, stigma, discrimination and human rights.
- Ascertain the percentage of the marginalised community who report stigma and discrimination.

**Establish global excellence and stature in HIV, TB and STIs prevention, care and support through social mobilisation and partnerships by addressing risky student behaviour (RSB)**

- Identify themes that define RSB, to facilitate a coordinated and collaborated approach in addressing them.
- Advocate for a better institutional structure on issues relating to behaviour that puts students at risk by:
  - Promoting healthy living;
  - Planning interdepartmental collaboration;
  - Addressing identified issues of concern for students;
  - Achieving positive change by using student and staff own knowledge, skills and lived experience of the issues they encounter in their own lives through an asset-based approach.
- Include the second curriculum to contribute positively towards graduate competencies through peer education, internships, student assistants, workshops, dialogues.
- Conduct innovative inclusive approach of campaigns, events, teaching and learning through a planned annual calendar.
- Sustain and increase internal and external partnerships and collaborations, to implement social behaviour change projects, events, teaching and learning programmes.

**Leadership influence, visibility and stature**

- Strengthen the HIV Committee to provide effective coordination and leadership.
- Facilitate shared accountability for implementing the NSP and UJ HIV, TB and STIs strategy through performance management around the number of internal and external stakeholders participating in the programme.
- Host an annual youth conference, and for 2020 focus on men issues.
- Involve alumni in strengthening and marketing the HIV, TB and STIs prevention, care and support programme.

**Sustainable financial management to support the programme**

- Mobilise resources to support the achievement of UJ HIV, TB and STIs prevention, care and support goals and to ensure a sustainable response, by utilising allocated UJ funds and sourcing external funding.

**Kinta Burger (Prof)**
Registrar

# University Secretariat

## HIGHLIGHTS/ACHIEVEMENTS

According to the 2019 performance evaluations, Administration Section, the evaluation of the University Secretariat services to statutory committees reflected sustained excellence, as illustrated below:

- Council and its committees: 4.5.
- Senate and its committees: 4.5.
- MEC and its committees: 4.6.

The ratings for the services rendered by the University Secretariat are consistently higher than any of the ratings in the other three categories, namely Organisation of the Committee, Execution of Functions, and Role of the Chairperson and Members.

While it is the responsibility of the committee members, the University Secretariat staff will quality check documents prior to being submitted to the committees, if time permits.

### Highlights/achievements (in addition to compiling agendas and writing minutes)

- Reviewing the Rules for Effective Meetings.
- Reviewing the UJ process for Considering Confidential Business.
- Reviewing the statutory committee charters.
- Benchmarking with local and international universities on best practices within the University Secretariat environment.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing; these sessions were attended by staff from Academic Administration, Finance, Corporate Governance, Faculties, CBE, etc. In addition, also providing telephonic advice on meeting related matters as and when required.
- Drafting information for a Request for Information for meeting management software and motivating successfully for funding for the software (as piloted in 2020).
- Developing a Financial Sustainability Committee of Council (FSCC) Fulfilment of Schedule of Business (as per request of FSCC).
- Recommending changes to the performance review cycle of the Council (three-year cycle with Year 3 being an independent review) – approved by Council. Also recommending changes to the performance review instrument for Council (which will also be implemented for all statutory committees) – approved by Council.
- Amending the Council Delegation of Authority Grid as well as the Senate Delegation of Authority Grid. Both to be approved via the applicable structures in 2020.

## CHALLENGES IN 2019

- Late submission of documentation for inclusion in agendas remains a major challenge.
- Linked to the critical challenge above was the poor quality of the content of some of the documents submitted to meetings (poorly written/factually incorrect information).
- Some committee members did not communicate decisions from meetings to their constituencies. Members to be advised to communicate decisions to constituencies after meetings.
- Some committee members constantly replace documents for meetings. Members should ensure that correct documents are submitted by the closing dates.

**Kinta Burger (Prof)**
Registrar

# Office of the General Counsel

The Office of the General Counsel (OGC) was established on 1 January 2016. It comprises a small team of four legal professionals and an executive personal assistant. The professional members of the team are the General Counsel (GC), the Director: Contracts, the Director: Litigation and General Affairs, and a legal advisor. All the professional members are corporate counsel under the Legal Practice Act 28 of 2014. They are by law required to carry out their duties impartially and objectively and avoid subordination or undue influence of their judgment by others.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers and employees in respect of institutional affairs, which the Office sees these as its clients. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission and values.

The OGC assists its clients to conduct the University's business, where it involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC not only are experts on those requirements but are also problem solvers committed to helping resolve issues in a practical, timely and efficient manner and to advising on proactive measures to mitigate problems.

The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable. Moreover, the Office emphasises the need for innovation and creativity, in assisting University managers to develop new and useful approaches to the challenges facing and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution (4IR).

The main subject matters to which the Office attended during 2019 were:

- Business transactions
- Commercial matters
- Educational affairs
- Contracts
- Litigation

The OGC assists all the faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

Following 2016, when the work of the Office was dominated by issues that arose from the #FeesMustFall and #OutsourcingMustFall movements, 2017 was dominated by matters arising from the University's property

holdings. As from 2018, the focus of the Office gradually shifted to matters arising from the University's commercialisation domain and academic enterprises.

South Africans are increasingly becoming a litigious society. Twenty active matters (compared to 13 in 2018) were managed during the year, of which one was an arbitration appeal, one in the Supreme Court of Appeal, 13 in the High Court, two in the Regional Court and three in the Magistrates' Court. At the end of 2019, there were 11 matters (compared to four in 2018) where litigation was contemplated; in six of them attorneys had to be appointed on behalf of UJ, while in seven of them the opposing parties were represented by attorneys. The University was also a respondent in a matter before the Constitutional Court. Although the University elected not to participate in the matter, it was necessary to closely monitor the matter to ensure that our involvement was not required. The litigation covered a wide range of law, including construction law, the law of lease, companies' law, insolvency law, constitutional law (human rights), procurement law, and labour law. Two of the active matters involved student leaders, three former students, and three current or former academic employees. Litigation was thus more or less equally spread between those arising directly from the University's academic activities and those arising from support functions.

Owing to the public interest in the matter, reference can be made to the litigation arising from the conduct of the previous Chairperson of Council of the University, Dr Roy Marcus, and the previous Deputy Vice-Chancellor, Mr Jaco van Schoor, in respect of the commercialisation activities in which UJ was involved. Civil proceedings were instituted against them and five other defendants in the High Court. The total amount of the monetary claims against the defendants is R20 419 675.20. The University also seeks orders declaring (a) Dr Marcus and Mr Van Schoor as delinquent directors in terms of the Companies Act 71 of 2008, and (b) the agreement to form a commercialisation partnership between Clarify Investment Corporation (Pty) Limited and the University to be invalid and of no force and effect. On 22 March 2019, the court set aside a summary judgment that was granted against them in their absence on 31 July 2018 in the total amount of R14 320 350.72. They were granted leave to defend the matter. Pleadings closed at the end of the reporting year. In view of the new pre-trial procedures introduced during the year and the backlog experienced in the courts, it is not expected that the matter will come to trial within the next two years.

Although the insurers of the University take over the legal defence of claims made against the University, which are covered by insurance contracts, it remains the obligation of the OGC to provide the legal practitioners appointed by the insurance with information and documentation, and to assist them with the often difficult process of navigating the academic domain, which is regulated by legislation with which private practitioners are not always familiar. Public universities are complex institutions, regulated by a layer of laws and regulations, which can be compared to the layers of an onion. On the outside are international law and the national laws of other countries, which become increasingly important as the University pursues its vision of global excellence and stature. Then follows the Constitution of 1996; the general law of the country; statutes containing provisions particularly applicable to organs of state and public bodies; the Higher Education Act 101 of 1997 and the UJ Institutional Statute; and finally, the Companies Act, which governs the companies of which the University is a shareholder.

More mundane attendances arising from the Property Management Office included conveyancing and town planning issues, and the eviction of defaulting tenants.

The OGC was involved in six criminal cases and two complaints lodged with the Public Protector, which could have led to litigation. The criminal cases included three in respect of the Prevention and Combating of Corrupt Activities Act 12 of 2004.

The OGC also acts as the presenter of cases to Council and its subcommittees, for example, in terms of the Policy: General Standard to Serve on UJ Structures and Participate in UJ Activities. It also represents the

University in respect of claims submitted to the University's pension funds in terms of Section 37D of the Pension Funds Act 24 of 1956.

Legal advice on 1 242 new contracts (1 195: 2018; 943: 2017; 543: 2016) was provided, and 602 contracts were revised (377: 2018; 550: 2017; 356: 2016) during 2019. All contracts are vetted in terms of UJ's Policy on Contract Development and its standard operating procedures. A vetting certificate is issued for contracts that comply with the provisions of this policy. There was a marked increase in contracts submitted to the OGC for vetting, following the discovery of irregularities in the University's commercialisation domain. The range of activities of a university is much wider than in many multinational corporations, which limit their focus to specific activities. Contracts within the realm of academic activities include those that focus on teaching and learning, research and development, and community engagement. At the same time, commercial contracts are concluded to ensure the smooth running of a modern city university. Special attention was paid to the agreements to acquire immovable property for the University, which are regulated by legislation particularly applicable to public universities.

A special workshop on Intellectual Property was held for the Technology Transfer Office on 6 August 2019, in which Moore Attorneys participated. A special workshop was held on 16 September 2019 to discuss the impact of the Protection of Personal Information Act 4 of 2013 (POPI) on the ICS Division, in which Michalson's Attorneys participated. Workshops held during 2019 and open to all employees included POPI and GDPR training sessions (26 July 2019, 16 October 2019); a litigation awareness training session (2 August 2019); and contract development and management workshops (17 July 2019, 12 August 2019).

The demands on the OGC for legal advice relating to the Companies Act of 2008 for the commercial entities in which UJ holds shares continued to increase during 2019. Particular attention was given to the establishment of UJInvnt (Pty) Limited. The company was duly registered, and the OGC assisted with the drafting of all the governance documents, which included the memorandum of incorporation, the governance framework, the board charter as well as the delegation of authority.

As a public higher education institution, there are several statutes that impose special duties on the University, for example, the Promotion of Access to Information Act 2 of 2000, the Promotion of Administrative Justice Act 3 of 2000, and the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008. Providing advice in respect of this legislation and applying the provisions of these statutes in a wide range of contexts form a substantial part of the work rendered by the OGC.

All professional members of the OGC attended and were certified as having completed the contract training workshop for Drafting and Managing ICT Contracts presented from 21 to 22 June 2019.

All professional members of the OGC are also members of the Legal Practitioners' Forum (LPF), a forum open to all the legal advisors of universities. The OGC participated in both the bi-annual LPF meetings held during 2019 (25 April 2019 and 12 September 2019). The OGC also hosted the Regional Legal Practitioners' Forum on 13 June 2019.

The stature enjoyed by the professional members of the OGC is illustrated in many ways. The GC and the Director: Contracts serve on the Legal Advisory Committee of Universities South Africa (USAf). The Director: Contracts serves as one of six members of a working group advising USAf on the POPI code of conduct for universities. The Director: Litigation and General Matters completed the prestigious UJ Women in Leadership Programme.

Additional structures were created on which the OGC serves, including the committee dealing with TIA (Technology Innovation Agency) seed funding, the MEC Commercialisation Committee, the Fourth Soweto Residence Steering Committee, and the Safety, Security and Tertiary Management Committee. On this latter serve, among others, representatives from the South African Police Services, the Johannesburg Metro Police and our neighbouring peer institution.

As students become more litigious, it is necessary for members of the OGC to assert themselves increasingly in the academic domain. So, for example, the OGC had to represent faculties before subcommittees of Senate, regarding the reregistration of former students for master's and doctoral studies and proposed amendments to the academic regulations and academic policies, in view of lessons learnt in dealing with litigation and disputes.

**Patrick O'Brien (Prof)**
General Counsel

# Information Communication Systems

## OVERVIEW

The Information Communication Systems Division (ICS) is the internal information and communication technology (ICT) service provider to the University of Johannesburg (UJ), and the institution's central ICT division. It has the task of dispensing enterprise ICT systems and services for all UJ staff, students and partners; this is done through efficient and effective planning, implementation and support of ICT innovations.

With responsibility to take on digital transformation and other business critical projects, the role of the ICS is more visible than before. Between maintaining infrastructure, coming up with new ways to use information and data to drive business forward, and leading digital transformation efforts, ICS still needs to maintain service levels and ensure stability of IT systems and associated infrastructure.

## SUMMARY OF KEY ACHIEVEMENTS

The following key deliverables were achieved in 2019.

### *ICT governance implementation*

ICS has implemented ICT governance through the establishment of structures and supporting processes to plan and manage ICT hardware, software and services. The implementation was planned in line with the approved UJ ICT Governance Framework, which fosters leadership and structures to support IT decision making, processes for control and management of IT assets, and mechanisms to measure and improve IT performance within UJ.

In support of the ICT Governance Framework, an ICT Policy Framework was also developed. The ICT Policy Framework sets out a set of procedures or goals, which are used in negotiation or decision making to guide a more detailed set of policies and maintenance of all IT-related policies in UJ. The IT Governance Framework identified a total of ten structures to be implemented at both operational and strategic levels. ICS concluded the process of soliciting buy-in for the IT governance through a university wide engagement process in 2019, and seven out of the ten structures are implemented and operational.

An IT project management methodology was developed with the support of Prof Marnewick, the Deputy Head for Applied Information Systems in UJ, and approved by the Chief Operating Officer. This methodology provides the baseline for project governance in ICS and was developed against best practice to improve control and delivery on IT projects.

### *Cyber security strategy*

The cyber threat landscape continues to evolve, with new threats emerging at an exponential rate and with ever-growing sophistication. Trends in cyber security incidents, the number of high-profile breaches, attacks

making headlines and the changing regulatory requirements compel organisations to intensify their cyber security efforts. ICS, in partnership with an external service provider, conducted a security assessment of the University. The assessment was intended to measure the adequacy, effectiveness and required changes to the University practices, and tools to protect University information assets. The outcome of the assessment was a cyber security strategy and roadmap crafted from the gaps identified in existing processes, tools and skills associated with protecting the University information assets.

### *IT threat management*

A comprehensive programme for threat management, including prevention, detection, analysis, repair and reporting, was undertaken. This was achieved through the implementation of the Qualys Vulnerability Management (VM) tool, Symantec Endpoint Encryption, and the Cofense Security Awareness tool. The Cofense Security Awareness tool focuses on phishing-specific threats, providing human-vetted analysis of phishing and ransomware campaigns and the malware they contain, with employee training. A fully managed Security Incident Operations Centre (SOC) was implemented through an outsourced service provider to detect and report incidents 24/7.

In April 2019, UJ performed an external security assessment and penetration test to gain visibility of the state of vulnerabilities affecting our external, Internet-facing systems and applications. Multiple vulnerabilities were discovered on the University's infrastructure and websites/applications exposed to the Internet. ICS remediated the vulnerabilities with affected departments (CAT, Library and Academy of Computer Science).

### *IT audit management*

As a way of providing assurance to the organisation, ICS has established an assurance programme as a measure aimed at validating the implementation and monitoring of controls to ensure compliance with regulatory requirements and related standards and best practice. A review of internal controls in specific areas of the IT management function was conducted with Deloitte.

In 2017, a cyber maturity assessment (CMA) was conducted by KPMG. The assessment was revisited by Deloitte as part of its 2018/2019 audit scope. Deloitte conducted a high-level mapping of the methodology previously applied by KPMG to its current methodology, in order to identify any differences and potential gaps. A total of 28 findings were uncovered, all of which were successfully resolved in 2019.

### *IT risk management*

Risk management is at the core of day-to-day activities in achieving the vision and mission of the University of Johannesburg. Risk assessments are ongoing, and the identified risks are mitigated through a risk management process in conjunction with the Office of the Executive Director: Financial Governance and Revenue. All ICT initiatives, under implementation and planned, are aligned to mitigation of the identified risks.

### *Network security – firewalls (next generation firewall)*

ICS embarked on several projects with the aim of enhancing and increasing availability of network security services internally and at the perimeter level. The approach taken to successfully complete the projects included the implementation of high availability on the perimeter firewalls across all campuses, the increase of local Internet bandwidth from 1gbps to 10gbps, the implementation of the new Johannesburg Business School (JBS) perimeter firewall, the implementation of the telephony firewall on APB, DFC and SWC, the successful upgrading of the intercampus firewall and the implementation of proxyless browsing for staff.

### *Securing Wi-Fi environments and LAN environments*

ICS implemented various projects to increase the security within the Wi-Fi environments. ICS needed to secure the network by successfully segregating the staff Wi-Fi network from the production systems network. This was accomplished by implementing the following projects:

- Staff Wi-Fi firewall at the local area network (LAN) environment.

- The successful implementation of network access control (NAC) in open areas, such as boardrooms, reception areas and lab environments.
- Port security as a security measure to restrict people from plugging foreign computers or network devices on the UJ network.

### *Network and telephony (upgrade)*

ICS initiated projects to upgrade the network infrastructure. These projects were successfully implemented, and they included upgrading the data centre core switches from Alcatel to Cisco, and successfully connecting the three new satellite campuses:

- Florida CoJEMS
- School of Military Health at Centurion
- Braamfontein GS.

ICS also connected the new third SWC residence, upgraded the APB fibre backbone network and the FADA network, and merged the old RC Towers network with the UJ network.

### *Architecture and Planning*

In 2019, the Architecture and Planning Department facilitated the training of internal staff on the SPARX platform to assist it with technology architecture initiatives. The Department started with the first phase of the technology architecture to document the technology landscape for ICS.

### *High Performance Computing Cluster (HPCC)*

HPCC is an open source data-intensive computing system platform that provides a reliable, scalable and centrally managed research computing facility to UJ's researchers. This provides the users of the cluster with more processing power and storage than would otherwise be available to them.

With the University aligning to 4IR, the cluster hardware refresh allowed HPCC to obtain graphics processing unit (GPU) compute elements for deep learning and large memory compute nodes. These nodes will allow researchers to access machine learning resources for their research projects. This will allow better and quicker turnaround times for training models.

### *Reducing server hardware footprint in the data centres*

The strategy in 2019 for server hardware focused on reducing our data centre footprint. This strategy ranged from internal hardware life-cycle management and planning to consultations with business within the University on new server requirements. The continuous interaction with business assisted in providing the required technical expertise, a cost-effective infrastructure and a reduction in the data centre footprint without impacting required performance. Reducing the data centre footprint included the final configuration of UJ's own private cloud where physical servers were virtualised, where possible. ICS expanded the virtual server hosting capabilities on both Windows and Linux platforms to accommodate larger virtual server requests, to reduce the data centre footprint even further. ICS, however, has a cloud first approach on all server requests, to drive the strategy towards a greener IT. The table below reflects the hardware footprint for 2019.

**Table 58: Server, storage and tape footprint reduction**

| Description | Pre-2019 | Post-2019 |
|---|---|---|
| **Servers** | 60 | 18 |
| **Tape libraries** | 13 | 11 |
| **Storage arrays** | 22 | 14 |

Tape libraries were reduced from 13 to 11, and ICS is planning to reduce this number even further by backing up some of UJ data to the cloud. There are 11 servers backing up to the Microsoft Azure Cloud environment.

The reduction in hardware resulted in a saving on energy consumption in the data centre in terms of both the power of the devices and the cooling. ICS has managed to secure our server authentications by forcing signed/encrypted authentications against all domain servers.

### *Protection Services*

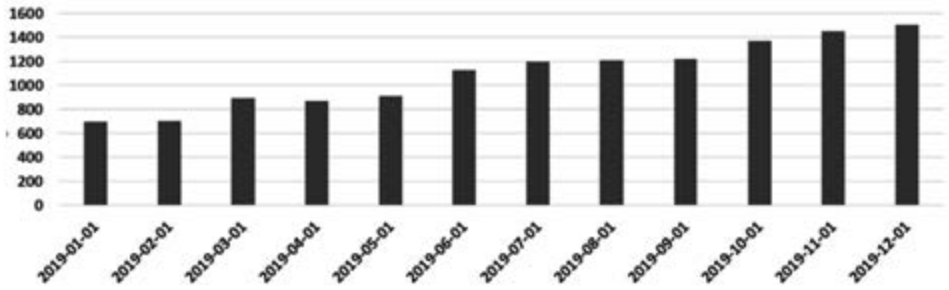
ICS managed and implemented the Protection Services video recording system hardware refresh project. ICS collaborated with Dell to make sure that the correct blend of hardware was procured to cater for Protection Services requirements. This infrastructure included 14 new network video recorders (NVR) servers with 1.2PB of cold storage cluster that provides enough resources to replace all the existing and outdated NVR servers.

ICS managed to configure the chassis networks with redundant links to the new Cisco network hardware to optimise performance and redundancy. This will aid in the final move of all APK hardware to the new Cisco equipment.

### *Cloud technologies*

ICS has engaged two cloud service providers to assist in the assessment and upskilling of our team on the Amazon Web Services (AWS) and Microsoft Azure platforms. This will assist us in our cloud first strategy. A gradual increase in the Azure cloud usage is already visible from Figure 7 below.

**Figure 7: University of Johannesburg cloud uptake**




### *Application structured query language (SQL) server updates*

SQL server is a Microsoft database management system and supports Enterprise application systems. ICS implemented a new SQL server hardware cluster in 2019. It is running multiple SQL server databases that support multiple applications across the University. This highly available, robust environment has enhanced operational efficiencies, thereby improving productivity. The scalability of the system will be beneficial in the University's drive towards digital transformation.

Some of the critical applications in the University run on the SQL server database management system listed below:

- ImageNow (perceptive content)
- CELCAT (timetabling application)
- MAMS (Management of Assessment Marks System)
- IduConcept (budget system)
- PaperCut (printing and office automation system)
- Primary and Occupational Health Systems.

ICS had 98% system uptime in the 2019 academic year. The downtime that ICS experienced, which affected the system availability, was due to Eskom load shedding. ICS has successfully engaged in a disaster recovery exercise in this environment under the supervision of Deloitte auditors.

### *UJ web enhancements and hosting*

The web enhancement project 2019 saw huge strides being made in user accessibility of the UJ website. Through the implementation of a mobile first approach to design, a new look and feel, reorganised content and search engine optimisation, ICS delivered a great user experience to all stakeholders. This improved the ability to find more relevant information on the site.

Partnering with and training content owners saw an increase in traffic to the site. The web infrastructure handled this influx of visitors without any downtime and offered a stable platform during the peak period of registration.

ICS embarked on an initiative to provide a scalable web infrastructure, hosted at an external service provider, to ensure that faculties with UJ websites that are not supported by the current SharePoint platform can host their websites in a managed and secure environment. In 2019, ICS boarded five of these websites.

### *Central Academic Administration (CAA)*

#### Enhancement to Management of Marks Systems (MAMS)

MAMS is used by academics to capture assessment marks; the system in turn sums these up using predefined criteria, displays these in usable reports and ultimately releases assessment and exam marks to uLink (student portal) and ITS, which then inputs such marks to students' academic records. For 2019, the changes made were in relation to optimising the report that academics use to view student progress. There was further development around exempting students from modules successfully completed at other institutions.

#### Enhancement to Submission of Assessment Papers Secured System (SAPSS)

ICS did enhancements in the Submission of Assessment Papers Secured System (SAPSS). In 2019, the scope of enhancements included streamlining the process of submitting question papers online and management of the same by CAA.

### *Corporate Governance*

For Corporate Governance, ICS developed a system to enable students to request academic records online, which alleviates the pressure of having to do this process manually.

### *Student Affairs*

#### Student Life and Governance System

The Student Life and Governance System is intended to enable students to apply online for registration funding from the SRC Trust Fund. The system also enabled students to apply for meal assistance online.

#### Privately Owned Student Accommodation (POSA)

ICS had developed a system to manage the off-campus student accommodation process, which is called privately owned student accommodation (POSA). External suppliers can now apply to be UJ accommodation service providers, and Student Affairs can process the assessing and approval and/or decline an application online. In 2019, ICS upgraded the system to make it more user friendly for both Student Affairs and external suppliers.

### *Research and Innovation*

#### Research portal

ICS developed a portal for researchers to be able to request research funding online. Research and Innovation is able to process submitted applications online.

#### Enhancement to Online Research Output System (OROSS)

ICS did enhancements to the Online Research Output System (OROSS). This system enables researchers to submit research output online.

### *Protection Services*

**Events Management Systems**

ICS developed a system to manage the risk management process when the University hosts big events. For these events, there is a fair amount of coordination required internally. UJ partners with stakeholders, such as the SAPS, ambulance services and City of Johannesburg, for these events, and ICS had to incorporate requirements from all stakeholders.

**Access control portal**

ICS migrated the old access control system to the new portal system. This is a key process during the registration period. This development enables the printing of student cards, as data are already pushed from ITS to the portal system. In order to curb the challenges in performance and response times, ICS developed an internal system called Sync on Demand, to manually fast track the pushing of registration data in order to improve the students' customer experience.

### *Student Management System*

**ITS**

ICS completed multiple enhancements on the Student Management System, with the most significant the enhancement for registration programmes of the first-time entering students. This validation enabled the system to prevent first-time entering students from registering outside of the University DOE Enrolment Management Plan.

To provide assurance of the ITS system functioning optimally during high-peak periods, e.g. registration, ICS conducted ITS system stress testing with the assistance of a third-party supplier specialising in this area.

### *Oracle E-business Suite System*

The Oracle E-business Suite R12 is used to support core enterprise functions like HRMS, Payroll, Procurement, Finance and Asset Management. Some of the major business initiatives that ICS successfully implemented are:

- Automation of night shift allowance process.
- Integration of third-party systems with Oracle E-business Suite to improve business processes.
- Automation of overtime payment process under Payroll.
- The Integration of KOFAX system with Oracle EBS Account Payables for the automation of supplier invoices.
- Amadeus Online Corporate travel system integration with Oracle EBS.

### *Business Intelligence System*

The usage of Business Intelligence (BI) has grown tremendously across different departments and faculties, and is no longer limited to improving the day-to-day reporting, but also used to reduce manual effort by automating reports for fast access and availability.

Below are some of the BI automations that resulted in effort and cost savings within various departments and faculties.

- Lecturing timetable: The dashboard is used by the Timetable Department to identify vacant venues and helps the AVU team to make the necessary AVU equipment arrangements for the available venue.
- UJ student achievement detail dashboard: The dashboard is used to pull various information about student awards that have been achieved. It is also used by the CAA Department to print the certificates for achievers.
- Computer labs: The dashboard was created to assist computer labs with venue bookings for all four campuses, with complete and detailed information, including the capacity and venue fixtures.
- Fixed asset pack: The dashboard is used by the Fixed Asset Department to view the fixed asset book and reconciliations for each category for all the cost, clearing, depreciation and expense accounts.
- Management pack for strategic initiative: These dashboards were created on HR data for ease of access to academic staff statistics.

- Management dashboard for student enrolment: The dashboard provides a single view on all the student enrolment.

### *Perceptive Content System*

ICS collaborated with Corporate Governance to ensure the application cycle rollover was executed successfully through proper consultation with all stakeholders. ICS successfully implemented the integration between the KOFAX system and Perceptive Content, enabling Accounts Payable's documents to be stored in Perceptive Content.

### *Multifunctional printer rollout*

The University's managed print service contract with Konica Minolta had reached its end of life. To assist with the refresh strategy, the University appointed a professional consulting team to assist with the evaluation, design, and a framework of technical specifications and the facilitation of the technical tender evaluation.

The scope of work comprised the provisioning of services to provide, manage and control printing and photocopying facilities across all UJ campuses. This service will be used by approximately 50 000 students and 6 000 staff.

The rollout of multifunctional printers was completed in October 2019 for staff and students, and UJ has entered into a maintenance agreement with Konica Minolta South Africa for a period of three years. The main objective of the project was to cut printing costs.

### *Audiovisual infrastructure upgrade (short term, medium term and long term)*

Owing to aging audiovisual infrastructure in the teaching and learning venues for all UJ campuses, ICS embarked on a project to refresh the aging hardware. The project was split into three phases based on severity and available funds.

- Short-term strategy (1 June to July 2019)
  - ICS replaced faulty projectors in the highly utilised and critical venues across all campuses.
- Medium-term strategy (1 July to December 2019)
  - ICS addressed venues that had multiple technical issues, including projectors and lecterns.
- Long-term strategy (1 December 2019 to February 2020)
  - DHET funded repairs – ICS is in the process of upgrading and fitting 44 venues with audiovisual equipment on APB, DFC and SWC.

### *Student computing desktop replacement – students*

ICS has replaced a total of 2 210 computers in the student computing labs across all four campuses. This is a continuous improvement process for the student computing environment and to equip the computer labs with modern computers to meet students' expectations.

## SUMMARY OF KEY CHALLENGES AND RISKS

ICS is constantly faced with challenges brought about by the ever-changing technology landscape and the operational demands on its resources, and some of these challenges and risks are noted below.

### *Key challenges*

#### Maintenance backlog

Most of the IT infrastructure (audiovisual, network, Wi-Fi and end-user computing devices) have aged or reached end of life. Inadequate funding over the years is a major challenge, which has resulted in maintenance backlogs and equipment failures.

#### Funding constraints

Owing to the limited implementation of private cloud infrastructure or infrastructure as a service (IaaS), funding to consistently maintain and provide required server infrastructure and storage remains a challenge. This also applies to the audiovisual infrastructure funding requirements for all the teaching and learning venues.

**Scarce skills set**

As new technologies become available, the regular need increases to upskill staff in hardware on various platforms. There is a challenge to meet rapidly increasing business demands on time due to limited budgets and limited skilled resources.

**Human capital constraint**

To meet the strategic objectives of the University and reduce the reliance of ICS on external consultants and service providers, the limited staff and costs constraints must be addressed.

### *Key risks*

**Threat of cyber attacks**

Cyber security continues to be a major risk to the University and has become even more significant as UJ embarks on the Fourth Industrial Revolution (4IR) journey. ICS has placed emphasis on the cyber security risk by embarking on an initiative to implement a cyber security strategy that touches on policies, processes, technologies and resources.

**Data centre (DC) rebuild**

The APB and DFC data centres need to be rebuilt with energy efficient DC equipment and design. These data centres have never been rebuilt to take advantage of newer technologies and have not been fire-rated.

## WHAT THE FUTURE HOLDS

ICS has embarked on an initiative to develop a full digital transformation strategy for the University of Johannesburg, in order to achieve UJ's strategic vision of alignment to the Fourth Industrial Revolution (4IR). The main objective of the Digital Transformation Strategy is for ICS to position itself as a strategic enabler that will energise UJ's growth in alignment with the 2025 Strategic Objectives. ICS conducted a skills gap analysis in 2019, and the focus will be on the training ICS staff on NEW generation technologies to bridge the gap.

## CONCLUSION

Technology is forever changing, and its implementation and management require a balancing act, whereby the University can continue to be operational while innovation soars to the highest desired levels. This brings other threats to the University. The Cyber Security Strategy and Roadmap provided key actions to support the UJ strategies and plans. ICS will embark on the operationalisation of critical initiatives to improve the security posture of the University.

In order to implement effective governance over IT assets, ICS aims to effectively identify business critical assets, data assets and business processes (including associated systems). UJ needs to assign roles and responsibilities for the management of the assets, and classify, develop and implement measures of control over the assets. Risk management will be strengthened through scheduled threat assessments, risk evaluation and the monitoring of control effectiveness against the threats. Threat management, scheduled penetration tests, and internal and external audits will be periodically conducted, and the threat/risk to UJ should be evaluated and the current control effectiveness monitored (assessed) against that threat.

**Khathu Sibanda (Ms)**
Chief Information Officer

# Academic Planning, Quality Promotion and Academic Staff Development

## OVERVIEW

The Division of Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD) plays a pivotal role in academic planning within the University and in supporting intellectual, professional and personal development of academics. The Division comprises two centres, the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD). Activities of the Division and the Centres are integrated to achieve a strategically informed, targeted approach to meeting the goals of the University. A key priority is to provide academics with the skills needed to develop innovative ways of responding to a rapidly changing higher education environment. This is pivotal to ensuring curriculum and academic transformation within the University.

The Division is aligned with five of the University's strategic objectives:

- Excellence in research and innovation.
- Excellence in teaching and learning.
- International profile for global excellence and stature.
- National and global reputation management.
- Fitness for global excellence and stature.

In addition to the core work of the two centres, the Division has commented on the following national policies and/or frameworks in 2019 on behalf of the University:

- Comments on the Draft BCom Standard for the CHE.
- CHE Comment on the Central Application Service (CAS) Bill.
- CHE Comments on the Doctoral Standard.

The following critical internal documents and/or policies had been developed or amended, and were approved in 2019 by the University governance structures:

- Academic Workload Policy
- Recognition of Prior Learning Policy
- Quality Promotion Policy
- Short Learning Programme Policy
- Tutoring and Tutors
- Teaching and Module Evaluation
- Peer Evaluation of Teaching Framework
- Framework for the Professional Development of Academics as Teachers

- Completed a report on SLP provision in SA and suggestion for a UJ model
- Monitoring of Professional Body Accreditation

Dr Kirti Menon (Senior Director) and Ms Gloria Castrillón (Director) are representing the University as members of the Integrated Quality Assurance Framework Reference Group of the CHE. They are also both members of the HEQSF Working Group, and the QA Working Group. Additionally, the Division hosted and convened the Southern African Association for Institutional Research (SAAIR) Quality Forum with 90 participants from universities across South Africa.

The Division ensured the process of the VC Awards, which were held in November 2019. These awards are aimed at recognising excellence in the field of teaching, research and outstanding service to the University. The following were the recipients of the awards:

- VC's Distinguished Award for Teacher Excellence: Dr Jacqueline Batchelor, Faculty of Education
- VC's Distinguished Award for Teacher Excellence: Prof Suné von Solms, FEBE
- Promising Young Teacher Award: Dr Andrew Craig, Faculty of Science
- Promising Young Teacher Award: Dr Marius van Staden, Faculty of Law
- VC's Distinguished Award for Outstanding Researcher of the Year: Prof Reinout Meijboom, Faculty of Science
- VC's Distinguished Award for Most Promising Researcher: Dr Cherie Kruger, Faculty of Health Sciences
- VC's Distinguished Award for Most Promising Researcher: Prof Tankiso Moloi, CBE
- VC's Distinguished Award for Innovation of the Year – Learn as you learn mobile app: Prof Abejide Ade-Ibijola and Dr Marius Wait
- Vice-Chancellor's Distinguished Award – Beyond the Normal Call of Duty: Ms Goodness Ndimande

## SPECIAL PROJECTS

In 2019, the Department of Higher Education and Training (DHET) sent out a call to universities to submit applications for their new prestigious Future Professors Programme. This programme was established to prepare promising and productive early-career academics to become the new cohort of South African professors. Dr Khumisho Moguerane from the Department of History has been selected to be part of the first cohort of this programme. Dr Moguerane is a well-respected academic in her field, not only nationally but internationally as well. Her research focuses on 'Social histories of Empire and colonialism in Southern Africa during the 19th and early 20th centuries'; biography and family history; the sociology of race and social stratification; social theory; and research methodology.

In the latter part of 2019, DHET sent out a call to universities to be the custodians for Phase 2 of the Future Professors Programme, to which UJ responded. It is anticipated that the University will receive feedback in early 2020.

DHET has developed a new programme, namely the Nurturing Emerging Scholars Programme (NESP). The NESP programme will recruit honours graduates who demonstrate academic ability, who express an early interest in the possibility of an academic career, and who might be lost to the system, if structured, attractive prospects and opportunities for recruitment into academic positions do not exist. NESP master's graduates then become a resource pool from which new academics can be recruited. UJ submitted five applications in January to participate in Phase 1 of the programme and anticipates receiving an outcome from DHET by the end of March 2020.

### *New Generation Academic Programme (nGAP)*

The New Generation Academic Programme (nGAP) is a DHET initiative that provides universities with the opportunity to grow a new cohort of academics, with a focus on transformation in terms of race and gender. In 2019, DHET awarded UJ five new nGAP posts, and one pending appointment for Phase 4. Six appointments were approved by DHET (Environmental Health; Biochemistry; Biotechnology and Food Technology; Physiology; Chemical Engineering Technology; and Public Law). UJ received an unqualified audit for the 2018/2019 nGAP audit report. DHET continues to compliment the University on the management and administration of the

programme as well as the progress of the nGAP scholars. In 2019, specialised workshops were held with the nGAPs as an initiative from the Division, to support their academic development. These activities are modelled on the AAMP programme and have been well received.

In the October graduation season, Dr Tebogo Makhubela, who is in the University's New Generation Academic Programme (nGAP) Phase 1, graduated with his PhD. Dr Makhubela was a tutor and an assistant lecturer before starting his role as an nGAP lecturer in January 2016 in the Department of Geology in the Faculty of Science. His PhD topic was titled, 'Multiple isotope studies relating to cave development and landscape evolution in the Cradle of Humankind, South Africa'. Dr Makhubela is the first UJ nGAP to graduate with his PhD.

The University received the call for Phase 6 late in 2019 and submitted seven applications for consideration. This will be finalised by DHET in 2020.

### *Accelerating transformation and the Accelerated Academic Mentorship Programme (AAMP)*

AAMP was established to effect institutional change in terms of race and gender within the academic staff profile with a focus on professional and personal development of academics, enhancing their capacity to establish both national and international networks, and develop their research profiles and leadership capacities.

AAMP has demonstrable success in terms of measurable outcomes and outputs in terms of overall research profile, academic promotion, applications for NRF rating, the formation of strategic international and national strategic collaborations, and overall enhancements to the stature of academics. The coupling of personalised development opportunities and plans, and considering the multiple layers of what it means to be an academic, has proven successful. In 2019, there were a total of 345 AAMP candidates over the three levels of which 69,27% were designated candidates and 57,97% were female. Since the launch of the AAMP in 2015, 157 participants have made significant progress in terms of promotions and completion of degrees. In 2019, 16 academics were promoted.

AAMP is succeeding in preparing and creating enabling conditions for the self-development of academics. Financial support is provided for teaching relief, conference attendance (nationally and internationally), assistance in completion of publications and pursuit of international collaborations, in order to support the developmental needs of academics in the areas of research development, teaching development, and leadership development. Further enrichment initiatives include workshops on applying for an NRF rating; academic networking; applying for promotion; how to increase citations; putting in a promotion application to full professor; time management; an annual teaching portfolio retreat; writing retreats; teaching innovation; teaching with technology; research methods; and preparing research for publication.

In 2019, five writing retreats, one teaching portfolio retreat, and 11 workshops in collaboration with senior academics were conducted. The AAMP 2019 budget was fully utilised. A total of 99 academics were supported with AAMP funding in 2019. The tracking of the impact of AAMP has deepened with a stronger focus on accountability from participants and the introduction of more personalised contact with the academics. This has resulted in detailed reports on the performance of participants with a view to developing personalised interventions.

### *Assistant lecturers*

The post of assistant lecturer (AL) is an initiative to accelerate the transformation of the academic cohort in terms of race and gender, in order to develop the next generation of academics; to address the critical need to improve on staff to student ratios; and importantly, to provide a level of financial support and stability to students registered for master's and doctoral studies. In addition, the goal of the assistant lecturer programme is to gradually migrate the assistant lecturers into permanent posts as these become available as a result of retirements and resignations. A total of 100 assistant lecturers were appointed in 2019. The budget makes provision for 75 in an academic year. Fluctuations in headcount numbers are due to expiry of three-year contracts, resignations or absorption into faculties. Once a post becomes vacant, faculties request a replacement.

The assistant lecturer programme commenced at UJ in January 2014. Since the inception of the programme, 35 assistant lecturers have been appointed into full-time positions at UJ, with nine of these assuming duty in 2019. Assistant lecturers attend all academic training workshops. In addition, a special workshop for assistant lecturers was held with a view to assessing if there were specific needs and areas for intervention.

## CENTRE FOR ACADEMIC PLANNING AND QUALITY REVIEWS (CAPQP)

In response to the announcement of the National Doctoral Review by the Council on Higher Education (CHE), a detailed project plan for developing the University's response was drawn up. Under the Deputy Vice-Chancellor: Academic, Prof Angina Parekh, and the Deputy Vice-Chancellor: Research and Internationalisation, Prof Saurabh Sinha, the University has developed a comprehensive self-evaluation report (SER) for the forthcoming CHE Doctoral Review. All deans, vice-deans, executive and senior directors, directors, heads of support units and divisions have been part of the consultation process, across a total of 42 sessions. An additional 27 sessions were held with supervisors and students. The SER is in the process of institutional approval and will be submitted to the CHE by 31 March 2020.

Consultation forums were held on developing a UJ understanding of the requirements of the doctoral standard; debating the standard in relation to practices and the context of UJ; analysing, reflecting on, and reviewing policies, regulations, and faculty guidelines; data and data integrity; and capturing the forms of support embedded in the University structures and systems relevant to doctoral studies.

CAPQP finalised the UJ Programme Review and Development Process, informed by the UJ Quality Promotions Policy. The new process will be submitted to the UJ governance structures in 2020 for approval. The proposed review and development process move beyond compliance by focusing directly on the evaluation of programme quality and concomitant actions for its improvement in the minimum time possible. It does this through the development of an SER, the drafting of a review report, the monitoring and assessment of improvements, and capacity building in respect of quality enhancement. The latter aspect adds significant value and aims to provide all academics teaching on the selected programme with the opportunity to develop shared understandings of the programme's purposes, delivery and quality, as well as familiarity with the broader QA framework. In addition, the workshop-based approach provides opportunities for moving out of a strictly module-based perspective to a programme-based, curriculum-based approach.

The new quality review process was piloted in 2018 to 2019, and six programme reviews, which had commenced in 2018, were completed in 2019. These are:

- BCom Hons Industrial Psychology
- BCom Hons Logistics Management
- BCom Hons Transport Economics
- MCom Business Management
- Diploma in Road Transport Management (Freight)
- Diploma in Road Transport Management (Passengers)

Seven new programme reviews commenced in 2019 for completion in 2020:

- Diploma in Accountancy
- Diploma in Food and Beverage Operations
- MCom Local Economic Development
- BCom Hons Marketing Management
- Diploma in Retail Business Management
- Advanced Diploma in Retailing
- Diploma in Marketing

In 2019, 31 workshops and approximately 72 consultative sessions were conducted, with 286 academics participating in the process. CAPQP worked with faculties across 29 programmes in various stages of professional accreditation processes with external statutory and non-statutory professional bodies. CAPQP works with

faculties on the development of the self-evaluation reports, site visit preparations and briefings, evidence collation and quality checking, staff and student briefings, document preparation, workshopping responses, presentation preparations, and the development of responses to reports received, and/or improvement plans.

Additionally, the UJ Register of Professional Board Accreditation was developed in 2019. The following professional accreditations were received in 2019:

- Health Professions Council of South Africa (HPCSA)
  - MEd Educational Psychology
  - BTech Podiatry
  - Higher Certificate in Emergency Medical Care
  - Diploma in Emergency Medical Care
- Bachelor of Environmental Health
  - Four Radiography programmes
- South African Nursing Council (SANC)
  - Bachelor of Nursing Science
- Allied Health Professions Council of South Africa (AHPCSA)
  - Accredited the Homoeopathy clinics
- South African Board for People Practices (SABPP)
  - Five human resource qualifications for the South African Board of People Practice (SABPP) accredited
- Engineering Council of South Africa (ECSA) and South African Council for Planners (SACPLAN)
  - Seven Engineering programmes accredited (ECSA)
  - One Engineering programme accredited (SACPLAN)

### *Academic planning*

In 2019, the HEQSF alignment process was concluded. This process challenged CAPQP in many ways. UJ had to respond to the CHE regarding the HEQSF aligned qualifications and the deregistration of remaining non-aligned qualifications in November 2019. There were major delays experienced with the external regulatory bodies, as the burden on the regulatory bodies and the sector to complete the Higher Education Qualifications Sub Framework (HEQSF) alignment reached its peak.

Approximately 88 realigned programmes submitted in 2018 and 2019 for the HEQSF alignment were accredited by December 2019 for intake in January 2020. CAPQP was called on to assist with the SANC accreditation for the Bachelor of Nursing Science, which was accredited, enabling an intake in 2020. The nursing postgraduate diplomas were submitted in November 2019, once SANC had clarified the programme requirements. In total, 82 Category A and 91 Category B programmes have all been allocated IDs by SAQA. Five programmes were sent back to SAQA for registration following minor amendments that were required.

A critical dimension of the work undertaken in CAPQP is to oversee programme and curriculum development and ensure compliance with regulatory structures external to the University. The programme working group (PWG) undertakes this work prior to submission of new academic programmes for internal approval by Senate. In 2019, a total of nine programmes were reviewed and evaluated by the PWG, as well as 55 short learning programmes, five CESM additions and two name changes. In total, 29 programmes were submitted to the CHE for accreditation. In 2018, Senex took a decision that all programme amendments must be submitted to the PWG prior to submission to Senex. CAPQP reviewed 63 internal programme amendments. In 2019, a total of 76 programmes were accredited by the CHE, 33 programmes were approved by DHET, and 53 qualifications were registered by SAQA.

The Academic Programme Tracking System (APTS), the central repository of programme applications and approvals, will enable the tracking of programmes through the approval life cycle. Phase 1 of development is in the final stages of refinement, and planning for Stage 2 was initiated towards the end of 2019. The Central Academic Administration team joined the project in the second half of 2019 and, with CAPQP and the Division for Institutional Planning, Evaluation and Monitoring (DIPEM), the second phase of the APTS development process

should streamline and enhance the efficiency of a number of areas of importance, including the generation of faculty rule books, and programme and module information.

### *Curriculum transformation*

The issue of decolonisation and 4IR considerations is central at the University. From relatively minor adjustments to course content, to broader and more substantive curriculum and assessment amendments, each faculty has responded to decolonisation and the 4IR initiatives in ways that align to the varied disciplines represented. All seven faculties and the college reported as per a developed template, which enables monitoring of progress in this regard.

Across the faculties, research is a key tool through which decolonisation and the 4IR project is expressed, with several faculties indicating staff and postgraduate student research into decolonisation and 4IR in their disciplines. National and international research collaborations also feature. The deans and relevant committee structures engage actively with students, staff and management in discussions around decolonisation and 4IR, and numerous workshops and conferences have been held focusing on curricula in the knowledge areas. Likewise, discussions in a variety of forums and at different levels (departmental, faculty, institutional, national) have been held with success and have delved into developing and applying new pedagogies. These activities, in the main, include both undergraduate and postgraduate students and staff.

Approximately 25 SLPs in the 4IR arena have been developed across the faculties. It must be noted that various support staff units are also actively engaging the 4IR imperative. The DVC: Academic has hosted two workshops on 'Rethinking and revisiting our curriculum', and two discussion documents emanated from them and have been discussed at faculty boards. Additionally, the Division hosted a teaching and learning symposium on 10 May 2019, 'Exploring Industry 4.0'; and eight presentations displayed innovative teaching practices. Staff were introduced to and were able to experience a number of innovative practices using technology to enhance learning and teaching. In addition to the symposium, the Division hosted four master classes on assessment for learning, facilitated by experts in the field.

As a consequence of discussions held at various platforms, it was agreed that generic MPhil and DPhil qualifications would be submitted to the regulatory bodies for approval. This initiative is aimed at enabling multi- and interdisciplinary programmes. At the beginning of 2019, discussions were held with CBE, the Faculty of Science and the Faculty of Humanities to develop a BA in Politics, Economics and Technology with a proposed intake in 2020. CAPQP assisted in ensuring the conceptualisation and approval of the qualification.

## CENTRE FOR ACADEMIC STAFF DEVELOPMENT

The role of the Centre for Academic Staff Development (CASD) is to address the University's strategic objective of excellence in teaching and learning by providing developmental opportunities for academic staff and tutors to enhance their practice as facilitators of learning. Developmental opportunities included workshops, seminars, individual consultations, teaching and module reviews as well as a formal qualification, the Postgraduate Diploma in Higher Education (PGDip (Higher Education)). This is offered by CASD in collaboration with the Faculty of Education. This programme has been growing since its inception in 2016. Eight students from the third cohort will be graduating in April 2020.

Professional development activities in the Division for Academic Planning, Quality Promotion and Academic Staff Development are well-aligned with the National Framework for Enhancing Academics as University Teachers. Induction programmes for academics who are new to teaching in higher education form an important activity in the Framework, and these have been a key feature of the development of academic staff at UJ. CASD facilitated 26 teaching and learning related events involving 679 staff members during the course of 2019. The aim of these was to provide opportunities for academic staff to further develop as teachers in higher education. The workshops are designed to model good practice in teaching and learning by providing opportunities for deep engagement on specific topics. Important areas were addressed, such as curriculum development and planning your module, engaging students in learning, learning with technology, portfolio development and

assessment. One of the areas for further development identified in the 2019 institutional reports is assessment, and the Division is again planning masterclasses on assessment practices in each on the faculties for the 2020 academic year.

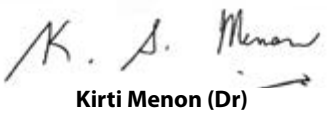
In 2019, DHET appointed UJ to be the custodians for the National Framework for the Professional Development of Academics as Teachers as from 2020. A key component of the Framework is the collaborative Teaching Advancement at Universities (TAU) programme, a national programme that focuses on the development of teaching fellows in all public universities and has thus far produced two cohorts of fellows. 2020 is a transition year during which the programme is being reviewed and revised. The Department of Higher Education and Training has approved the proposal for the TAU transition project and has granted funds for its implementation to the amount of R2 206 600.

During 2019, a total of 1 707 teaching and module evaluations were conducted using the eXplorance Blue online platform. Blue produces individual, departmental, faculty and institutional reports. These reports provide insight into teaching and learning and highlight the strengths and areas that need development at the various levels. One of the concerns relating to online evaluations is the low response rate. In order to address this, CASD has developed an educational campaign for 2020, targeting both academic staff and students. At the beginning of 2020, evaluation dates will be communicated via circulars, posters and bookmarks. The bookmark has a QR code to take staff to the link for evaluation requests. It also has the code for the policy. Additionally, a guideline on how to increase response rates has also been developed and circulated to all academic staff. In addition, CASD is developing one-minute videos targeting students. The student campaign, Student Voice Matters, urges students to provide feedback on teaching by filling in the evaluation questionnaires.

In 2019, CASD piloted a tutor training programme in the Faculty of Humanities and applied for international accreditation via the College Reading and Learning Association (CRLA). In total, 164 tutors were trained according to the CRLA programme, while 915 tutors and 30 senior tutors were trained following the UJ tutor training model. In order to professionalise, recognise and offer sustained support for tutoring at UJ, tutor training in 2020 will be offered as a blended learning programme comprising both face-to-face and online training. The face-to-face component is aimed at three levels of training (Level 1 for new tutors, Level 2 for tutors entering a second year of tutoring, and Level 3 for tutors who have tutored for more than two years and senior tutors). This training is now fully aligned with the training recognised by the CRLA. The online Blackboard based tutor community, which is being developed by CASD in collaboration with ADC and CAT, will go live in April 2020. The advantage of this model is that it allows for both general self-paced online training and more discipline specific face-to-face training. International accreditation for tutor training through the CRLA is being explored. This will contribute towards the professionalisation of tutor development and will provide students with a much sought after formal accreditation.

## CONCLUSION AND WAY FORWARD

Work undertaken in 2019 saw enhancements and deepened collaborative work across the University, as well as the increased usage of high-end technology to improve efficiency. It is expected that in 2020, further refinements will be made to the work undertaken in the Division.



**Kirti Menon (Dr)**
Senior Director: Academic Planning, Quality Promotion
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# Operations

Operations is a non-academic support department that offers services to faculties, academic support departments, students and staff. It is tasked with maintaining all academic and support facilities in order for them to be readily available, accessible, functional and safe. Activities include the maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens, and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, student life and the development of fitness for global excellence and stature through the fulfilment of the following five strategic objectives of the University:

- Excellence in research and innovation
- International profile for global excellence and stature
- Enriching student-friendly learning and living experience
- National and global reputation management
- Fitness for global excellence and stature

The Operations Department is divided into a number of differentiated support subdepartments:

- Central Technical Services (CTS)
- Campus Management
- Protection Services
- Property Management
- Occupational Health and Safety
- Logistics and Auxiliary Services

All subdepartments have the joint aim of promoting UJ as a preferred academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible, and within the means of the staff and resources available to this Department. The overarching goal of this expansive support is to enable the overall drive for excellence at UJ.

## SIGNIFICANT RISKS AND RISK MITIGATION DURING 2019

### *Lack of human resource capacity in CTS, Property Management and Logistics*

A lack of appropriately skilled human resource capacity still affected the quality of services as well as the ability to deliver the full scope of services required of Operations during 2019. Critical posts were still not filled by

permanent staff in 2019. A number of posts had moved to the interview stages, and in the case of three of the vacant directors' posts (one of which had become vacant due to an individual taking early retirement unexpectedly), offers were made and accepted late in 2019. As a result, early in 2020, the middle management of the three departments will be filled and a further improvement in delivery can be expected. A new senior director post was created early in 2019 to aid Facilities Management and this post was filled by September 2019 – the incumbent already making her presence felt.

An in-depth investigation into the structure of all the subdepartments in Operations was undertaken in late 2019 and a report from 21st Century is being considered for implementation. The initial indications are that this will greatly improve the ability of Operations to deliver on its mandate, by means of a complete realignment of processes, responsibilities and reporting lines. Staff churn remains a problem and some staff left in 2019, leaving Operations still trying to fill a few posts in 2020.

### *The Library upgrade project*

Outstanding compliance items during 2018 were the additional emergency exit stairs and people with disabilities (PWD) lift to the DFC Library coffee shop. The project was eventually funded in 2019 through the ED Reserve Fund and will be completed in 2020.

### *Renewal of maintenance contracts was a new risk identified in 2017*

Operations has now started a review process of all SLAs and as a result has a plan in place for continual renewals on a programmed basis. The post of Maintenance Manager has been vacant since 2015, but will now be filled in the early part of 2020 – this will certainly ease the burden on CTS and regular maintenance staff to address all the issues raised by UJ Procurement in terms of the expired contracts.

Chillers and air conditioner equipment for data centres had had no maintenance contract since June 2017, and because of this, UJ was exposed to significant risks of data centre overheating. The tender process was again initiated in 2018, and during 2019, a generator backup maintenance contract was awarded for a three-year period.

### *Audit findings*

During 2018, Operations continued to work to resolve audit findings resulting from the 2018 Audit Review. This resulted in capital projects planning and execution with reference to governance, project prioritisation and business case achieving a resolution of all but five of the audit findings – some of which have been partially addressed. This remains an ongoing area of work: a number of the audit items still remain to be addressed as a result of the reduced staff complement, which was exacerbated by the moratorium on filling vacant posts, which continued in 2019.

**Table 59: 2017/2018/2019 resolution of audit findings**

| Previous Rating | Number of findings | | | |
|---|---|---|---|---|
| | Total previous findings | Findings resolved | Findings partially resolved | Findings not resolved |
| **Major** | 4 | 3 | 1 | 0 |
| **Significant** | 12 | 8 | 3 | 1 |
| **Minor** | 0 | 0 | 0 | 0 |
| **Total** | **16** | **11** | **4** | **1** |
| **Percentage** | **100%** | **68,75%** | **25%** | **6,25%** |

### *The significant backlog maintenance project is ongoing*

Special emphasis was placed on this, especially at the residences, to eliminate some of the recurring backlog issues. This was made possible through additional DHET and UJ funding. However, funding remains a lesser

problem than that of vacant posts and the difficulty of sourcing staff with the appropriate experience and determination. During 2019, more than R15 million was spent on the renovation of 14 residences, which had been a particular area of concern. Additional to this was R15 million spent on other backlog maintenance projects, including renovations in libraries and lecture venues.

### *The rezoning of newly acquired properties*

Rezoning of properties from residential, business and other to educational is still proceeding slowly. During 2019, the final proposal for the development of the space between APK and APB campus areas as an addendum to the original 2013 UJ Masterplan was delivered to Property Management and CTS for review. The ability to implement this was considered, but the decision was made to proceed with the full Campus Masterplan redevelopment rather than proceed with possible development based on the original 2013 CMP. Further review of ownership of individual free-standing properties has confirmed that the long-term impact of individual small unit ownership is a significant cost to UJ – as a result, a proposal was made to the MEC to consider the rationalisation of UJ property ownership during 2020.

### *Town planning applications*

Consent use and township establishment for the various properties that form the SWC Campus are proceeding slowly. Town planning applications on DFC for erf consolidation as well as the Master Consolidation of APB Campus have also been lodged and are expected to be completed in 2020. Site development plans on all four campuses have been lodged during 2019 for a variety of CTS projects, such as the fourth Soweto student residence, the new Science and Engineering Building and the Rescue and Simulation Centre on DFC, the extensions of the D Lab Roof development on APK, and the upgrading of various venues on APB. During 2019, the additional building plan approvals for the fourth Soweto student residence were applied for.

### *Student centres*

Management of outstanding debt, health audits and corporate governance of external tenants of the student centres are ongoing support and control issues. Property Management and UJ Finance have had a number of interactions to develop a new, equitable mechanism for awarding contracts to potential tenants in the student centres. However, as a result of a change in the NSFAS funding mechanism, students are now free to spend more at off-campus retail spaces, and as a result, tenants in the various campus student centres are all reporting between 25% and 50% reduction in turnover. For this reason, 2019 saw an increase in the number of tenants served with letters of demand or requests to sign acknowledgements of debts.

### *Storage of hazardous chemicals*

Storage of hazardous chemicals is not up to standard at the laboratories in the John Orr Building on DFC. Final specifications for free-standing cabinets and a memo for the appointment of the sole provider have been forwarded to the project manager, and the funds required (R4 million) were made available for final implementation over 2019/2020.

C Laboratory Chemical Stores were not compliant prior to 2019, but the installation of additional chemical storage cabinets has taken place and the project was completed in February 2020.

### *Fire water tanks*

Fire water tanks are now approved according to the Marsh Fire Report, and all fire water lines were tested in 2019 and were found to provide sufficient flow.

### *Escape doors*

Escape doors at Kilimanjaro, Ndlovukazi and Horizon residences are presently not compliant. A tender process was started in 2019, but there is a growing concern with the number of fire escape doors that were vandalised by students in residences, such as Habitat and Oppierif during 2019.

### *Fire alarms*

Fire alarms are to be installed at 29 residences across all campuses, as a result of changes in the DHET Norms and Standards for Residences. In 2019, this important project was reviewed, and while originally it was proposed to implement the R18 million project over five years, it has now been decided to use strategic intervention funds and complete this in 2020 and 2021.

### *Intercampus bus service*

Risks around the intercampus bus service provider (Stabus) were highlighted as significant. Even given the increased student activism around service provision, the bus service has performed better than expected, providing 1 705 535 students with free trips between campuses in 2019. This is a 9,3% increase in usage, even though the student numbers on campus have remained constant. This increased use must be investigated to determine whether ghosting, staff and non-UJ passengers are responsible for the increase.

### *Fleet vehicles*

The decision to return the Innovent fleet vehicles at the end of 2018, previously used as a rental fleet within UJ, led to significant problems in 2019 with user requests for individual transport and a greater use by UJ staff of car rental suppliers.

## STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2019

Owing to a further improvement in staff capacity during 2019, workload scheduling has been adopted; however, until all posts are filled, the portfolio approach, which was the basis of the restructuring discussion, will not be implemented. During 2019, there has been a clearer allocation of projects, and more consistent use of external resources has seen an improvement in project management reporting and performance. As a result, 2019 was the second year in succession that has seen more than 100% increase in project spend completion. Certain key initiatives remain from 2019 to be achieved in 2020, specifically related to a new process of documenting 'wish list' projects from various UJ internal departments – which now runs to more than 40 projects with a value in excess of R150 million – so that longer-term planning and prioritisation are now becoming a real possibility. Lastly, it is important to note that there is an increasing number of projects – especially around venues and office space requests, as well as increased requests for environmental management and emergency power – that risk overwhelming the extended Operations staff.

### *Infrastructure portfolio*

Space management activities align support by providing information as to space use, and for space planning purposes. The DHET Gazetted Space Norms and Standards with regard to the provision of student accommodation also align with Strategic Objective One and relate to the various refurbishment projects undertaken from 2017 to 2019 (and ongoing into 2020), to address the amount and standard of student accommodation. The application of the DHET Norms and Standards is also informing the development of new residences and office space – to the dismay of some clients who are pushing for above standard spaces.

### *Campus master planning portfolio*

The establishment and activation of the Campus Masterplan Steering Committee has already seen positive steps towards the development of all space related requests and initiatives, by providing a platform through which Strategic Objective Three can be implemented. In this way, planning and development of infrastructure and related capital projects that support global excellence and stature can be better supported, and the profile of the University systematically improved in a consistent manner. Property Management assisted with a process to review the APK/APB corridor link according to the original 2013 Masterplan. Changes in the feasibility of the link, changes in the cost of properties along the link, increased costs of security and service provision to units already purchased and competition from private sector student accommodation developers, have resulted in agreement by all stakeholders, during 2019, to formally launch the requirement to strategically review the

2013 UJ Campus Masterplan, which will result in a professional team developing a proposed new 20202030 UJ Campus Masterplan during 2020.

### *Student residence portfolio*

After a significant number of residence upgrade projects had been completed in 2016, Phase 2 of the project was completed in 2017, Phase 3 was completed in 2018, and Phase 4 was completed in 2019, completing the final stage of the present DHET IEG funding for student residence accommodation refurbishment – during which time more than R100 million was spent on residence refurbishment. During the year, the third student residence on the Soweto Campus was completed and students moved in. Also in 2019, the new fourth Soweto student residence design was finalised and actual construction started – at year end, the project had already passed the 5% construction completion mark, well on target for completion in November 2020 – which will then house another 500 students on the Soweto Campus. On the DFC Campus, the Habitat residence refurbishment project was completed in early 2019 allowing for improved accommodation for 400 students. It is unfortunate that, as a result of problems with City approvals for the Kopano residence (244 students) refurbishment project, a stoppage was experienced for five months and now the residence will only be completed at the end of March 2020. Design and development processes were started in 2019 towards the refurbishment of the Robin Crest DFC residence, and if funds can be sourced, this project will be started in 2020 as soon as students can be transferred to the completed Kopano student residence. This project will see as much as a further R20 million spent on upgrading of student accommodation.

### *Teaching support portfolio*

This portfolio has delivered a number of completed projects. It included projects that support the improvement of laboratory facilities, the completion of the DFC Civil Engineering building upgrade, completion of the QK Building BEngTech refurbishment to create additional lecture venues, and the APK and APB Library heating, ventilation and air conditioning (HVAC) projects. The portfolio also includes wayfinding projects, the improvement of accommodation, participation in community projects and other initiatives that either create or improve the overall experience of staff, students and visitors at UJ – all of which had significant projects completed in 2019.

### *Sustainability portfolio*

The first 300 kWe photovoltaic solar project was completed and it started producing power on 1 May 2019. As it achieved its immediate performance goals, Operations started a project to install a further 1.4 MWe solar on the APB, SWC and DFC Campuses. Designs and tendering were completed in 2019 for this R17 million project, and implementation should be complete by mid-May 2020. This is the first in a series of about 13 such projects to reduce UJ peak load energy costs across all four campuses. By the completion of the project, more than 20% of UJ's total electrical energy consumption will be generated renewably.

A start has also been made during 2019 to investigate the use of electric vehicles for campus only driving use (Protection Services and Operations Support staff vehicles). An investigation has been launched, using a hydrogen bus supplier, to look at costs per kilometre of such vehicles for the intercampus bus service.

During 2019, a number of geysers were converted either to use gas and other fuels to heat water, or to replace resistance water heaters with reverse heat pumps that are 70% less electricity intensive for the same thermal effect – these are all specifically aimed at student residences.

In terms of total carbon footprint, UJ reduced this by about 4,38% against 2018 values and by 6,5% against the 2015 baseline (without adjusting for increased staff and student numbers).

The possibility of reducing lighting and thermal conditioning using motion and thermal detection in lecture venues and other occasionally used spaces also resulted in a project in 2019 that was tendered at the end of the year for implementation in 2020 – this should have a substantial impact over the longer term.

### *Occupational Health and Safety support portfolio*

Risks specifically addressed in 2019 include: replacement of all sprinkler system valves on all campuses; completion of regulatory asbestos inventory list; upgrade of emergency door handles outside chemical storage

room C Lab; installation of fire escape door and the escape route landing at FADA Interior Design; installation of escape doors at Kilimanjaro, Ndlovukazi and Horizon; completion of a complete campus-wide first aid box survey; repair of a gas leak at K001 C Lab; repair of a burst booster line at Ulwazi; installation of new acid storage cabinets at Biochemistry and Botany Departments; and repair of fire alarm at the FADA Building. COC certifications were received for gas at FADA and the Jewellery Department and for fire at QK Building.

In total, 269 staff members were trained on health and safety matters, and 1 723 staff members on emergency procedures. A total of 17 health and safety representatives, 22 fire marshals and 106 first aiders were appointed. A further 247 new staff members were inducted on emergency procedures. Eight fire related incidents were reported during January 2019. A total of 42 injuries on duty were reported to the Compensation Commissioner.

OHS conducted 53 evacuation drills in 2019, evaluated 431 off-campus student accommodations, conducted 23 health and safety representative meetings and 47 safety inspections and undertook 31 surveys. A total of 4 347 students were trained in emergency procedures and 98 contractors were inducted in UJ safety related matters, with only nine contravention notices issued to contractors for non-compliance with safety.

Total waste generated in 2019 was 1 586T; the total waste recycled was 511T (32,27%); and total hazardous waste recycled in 2019 was 17.5T (67,3%) – all three were ahead of values achieved in 2018, given changes in waste collection.

### *Logistics support portfolio*

Logistics in 2019 supported students, academics, support staff and visitors in line with the student/UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various available resources, such as the car pool and the PWD vehicles. During 2019, two additional PWD vehicles (bringing to four) as well as 16 new people carriers (16-22 seaters) were purchased and put into service, as the existing UJ people carrier fleet was beginning to age significantly. Where possible, the older vehicles are still being used on shorter and lower priority routes and requests.

Since January 2019, a new intercampus bus service supplier (Stabus) has operated – with some initial transitory problems – but has provided service of more than 1.7 million trips during 2019 for students and staff. The award of the ad hoc bus service to a second supplier also reduced supplier risk by splitting UJ's reliance on a single bus service supplier. Unfortunately, this supplier's contract was formally terminated during 2019 for service delivery issues, and a new tender is being concluded for an ad hoc bus service supplier.

UJ Finance, together with Logistics, has considered the use of an Uber product that will allow certain UJ staff to use Uber drivers directly, with an application that will directly link to UJ Finance for approvals and cost recovery – this will reduce the load for certain types of vehicle requests in the future if it is finally implemented.

### *Notable achievements*

- 35 projects with a value of greater than R310 million were completed during 2019 – an increase in project value for completed projects of more than 110%.
- **Strategic projects completed on time during 2019**
  - SWC third residence – Mid-2019 student occupation.
  - DHET MIF Residence Refurbishments APK Phase 3.
  - APK Library HVAC replacement.
  - SWC Enoch Sontonga acoustic remediation project.
  - QK FEBE upgrade project (more than R10 million savings).
  - Habitat residence upgrade project.
  - FEBE Atomic Layer Deposition Laboratory completed for an NRF project.
  - FS Shimadzu Laboratory for the collaboration project between the FS and Shimadzu for student training and equipment demonstration space.
- **Strategic projects completed with a budget saving during 2019**
  - APK Residence Refurbishment Phase 3 (more than R800k savings).

- AVU facility John Orr Building (more than R1.2 million savings).
- Refurbishment of Core 2 basement on APK for cleaners' change rooms (more than R240k savings).
- Refurbishment of Ontdekking Building on APB for cleaners' change rooms (more than R100k savings).
- Repainting of STH Kerzner Building on APB (more than R400k savings).
- Alterations to Chem Lab 3310 – 3313 at DFC for Applied Chemistry (more than R1.1 million savings).

No strategic projects experienced overspend during 2019.

- **Significant projects in process of completion in 2020**
  - DHET Medium-term Infrastructure Funding Residence Refurbishments APB Phase 4.
  - Kopano residence upgrade project – March 2020 delivery.
  - DHET and priority projects: The following are all ongoing: residence maintenance, the lecture venue upgrade project; waterproofing of UJ buildings; backlog maintenance of all assets.
  - Further review of Campus Masterplan and resulting initiatives.
- **Significant projects not delivered on time in 2019**
  - Kopano residence upgrade projects – mid-2019 delivery, now delayed to March 2020.
  - Extensions for APK Student Clinic at E Ring – scheduled for September 2019, only complete in mid-February 2020.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Operations had a number of engagements with external stakeholders, including:

- Johannesburg Roads Agency and the Johannesburg Development Agency, during attempts to address pedestrian improvements at the Kingsway intersection and cycle lanes as well as entrance improvements at JBS Towers.
- City Power, to resolve billing discrepancies and to ensure compliance during construction projects.
- Property Management specifically represents UJ in the Melville to Braamfontein Urban Design Cycling Project and the City of Johannesburg's Corridors of Freedom (Empire/Perth Corridor) Project.
- The University of Illinois, Urbana-Champaign provided the Executive Director: Operations with an opportunity to view their operational functioning and discuss in detail their internationally recognised Climate Action Plan during June 2019.
- Johannesburg Water, with regard to connections and terminations and the need to address local water and sanitation issues around campuses.
- The Gauteng Department of Infrastructure Development and its aim to provide access to space and buildings for development purposes.
- The Department of Higher Education and Training – where a most successful site visit and multiple workshops were attended.
- Higher Education Facilities Management Association, which UJ hosted very successfully in 2019 and of which the Senior Director: Campuses is the President for 2020.

In conclusion, 2019 was a year of major successes, focused on returning a solid performance in terms of the major targets in all departments and a renewal of staff and systems to achieve an improvement in service efficacy and cost enhancement over 2018.

**André Nel (Prof)**
Executice Director: Operations

# Protection Services

## PURPOSE

The purpose of this report is to provide an overview to DHET to outline the challenges and the achievements experienced by the Protection Services Department (PS) during the 2019 academic year. Furthermore, it aims to provide an overview of the strategic interventions planned for the 2020 academic year and beyond.

### SYNOPSIS OF CHALLENGES ENCOUNTERED

The challenges faced by Protection Services during the 2019 academic year could be captured in two words, unrest and crime.

- Institutions of higher learning were, once again, confronted by student unrest during the first two quarters of the 2019 academic year. The unrest resulted in the suspension of academic activities at several institutions as well as damage to property, and the tragic death of a DUT student, Mr Mlungisi Mandonsela. UJ was also challenged by student protests during the same period and navigated several threats and attempts to shut down the academic programme.
- Social unrest dominated the agenda during the third quarter. There were national demonstrations against the scourge of gender-based violence (GBV) as well as violent attacks on foreign nationals and the looting of businesses.
- Members of the National Union of Metalworkers of SA (NUMSA) at UJ embarked on a strike action relating to wage disputes during the fourth quarter.
- Protection Services also had to adapt to changing crime patterns both on campus and in the surrounding areas. In a most tragic incident, in the first quarter, Mr Amanda Ngcobo, a first-year UJ student, succumbed to his injuries from a stab wound inflicted by robbers who specifically targeted his cellphone. This incident took place just outside the perimeter of the APK Campus.

### SYNOPSIS OF ACHIEVEMENTS AND STRATEGIC INTERVENTIONS

Despite the challenges faced, and in many cases inspired by these, Protection Services had several achievements and implemented many strategic interventions during the 2019 academic year.

- In order to enhance the safety and security of students, staff and visitors, the University rolled out the Namola safety and security application.
- A security system was installed at the Auditorium to manage the late-comer process for graduates and guests, which improved the overall client experience.
- Protection Services hosted a significant number of high-profile events and dignitaries.
- A security system was deployed as a tool to monitor and manage the industrial action on campus.
- Training was provided for staff members in the areas of customer centricity and diversity.

- Protection Services identified and initiated projects to further enhance the safety and security of the University stakeholders in the coming years.

## STUDENT UNREST

Student unrest remained a challenge on a national level in 2019. Campus protection and security services departments across the country had to constantly conduct environmental risk assessments and adapt to evolving strategies by student activists.

The major issues around which students mobilised nationally in 2020 included, but were not limited to:

- Exclusion based on historical debt;
- Exclusion based on poor performance;
- Private security deployments on campus;
- Disbursement of NSFAS allowances;
- Access to student accommodation.

UJ successfully averted several attempts by students to disrupt University programmes through collaboration between support and academic departments across the institution. During the first quarter, there were two minor disruptions recorded during the registration period, and one significant attempt to shut down the institution on 6 February. This attempt was part of a planned national shutdown.

A trend also emerged nationally of targeting and disrupting graduation ceremonies. UJ experienced the disruption of one ceremony during the first quarter.

The high-risk environment, which prevailed during the first quarter, compelled Protection Services to increase its reliance on private security, which placed significant strain on the financial resources of the Department. Protection Services conducted continuous risk assessments to anticipate threats and to reduce the deployment of private security where possible.

## SOCIAL UNREST

In September 2019, the violent rape and murder of UCT student, Ms Uyinene Mrwetyana, ignited national demonstrations against the scourge of GBV plaguing the country. Simultaneously, the death of Mr Jabu Baloyi, a taxi driver in Tshwane, sparked protest actions as well as violent attacks on foreign nationals and the looting of businesses. The Johannesburg CBD and areas surrounding the Doornfontein Campus were seriously affected by these incidents.

These incidents resulted in numerous calls to suspend academic activities from students, staff and other stakeholders of the University. These requests intensified over the duration of the protests as a result of misinformation circulated on social media and other platforms.

The MEC of the University convened daily meetings to ensure the continuation of the academic programme as well as the safety and security of all stakeholders. These interventions included:

- Daily monitoring of gate statistics, class attendance and bus services.
- Special arrangements for deferred exams and assessments through the Offices of the Registrar, Executive Deans and Senior Director: Student Affairs.
- Daily updates to stakeholders on email and social media through the Strategic Communications Unit.
- Increased deployment of private security on and around the campuses and distribution of regular communiques outlining security measures and updates to all stakeholders during the protest period.

## INDUSTRIAL ACTION

On 1 October 2019, NUMSA served UJ with an official notice of the intention to commence with strike action on 4 October 2019.

The Chief Operating Officer (COO) convened and chaired daily meetings with the Strike Coordination Committee (SCC) to ensure the continuation of the academic programme as well as the safety and security of all stakeholders within the University. The high-level interventions of the SCC included, but were not limited to:

- Tracking the number of workers who participated in the strike, for accurate application of the no-work, no-pay principle.
- Evaluating employer and union compliance with the picketing agreement, with a specific focus on security as well as health and safety provisions. In this regard, the Protection Services Control Room played a critical role by consolidating and providing hourly reports.
- Tracking the cleaning of affected and critical areas, such as residences, and making special cleaning arrangements where required.
- Providing regular updates to internal and external stakeholders through the Office of the COO and Strategic Communications, respectively.
- Monitoring and tracking student participation (secondary action).

The strike action was suspended on 4 November, and no incidences of violence or damage to property were reported.

## CRIME

### *Sexual assault*

According to the 2018/2019 Statistical Release P0341 Victims of Crime, the Gauteng province reported the highest increase in reports of sexual offences in the country. In total, 10 752 sexual offences were reported during this period, which equates to a 4,6% increase in reports overall. This was of great concern, as the Statistician General, Risenga Maluleke, advised that many cases of sexual offences were never reported.

Furthermore, The Crime Against Women in South Africa Report, which was released by Statistics SA in September, highlighted that the rate of femicide in South Africa was five times higher than the global average. This means that in South Africa, women are five times more likely to be killed due to gender-based violence committed by men (https://albertonrecord.co.za/225326/south-africas-shocking-gender-based-violence-statistics).

Fourteen incidents of sexual offences were reported to Protection Services during the period under review. Two were withdrawn by complainants, three were referred to Student Affairs and the rest are under SAPS and/or Protection Services investigation.

### *Theft through the negligence of owner on campus*

In total, 275 incidents of theft due to the negligence of the owner were reported. These are thefts relating to the loss of laptops and cellphones due to the negligence of owners. The majority of these thefts occurred when students left their belongings unattended, either outside an exam venue or on a table in the library.

The spike in incidences of theft through the negligence of the owner is indicative that students and staff are increasingly neglecting their duty to take care of their belongings. This is specifically the case during examinations, despite the provision of safekeeping facilities by the University and awareness campaigns, encouraging due care of UJ assets and personal belongings.

### *Theft and break-ins of motor vehicles*

There were several vehicle break-ins as well as thefts out of the motor vehicles during the period under review. Eight motor vehicles were reported stolen, of which five were stolen on campus. This is a 50% reduction when compared to 2018.

There were 18 vehicle break-ins, of which 15 occurred on campus. Early in August 2019, Protection Services deployed undercover security officers in the identified parking areas, with the aim of preventing and possibly arresting the perpetrator. The central control room intensified the monitoring of the identified targeted parking areas where CCTV cameras had been installed. The strategy seemed to yield positive results as only two vehicle break-ins were reported thereafter.

### *Off-campus crimes and the Safe Route Initiative*

In total, 91 robberies off-campus were reported to Protection Services during the 2019 period, particularly in the area surrounding APK Campus. These robberies most often occurred while victims were on route to off-campus

accommodation. The investigation team identified a syndicate as well as a vehicle used in these armed and common robbery crimes off campus. A sting operation was conducted in partnership with the Johannesburg Metropolitan Police Department, which resulted in the arrest of three suspects linked to these crimes.

Protection Services continued with the armed response patrols on safe routes and with escort services within the safe routes. This project yielded 80 arrests off campus during the period under review.

A review of the safe route project will be prioritised for the 2020 academic year and will take into consideration the densification of areas aligned to the rapid development of off-campus privately owned student accommodation. Furthermore, Protection Services will prioritise the expansion of CCTV coverage along the safe routes, and increased visibility of patrol vehicles in the areas most densely populated by privately owned student accommodation developments around campuses.

## ACHIEVEMENTS

### *Security system innovations*

To enhance the safety of the University community, Protection Services implemented upgrades of security systems or rolled out new systems across the campuses.

Protection Services further pioneered an integrated security system at the entrance of the Auditorium to augment the existing graduation processes. A security system was installed at the Auditorium to manage the late-comer process for graduates and guests, which improved the overall client experience. Monitors and an announcement system were installed for communication and announcement purposes, and cameras were installed inside the Auditorium foyer to monitor interactions between graduates, guests and Protection Services staff. This intervention has eliminated conflict situations between Protection Services staff and latecomers.

### *Virtual strike management*

Surveillance cameras were deployed at designated picketing areas and provided desktop feeds to identified members of the Strike Coordination Committee (SCC). The Protection Services central control room also provided a 'virtual-observer' service to the SCC by providing real-time data and compliance reports.

### *Mobile emergency application*

Protection Services successfully tested and launched the Namola app. Namola is a smartphone safety application that allows students, staff and visitors to get help fast in emergencies by sharing their GPS coordinates with the closest emergency response teams, i.e. security, medical, fire and other.

The Protection Services control room operators serve as the primary responders to incidents within the UJ geo-fenced area. However, the current service arrangement enables Namola control room operators to act as secondary responders and to escalate incidents to other service providers, when PS operators are busy.

### *Enhancement of security systems*

Protection Services upgraded and replaced legacy boom gates across campuses with high-velocity boom gates, such as those deployed at tollgates. This has improved the overall flow of vehicle traffic onto campuses.

Additional cameras have been installed to monitor the emergency evacuation doors of the main building as well as certain residences on APK Campus. This project will be extended to the other campuses over the coming years.

### *Integration of safe-route cameras into City of Johannesburg (CoJ) control room*

Protection Services successfully implemented a pilot project with CoJ, in which the UJ safe-route cameras on Doornfontein Campus are linked to the JMPD control room (IIOC). This will enable JMPD to have sight of and respond to incidents on the safe routes. Protection Services will continue to work on extending this initiative to other campuses.

## HOSTING OF HIGH-PROFILE EVENTS AND DIGNITARIES

Protection Services successfully secured 1 096 events during the period under review. Of these, 40 events were presented to and approved by the City of Joburg.

The high-profile events and dignitaries secured during the period under review included:

### *VVIP*

- South Africa Investment Conference (SAIC) – His Excellency, President Cyril Ramaphosa
- 17th Nelson Mandela Foundation Annual Lecture – The Honourable Chief Justice Mogoeng Mogoeng
- Her Royal Highness the Duchess of Sussex, Ms Meghan Markle
- Chief Prosecutor of the International Criminal Court, Dr Fatou Bensouda
- U21 Symposium – The Honourable Minister, Dr Blade Nzimande
- Cancer Awareness Campaign – The Honourable Minister, Dr Angie Motshega
- VC 4IR Dinner – The Honourable Deputy President of South Africa, Mr David Mabuza
- Mistra 25 Years of Democracy Conference – His Excellency, President Cyril Ramaphosa
- Association of Commonwealth Universities – The Honourable Minister, Dr Naledi Pandor
- Gauteng Provincial Legislature – Opening of GP Legislature
- Russia/Africa Relations – His Excellency the Ambassador of Russia, Mr Mikhail Petrakov

### *Honorary doctorates*

- His Excellency, Ambassador Andrew Young
- His Excellency, President Mr Xi Jinping

### *Other profile events*

- EFF National Peoples' Assembly registration
- Moses Kotane Memorial Lecture
- Gauteng Department of Infrastructure Development and Universities Construction Management Engagement
- SAFA Tournament – Women's League – ongoing
- Dr Richard Maponya Entrepreneurs' Conference
- TED$^{X}$ UJ
- UJ Staff Day
- PS Crime Awareness Campaigns & Namola/UJ Activation

Protection Services conducted numerous event information presentations to SRC-RAG members, students and staff members on the process that needs to be followed when arranging an event.

## UPSKILLING OF STAFF

In empowering staff members, Protection Services trained 676 officers, mainly in courses with a client centric and diversity focus. The courses that stood out were:

- 58 officers completed a course in working with people with disabilities. The course was developed and presented by colleagues from the PsyCaD Disability Unit.
- 67 officers completed the GBV Ambassadors Course. The training programme was developed and presented by colleagues from the Institutional Office for HIV and AIDS (IOHA). The Registrar presented certificates to graduates during a joyous event.

As part of the drive to put the 'service' in Protection Services, the Department will continue these and other training offerings in the coming years.

## STRATEGIC INTERVENTIONS

### *Enhancement of security measures both on and off campus*

In order to enhance the feeling of safety and security on campus, and to improve the overall efficiency of the Department, Protection Services will be conducting research and seeking proposals from the market in 2020.

The key technologies that will be explored in line with the GES 4.0 Strategy of the University, include, but are not limited to:

- Client relationship management and workforce management systems.
- A Physical Security Integration Management (PSIM) system, for centralised command and control.
- Optimisation of Protection Services resources to lower the costs of providing security.
- Increasing backup power capacity at identified locations to mitigate the risk associated with load shedding.
- Improving physical infrastructure, such as lighting and perimeter security, e.g. gates and gantries.

## CONCLUSION

The challenges encountered in 2019 presented an opportunity for Protection Services to improve the overall safety and security of University stakeholders, and to refine or reimagine existing systems and processes to improve the overall customer experience.

Protection Services remains steadfast in its mission of protecting the University's property, staff, students and visitors and will continue to align its security technologies to counter the new crime trends. Protection Services is proud of its accomplishments and thankful to our colleagues in support environments, our dedicated staff and service providers.

**André Arendse (Mr)**
Senior Director: Protection Services

# Campuses

## OVERVIEW

The Campuses Department is responsible for providing faculties and support divisions within the institution with the clean and well-maintained facilities needed for their academic, research and other related functions, to ensure that they perform their work well and are able to flourish. The Department also ensures that the institution is safe and secure and complies with all safety regulations, in conjunction with the Occupational Safety Division and other relevant sections. This report presents an overview of performance trends in key measures, indicating the extent to which the 2019 targets have been achieved or not.

Through the execution of its functions, the Campuses Department also aligns with the following University strategic objectives:

- Excellence in research and innovation
- Excellence in teaching and learning
- International profile for global excellence and stature
- Enriching student-friendly learning and living experience
- National and global reputation management

The past year saw remarkable planning and execution in the following areas, as well as some challenges in the Department:

- The sports fields continued to provide excellent sporting facilities for sport activities to take place.
- The institution held more than 48 high-profile events, where the Campuses Department provided cleaning services, maintenance, furniture, etc. These events happened without any reported incident.
- The University hosted the International Higher Education Facilities Management Association of Southern Africa (HEFMA) Conference, which for the first time attracted more than 140 delegates, with more than 29 institutions represented.
- The assessment of all student residences and lecture venues was done, to enable further enhancement of the current excellent student experience.
- The Campuses Department fell short of achieving a rating of 4/5 on the Archibus System, reaching 3.4/5.
- The year saw 62 000 calls for job requests, of which 55 000 were closed as completed. 6 772 of the 62 000 were not closed on time.
- The UJ Island continued to attract schools and churches for events and team building. There were 62 bookings/visits compared to 52 in 2018.
- The NUMSA strike did have an impact on workers' executing their jobs. It was resolved just before the end of November 2019.

## STRATEGIC OVERVIEW

### *Departmental objectives*

Some of the issues mentioned above have assisted in driving the Department's strategic objectives in support of the institutional objectives. The following shows some of the contributions of the Department against the institution's strategic objectives:

- **Strategic Objective One: Excellence in research and innovation**
  - Infrastructure Portfolio:
    Maintenance of and renovations to student residences were undertaken last year to assist in addressing an appropriate standard of student accommodation.
  - Maintenance of laboratories was done in 2019.
- **Strategic Objective Two: Excellence in teaching and learning**
  - The Department upgraded some of the facilities for teaching and learning, and also undertook assessments of these venues and laboratories.
  - Lecture venues were renovated before the end of 2019.
- **Strategic Objective Three: International profile for global excellence and stature**
  - Campus Masterplan Portfolio:
    The establishment and activation of the Campus Masterplan Steering Committee will assist with all portfolios and initiatives by providing a platform through which Strategic Objective Three can be realised. The planning and development of infrastructure and related capital projects that support global excellence and stature will be enhanced, and the profile of the University systematically improved in a consistent manner.
- **Strategic Objective Four: Enriching student-friendly learning and living experience**
  - Student residences: Student residences were attended to, even though there were challenges with water in some residences. All work needed for residence refurbishment was identified per residence, which allowed Central Technical Services (CTS) to work towards addressing the norms and standards as required by the promulgated DHET Policy on Student Housing.
  - Library upgrade: Student excitement around the Library improvements was huge. The upgrade project has significantly improved the study and learning spaces in the libraries on APK, APB and DFC.
  - Sitting areas for students on SWC were planned and executed last year.
- **Strategic Objective Five: National and global reputation management**
  - Although operational projects do not directly support Strategic Objective Five, the establishment and activation of the Campus Masterplan Steering Committee will assist with all portfolios and initiatives by providing a platform through which to support national and global reputation management.
- **Strategic Objective Six: Fitness for global excellence and stature**
  - CTS and the Maintenance Department identified the following initiatives: improvement of the campus libraries; wayfinding projects; improvement of accommodation; participation in community projects; and initiatives that either create or improve the overall experience of staff, students and visitors at UJ.

## GOVERNANCE FRAMEWORK

The Campuses Department reports to the COO, who in turn submits to the following committees:

- Planning and Resources Committee of Council
- Risk Management Committee of the MEC
- People with Disabilities Committee of the MEC.

### *Staff development*

The following training was provided to staff:

- Garden and cleaning staff attended occupational safety trainings.
- Garden and cleaning staff attended a mental health session.

- Cleaning management received training on performance management.
- A wellness training session was provided for cleaning and garden staff.
- An IEMAS financial services training session was provided for cleaning and garden staff.
- Campus Health and Occupational Health assessments were done for cleaning and gardening staff.

### *Insourced cleaning staff*

After almost three years since the insourcing of the cleaning staff, there is still a feeling of 'us-and-them' between the insourced cleaning staff and the rest of the campuses. The NUMSA strike in October 2019 further alienated the cleaning staff from the rest of the staff on the campuses. The following are some of the issues that relate to the cleaning staff:

- Daily checklists and monthly inspections for hygiene controllers as well as for supervisors were undertaken.
- Supervisors and team leaders monitored the cleaning on the campuses and reported maintenance issues to Maintenance.
- Staff uniforms were delivered and issued to the cleaning staff.
- G Fox was appointed to supply chemicals in February 2019 and offered training in chemicals to the staff and supervisors.
- The workstations of the supervisors were reallocated during February 2019.
- HR issues were addressed during site visits.
- Staff lockers were distributed to staff change rooms.
- The Auxiliary Manager had regular meetings with cleaning staff and supervisors.
- Senior management from UJ Operations visited the campuses.
- The supervisors had a meeting with cleaners regarding the cleaning standard within the campuses and the challenges that they experience with service delivery.
- NUMSA members started with a strike on 4 October 2019.
- Cleaning staff participated in the Pink Drive in awareness of support for cancer.

### *Community engagement*

The building of the third student residence on SWC created an opportunity for the community around the campus to benefit from the project. An agreement was reached with the main contractor to subcontract about 30% of certain trades to the local community. The same arrangement will be applicable for the fourth residence, which was commenced in November 2019. The Office of the Ward Councillor and the Office of the Regional Director monitor these arrangements.

## RISK MANAGEMENT

An OPS Risk Register is consistently managed by bringing forward and updating identified or new risks at monthly OPS management team and risk management meetings, throughout the year. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be prioritised. A number of mitigating measures have been put in place to address areas that require more focus, and appropriate accountability has been assigned.

### *Risks/challenges and mitigation interventions/initiatives*

- Lack of parking on DFC Campus: Currently, it is first-come-first-served to find parking. A plan is being devised to address this challenge.
- During 2019, the institution was regularly affected by water problems/issues due to low pressure from the City of Johannesburg. During these periods, water tanks were hired for the residences and these were manually filled with water to assist students with water during weekends. The other intervention to deal with water shortages are borehole projects on all UJ campuses. This project will be completed this year.
- Renewal of maintenance contracts for 2019: New risks were identified in 2019 relating to maintenance contracts that had expired or were set to expire at the end of 2019. Engagements were held with service

providers and Procurement to identify and mitigate potential risks to service delivery. The resolution was to renew contracts on a monthly basis, while the tendering process for new tenders and contracts or contract renewals was being finalised in 2020. The process of monitoring and identifying the person responsible for each contract was concluded.

## WAY FORWARD

Effective financial governance, internal controls and risk management are essential elements for the sustainability and growth of the institution. The number of risks with a rating of over 16 (residual risks) was targeted to decrease drastically in 2019. Greater awareness and knowledge will reduce and ultimately eliminate the number of projects that fail due to risk issues not being identified during the decision-making process.

As stated earlier, the Campuses Department's target for service level performance (SLP) was 4/5, and the Department reached 3.4/5. The Department received 62 000 calls and was able to deal and close 55 000 on time, but had delays in 6 665 calls.

**Table 60: Ops performance summary (job requests)**

| Year | Requests | Closed | Open | Unrated | Poor | Acceptable | Excellent | SLPs |
|---|---|---|---|---|---|---|---|---|
| **2018** | 33 907 | 30 968 | 2 939 | 502 | 8 | 6 761 | 21 496 | 3.17 |
| **2019** | 62 458 | 55 682 | 6 776 | 565 | 14 | 11 659 | 38 634 | 3.42 |

The two most important tasks within the Campuses domain in 2019 were ensuring that all campuses were clean (and generally in good condition), and improving the Archibus rating on the Service Level Performance System. It was also important to ensure that lecture venues and laboratories were conducive to effective academic activities. A final issue was ensuring that residences were kept in good condition on all UJ campuses.

The year 2020 will not differ greatly from 2019 in terms of clients' expectations. The Division will put in place measures and activities to ensure that staff are on the ground to monitor and deal with issues before clients call the Campuses Department. The Department has spent 65% of its small capex allocation on fixing the student residences. The same amount/allocation for 2020 will be used for student residences in dealing further with the challenges identified.

**Joe Manyaka (Dr)**
Senior Director: Campuses

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# Financial Sustainability

## OVERVIEW

The Chief Financial Officer is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- Focus for 2019
- Financial performance

### POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- 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
- 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

### GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)
- nvestment Committee of Council (ICC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Four in this Annual Report). In addition to this, the MEC 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 MEC Commercialisation Committee, established during the year under review, assists MEC and Council in executing governance in the innovation and commercial structures in accordance with the vision, mission, and core values of the University, the approved strategic objectives and the principles of corporate governance, within the legal and management framework of the University.

The following divisions reported to the Chief Financial Officer during the year under review:

- Financial Governance and Revenue
- Finance Expenditure
- Revenue Administration, which comprises Student Finance and Institutional Fundraising

## FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register:

- Financial sustainability of the University, influenced by:
  - Inadequate funding for the missing middle students resulting in an increasing trend of non-payment of fees by this group of students.
  - Continued uncertainty around university fee increases into the future.
  - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the insourcing of the previously outsourced services and staff.
  - Ageing infrastructure.
  - Inadequate on-campus student housing.
  - Impact of decline in the South African economy.
- Stringent cost control measures and continuous exploration of alternative sources of income and student funding are in place to mitigate the financial sustainability risk.
- Inefficiencies in NSFAS administration processes that result in delayed communication of funding decisions and disbursement of allowances to students expose the University to the risk of student protest. We continue to engage with NSFAS and the student body to mitigate this risk.
- The COVID-19 pandemic has brought about a number of challenges for the global, national and University community. These include liquidity and going concern status of universities. We continue to closely monitor these and put in place mitigating controls. The pandemic has also presented an opportunity to test institutional business continuity plans, which have responded very positively to the crisis.

### *Financial sustainability of the University*

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, FSCC, ARCC and the ICCC. Strategies adopted to manage these risks include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

### *Financial sustainability risks associated with student funding*

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate state subsidy, which will allow the University to provide quality teaching and learning, research and community service.

- While we had hoped to implement a fee increase of 7% in 2019, the Minister of Higher Education and Training recommended that all universities cap tuition fees for 2019 at 5,3% and residence fees at 7,3%.
- The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. We still await the Minister's announcement in this regard.
- While fee increases were capped as indicated above, staff costs continued to grow at 7,3% as a result of scarcity of and high demand for qualified academic and professional staff, as well as the insourcing of the previously outsourced services and staff.
- It is important to note that the UJ Council also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. An adequate level of reserves, on which investment income is earned, is required to fund the expenditure of infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve level.

### *Increase in irrecoverable student debt*

The University is acutely aware of the economic status of our students and their parents. The uncertainty on the fee landscape has negatively impacted our ability to collect outstanding student debt.

It is a priority of the Finance Division, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is 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.

However, the announcement by the Minister that universities should refrain from withholding academic records of students with outstanding fees limits our ability to collect fees from those students who can afford to pay.

We will continue to manage this risk actively.

### *Inadequate student funding*

The University has a strategic intent of providing access to students from working-class parents. This strategy results in the admission of a less affluent cohort of students, which places incredible pressure on the financial resources of the University. This also has a material influence on the unrecoverable debt of the University.

The upward revision of the family income threshold by NSFAS has resulted in an increase in the number of our students funded by NSFAS and consequently alleviation of the cash flow pressures often created by the low collection on student debt.

However, despite the above interventions from the state, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 3 945 students who would otherwise not have been able to study in 2019. This amount was further complemented with funds raised through institutional fundraising. Despite the tough economic climate, the University still raised an

astounding R268 million (2018: R197 million), with a marked increase in funds generated from corporate South Africa and internationally.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

These subventions by the University, however, are not a sustainable solution and will have to be limited to an affordable amount in the near future. Collecting student debt on time remains a challenge with students tending to postpone the settlement of outstanding debt until registration for the next year.

### *Increase in staffing costs*

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. In addition, over the previous two years, the University insourced approximately a thousand staff, who had previously performed outsourced services. The additional costs associated with the insourcing pose a risk to the financial sustainability of the University.

To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability.

### *Increased utility costs*

The increasing cost of energy, especially electricity costs, is a cost driver that is high on the agenda of the University's Management Executive Committee (MEC). The MEC has implemented various strategies to reduce its electricity consumption, and all new developments and any refurbishments are designed to be energy efficient. We have also conducted research and have launched a process to develop more ways of reducing our electricity consumption. This is a strategic issue, and we are continually improving our processes to manage this risk. An additional item, which increases our risk in this area, is the poor accounting, misallocation of payments made, incomplete and faulty 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.

### *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.

The Finance Division, under policies approved by the ARCC that provide written principles for overall risk management, carries out financial risk management. 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. 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 ARCC.

#### 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 the University's receivables from students and clients. Owing to the wide spread of our students and clients, the University has no significant concentration of credit risk arising from its contractual obligations.

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 students 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. The guaranteed state subsidy also assists in managing this risk.

**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 rand. 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 the University's fund managers manage all long-term investments, including capital and money market investments, 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 MEC and ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

***Focus***

In 2019, we continued to focus on cost consciousness, effectiveness, and sustainable resource generation. An additional focus was raising bursary funding from external sponsors, as well as refining strategies for generating other third-stream income.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

## FINANCIAL PERFORMANCE

Management accounts show that the University has achieved an operating surplus of R595 million against a projected operating surplus of R10 million. The income generated during the year exceeded our budget by 15% (budget: R4.002 billion vs actual R4.499 billion). This is largely due to the higher than expected government subsidy income resulting from unit value increases implemented by the Department of Higher Education and Training (DHET) for teaching input and output subsidies; the higher than budget research output units; as well as higher than budgeted investment income resulting from improved investment strategies. Our actual expenses for the year were at 98% of budget (budget: R3.992 billion vs actual R3.904 billion). A large component of the saving is from vacant positions not filled during the year.

The comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary are a surplus of R709 million (2018: R25 million).This is after accounting for income from investments, including fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on post-retirement benefits. The growth is largely as a result of the positive performance of equity markets in the last quarter of 2019.

Our financial position remains strong with consolidated net assets of R6.4 billion (2018: R5.9 billion). The amount spent during the year on infrastructure developments is R230 million.

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which requires that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council controlled reserves at year end amount to R1.650 billion (2018: R1.344 billion), which represents 76% of annual permanent remuneration. The growth in Council controlled reserves is earmarked for infrastructure expansion and GES 4.0 catalytic interventions, to the extent that the level of these funds does not go below 50% of annual permanent remuneration.

Our liquidity position also remains strong with the ratio of our current assets to current liabilities at 1:4 up from 1:1 in 2018.

**Nolwazi Mamorare (Ms)**
Chief Financial Officer

# Financial Governance and Revenue

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Sound financial management is a key objective of the Financial Governance and Revenue (FinGov) Department, entailing the efficient and effective management of finances to support the University in accomplishing its objectives. This entails planning, controlling, organising and directing activities to facilitate decision making.

FinGov resides within the Finance Division, which underwent structural changes in order to streamline Finance's overarching primary strategic goal of ensuring financial stability and sustainability of the University, in support of the global excellence and stature drive. This led to merging the Student Finance and Fundraising subdepartments to form the Financial Administration Department. Thus, from previously comprising six separate subdepartments, FinGov now comprises four subdepartments, namely Budget and Project Management, Risk Management and Assurance (previously referred to as Financial Risk and Insurance), Strategic Financial Projects, and Treasury and Reporting.

The primary activities undertaken within FinGov thus comprise financial planning, monitoring and reporting, the treasury function and financial management of fund accounts. These support services apply to the University, its subsidiaries and related parties, such as the UJ Trust and the UJ Metropolitan Academy, and the University's stakeholders.

The strategic goals for the Finance Division remain unchanged, encompassing:

- Vision: Finance as a world-class empowered strategic partner striving for excellence and stature.
- Mission: To ensure financial viability, stability and sustainability for the University through sound financial systems, digitalisation and good governance.
- Strategic goals:
  - Ensuring financial viability, stability and sustainability to support the GES 4.0 drive;
  - Enhancing the re-engineering of the financial information system business process in line with 4IR;
  - Promoting good governance, transformation and empowerment;
  - Formalising strategic partnerships across the University.

The financial management landscape has been characterised by increasing compliance requirements, complexities and use of technology, which inform how the Department engages in its activities. However, FinGov has continued to deliver on its objectives, some of which include: an approved sustainable budget for 2020; completion of mandatory and voluntary audits for the 2018 financial year (the University, subsidiaries, fund accounts and APP); execution of a significant portion of the first year of the three-year rolling internal audit plan; reviews and enhancement of risk management activities.

### *Strategic goals for 2019*

Key strategic goals planned for the 2019 financial year encompassed the following:

- Implementation of the newly effective International Financial Reporting Standards (IFRS) standard, IFRS 16: Leases.
- Effecting of efficiencies and automation of processes within FinGov.
- Compilation, approval and implementation of the University's and the UJ Trust's investment strategies.
- Continued stakeholder engagement internally and externally, including USAf involvement through the Financial Executives' Forum, benchmarking best practice with peers in the sector, and review of support services through engagement with the UJ community.
- Review and MEC approval for standard operating procedures and practices within Finance, to ensure continued adherence to good financial governance within the institution.
- Implementation and activation of categorised budget control.
- Publication of annual financial statements (AFS) and management accounts analytics on Oracle Business Intelligence (BI).
- Implementation of cost savings and other austerity measures to ensure financial sustainability.
- Winding down of identified commercial entities and trusts.
- Establishment of UJInvnt (Pty) Ltd, the holding company encompassing the University's commercialisation activities.

Most of these have been significantly accomplished and expanded on, within the respective subdepartments.

The Finance Redesign Project continued in 2019 with the project culminating in an operating model, facilitating the next level of well-defined business process mapping. This process brought about self-awareness among FinGov staff regarding the relevance of financial management support to the University, and the direction in refining current business processes to promote efficiency and relevance. Progress, however, has been at a more moderate pace than what had been planned. Automation initiatives are still on track as part of the wider Finance Redesign Project, to reduce manual transactional processing activities and free up staff to perform more analytically inclined activities. Of the four key pillars identified in the Finance Redesign process, i.e. process, system, structure and people, the first three are in progress, after conclusion of a defined customer-centric operating model for the Finance Division. In tandem to this are other efficiency initiatives undertaken by the respective subdepartments, as highlighted below.

Enhanced performance was envisaged through the selection of the Finance Division as a participant in a pilot of the new performance management system implemented in the University. Some enhancements were observed, such as alignment of staff to the University's strategic objectives on an individual and team basis, underpinned by the University's values. There were, however, inconsistencies in implementation and outcomes, resulting in this system being re-examined for fine-tuning and relevance, prior to full adoption by the University. In addition, a change management intervention was held with the FinGov leadership, to facilitate their operating more strategically in effecting improved performance and contributing to the attainment of the Division's strategic goals. The outcome of this has been an increased awareness among the leadership of the importance of operating strategically and providing a financial management support that is relevant to our stakeholders.

## SUBDEPARTMENT HIGHLIGHTS

Key functions are highlighted within each of the four subdepartments, and a summary on progress is included.

### *Budget and Project Management (BPM)*

The team is the key client-facing component within the Finance Division, with the financial business partners as the primary contact between the Division and the University. The client base of the Budget and Project Management subdepartment spans both the academic and support domains, requiring dedicated services in meeting diverse requests. Service delivery is thus achieved through dedicated financial business partners, accountants and financial officers.

Key functions within this area relate to the provision of financial management information by way of internal financial reports, to assist managers of the various environments in their decision-making processes towards achieving short-, medium- and long-term institutional goals. This information includes budget compilation in accordance with budget guidelines, research income and expenditure reporting, variance analysis, project accounting and reporting, and outcomes of agreed upon procedures.

Some staffing and process changes were made to streamline functions within the respective subdepartments. This resulted in two senior managers being transferred into the team and thus elevating client support to a higher level of proficiency. Business processes and reports are also revised annually to ensure quality reporting. Efficient and effective business processes are in place to support all the relevant role players. Staff were performance managed to improve services and to achieve our goals.

**2019 successes**

- Efficiencies were derived as a result of redeployments in the midst of increasing services demands.
- BPM obtained clean audit reports for agreed upon procedures performed for the NRF, NGAP, SKA, Foundation grant and DHET sponsored projects.
- There was continual improvement in reporting and client engagement for the various reporting structures.
- Various workshops took place in 2019 with relevant stakeholders (NRF, HODs) to improve efficiencies and service delivery.

**Strategic direction/goals/targets for BPM 2020-2021**

- Revise existing processes to reduce operating costs, for example, half-year review of expenditure budget versus actual.
- Refine the analysis report of financial information on a strategic level.
- Develop BI reports to improve service and quality of information provided.
- Improve efficiencies and refine the budget process for 2021.
- Develop strategy to enforce ELG to release mid-year unspent budget. To be approved by CFO.
- Develop generic report and implement associated service delivery action plan for research, due to magnitude of cost centres in the research environment.
- Annually refine the budget process, in alignment with the financial sustainability model.

### *Risk Management and Assurance (RMA)*

The Risk Management and Assurance subdepartment is characterised by activities in the following areas: Risk Management, Fraud Risk Management, Insurance, Assurance and Business Continuity Management (BCM). Risk Management provides a mechanism that assists management with the assessment of risks within their processes, to prevent loss in the event of an uncertainty occurring. RMA is further responsible for ensuring that the University's insurance process is carried out through comprehensive insurance cover. Assurance processes, such as internal audit, external audit and audit of agreed upon procedures, are further managed by RMA. In addition, financial administration support is also provided to the UJ Metropolitan Academy (UJMA).

**Developments and improvements for 2019**

- The Fraud Prevention Policy and Strategy were presented and recommended for approval by relevant committees. They are to be tabled at the Audit and Risk Committee of Council (ARCC) and at Council for final approval.
- A panel of forensic investigators was appointed to assist with investigations.
- RMA commenced the process of assisting with the development of fraud risk registers with the intention of having these developed for all environments within the University.
- RMA increased stakeholder awareness and training on risk management activities.
- RMA explored the deployment of a business continuity software programme, with this being still in progress.
- RMA worked alongside Internal Audit in effectively carrying out a rolling three-year plan to improve process flow, relevance and value-add.

- Further, RMA developed and rolled out the Integrated Assurance Model for the University. This will be rolled out in terms of an Integrated Risk and Assurance Register, which defines responsibilities of oversight structures and the risk responsibility allocation associated with these structures, as well as assigning appropriate assurance types and activities.
- A quarterly communication for raising awareness was implemented, to mitigate the high number of insurance claims and associated risks.

### *Strategic Financial Projects (SFP)*

Strategic Financial Projects is responsible for rendering financial management support towards commercialisation activities within the University. Table 61 indicates entities supported by SFP.

### Table 61: Commercial entities

| Name of Entity | Relationship | Support provided by SFP |
|---|---|---|
| **UJInvnt Pty Ltd** | Holding company | Statutory services; financial management services |
| **Resolution Circle** | Subsidiary | Reporting; board administration |
| **UJ Properties** | Subsidiary | Statutory services; financial management services; board and MANCO administration |
| **Million Up Investments (MUI)** | Subsidiary | Reporting; financial management services; board administration |
| **City Lodge Educational Trust (CLET)** | UJ – Beneficiary | Financial management services |
| **University Sports Company** | Investment | Statutory services; financial management services |
| **Sabinet Ltd** | Investment | Reporting |

There has been a decrease in activities undertaken in SFP as a result of devolvement of financial administration from the subdepartment to Resolution Circle's own finance team, allocation of functions to other Finance subdepartments, continued winding down of identified commercial entities and trusts, and reduced statutory administration.

#### Major risks identified in 2019

Key risks identified in 2019 as preventing SFP from achieving its objectives include the following:

- Detection of previously undisclosed commercial projects/entities.
- Delayed implementation of segregation of duties within payment function.
- Possibility of inadequate income and cash flow in the commercial entities, leading to financial dependency on the University in keeping entities viable.

#### Successes for 2019

- Continued progress in winding down the commercial entities.
- The statutory audits for Resolution Circle and UJ Properties completed and submitted on time, of which all were unqualified audit opinions.
- Successful implementation of the newly effective IFRS standards, being IFRS 9, 15 and 16.
- Board reporting and administration.

#### Challenges

- Cumbersome SARS processes (indication by SARS that there is no set turnaround time to effect deregistrations) as part of deregistration process.

- Inconsistent liquidation processes concerning entities being wound down, thus affecting planning and efficient execution.
- The delayed administration of trusts in effecting amendments due to inefficiencies at the Master of the High Court.
- Limited technical skills in effecting corporate governance and financial accounting.

**Implementation of efficiencies identified**

- As part of the operational efficiency drive required of respective units within FinGov, SFP supported management and oversight structures in the commercialisation space, such as the running of MANCO for UJ Properties.
- In addition, a guideline on statutory requirements for commercial entities was drafted. Efficiency associated with implementation is still to be assessed.

**Areas of development and how these will be addressed**

- Improve reports submitted to oversight structures to facilitate strategic decision making.
- Improve technical knowledge for SFP pertaining to IFRS and SARS requirements, so as to carry out designated support initiatives.
- Improve technical skills on systems (Draftworx, Oracle, Pastel) and align user access rights to systems.
- Address the above through engagement with the stakeholders, planning, allocation of sufficient time for internal research and sharing of knowledge.

**Experience of performance management pilot and learnings**

Key learnings emanating from the experience of the performance management system pilot include the following for SFP:

- While training on the pilot was provided on an online system, this system was not utilised during the pilot phase.
- Communication and clarity were not always adequate, thus creating uncertainty among the staff (e.g. clarification on how the performance ratings were calculated and their impact on final ratings).
- Lessons learnt include the importance of engagement and input of stakeholders when consideration is given to implementation of a new process, system and policy.
- Overall, the experience was not perceived to be a positive contribution to the performance management system, and subjectivity in the evaluation of staff was not really addressed.

**Change intervention outcomes**

Change intervention actions were identified, and the rollout of these actions and their management were delegated to staff members within FinGov. The implementation of these actions commenced in 2019 and will continue through 2020.

Herewith a few key indicators identified:

- Establish a FinGov Delegation of Authority (DoA) document.
- Keep staff informed – A website has been established, and the rollout of obtaining information and then alerting staff to this will be done in 2020.
- Collegial understanding – Regular meetings scheduled with stakeholders to improve on efficiencies, and a focus placed on clients' needs.
- Year Planner – Implemented for FinGov at the beginning of 2020.
- Improved staff culture in Finance – Improved communication through online communication channel, centralised Finance office to promote collegiality, effective planning (including contingency plans), hot topics and culture discussions.
- Systems/process – Developing standard operating procedures in consultation with stakeholders, implementing automation where possible.
- Accountability – Signed workflow processes and timelines for normal inter-operational tasks.

- Capacity – Adhere to skills development plan as per performance contracts, regular consistency training to ensure uniform compliance, ongoing upskilling in line with industry's fit for purpose best practice, clear career path indicators.

**Finance redesign activities and impact on FinGov**

Business process mapping within SFP facilitated the identification of automation opportunities and of relevant functions within the department, aligned with key deliverables and promoting efficiency.

*Strategic goals for 2020*

- Finalise the winding down of commercial entities.
- Implement system harmonisation of entities with that utilised by the University for standardisation and cost optimisation.

### *Treasury and Reporting*

Treasury and Reporting has two separate functions: General Ledger and Reporting, and Cash Management and Sundry Debtors, which together deliver a range of services across all campuses of the University of Johannesburg.

Key functions undertaken by this department include creating and maintaining the chart of account structures on all systems, financial reporting, investment management and accounting, cash management, sundry debtor management (all debtors other than students), credit card administration, UJ's tax compliance, income budget, budget system administration, as well as a portion of petty cash. In addition, the subdepartment serves as Enterprise Resource Planning (ERP) subsystem owners for the General Ledger and the Accounts Payable and Tax Administrator modules, thus being responsible for all period-end procedures, system error logging, testing of upgrades, enhancements and patches.

**Successes – 2019**

- The Council approved the enhanced financial sustainability model (FSM), which identified drivers under the control of the University used in the management and mitigation of financial risk, as well as identifying the need for third-stream income and for planning of major strategic projects and initiatives.
- Evaluation and implementation of the last of three new IFRS regulations and standards, being IFRS 16 (leases).
- Approval of the Investment Strategy for the University and the UJ Trust by the relevant committees and commencement of implementation thereof.
- Increased returns on short-term investments due to high cash holdings, and more superior long-term investment returns for the 2019 financial year when compared to the previous year.

**Challenges**

- Staff attrition had a negative effect on productivity and service delivery within Treasury and Reporting. This has subsequently been managed through insourcing of temporary support.
- Despite three years into our banking relationship with the current banker, a high number of receipts in the bank accounts are still held with the previous main banker, with stop orders from clients posing the biggest risk of closing the account(s).
- Eligibility for and usage of credit cards posed a significant challenge in 2019, with bypassing of the procurement process seemingly the driver for increased usage of this form of payment. The increased administrative burden and enforcement of the Procurement Policy, compounded by staffing constraints, led to a backlog in expense allocation and generally lower levels of service delivery.

**General Ledger and Reporting**

The preparation of the annual financial statements and monthly management accounts (in conjunction with the Budget and Project Management team) are compiled in this unit within the Treasury and Reporting subdepartment. The department also serves as technical coordinators and administrators of Oracle and ITS general ledgers, the IDU budget system and the Procurement, Travel and Corporate credit cards. The unit is also responsible for preparing the income budget for the institution and for managing the University's tax compliance.

**Strategic direction/goals/targets for the Unit 2020 to 2021**

- Timely submission of audited consolidated and separate annual financial statements, UJ Trust annual financial statements and other stakeholder reports as required.
- Continuous improvement and possible automation of processes, and optimisation of current financial systems to maintain and improve financial governance and performance.
- Automation of General Ledger Journal process via Oracle journal approvals, and implementation of Oracle Fusion.
- Effective analysis and management of UJ reserves, which will be included in key decision-making dashboards and reports as well as in the Financial Sustainability Model.
- Review and MEC approval of UJ Finance standard operating procedures and practices, to ensure continued adherence to good financial governance within the institution, complementing the Finance Redesign project deliverables.

**Cash Management and Sundry Debtors**

Key functions within this area relate to the management of the University's cash flow, effecting of payments, management of sundry debtors, entailing invoicing, and the recovery of related debt (excluding activities associated with student accounts), as well as accounting and reporting on short- and long-term investments, according to the relevant mandates set by the Investment Committee and the MEC.

**Strategic direction/goals/targets for the Unit 2020 to 2021**

- Continue to review processes and effect controls to prevent reoccurrence of the breach in payment as experienced in 2019.
- Automate the Accounts Receivable (Sundry Debtor) invoice process via implementation of Kofax solution and Oracle integration, with added associated filing automation.
- Implement the approved investment strategy for the University and for the Trust.
- Improve the collection rate on sundry debtors and reduce the cost of debt collection.
- Improve cash flow forecasting to impact on decision making and align to approved investment strategy.

**Major risks identified – 2019**

- Elevated fraud risk as highlighted by the breach in payments process detected in April 2019 within Treasury Office.

## CONCLUSION

The 2019 year has been characterised by unforeseen events, such as the payment breach within the Treasury Office, staff attrition and increased complexity in fulfilling client requests. However, this has afforded the FinGov Department an opportunity to further introduce sound financial controls through promotion of compliance with financial processes and procedures, increased risk management and strategic engagement, while striving to achieve strategic goals as outlined.

**Lerato Riba (Ms)**
Executive Director: Financial Governance and Revenue

# Finance Expenditure

## OVERVIEW

The Finance Expenditure Division consists of the Departments of Accounts Payable, Fixed Assets, Payroll and Supply Chain Management. Supply Chain Management comprises Procurement, Tenders, Warehousing and Distribution (Stores), Supplier Management as well as Contracts and Commodities Management.

For 2019, Finance Expenditure committed to providing value adding services and continuous improvement, in support of UJ's overall objectives. This commitment included being a strategic partner to ensure innovation and cost-effective approaches in meeting internal and external customer expectations.

## RISKS AND MANAGEMENT OF RISKS

The Division mitigates its risks by ensuring continuous assessment of risk in critical activities and incorporating mitigation measures in the business processes. The main exposure for Finance Expenditure is with regard to reputational, regulatory and financial risks.

Special attention was placed on compliance with legislation, with the focus on:

- Compliance with employee tax (PAYE).
- Compliance with S34 of the Higher Education Act as amended, to ensure no conflict exists on the supplier database with any UJ staff members, including Council members' potential conflict of interest.
- Compliance with the B-BBEE Act.
- Compliance with the Accounting Standards.

Global risks influenced operations during late 2019, and measures had to be put in place to mitigate exposures:

- Conducting of business with persons of interest resulted in a payment (student refund) being confiscated by the US Treasury, while all protocols were followed to release funds from the South African compliance point of view.
- The Coronavirus outbreak has led to a shipment ordered by the University for student devices, being part of a quarantine. This will influence the University's academic programmes and provision of support to students. Mitigation strategies are being introduced with University suppliers who have global business operations, to minimise the disruptions.

Critical risks being monitored include, among others:

### *Fraud and corruption*

Fraud and corruption remain major concerns in our operations. Efforts to combat fraudulent and corrupt activities are ongoing.

### *Transgression of policy*

Transgression of policy remains the biggest frustration in our operations. Once incurred, the University suffers a

reputational risk since, in most cases, services have been rendered and the supplier payments remain pending due to internal governance processes.

Acquisition of goods or services without following a proper procurement process denies the University an opportunity to test the market and ascertain whether the prices being presented are the most economical.

### *Emergency/urgent procurement*

Analysis of the requests indicate that these arise mainly due to poor planning by business units, thus resulting in these requests becoming urgent.

- In 2019, we had an increase of credit card purchases and re-imbursement requests for acquisitions, which could have gone through the procurement process.
  - R14.6 million was spent on University credit card purchases, for account categories that could have gone through the procurement process.
  - This increase in re-imbursements remains a great concern, since these also give room for bypassing the procurement process.
- Spending analysis showed a decrease in ad hoc payments, which could also have gone through the procurement process.

Proper monitoring and business process agility will help mitigate this exposure.

### *Prepayments*

The economic climate has put pressure on the acquisition process and resulted in a steep increase in requests for prepayments during 2019. Completeness or full delivery of the acquisitions remained a priority. Cooperation with project leaders became critical, to ensure practical completion of projects and/or full delivery of goods.

### *Other*

Other challenges faced by the Division are:

- Accounting for assets below the capitalisation threshold (i.e. < R10k) within business units creates a big exposure in ensuring full compliance with IAS16. Verification per location remains vital, and continuous stakeholder engagement will help mitigate the current exposure.
- Anxiety within the Division increased due to uncertainties created by the organisational redesign project and the delay in the implementation thereof.
- Capacity constraints arose, due to the moratorium on filling of vacant positions within support departments.

## STRATEGIC FOCUS AND TARGETS

Finance Expenditure strives to ensure financial viability, stability and sustainability in support of the Global Excellence and Stature (GES) 4.0 drive by:

- Enhancing the financial information system and business process re-engineering in line with industry;
- Promoting good governance, transformation and empowerment;
- Formalising strategic partnerships across the University.

### *Change management*

To achieve business requirements, it was imperative for Finance Expenditure to transform its systems and processes.

#### Readiness to transition in the age of disruption

For 2019, the fundamental question on ensuring customer service excellence arose on 12 July 2019 from the MEC perspective as: how does Finance Expenditure transition into a culture of integrity, trust and innovation? This would aim to ensure:

- Simplifying policies and procedures, to enable UJ stakeholders to achieve their objectives and devolve authority while minimising red tape;

- Creating an enabling environment and one which promotes pro-activeness;
- Ensuring responsiveness at all levels;
- Ascertaining accountability.

**Agility of the team**

- The Centre for Psychological Services and Career Development (PsyCaD) provided a team building and self-insight intervention. This intervention aimed to evaluate personnel with regard to their personality, and strategic and operational orientations in relation to the changing University.
- Another intervention was held with an external partner to ascertain Finance Expenditure's readiness for change. The theme was 'The rate of change inside an organisation has to be equal to the rate of change in its external environment otherwise it becomes not relevant'. Emphasis was placed on contextualising the employer-employee relationship and assessing the Management Accountability Matrix.
- Another question faced during 2019 was at the South African Payroll Association (SAPA) year-end breakfast, where Payroll practitioners answered the question 'The changing face of payroll – Upskilling AND re-skilling – How do you stay ahead?'.

Capacity to service customers had to be managed while ensuring flexibility in governance relating to services delivery.

## HIGHLIGHTS FOR THE DIVISION

Value analysis and value engineering set the tone for 2019 to ensure provision of services to meet the needs of UJ stakeholders. Some of the financial sustainability reforms included, among others:

- Expenditure control
- Demand management
- Strategic sourcing
- Business process re-engineering
- Systems efficiency assessment
- Data cleansing
- Compliance framework and governance enhancement.

### *Expenditure control*

A key project for Finance in 2019 was the total review of University expenditure, with a view to redefining the cost base. Finance Expenditure aligned itself accordingly through spending analysis and segmentation.

**Supply chain performance**

Spending was segmented, by adopting the Kraljic Matrix, and this gave intelligence as to the University suppliers and services on offer. These analytics enabled:

- A full understanding of the spend category – total historic expenditure and volumes; analyse the expenditure per department, user and supplier; estimate total cost of ownership.
- Supplier market assessment – determine level of competition in the market and investigate alternative products.
- Review of active suppliers – ascertain capabilities and capacity and classify accordingly.

Uniformity in expense management will ensure better control over spending irrespective of the source of funds. Harmonisation of rules will be undertaken during 2020.

**Remuneration costs**

Analytics of the University remuneration costs highlighted exceptions, which had to be closely monitored:

- Appointments past the retirement period
- Secondary appointments and rules enforcement
- Temporary appointments and rules enforcement
- Overtime claims in excess of regulated hours and related exceptions

- General controls related to claims and allowances paid out
- Subsistence allowance claims paid out.

### *Demand management*

Spending segmentation enabled development of the procurement plan. To ensure spending aligned to UJ B-BBEE goals, procurement was for the first time aligned to the preferential procurement goals. The qualifying spend ultimately improved the University B-BBEE scorecard, and for 2019 the University is at B-BBEE Level 5 from a previous Level 8.

Taking advantage of overlooked opportunities has yielded a positive reward.

### *Strategic sourcing*

The rollout of strategic contracts is in progress, and cooperation from business units is critical for the successful implementation thereof. This is part of reducing processing costs, to gain value for money in transacting and create efficiency in operations.

#### Control environment enhancement

To ensure credibility of the operations, staff rotation became a necessity to mitigate against staff being familiar with service providers and to ensure improvement in the accuracy of results. The Finance Expenditure business model had to be reviewed, to ensure that it was fit to support the University's overall objectives.

#### Integrity of data and business process reviews

In promoting operational efficiency and encouraging compliance, a number of tools were reviewed and are being rolled out:

- ProcureCheck, a tool used to ascertain business readiness of suppliers, was extended to include the biographical data of temporary staff for verification. Another enhancement has been the rollout of Diligence – an analytical solution that provides greater insight and intelligence to uncover multiple dimensional relationships of suppliers, and to provide comprehensive intelligence across the financial crime universe, including politically exposed persons. This tool is invaluable in the due diligence processes required to be undertaken by the University.
- KOFAX – an automated invoice approval process went live during 2019. With intelligent character recognition, the invoice is able to be linked to the purchase order and routed to the approver for sign off. The rollout has improved the year-end processes. Since rollout, this process has drawn much interest from other departments within the University, since it minimises manual work.
- Integration of the Payroll Office to become effective from January 2020 will help to improve the integrity of the temporary appointment process. It will enable uniformity in the appointment process and improve the support required from Human Resources and the finance business partners.
- ORACLE – the Cloud Project for iContracting, iSourcing and iSupplier Portal is at the planning phase. Live activation is planned for June 2020.
- Another project is the Amadeus Online Travel booking tool. The tool enables users to select, obtain approval and book their flights, accommodation and vehicle rentals online.
  - Access to available flights and active pricing gives the traveller an opportunity to cost their itinerary immediately.
  - Real-time accounting enables a commitment to be raised once approval is granted.
  - The project commenced in April 2019, and although it was implemented fully at the end of the year, user acceptance was critical, and going live was delayed to ensure sufficient user training.

### *Supply chain*

Supply chain plays an integral part in assisting the University to achieve its objectives.

#### Sourcing activities

Analysis of total UJ expenditure shows that in 2019, the University had a total spend of R902 202 058 on the procurement of goods, works and services. Table 62 below shows the breakdown:

**Table 62: Value and quantity of orders processed per different procurement processes**

| | Procurement | Tenders | Ad hoc | Total |
|---|---|---|---|---|
| **Quantity of orders processed** | 18 868 | 1 557 | 4 294 | 24 719 |
| **Value of orders processed** | R292 831 367 | R566 164 994 | R73 205 697 | R908 587 304 |

Effective tendering administration ensured the successful delivery of key projects:

- Stationery and groceries involved stock contracts.
- Travel management companies will partner and provide support with regard to the online travel solution.
- The principal contractor for the Soweto 4 residence was appointed at a cost of R131.5 million, including the appointment of the professional team for R9.9 million.
- During the year, the In-Situ Multiscale Material Testing system was acquired to the value of R16.7 million.

Effective expediting of purchase orders reduced the overall percentage of overdue orders.

**Accounts payable**

Accounts payable processed R1.3 billion payments during the year (2018: R1.23 billion) and 64 757 invoices (2018: 60 795).

**Asset management**

The Fixed Assets Department is responsible for ensuring that all assets of the University are accounted for in the University assets register. For 2019, the capitalisation threshold was reduced from R15 000 to R10 000.

Fixed assets capitalised for the year amounted to R142 million, while the net book value (NBV) of assets stood at R2.4 billion.

- Assessment of the useful life of University assets, impairment of assets and assessment of residual values are ongoing administrative tasks of the department.
- Barcoding and survey of assets are part of the administrative activities within the department.
- Disposal of assets within the University should take place in consultation with the department.

### *Broad-Based Black Economic Empowerment*

**Interim analysis of the 2019 spend**

A total spend of R1.2 billion was realised for 2019. It is gratifying that UJ spend with suppliers where there was at least 51% black ownership was R475 million or 41,43% (target 40%). This is an improvement from the 2018 qualifying spend of R361 million or 33,14%.

Spend with black woman-owned business was R321 million or 28% (target 12%). This is also an improvement on the 2018 spend, which was R163 million or 15,02%.

Over R700 million was spent in 2019 on black-owned and black woman-owned businesses.

**Supplier and Enterprise Development Programme**

Supplier and enterprise development continued on its upward trend with now well over 600 small suppliers graduating from our programmes. The year saw us collaborating with the AIS Department on the Technopreneurship programme, giving our SMMEs the opportunity to enhance their skills in ICT solutions, web designing and technology.

For 2019, 240 candidates graduated from our Small Business Enrichment Programme and the Technopreneurship Programme.

### *Payroll*

Compliance of the remuneration costs of the University with the South African laws and regulations remains the key objective of the Payroll Department.

Payroll is a key stakeholder in human resources projects and plays a significant role in the implementation of benefits and rewards. Nurturing of relations with the Human Resources Division is imperative.

UJ Payroll team received the Payroll Professional Team Award of the South African Payroll Association (SAPA) during the 11 September 2019 SAPA Conference. The theme of the 2019 conference was 'Compliance is not Optional!', which highlights the critical nature of the role performed by payroll professionals.

## STAKEHOLDER ENGAGEMENT

Customer centricity is critical for Finance Expenditure to be an effective and efficient strategic partner of UJ stakeholders. As a result, engagements with faculties and divisions have become an annual event, to allow us to understand the needs of the business units, create awareness of Finance Expenditure processes and to build healthy working relationships.

A similar initiative was carried out with suppliers, in an effort to achieve greater efficiencies and effectiveness. This improved the participation of suppliers in the UJ procurement process.

The Division hosted various external interested parties from within and outside the sector, who needed to benchmark UJ business processes, to best improve their own. Unisa visited UJ for a benchmarking project, and the South African Reserve Bank visited to benchmark KOFAX following its implementation.

## RESOURCE MANAGEMENT

### *Employee profile*

The Division has a staff complement of 95 active members; 65 of the staff are female and 30 are male.

As at 31 December 2019, 12% of Finance Expenditure's staff in key positions were near retirement in the short to medium term. Organisational redesign has helped to indicate key positions and enable succession planning, to minimise the strain the exits will cause.

### *Continuous professional development*

Continued professional development of the Expenditure staff is a key focus within the Division. Other developmental initiatives included conferences, and attendance of update sessions.

Professional affiliation is critical to keep abreast of developments in the industry.

- The UJ Procurement team and its value chain departments are members of the Chartered Institute of Purchasing and Supply (CIPS).
- The Payroll team are members of the South African Payroll Administrators (SAPA).
- Other memberships in the Division include the South African Institute of Chartered Association (SAICA) and the Association of Certified Fraud Examiners (ACFE).

## CONCLUSION AND WAY FORWARD

In line with the University's objectives for GES 4.0, Finance Expenditure remains committed to contributing and being a part of the progression to automation and digitisation of the operations. However, these initiatives should in no way compromise Finance Expenditure's mandate for fairness, transparency, equity, value for money and good governance.

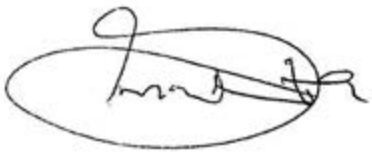
The improvement of customer service requires a coordinated effort, and to achieve this, the review and enhancement of business processes from time to time, in line with global best practice, is a necessity; this will be ongoing.

Initiatives planned for 2020 include among others:

- Demand management and enforcement of the procurement plans throughout the University to leverage on spending.

- A continuous spending analysis to help in the rollout of strategic contracts and strategic sourcing initiatives across the University.
- Live activation of Oracle Cloud Migration for iSourcing, iSupplier Portal and iContract Management, to enhance customer experience.
- Value proposition assessment and going back to basics to minimise end-user frustrations, supported with agile business processes.

The Expenditure Division commits to remaining a value for money service, which is effective and efficient for the UJ community.



**Sarah Makinta (Ms)**
Executive Director: Expenditure

# Revenue Administration

## STUDENT FINANCE AND FUNDRAISING

### Operating context

Student Finance was moved from Financial Governance and Revenue in May 2019 to a new division, Revenue Administration. The new division seeks to strengthen the administration of funds on behalf of external funders, including student debt collection for non-funded students.

Student Finance is a support unit under Revenue Administration, responsible for the administration of the full financial aid function and of student debtors. Student Finance strives to provide excellent service using the 4IR technologies for all students, parents, sponsors, donors, and internal and external clients. Student Finance seeks to provide online student services to registered students and alumni students across the continent. Student Finance is decentralised across all campuses, with all functions offered on each campus.

Our goal is to become a benchmark for all Student Finance services across the university sector. In 2019, Student Finance gathered enough momentum to become the only student finance division to offer over 70% of its services online. Our paperless strategy is on course for full implementation in 2021. A full strategic review was carried out, and a number of improvement areas were identified. Among others, decreasing workforce productivity was observed, due to external factors, i.e. the economic depression, which directly affected our staff and also the ability of debtors to pay overdue accounts.

Senior management in Student Finance hold various positions and play active roles outside the University in the various higher education fora. Student Finance is led by Mzwakhe Matukane, Senior Director: Revenue Administration.

### **BURSARIES** – Daphney Nemakhavhani (Snr Manager)

Internal and external bursaries form part of the financial aid function. The core mandate is to ensure governance and strong internal control in administering funds that are disbursed on behalf of external bursary funders. The Unit is also actively involved in raising funds for student bursaries, their administration and allocation to qualifying students.

#### *Successes*

The successes in the Unit can be attributed to our hardworking staff, supported by our strong belief in service excellence:

- Growth in external bursaries – External bursaries are a strategic focus. Active interaction with bursary

providers and other external sources of funding resulted in a 6% increase from 2018. The increase in external funding is achieved in spite of a poorly performing economy, which makes it all the more important that our long collaborations with external stakeholders remain strong.

- The Bursaries Unit, in partnership with University Relations and other UJ departments, managed to raise R268 million for student bursaries and research initiatives. The funds have since assisted more than 2 601 students to date.
- We achieved over R2.5 million in internal bursary savings as a result of the revised Bursary Policy, which determines the amount a student can be allocated from external bursaries. The policy seeks to minimise double dipping and provide additional funding to other needy students.
- Continuous engagement with bursary providers resulted in strong partnerships and in our subsequently securing bursaries for needy students.
- Constant engagement with other support divisions and faculties about registration and funding for students resulted in strengthened relationships and aligned processes between the faculties, support divisions and the Student Finance Unit.
- More emphasis was put on ongoing staff training for change management in anticipation of the 4IR programme.
- Improved performance management systems were put in place, and individual performance contracts were signed with all staff in order to meet the Unit's objectives and goals.

### *Challenges*

- The ongoing unfavourable economic climate and student unrest remain challenges when collecting student debt. The decrease in the debt collection rate also includes companies that sponsor students at UJ.
- Capacity constraints arise from the ever-increasing administrative requirements from bursary providers, who request invoices, refunds and recons.
- Over 40% of funds received from fundraising are awarded by government and SETAs. The University is seeking to diversify the funding pot and to generate more funding from other sectors, including international sponsorships.

### *2020 plans – bursaries*

- Phase 2 of the automation plan – automate bursary criteria online and improve BI reports for refunds.
- International fundraising for both local and international students.
- Timeous submission of external funder reconciliations.
- Increased external bursary funding, and less reliance on internal bursary funding.
- A detailed analysis of active sponsors in the UJ database to strengthen partnership and collaborations.

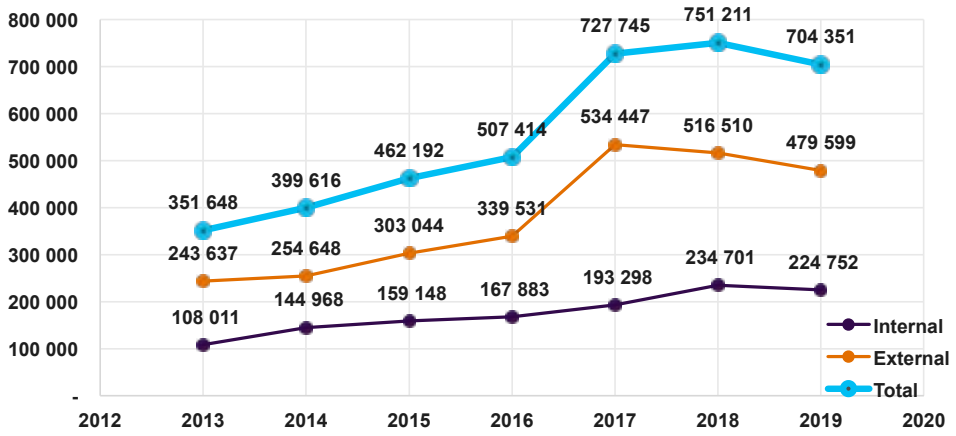
### *Bursary performance in relation to student debt*

Student debt for cash paying students is administered through payment agreements between the student, parents and the University. Full outstanding fees are payable in August every year. Student Finance is responsible for student debt collection, including the administration of accounts that have already been handed over to the attorneys. The decrease in student fee payment is a concern. However, we note that the increased NSFAS funding has reduced the number of students who were previously considered cash paying students. The total outstanding debt is recorded at R472 million, excluding an amount of R173 million for non-registered students with an outstanding debt.

### *Bursary performance*

Bursaries have decreased to R704 million in 2019 for both internal and external funding. The decrease was expected, due to the number of students who are withdrawing their bursaries and opting for NSFAS funding.

**Figure 8: Bursary growth**




## **NSFAS** – Mukhathu Ngobeni (Snr Manager)

NSFAS is an acronym for the National Student Financial Aid Scheme. NSFAS is a statutory body, funded primarily by the National Department of Higher Education and Training, which provides study loans and bursaries to academically deserving and financially needy students who wish to study at one of South Africa's public higher education institutions. NSFAS has appointed the University of Johannesburg (UJ) to administer funds on its behalf at UJ.

Following an announcement by the President in December 2017 and confirmed through budget allocations from National Treasury in February 2018, DHET introduced the new DHET bursary scheme for 2018, providing fully subsidised funding for poor and working-class students at public universities. The bursary scheme has been implemented by NSFAS from the 2018 academic year onwards.

The new bursary scheme gives effect to government's vision to ensure that all academically deserving students from poor and working-class backgrounds, who are admitted to study at public universities, are provided with financial support for their undergraduate study programmes and are supported to succeed. The bursary scheme supports the goals of the National Development Plan (2012) and the White Paper on Post-School Education and Training (2013), to expand access to higher education for deserving students through financial support from government, and to support greater student success and throughput.

UJ administered bursaries and loans on behalf of NSFAS for 23 324 students in the 2019 academic year. The total funding allocated to UJ was R1 818 818 839.

**Table 63: Allowances**

| | |
|---|---|
| **Accommodation allowance** | R 615 610 040 |
| **Books allowance** | R 116 620 000 |
| **Food allowance** | R 335 912 375 |

### *2019 challenges*

The challenges below were documented and discussed with all NSFAS relevant structures. Some items were adequately addressed; however, challenges are ongoing and require regular engagement with NSFAS:

- Ongoing instability relating to the scheme put it under administration in 2018. The appointment of Dr Randall Carolissen in August 2018 was a turning point and brought relief to the higher education sector.
- Increased staff constraints in the UJ Financial Aid Office.
- Data integrity issues that led to incorrect students being funded by the scheme.

- Increased cash disbursement to students' personal bank accounts is a major concern. The funds might not be used for the intended purposes.

***2019 successes***

- Improved online access to NSFAS information on the NSFAS myPortal.
- Increased numbers of students with funded access.
- Increased numbers of students receiving allowances, as opposed to high dependency on the meal assistance programme.
- Improved cash flow as a result of fast-tracked payments from NSFAS.
- Strengthened UJ's position in the sector, by advising DHET on the privately owned student accommodation and implementation plan.
- Engaged meaningfully on student funding matters with the NSFAS administrator due to a fairly good relationship.

The increase in student funding is a relief to students and the University. Our strategy is to maintain the current number of funded students, while minimising the high dependency on NSFAS.

## **STUDENT DEBTORS AND SYSTEMS** – Christel van Staden

This Unit encompasses a wide array of responsibilities, including debt collection, sending out statements to students and external sponsors, assisting students with payment plans for tuition fees, and daily interaction with students on all general financial queries. Student Debtors has offices on all four campuses.

The overall student debt has increased over the past three years; however, the line item for cash paying students shows an improved recovery year-on-year. The increase is attributed to non-payment of debt, but also interest charged on the outstanding debt.

Table 64 is a debt trend comparison for the past three years.

***Challenges***

- Ongoing unfavourable economic climate remains a challenge that negatively impacts on our success in collecting student debt.
- Communication with students continues to be a challenge. Current platforms in use to contact debtors are email/SMSs/student portal/hardcopy statements.
- The increasing number of students with historical debt proves to be a challenge and, as a result, affects the University cash flow.

***Improvements***

- Ongoing improvements on the automated student debtors' function were fully implemented, i.e. acknowledgement of debt (AOD) online, refunds online, student financial statement sent via SMS.

## DEVELOPMENT AND FUNDRAISING

The Development and Fundraising Unit is responsible for raising funds in aid of UJ's priority projects, and it facilitates both faculty and core projects. The Unit's projects are mandated by members of the Management Executive Committee (MEC), which includes the Vice-Chancellor, Chief Financial Officer, Deputy Vice-Chancellor: Research and Internationalisation, and other members of the ELG. The Development and Fundraising Unit is predominantly aligned with GES Objective Six, fitness for global excellence and stature, and more specifically, with KPA 69, externally generated unencumbered funding. The Unit also supports research funding generation, more specifically, industry-aligned research funding, and together with Student Finance, missing middle funding solicitation.

***Achievements***

In 2019, the Development and Fundraising Unit joined the Division of Revenue Administration. The Unit has integrated well into the new structure and has found synergies with Student Finance in raising funds.

## Table 64: Student debt trend comparison

| STUDENT DEBT TREND - 31 December 2019 | | | | |
|---|---|---|---|---|
| | REF | 2019 | 2018 | 2017 |
| **Total Bursaries outstanding** | | R 93 290 385 | R 148 548 461 | R 37 534 713 |
| **Total NSFAS outstanding** | | R 28 400 191 | R 53 496 800 | R 71 083 995 |
| **Cash paying debit balances** | D | R 239 684 163 | R 189 564 230 | R 198 506 888 |
| | B | **R 361 374 739** | **R 391 609 491** | **R 307 125 596** |
| **Carried forward from 2018** | | | 2017 | 2016 |
| Bursaries debit balances | | R 2 751 697 | R 3 524 241 | R 2 928 191 |
| NSFAS debit balances | | R 4 497 638 | R 16 482 259 | R 1 629 312 |
| Cash paying debit balances | D | R 29 731 215 | R 29 025 498 | R 33 612 862 |
| | | **R 36 980 550** | **R 49 031 998** | **R 38 170 364** |
| **Carried forward from 2017** | | | 2016 | 2015 |
| Bursaries debit balances | | R 2 184 257 | R 475 937 | R 626 674 |
| NSFAS debit balances | | R 53 285 359 | R 1 297 025 | R 665 071 |
| Cash paying debit balances | D | R 18 733 132 | R 4 082 807 | R 5 060 190 |
| | | **R 74 202 748** | **R 5 855 769** | **R 6 351 935** |
| **Total outstanding balance** | A | **R 472 558 038** | **R 446 497 257** | **R 351 647 896** |
| **Total outstanding for non-registered students (Provision made) - from past years** | E | **173 778 685** | **162 056 576** | **136 541 523** |
| **Registered & Non-registered** | A+E | **646 336 722** | **608 553 833** | **488 189 419** |
| **Total Student Fee income** | F | **1 955 156 147** | **1 851 427 757** | **1 717 323 163** |
| **Total 2018 outstanding balance as % of Total Fees** | A/F | **24%** | **24%** | **20%** |
| **Current year (2018) outstanding balance as % of Total fee income** | B/F | **18%** | **21%** | **18%** |
| **Outstanding Cash paying students balance as % of Total fee income** | D/F | **15%** | **12%** | **14%** |
| **All (Registered and not registered) outstanding fees as a % of total fee income** | (A+E)/ F | **33%** | **33%** | **28%** |

The Unit had six permanent and one contract staff members who focused on supporting various faculty research-fundraising initiatives and bursaries towards the missing middle student cohort. The Senior Manager: Development and Fundraising resigned in July and the Senior Development Officer in December.

The UJ Advancement Advisory Board was established in 2019, and the board's first meeting took place on 25 July 2019. The board consists of high-level South African influencers and through the board, doors have been opened for the Development and Fundraising Unit to solicit funding from industry.

In total, the University raised R268 661 851 unencumbered (mainly bursary) funding in 2019, as captured by the Student Finance Division. Statistics and numerical reports are reflected in both the Finance and Research Divisions, respectively.

The Development and Fundraising Unit supported income raised to the value of R83 105 170 in 2019.

The Unit retained in the region of 190 interactions with faculty staff and external prospects throughout the year. Projects in line with UJ's 4IR strategy, the UJ talent pipeline focusing on 4IR-ready graduates and 4IR research chairs were supported by industry and governmental organisations. In total, the Unit supported faculties to bring in R39 327 000 in research funding.

Some successes with faculty and divisional donor initiatives included:

- Nedbank donated R2.82 million towards the UJ Talent Pipeline launched in 2019, and a further R3 million towards the Innovation Hub and Research Chair in the Institute for Intelligent Systems.
- The EDTP SETA donated R2.53 million and the FoodBev SETA R8 million towards research chairs that focus on skills development.
- The Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA) invested R2 675 400 in a short learning programme (SLP) to upskill TVET college lecturers in 4IR.
- The William and Flora Hewlett Foundation supported UJ's African Evidence Network with R15.56 million.

The Unit also supported Student Financial Aid with R4.5 million from CATHSETA and R11 million from FASSET SETA. Smaller contributions were made by SITA SETA, Samsung SA, SHL, Moshal Foundation, Westcon, Freddy Hirsch, PwC, HCI Foundation, Tshepang Electrical, BPSA, KSB Pumps, HCL Axon and Duke CE throughout the year.

### *Opportunities and strategic interventions*

The Development and Fundraising Unit aligned fully with the University's 4IR strategic drive; in addition, the UJ Talent Pipeline Programme and 4IR Research Chairs have spearheaded new projects that align with 4IR.

The infrastructure development near UJ's Soweto Campus in Devland, Soweto, is in the process of being donated to UJ, and this transaction will continue in 2020, as the development is close to technical completion. UJ is currently in the final stages of contracting with a technology consulting firm to bring a 4IR internship programme to UJ graduates at the Devland site.

Fundraising at UJ was successful for the 2019 academic year, and it could be attributed to the type of projects that UJ embarked on, such as the missing middle initiative, which remains crucial to the economic needs of the country, and the focus on customised 4IR programmes and research.

### *Challenges*

The targets for unencumbered funding have consistently increased in the last five years and have mostly been met or even exceeded with the assistance of Student Finance and the investment of SETAs in the missing middle initiative. However, the Development and Fundraising Unit's capacity has not increased.

Trends are showing that it is becoming more challenging to raise funds in a declining economy, and some international foundations have informed the Development and Fundraising Unit that they are becoming weary of supporting South African organisations, due to the current mismanagement of funds in large governmental organisations. Because foundations are now starting to decline, and because of the technical recession, the fundraising strategy is now focused on business needs, such as the 4IR Future Talent Pipeline Programme, 4IR short learning programmes and business initiatives with UJ institutes, academia and centres, such as UJ Process, Energy and Environmental Technology Station (UJ-PEETS). However, to answer to the unique demands of fundraising for these projects, different skills are required within the Unit.

There is still much reliance on governmental funding, with 63% of funding coming from the SETAs and only 23% from private and 6% from international funders. To ensure more sustainable funding, the Development and Fundraising Unit will focus more on private and international funding in 2020. This will be achieved through close collaboration with the Division for Internationalisation and the Alumni Office within UJ.

## QUALITY MANAGEMENT

The Student Finance Unit continually strives to improve business processes in a rapidly changing environment, where administrative requirements are greatly increased as students struggle to fund tertiary education.

In order to ensure quality, management relies on the following:

- Feedback from both internal and external stakeholders.
- Student complaints/compliments and adjusting business processes, where possible, to achieve service excellence.

- Annual internal and external audits.
- Internal reviews of faculties and other support divisions.
- Unplanned audit-based requests from external sponsors.
- The annual performance review of all staff members.
- Continuous staff training.

## RISK MANAGEMENT

The Risk Management Unit is responsible for the recording of the institutional risks pertaining to its environment in the UJ Risk Register. Risks are discussed on a continual basis with the Senior Director, and the Director: Risk.

The major risks experienced by this Unit are:

- Bad debt risks facing all universities, due to the decrease in government funding and the current financial climate.
- Future operational developments from NSFAS, which may impact negatively on University enrolments.
- Irrecoverable NSFAS debt, which impacts on cash flow.
- The NSFAS maximum amount allowed to fund a student is limited and, in some cases, does not cover the full cost of the student per year.
- Irrecoverable debt from defaulting external sponsors requires us to assess and monitor the payment trends for existing sponsors/donors.
- The physical security risk due to handling of cash. The use of external cash management companies as well as a focus on physical security within each environment mitigates this risk.
- The risk of fraud (internally and externally) and error. We rely on reviews and audits to identify high-risk areas. To mitigate this risk, the 'ears-to-the-ground' approach assists, and we fully investigate all claims of fraud using external forensic companies.

### *Strategic focus and targets*

The strategic objective of this Unit is to drive service excellence and to ensure effective and efficient business processes in order to deliver value to the internal customers, i.e. faculties and support divisions, research divisions and external customers, i.e. students, external bursary providers and other external stakeholders.

Student Finance strives to provide service excellence by ensuring that all clients are provided with a one-stop service on all campuses.

- Ensure continuous engagements with relevant stakeholders to strengthen partnerships.
- Develop, together with external collectors, an innovative way to ensure that the student debt that is nearing prescription period is activated.
- Develop a strategy for a continued unqualified audit reporting year on year.
- Increase the focus on strong credit control – sound controls to minimise the University risk, and effective AOD management.
- Enhance the global excellence and stature of UJ through the important role played by UJ employees. A sound performance management system tracks staff progress and identifies developmental areas.

### *Equity*

**Table 65: Staff profile**

| | Senior Director | Senior Manager | Manager | Permanent | One- Year Contract | Total | % |
|---|---|---|---|---|---|---|---|
| **Black** | 1 | 5 | 2 | 23 | 8 | 39 | 60% |
| **Coloured** | | | 2 | 3 | | 5 | 8% |
| **Indian** | | | | 2 | | 2 | 3% |
| **White** | | 2 | 2 | 15 | | 20 | 29% |

It is the Unit's strategy to acquire skills internally before searching for external candidates.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The Unit seeks to strengthen relationships with internal and external stakeholders. It is as important to form strategic partnership with faculties and other support divisions as with external partners.

Student Finance staff participate in Mandela Day and the University Staff Day on an annual basis. The Student Finance and Fundraising team took part in the 702 Walk the Talk event that was held in July 2019. These engagements all form part of staff and stakeholder engagement. The Unit seeks to create awareness among staff of the UJ values, honesty and integrity, which have a direct effect on the reputation of the institution.

## RESOURCE MANAGEMENT AND SUSTAINABILITY

Staff wellness and training are a fundamental component in the Revenue Administration Division. The Division ensures the safeguarding of the University resources by way of keeping asset registers per staff member, and enforcing UJ financial policies and procedures. All expenditure within the Division was incurred according to the budget control parameters.

## CONCLUSION AND WAY FORWARD

The Student Finance Unit has now finalised the business process review. The revised processes will improve customer experience and turnaround time, to resolve queries.

The Revenue Administration Division contributed substantially to the UJ fundraising initiatives that managed to raise R268 million in student bursaries and research initiatives. The Division takes pride in the success of fundraising and also in helping to shape the future of the African child.

The Division will accelerate partnerships with other donors to ensure that NSFAS students who have tuition fees in excess of the maximum cap set by NSFAS get funding to cover the shortfall.

**Lerato Riba (Ms)**
Executive Director: Financial Governance and Revenue

# UJ Trust

## OVERVIEW & CONTEXT

The University is the sole beneficiary of the UJ Trust. The UJ Trust annually allocates, funds to the University for specific, agreed strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since 2014, the Trust has distributed a total of R168 million to the University towards research development for centres, underprivileged student support and postgraduate bursaries as follows:

**Table 66: Distribution of funds**

| Category | 2018 | 2017 | 2016 | 2015 | 2014 |
|---|---|---|---|---|---|
| **Research Development for Centres, Innovation and Commercialisation** | R20m | R12.5m | R7.5m | R16m | R10m |
| **Underprivileged student support** | R15m | R10m | R15m | R12m | R15m |
| **Postgraduate bursaries** | R5m | R2.5m | R2.5m | R10m | R15m |
| **TOTAL** | **R40m** | **R25m** | **R25m** | **R38m** | **R40m** |

## 2019 FUNDS ALLOCATION

While the Trustees considered motivations for a disbursement of R25 million to UJ in 2019, the approval of this disbursement was put on hold, until the full constitution of the Board of Trustee is completed. This will be ratified at the May 2020 Board of Trustees meeting.

## FINANCIAL PERFORMANCE

The UJ Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and deposits), carefully selected under agreed mandates. These investments are made up of two balanced fund portfolios at Coronation and Investec with a total market value of R844 692 083 at end of 2019. This constitutes a market value growth of 11,7% compared to end of 2018. The book value of the investment has grown by 7,6% from R702 745 792 in 2018 to R755 878 101 in 2019.

The Board of Trustees approved a revised investment strategy for the UJ Trust, to be implemented in 2020.

## TRUSTEES

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees, and no more than one-third of the trustees may be members of the Council, employees or Senate of

the University. Three vacancies exist on the Board of Trustees to ensure compliance with these requirements. As a result, the Board of Trustees was not properly constituted.

The following Trustees represented the UJ Trust in 2019:

- Mr S Rossouw
- Dr ME Gama (Chairperson)
- Prof A Dempsey
- Adv S Khumalo
- Prof LG Mpedi
- Prof PH O'Brien

**Nolwazi Mamorare (Ms)**
Chief Financial Officer

# Resolution Circle

## INTRODUCTION

Resolution Circle is 100% owned by the University of Johannesburg and offers skills training mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). Resolution Circle's mission is to provide practical and hands-on skills training to Engineering students, supported through industry partnerships and using certain maintenance and production services as vehicles. Our vision is to be(come) the recognised market leader in South Africa for technical training.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. More often than not, theory is very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 70 professional employees recruited from industry. The 300-seat workshop with industry grade equipment provides training under supervision of experienced artisans. Students are divided into groups of 15 to 20, and each group is allocated to a specific key trade area. Each trade is supervised by a dedicated artisan/instructor supported by training assistants (who themselves are in the process of registering as Engineering technicians and technologists).

Our main focus for the past six years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from Universities of Technology, including CUT, DUT, MUT, TUT, VUT and UJ, Unisa, and WSU. More than 2 100 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities. In 2019, we enrolled 230 P1 and 96 P2 Engineering Diploma students from UJ and various other Universities of Technology.

As proposed in the 2018 Annual Report, Resolution Circle has started diversifying away from a purely MERSETA-driven training model, based on University of Technology Engineering diploma students only. During 2019, Resolution Circle was successful in securing funding from four other SETAs to accommodate not only University of Technology Engineering diploma students, but also apprenticeships, candidacies (post qualification), and short learning programmes (SLP) and the TVET National Accredited Technical Education Diploma (NATED) work-

integrated learning programme. We are in discussion with three more SETAs, but we have not been able to secure funding from them yet.

We applied for accreditation at QCTO in various trades like Boilermaking, CNC Machining, Electrical, Mechanical Fitting, Turning, Plumbing and Welding. We were accredited for Mechanical Fitting in 2019, with more to follow in 2020.

We were officially recognised by the Engineering Council of South Africa to conduct candidacy programmes. We launched our candidacy programme, sponsored by TETA, and started with our first 20 candidates who will register as either technicians or technologists at the Engineering Council of South Africa.

We have signed MOUs with seven TVETs: six based in Gauteng, Central Johannesburg College (CJC), Ekurhuleni East (EEC) and West (EWC), Sedibeng, Southwest Gauteng (SWC), Tshwane Southwestern, and with one in Mpumalanga, Gert Sibande. We have trained over 300 students from TVETs in Gauteng.

We are close to signing MOUs with Flavius Mareka (OFS), Orbit (NW) and Tshwane North (GP). We are engaging with Buffalo City (EC), Capricorn (LP) and Northlink (WC) in order to expand our geographic footprint.

We assisted DHET and the SETAs with the contestant in the CNC Turning category at the 45th World Skills Competition in Kazan, Russia.

## OTHER ACTIVITIES

For the past five years, we have been involved in retraining technical high school teachers for the Gauteng, North-West and Limpopo Departments of Education, with specific focus on Boilermaking, Electrical, Electronics, and Fitting and Turning.

We completed the first year of a five-year programme for a four-week skills development programme for unskilled matriculated learners for the Gauteng Department of Infrastructure Development (GDID). The specific training tracks are Automation, Bricklaying, Boilermaking, Carpentry, Electronics, Electrical, Fitting and Turning, and Plumbing.

We offer short learning programmes (SLP) in Fibre Optics, Programmable Logic Controllers and Solar Photo Voltaic (PV) Design and Installation. These courses are credit bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. New courses, Additive Manufacturing, Computer Numerically Controlled (CNC) Machining, Internet of Things and Robotics, tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

We support and manage UJ's maintenance programme on two of UJ's campuses. The maintenance tracks, which are managed, staffed, and supported by Resolution Circle, are Electrical, Carpentry and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and training within this programme are invaluable in skills development. We closed 2 829 job tickets during 2019.

## FINANCIAL PERFORMANCE

We achieved a surplus R6.98 million for the year under review against a breakeven budget, which is the first time the entity has realised a surplus. This is a direct result of the effort put into increasing revenues, while keeping the costs at a minimum. Revenue generated in 2019 was R61 million, significantly higher than R40 million generated in 2018. Our total expenses, which include distribution and other operating expenses, amounted to R54 million for the year (2018: R47 million), while interest income for the year was also higher than the previous year as a result of improved liquidity. While our total liquidity position remains a concern, discussions with the shareholders are under way to explore opportunities for the restructuring of our balance sheet.

## FUTURE

### *At NQF Level 6 or above*

To facilitate the technical component of WIL for TVET lecturers to obtain a qualification as lecturer. TVET lecturer training might initially also occur at NQF Levels 4 and 5.

There is a particularly high need to upskill the TVET lecturers. Our focus will be on the practical and WIL components of this upskilling process, and specifically on those relating to knowledge of and mastering the technical skills in the workshop. We are working closely with the Faculty of Education regarding the technical WIL component in a new qualification at NQF Level 7 that is being developed. In the meantime, we will also work closely with private training providers who are offering training to lecturers at NQF Levels 4, 5 and 6, where again we will focus on the practical (WIL) component.

At NQF Level 5, we have the opportunity to train already qualified artisans to become master artisans. This is in conjunction with the Johannesburg Business School, to not only train them on technical aspects, but on business management aspects too.

### *Below NQF Level 6*

For TVET students to obtain their national diplomas (NQF Level 5) by having completed their N6 certificates and following our WIL programme; or to qualify as artisans (NQF Level 4) or artisanal aides (assistants) (NQF Level 2) in their respective trades.

### *At NQF Level 1*

There are many funded programmes (non-accredited or non-credit bearing) to facilitate training of technical skills that are not necessarily connected to trade theory at TVETs. We have effectively trained the EPWP trainees at this level. Future cohorts will probably be trained at NQF Level 2.

### *Further opportunities*

We have also encountered opportunities to take over the management of other artisanal training centres. The most immediate ones (public and private sector) are based in Ekurhuleni and Rosslyn.

All of the above cover the traditional trades; we can also expand in developing and training the technical skills required for the Fourth Industrial Revolution (4IR). This can be at all the levels mentioned above. The focus on already qualified artisans and technicians is to upskill or reskill them. This presents a great opportunity and a way to differentiate ourselves from traditional artisanal training centres.

**Saurabh Sinha (Prof)**
Deputy Vice-Chancellor: Research and Internationalisation

# B-BBEE Compliance

## PREFERENTIAL PROCUREMENT REPORT AS AT 31 DECEMBER 2019

The B-BBEE rating of the University of Johannesburg for the year ended 31 December 2019 remains at Level 5.

The University achieved 80% BEE Procurement Recognition Level and is an empowering supplier.

The cumulative scorecard is as follows:

| Element | Weighted Points | UJ Points 2016 | UJ Points 2017 | UJ Points 2018 | UJ Points 2019 |
|---|---|---|---|---|---|
| **Management Control** | 20 | 11.67 | 13.45 | 13.43 | 13.46 |
| **Skills Development** | 30 | 26 | 19.69 | 10.14 | 12.29 |
| **Enterprise and Supplier Development** | 54 | 27.99 | 28.4 | 46.69 | 45.49 |
| **Socio Economic Development** | 5 | 5 | 5 | 5 | 5 |
| **Total Points** | **109** | **70.66** | **66.54** | **75.26** | **76.2** |
| **B-BBEE Level** | | **7** | **8** | **5** | **5** |

Assessment of the elements:

1. **Management Control**
   For the period under review, the University scored 13.46. Accelerated intervention programmes have to be implemented to ensure achievement of targets.

2. **Skills Development**
   12.29 points were achieved for Skills Development. The points scored enabled achievement of the minimum 40% of the target set out in the skills development element.

   Interventions are underway to ensure that the limitations met with this element are achieved.
   - no points were scored for spending on Learning Programmes for black employees with disabilities; and
   - no bonus points were scored for number of black people absorbed by the University at the end of the Learnerships.

3. **Enterprise and Supplier Development**
   The University had to achieve a minimum of 40% on each of the targets set out in the three of the sub-elements of the enterprise and supplier development, these are:
   - Preferential Procurement;
   - Supplier Development; and

– Enterprise Development

For the period under review 45.49 points were achieved for Enterprise and Supplier Development. The points enabled an achievement of the minimum 40% of the target as set out in the three sub-elements.

Partnering with the right supplier was critical to ensure that UJ spending is made with contributing suppliers. For the year ended, the University B-BBEE spend is R1 211 213 358.72. The Qualifying Small Enterprises (QSE's) spend was R 273 812 588.97 and that for Exempted Micro Enterprises (EMEs) R 263 930 305.27.

R474 730 162.02 was spend with suppliers where Black Ownership is at least 51%. The verification outcome shows UJ achieved 29.95% (target 40%) of total B-BBEE spend.

R320 838 365.33 was spend with suppliers with more than 30% Black Women Owned. The verification outcome shows UJ achieved 13.56% (target 12%) of the total B-BBEE spend.

The Supplier Enrichment Programme is the main attributor to the development, mentoring and graduation of emerging suppliers. The programme enabled achievement of the bonus points.

4. **Socio Economic Development**

Full points (5) have been achieved for Socio Economic Development.

**Nolwazi Mamorare (Ms)**
Chief Financial Officer

Honeycomb BEE Ratings

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# BROAD-BASED BEE VERIFICATION CERTIFICATE

*We Certify that*

***The University of Johannesburg***

***Company Address**: Cnr Kingsway and University Road, Auckland Park, 2092,*
***Registration Number**: N/A, **VAT Number:** 4900127681.*

*Has been audited for compliance with the B-BBEE Act No. 53 of 2003 and the Codes of Good Practice Gazette No. 38766 of May 2015 and has achieved the following:*

**BEE RATING**

***Level Five (5) Contributor***

*(Generic - Specialised Scorecard)*

**BEE PROCUREMENT RECOGNITION LEVEL**

***80%***

| Element | Score | Analysis | Results |
|---|---|---|---|
| Ownership | N/A | Black Ownership | 0.00% |
| Management Control | 13.46 | Black Woman Ownership | 0.00% |
| Skills Development | 12.29 | Black Designated Group Supplier | No |
| Enterprise & Supplier Development | 45.49 | Modified Flow Through Principle Applied | No |
| Socio-Economic Development | 5.00 | Financial Period: Start Date | 01 January 2019 |
| **Total** | **76.24** | Financial Period: End Date | 31 December 2019 |
| Empowering Supplier | Yes | Certificate Number | HR/GEN/2064/20 |
| Discounting Applied | No | Version Number | 1.0 |
| Y.E.S. Initiative Implemented | No | Issue Date | 12 August 2020 |
| Number of Levels Promoted | N/A | Expiry Date | 11 August 2021 |
| Verification Analyst | C. Penny | Revision Date | N/A |

Verification Manager
Zunaid Vallee
Honeycomb BEE Ratings

Date: ***12 August 2020***

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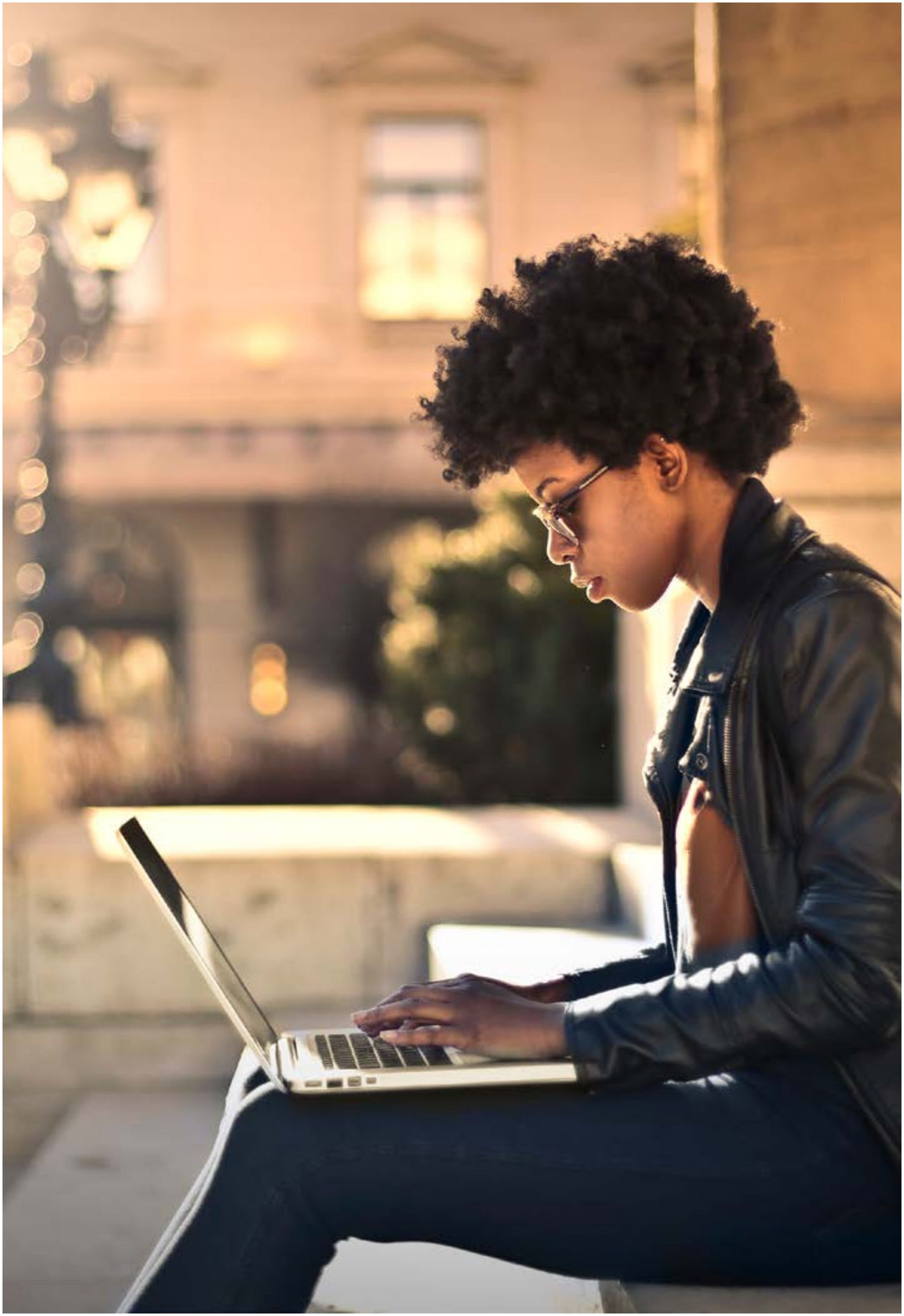
Honeycomb BEE Ratings (Pty) Ltd Reg No.: 2005/017737/07 • 27 14th Avenue • Northmead • Benoni • 1501
Tel: 0861 Honeycomb or (011) 880 1630 • e-mail: info@honeycomb-bee.co.za • www.honeycomb-bee.co.za



# Chairperson of Council Finance Committee Report

## OVERVIEW

UJ achieved positive operating results during the year under review, despite a tough economic environment. Strict budgetary controls, pressures from inadequate student funding, uncertainty around tuition fees, rising salary costs driven by scarcity and high demand for qualified academic and professional staff, rising utility costs, and the socioeconomic circumstances of the University's students were some of the factors impacting on the financial results for the year.

The financial principles adopted by UJ clearly state that the University will at all times endeavour to ensure a match between recurring expenses and recurring income, and this assisted in managing the finances during these 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 interventions 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, discussions between the budget owners and the University Planning and Resourcing Committee deal 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 Management Executive Committee (MEC) for consideration. On recommendation by the MEC, the Financial Sustainability Committee of Council (FSCC) 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 Strategic Plan 2025, 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.

Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the FSCC, 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. Our risk management and internal audit strategies and processes have been heightened to prevent breach and failures in our internal control and governance processes.

We have established Management and Council committees to strengthen oversight over our investment in commercial projects and entities. Our governance framework ensures increased transparency and accountability in this area and creates opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead role in this area to continue to excel in innovation.

The 2019 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training reporting requirements. Management accounts show an operating surplus of R595 million against a projected operating surplus of R10 million. The income generated during the year exceeded our budget by 12% (budget: R4.002 billion vs actual R4.499 billion). This is largely due to the higher than expected government subsidy income resulting from unit value increases implemented by the Department of Higher Education and Training (DHET) for teaching input and output subsidies; the higher than budgeted research output units; as well as the higher than budgeted investment income resulting from improved investment strategies.

While we had hoped to implement a fee increase of 7% in 2019, the Minister of Higher Education and Training recommended that all universities cap tuition fees for 2019 at 5,3% and residence fees at 7,3%. This translated into a decrease of R50 million from our budgeted fee increase. The lost revenue in this regard has been compensated through the higher than budgeted subsidy income as explained above. DHET continued to provide the gap grant funding for qualifying students in the year under review, with this grant now included in subsidy income. This amount was applied towards reducing the 2019 student debt for the qualifying students.

The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. We still await the Minister's announcement in this regard.

The number of our students funded by NSFAS increased significantly during the year, resulting in alleviation of the cash flow pressures often created by the low collection on student debt.

Despite the above interventions from the state, we still have a significant number of students who struggle to settle their fees. In response to this, and as in past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 3 945 students who would otherwise not have been able to study in 2019. This amount was further complemented by funds raised through institutional fundraising. Despite the tough economic climate, the University still raised an astounding R268 million (2018: R197 million), with a marked increase in funds generated from corporate South Africa and internationally.

Collecting student debt on time remains a challenge, with students tending to postpone the settlement of outstanding debt until registration for the next year. Our outstanding student debt remains a concern at R304 million (2018: R309 million). However, in line with its strategy, the University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

Our expenses for the year were at 98% of budget (budget: R3.992 billion vs actual R3.904 billion). A large component of the saving is from vacant positions not filled during the year.

With remuneration costs accounting for 65% of the operating budget, reforms were introduced to manage the costs and balance the academic to support staff ratio, without compromising our ability to fulfil the University strategy. These reforms include a moratorium on filling of vacant positions within support divisions and a review of staff benefits and rewards.

We have also put a significant amount of effort in ensuring our procurement practices are aligned to best practice, to ensure that our sourcing strategy accurately addresses UJ's context, reduces our costs and contributes towards improving our BBBEE scorecard. These include a proactive procurement approach underpinned by proper needs analysis, streamlined sourcing within the University and introduction of key strategic contracts to maximise value for money and economies of scale.

The comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary entities are a surplus of R709 million (2018: R25 million). This is after accounting for income from investments, including fair value adjustments on financial assets at fair value through profit or loss, and actuarial gains and losses on post-retirement benefits. The growth is largely as a result of the positive performance of equity markets in the last quarter of 2019.

Our financial position remains strong with consolidated net assets of R6.4 billion (2018: R5.9 billion). The amount spent during the year on infrastructure developments is R230 million.

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council controlled reserves at year end amount to R1.650 billion (2018: R1.344 billion), which represents 76% of annual permanent remuneration. The growth in Council controlled reserves is earmarked for infrastructure expansion and GES 4.0 catalytic interventions, to the extent that the level of these funds does not go below 50% of annual permanent remuneration. Our liquidity position also remains strong with the ratio of our current assets to current liabilities at 1:4 up from 1:1 in 2018.

Our focus is continued vigilance on good governance to enable the University to remain financially sustainable, re-establish its commercialisation activities and thereby generate much needed third-stream income. The post year-end uncertainties created by the COVID-19 pandemic and the downgrade of the SA Government credit rating pose a significant risk to our financial sustainability. While our outlook remains positive, we are revising our five-year financial plan to take into consideration all these unprecedented risks. We are convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2020 and beyond.

**Kone Gugushe (Ms)**
Chairperson: Financial Sustainability Committee of Council

# Consolidated and Separate Annual Financial Statements

## FOR THE YEAR ENDED 31 DECEMBER 2019

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# Statement of Responsibility of the Members of Council

## FOR THE YEAR ENDED 31 DECEMBER 2019

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

The consolidated and separate financial statements presented on pages 470 to 547 of this Annual Report for 2019 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, 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 consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate 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 consolidated and separate annual financial statements.

The consolidated and separate annual 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.

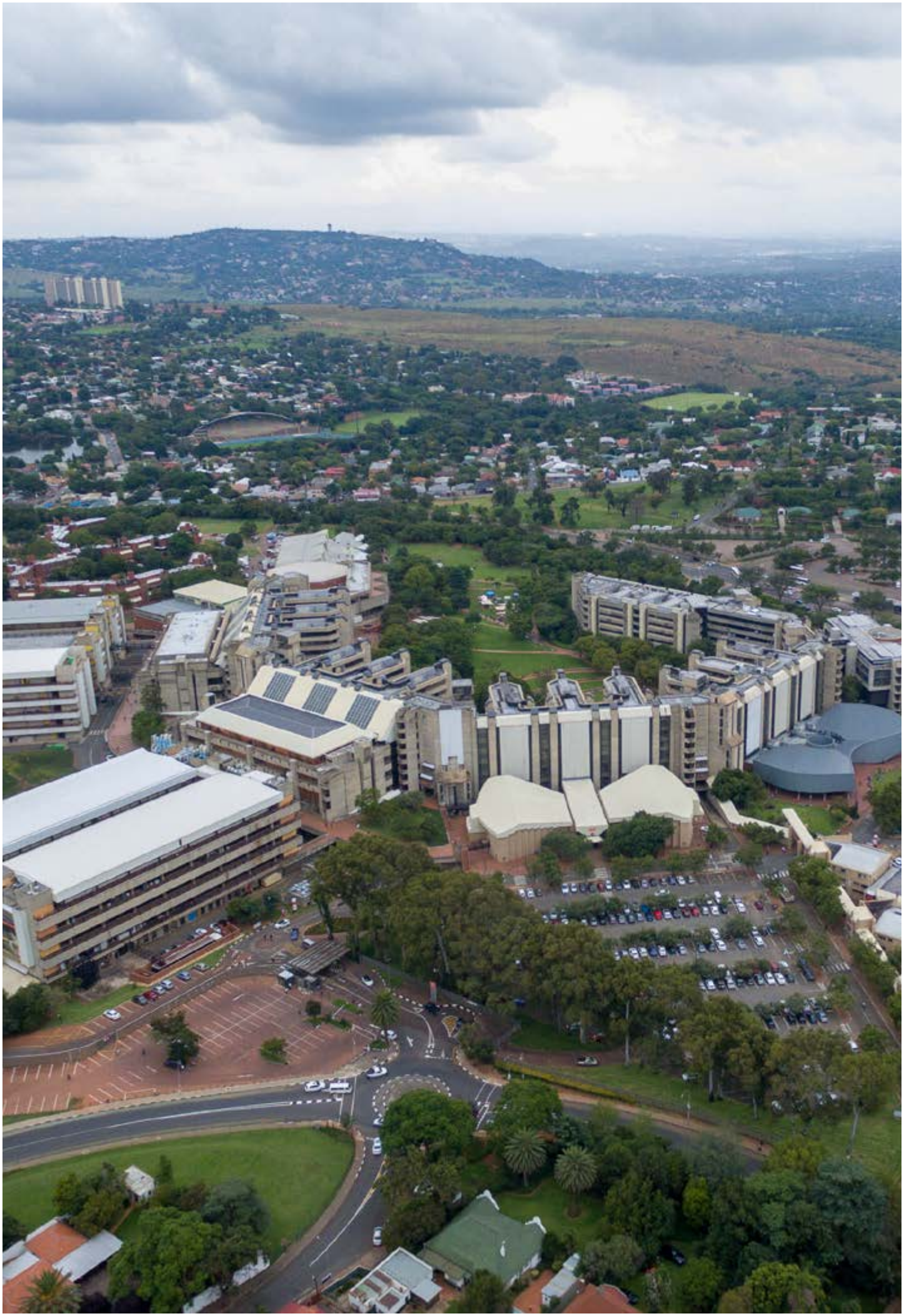
***APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS***

The consolidated and separate financial statements presented on pages 470 to 547 of this Annual Report were approved by the Council on 11 June 2020 and signed on its behalf by:

**MS Teke**
Chair of Council

**T Marwala (Prof)**
Vice-Chancellor and Principal

**N Mamorare**
Chief Financial Officer



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## REPORT OF THE INDEPENDENT AUDITORS TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

## REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

### Opinion

We have audited the consolidated and separate annual financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 470 to 547 , which comprise the consolidated and separate statement of financial position as at 31 December 2019 and the consolidated and separate statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate annual financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of Johannesburg as at 31 December 2019, and its 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, 1997 (Act no. 101 of 1997) (HEA).

### Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate annual financial statements section of our report.

We are independent of the group in accordance with section 290 and 291 of the Independent Regulatory Board for Auditors' Code of professional conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively.

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

### Responsibilities of Council for the annual financial statements

The council is responsible for the preparation and fair presentation of the consolidated and separate annual financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act and for such internal control as the council determines is necessary to enable the preparation of consolidated and separate annual financial statements that are free from material misstatement, whether due to fraud or error.

*PricewaterhouseCoopers Inc., 4 Lisbon Lane, Waterfall City, Jukskei View, 2090*
*Private Bag X36, Sunninghill, 2157, South Africa*
*T: +27 (0) 11 797 4000, F: +27 (0) 11 209 5800, www.pwc.co.za*

Chief Executive Officer: L S Machaba
The Company's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukskei View, where a list of directors' names is available for inspection.
Reg. no. 1998/012055/21, VAT reg.no. 4950174682.

In preparing the consolidated and separate annual financial statements, the council is responsible for assessing the University of Johannesburg 's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the consolidated and separate annual financial statements**

Our objectives are to obtain reasonable assurance about whether the consolidated and separate annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate annual financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

**REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT**

**Introduction and scope**

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the University. We have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2019:

| Strategic Objectives | Pages in the annual performance report |
|---|---|
| Strategic Objective 1: Excellence in Research and Innovation<br>- Total number of accredited research output units (n-1)<br>- Academic staff with doctorate | 73 |

| Strategic Objectives | Pages in the annual performance report |
|---|---|
| Strategic Objective 2: Excellence in Teaching and Learning<br>- Total headcount enrolment<br>- First-time entering undergraduates<br>- UG: Degrees<br>- Degree credit success rates (n-1)<br>- Total graduation rate and output (n-1)<br>- UG graduation rate and output (n-1)<br>- PG Output | 75 |
| Strategic Objective 6: Fitness for Global Excellence and Stature<br>- Balanced annual budget and five-year financial plan | 76 |

We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for these objectives.

### Achievement of planned targets

Refer to the annual performance report on page(s) 72 to 76 for information on the achievement of planned targets for the year and explanations provided for the under/overachievement of a number of targets.

## REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

### Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the University with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify material findings on compliance with the specific matters in key legislation as set out in the general notice issued in terms of the PAA.

## OTHER INFORMATION

The council is responsible for the other information. The other information obtained at the date of this auditor's report comprises the information included in the document titled "University of Johannesburg Annual Report 2019". The other information does not include the consolidated and separate annual financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate annual financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard..

**INTERNAL CONTROL DEFICIENCIES**

We considered internal control relevant to our audit of the consolidated and separate annual financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.

**OTHER REPORTS**

We draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the University's annual financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the annual financial statements or our findings on the reported performance information or compliance with legislation.

**Audit-related services and special audits - Agreed-upon procedures**

Agreed-upon procedures on certificates were performed for grants, other funding and similar items. Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2019.

| Engagement name | Description of engagement | Period-end | Name of party performing the engagement | Status | Expected date of issuing report |
|---|---|---|---|---|---|
| Financial data of DHET | Verification of financial data from the annual financial statements. | 31/12/2019 | PwC | Completed | 7 July 2020 |
| Research Articles | Verification of research journals. | 31/12/2019 | PwC | Completed | 29 June 2020 |
| HEMIS | Verification of various information relating to the HEMIS submission to DHET. | 31/12/2019 | PwC | In progress. Not yet due. | July 2020 |
| NRF | Verification procedures performed over the grant received from National Research Foundation and its correct utilization. | 31/12/2019 | SizweNtsaluba Gobodo Grant Thornton | Completed | 06/03/2020 |
| Confucius Institute | Verification procedures performed over the grant received from the Institute and its correct utilization. | 31/12/2019 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | 29/07/2020 |
| OSISA Grant | Verification procedures performed over the grant received from the Institute and its correct utilization. | 31/3/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |

| | | | | | |
|---|---|---|---|---|---|
| UIQAF grant | Verification procedures performed over the grant received from the DHET and its correct utilization. | 31/3/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |
| Health Science Clinical Enrolment | Verification procedures performed over the grant received and its correct utilization. | 31/12/2019 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | 29/7/2020 |
| DHET Infrastructure Audit | Verification procedures performed over the grant received from DHET and its correct utilization. | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |
| NGap | Verification procedures performed over the grant received from DHET relating to New Generation of Academics Programme and its correct utilization. | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |
| Foundation provision grant | Verification procedures performed over the grant received from DHET and its correct utilization. | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |
| Centre for competition Regulation and economic development (CCRED) | Verification procedures performed over the grant received from DTI and its | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | Completed | 24/04/2020 |

| | | | | | |
|---|---|---|---|---|---|
| | correct utilization. | | | | |
| Teaching Development Collaboration Grant | Verification procedures performed over the grant received from DHET and its correct utilization. | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | Completed | June 2020 |
| Health Science Clinical Grant | Verification procedures performed over the grant received and its correct utilization. | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | Completed | June 2020 |
| TIA (Technology Innovation Agency) | Verification procedures performed over the grant received from the Technology Innovation Agency and its correct utilization | 31/03/2020 | SizweNtsaluba Gobodo Grant Thornton | In progress. Not yet due. | July 2020 |
| University Capacity Development Programme (UCDP) | Verification procedures performed over the grants received from DHET and its correct utilization | 31/12/2019 | SizweNtsaluba Gobodo Grant Thornton | Completed | 28/2/2020 |

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.
Director: R. Ramdhany
Registered Auditor
Johannesburg
7 July 2020

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## Annexure – Auditors' responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate annual financial statements, and the procedures performed on reported performance information for selected objectives and on the University's compliance with respect to the selected subject matters.

### Annual Financial statements

2. In addition to our responsibility for the audit of the consolidated and separate annual financial statements as described in this auditor's report, we also:

    - identify and assess the risks of material misstatement of the consolidated and separate annual financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
    - obtain an understanding of internal control relevant to the audit 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 University's internal control.
    - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
    - conclude on the appropriateness of the council's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Johannesburg and its subsidiaries ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause a University to cease to continue as a going concern.
    - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
    - obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

### Communication with those charged with governance

3. We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

4. We also confirm to the council that we have complied with relevant ethical requirements regarding independence and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and where applicable, related safeguards.

## Statements of Financial Position

| Figures in R `000 | Notes | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|---|
| **Assets** | | | | | |
| **Non-current assets** | | | | | |
| Property, plant and equipment | 6 | 2,520,466 | 2,373,280 | 2,383,634 | 2,240,782 |
| Intangible assets | 7 | 12,484 | 14,428 | 12,481 | 10,152 |
| Investments in subsidiaries, joint ventures and associates | 8 | 19,621 | 24,511 | 104,001 | 118,981 |
| Financial assets at fair value through profit or loss | 11 | 3,831,353 | 3,468,682 | 2,986,661 | 2,712,724 |
| Long term employee benefits | 17 | 64,321 | 62,182 | 64,321 | 62,182 |
| **Total non-current assets** | | **6,448,245** | **5,943,083** | **5,551,098** | **5,144,821** |
| **Current assets** | | | | | |
| Inventories | 9 | 4,441 | 4,648 | 4,441 | 4,648 |
| Trade and other receivables | 10 | 398,666 | 466,379 | 394,837 | 448,710 |
| - Student fees | | 169,993 | 248,358 | 165,802 | 243,892 |
| - Other receivables | | 228,673 | 218,021 | 229,035 | 204,818 |
| Cash and cash equivalents | 12 | 1,531,626 | 1,291,899 | 1,513,519 | 1,254,702 |
| **Total current assets** | | **1,934,733** | **1,762,926** | **1,912,797** | **1,708,060** |
| **Total assets** | | **8,382,978** | **7,706,009** | **7,463,895** | **6,852,881** |
| **Equity and liabilities** | | | | | |
| **Equity** | | | | | |
| **Non-distributable reserves** | | **2,530,668** | **2,377,066** | **2,393,834** | **2,248,023** |
| Funds invested in property, plant and equipment | | 2,530,668 | 2,377,066 | 2,393,834 | 2,248,023 |
| **Reserve funds** | | **3,900,889** | **3,307,239** | **3,118,047** | **2,607,450** |
| *Restricted use funds* | | *1,266,015* | *1,003,743* | *556,460* | *535,705* |
| Student residences funds | | 145,400 | 124,804 | 145,399 | 124,803 |
| Trust/donor/bursary funds | | 1,120,615 | 878,939 | 411,061 | 410,902 |
| *Unrestricted use funds* | | *2,634,874* | *2,303,496* | *2,561,587* | *2,071,745* |
| Designated/committed funds | | 911,253 | 727,409 | 911,253 | 727,409 |
| Undesignated funds | | 1,723,620 | 1,576,087 | 1,650,333 | 1,344,336 |
| **Total equity** | | **6,431,557** | **5,684,305** | **5,511,881** | **4,855,473** |
| **Liabilities** | | | | | |
| **Non-current liabilities** | | | | | |
| Trade and other payables | 13 | 63,626 | 49,872 | 63,626 | 49,872 |
| Borrowings | 15 | 1,673 | 2,283 | 1,673 | 2,283 |
| Deferred income | 16 | 274,275 | 113,492 | 274,275 | 113,492 |
| Long term employee benefit obligation | 17 | 245,118 | 266,891 | 245,118 | 266,891 |
| **Total non-current liabilities** | | **584,692** | **432,538** | **584,692** | **432,538** |

## Statements of Financial Position

| Figures in R `000 | Notes | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|---|
| **Current liabilities** | | | | | |
| Trade and other payables | 13 | 1,092,174 | 1,192,760 | 1,098,023 | 1,182,294 |
| Student deposits and accounts in credit | 14 | 178,782 | 227,005 | 173,526 | 220,901 |
| Borrowings | 15 | 610 | 8,354 | 610 | 628 |
| Deferred income | 16 | 95,163 | 161,047 | 95,163 | 161,047 |
| **Total current liabilities** | | **1,366,729** | **1,589,166** | **1,367,322** | **1,564,870** |
| **Total liabilities** | | **1,951,421** | **2,021,704** | **1,952,014** | **1,997,408** |
| **Total equity and liabilities** | | **8,382,978** | **7,706,009** | **7,463,895** | **6,852,881** |

## Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|---|
| **Revenue** | | **4,602,298** | **4,005,985** | **4,593,294** | **3,992,775** |
| State appropriations - subsidies and grants | 18 | 2,447,941 | 1,945,660 | 2,447,941 | 1,945,660 |
| Tuition and other fee income | 19 | 1,958,361 | 1,850,296 | 1,948,794 | 1,837,086 |
| Research income | | 195,996 | 210,029 | 196,559 | 210,029 |
| Other operating income | 20 | 358,253 | 394,762 | 339,695 | 390,336 |
| **Operating income** | | **4,960,551** | **4,400,747** | **4,932,989** | **4,383,111** |
| Personnel costs | 21 | (2,789,945) | (2,548,762) | (2,753,685) | (2,509,025) |
| Depreciation | 6 | (104,725) | (104,811) | (114,070) | (101,313) |
| Amortisation | 7 | (3,559) | (7,415) | (3,529) | (7,372) |
| Bursaries awarded | 22 | (479,423) | (440,915) | (479,423) | (440,915) |
| Other expenses | 23 | (1,388,313) | (1,330,568) | (1,384,163) | (1,351,109) |
| **Operating surplus/(deficit)** | | **194,586** | **(31,724)** | **198,119** | **(26,623)** |
| Impairment (losses) | 24 | (150) | (15) | (150) | (14,841) |
| Finance income | 25 | 36,055 | 27,623 | 34,214 | 26,021 |
| Finance costs | 26 | (4,986) | (6,199) | (5,038) | (4,655) |
| Income from investments | 27 | 268,861 | 242,581 | 234,870 | 208,792 |
| Investments fair value gains/(losses) | 28 | 214,568 | (206,731) | 156,075 | (148,372) |
| **Surplus for the year** | | **708,934** | **25,535** | **618,090** | **40,322** |
| ***Items that will not be subsequently reclassified to profit or loss*** | | | | | |
| Actuarial gains on defined benefit plans | | 38,318 | 12,503 | 38,318 | 12,503 |
| **Total comprehensive income** | | **747,252** | **38,038** | **656,408** | **52,825** |
| **Surplus for the year attributable to:** | | | | | |
| - University | | 708,934 | 25,535 | 618,090 | 40,322 |
| | | **708,934** | **25,535** | **618,090** | **40,322** |
| **Comprehensive income attributable to:** | | | | | |
| - University | | 747,252 | 38,038 | 656,408 | 52,825 |
| | | **747,252** | **38,038** | **656,408** | **52,825** |

## Statements of Changes in Equity - Consolidated

| Figures in R `000 | Undesignated Funds | Designated / Committed Funds | Total Unrestricted use funds | Trust / Donor / Bursaries Funds | Student Residence Funds | Total Restricted use funds | Non-controlling interest | Non-Current Investment Revaluation | Funds invested in Property, Plant and Equipment | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|
| **Consolidated** | | | | | | | | | | |
| **Balance as at 01 January 2019** | 1,576,087 | 727,409 | 2,303,496 | 878,939 | 124,804 | 1,003,743 | - | - | 2,377,066 | 5,684,305 |
| Surplus for the year | 570,396 | - | 570,396 | 111,791 | 26,747 | 138,538 | - | - | - | 708,934 |
| Actuarial gains and (losses) on defined benefit plans | 38,318 | - | 38,318 | - | - | - | - | - | - | 38,318 |
| **Total comprehensive income** | **608,714** | **-** | **608,714** | **111,791** | **26,747** | **138,538** | **-** | **-** | **-** | **747,252** |
| Movement in funds | (461,180) | 183,844 | (277,336) | 129,885 | (6,151) | 123,734 | - | - | 153,602 | - |
| **Balance as at 31 December 2019** | **1,723,620** | **911,253** | **2,634,874** | **1,120,615** | **145,400** | **1,266,015** | **-** | **-** | **2,530,668** | **6,431,557** |
| **Balance as at 01 January 2018** | 925,609 | 749,973 | 1,675,582 | 986,071 | 112,374 | 1,098,445 | 1 | 603,648 | 2,250,279 | 5,627,955 |
| Transfer due to change in accounting policy | 645,512 | - | 645,512 | - | - | - | - | (603,648) | - | 41,864 |
| Surplus for the year | 66,354 | - | 66,354 | (41,765) | 946 | (40,819) | - | - | - | 25,535 |
| Actuarial gains and (losses) on defined benefit plans | 12,503 | - | 12,503 | - | - | - | - | - | - | 12,503 |
| **Total comprehensive income** | **724,369** | **-** | **724,369** | **(41,765)** | **946** | **(40,819)** | **-** | **(603,648)** | **-** | **79,902** |
| Movement in funds | (73,891) | (22,564) | (96,455) | (65,367) | 11,484 | (53,883) | (1) | - | 126,787 | (23,552) |
| **Balance as at 31 December 2018** | **1,576,087** | **727,409** | **2,303,496** | **878,939** | **124,804** | **1,003,743** | **-** | **-** | **2,377,066** | **5,684,305** |

## Statements of Changes in Equity - University

| Figures in R `000 | Undesignated Funds | Designated / Committed Funds | Total Unrestricted use funds | Trust / Donor / Bursaries Funds | Student Residence Funds | Total Restricted use funds | Non-Current Investment Revaluation | Funds invested in Property, Plant and Equipment | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| **University** | | | | | | | | | |
| **Balance as at 01 January 2019** | 1,344,336 | 727,409 | 2,071,745 | 410,902 | 124,803 | 535,705 | - | 2,248,023 | 4,855,473 |
| Surplus for the year | 568,276 | - | 568,276 | 17,003 | 32,811 | 49,814 | - | - | 618,090 |
| Actuarial gains and (losses) on defined benefit plans | 38,318 | - | 38,318 | - | - | - | - | - | 38,318 |
| **Total comprehensive income** | **606,594** | **-** | **606,594** | **17,003** | **32,811** | **49,814** | **-** | **-** | **656,408** |
| Movement in funds | (300,596) | 183,844 | (116,752) | (16,844) | (12,215) | (29,059) | - | 145,811 | - |
| **Balance as at 31 December 2019** | **1,650,333** | **911,253** | **2,561,587** | **411,061** | **145,399** | **556,460** | **-** | **2,393,834** | **5,511,881** |
| **Balance as at 01 January 2018** | 873,320 | 749,973 | 1,623,293 | 431,410 | 112,373 | 543,783 | 431,390 | 2,162,318 | 4,760,784 |
| Transfer due to change in accounting policy | 473,254 | | 473,254 | | | - | (431,390) | | 41,864 |
| Surplus for the year | 50,382 | - | 50,382 | (12,154) | 2,094 | (10,060) | - | - | 40,322 |
| Actuarial gains and (losses) on defined benefit plans | 12,503 | - | 12,503 | - | - | - | - | - | 12,503 |
| **Total comprehensive income** | **536,139** | **-** | **536,139** | **(12,154)** | **2,094** | **(10,060)** | **(431,390)** | **-** | **94,689** |
| Movement in funds | (65,123) | (22,564) | (87,687) | (8,354) | 10,336 | 1,982 | - | 85,705 | - |
| **Balance as at 31 December 2018** | **1,344,336** | **727,409** | **2,071,745** | **410,902** | **124,803** | **535,705** | **-** | **2,248,023** | **4,855,473** |

Notes:

1. "Unrestricted Use" funds available as referred to in note 3.
2. "Restricted Use" funds available as referred to in note 3.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

## Statements of Cash Flows

| Figures in R `000 | Notes | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|---|
| **Net cash flows from operations** | 31 | **301,581** | **708,204** | **318,219** | **703,078** |
| Interest paid | 26 | (4,986) | (6,199) | (5,038) | (4,655) |
| Interest received | 25 | 36,055 | 27,623 | 34,214 | 26,021 |
| **Net cash flows from operating activities** | | **332,650** | **729,628** | **347,395** | **724,444** |
| **Cash flows (used in) / from investing activities** | | | | | |
| (Increase)/Decrease in loans to related parties | 29 | 6,186 | (5,972) | 804 | (14,216) |
| Interest income | 27 | 217,896 | 185,037 | 201,724 | 168,890 |
| Dividends income | 27 | 50,965 | 57,544 | 33,146 | 39,902 |
| Proceeds from sales of property, plant and equipment | 31 | 1,005 | 1,685 | 1,005 | 1,591 |
| Purchase of property, plant and equipment | 6 | (232,497) | (236,230) | (257,428) | (190,519) |
| Proceeds/Purchases of intangible assets | 7 | (1,470) | 4,510 | (5,842) | (4,253) |
| Purchase of other financial assets | 11 | (2,457,483) | (1,501,995) | (2,001,764) | (1,268,544) |
| Proceeds from disposal of other financial assets | | 2,330,829 | 1,505,842 | 1,940,405 | 1,286,710 |
| **Cash flows (used in) / from investing activities** | | **(84,569)** | **10,421** | **(87,950)** | **19,561** |
| **Cash flows used in financing activities** | | | | | |
| Repayments of borrowings | 15 | (8,354) | (6,824) | (628) | (564) |
| **Cash flows used in financing activities** | | **(8,354)** | **(6,824)** | **(628)** | **(564)** |
| **Net increase in cash and cash equivalents** | | **239,727** | **733,226** | **258,817** | **743,442** |
| Cash and cash equivalents at beginning of the year | | 1,291,899 | 558,673 | 1,254,702 | 511,260 |
| **Cash and cash equivalents at end of the year** | **12** | **1,531,626** | **1,291,899** | **1,513,519** | **1,254,702** |

## Accounting Policies

### 1. General information

The consolidated and separate financial statements were authorised for issue by the Council on 11 June 2020.

The University of Johannesburg 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.

The university is incorporated as a University and domiciled in South Africa. The address of its registered office is Cnr University and Kingsway Roads, Auckland Park.

### 2. Basis of preparation and summary of significant 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. The financial statements are presented in South African Rand (thousands, except as disclosed in note 34 which is not in thousands).
The consolidated and separate 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 have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The preparation of financial statements in conformity with International Financial Reporting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 4.

**Going concern**
The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing for the foreseable future.

In light of the COVID-19 pandemic, several scenarios were modelled on potential impact on cash projections as well as financial sustainability. It is anticipated that the University will still be able to continue as a going concern for the foreseeable future. The worst case scenario would emanate in the instance of government diverting funds to areas directly affected by effects of the pandemic, e.g. Health and thus no longer make subsidy payments. This decision will have a direct impact on the cash position of the University however considered a remote possibility given that no pronouncements have been made as yet by government.

### 2.1 Consolidation

**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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

The group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re- measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss .

Inter- entity transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the group's accounting policies.

**Changes in ownership interests in subsidiaries without change of control**

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

**Disposal of subsidiaries**

When the group ceases to have control any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to surplus/deficit.

**Associates**

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The group's share of post-acquisition profit or loss is recognised in the statements of profit or loss and other comprehensive income, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

The group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit/(loss) of associates in the statements of profit or loss and other comprehensive income.

Profits and losses resulting from upstream and downstream transactions between the group and its associate are recognised in the group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are 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 group.

Dilution gains and losses arising in investments in associates are recognised in the statements of profit or loss and other comprehensive income.

### 2.2 Foreign currency translation

**Functional and presentation currencies**

Items included in the consolidated and separate 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 and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

**Transactions and balances**

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. 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 profit or loss.

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

### 2.3 Property, plant and equipment

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non- refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale, or the date that the asset is derecognised.

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:

| **Category** | **Years** |
|---|---|
| Buildings | 80 years |
| Building Lifts | 40 years |
| Air-conditioner plants | 20 years |
| Electric generators | 20 years |
| Air-conditioners | 15 years |
| Uninterrupted power supply | 15 years |
| Furniture and equipment (including gas boilers) | 10 to 14 years |
| Computer equipment | 7 years |
| Vehicles | 12 years |
| Network and mainframe computer equipment | 6 years |

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R10 000 (2018 : R15 000), any other assets are expensed in the year that they are acquired.

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 surplus/(losses).

**2.4 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, on the straight line basis.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

**Impairments**

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.

### 2.5 Financial Assets

From 1 January 2018, the University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

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) Trade and other receivables

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

They are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therfore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

b) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not soley payments of principle and interest. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios. The main objective of these portfolios is long term growth.

**Recognition and measurement**

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. Financial assets are subsequently carried at fair value through profit or loss. Changes in the fair value of financial assets at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable. 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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

The fair value of investments is based on quoted closing prices as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of other income when the University's right to receive payments is established.

**Impairment of financial assets**

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other 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 is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

**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.

### 2.6 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.

### 2.7 Trade and other payables

Trade payables are current 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.

### 2.8 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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

### 2.9 Tax

The University is exempt from income 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.

**Current tax assets and liabilities**

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

**Deferred tax assets and liabilities**

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neitheraccounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses and unused STC credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused STC credits can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

### 2.10 Leases

The University has applied IFRS16 for the first time for their annual reporting period commencing 1 January 2019.

The University had to change its accounting policies as a result of adopting IFRS 16. The group elected to adopt the new rules retrospectively but recognised the cumulative effect of initially applying the new standard on 1 January 2019. This is disclosed in note 35.

The University leases various buildings and vehicles. Rental contracts are typically made for fixed periods of 6 months to 4 years. Contracts may contain both lease and non-lease components. The University allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Until the 2018 financial year, leases of property, plant and equipment were classified as either finance leases or operating leases. From 1 January 2019, leases are recognised as a right-of-use asset (ROU) and a corresponding liability at the date at which the leased asset is available for use by the University.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable,
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date,
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date,
- the exercise price of a purchase option if the University is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the University exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the University, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability,
- any lease payments made at or before the commencement date less any lease incentives received,
- any initial direct costs, and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the University revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the University.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight- line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture, which has an individual asset cost below R100 000.

### 2.11 Provisions and contingencies

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.

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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the annual financial statements.

### 2.12 Revenue

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value- added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measureable until all contingencies relating to the activity have been resolved.

**Tuition and other fee income**

Revenue from tuition and other related fees and residence fees, is recognised over time. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

**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 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. Subsidies and grants are in the scope of IAS 20.

**Research income**

a) Research income in the scope of IAS 20

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.
Research income is recognised and accounted under IAS 20.

b) Research income in the scope of IFRS 15

Research income within the scope of IFRS 15 is recognised over time. The amount of research income in the scope of IFRS 15 is not material.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

**Donations**

Bursary and research donations are recognised on receipt of contract. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

**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 profit or loss and comprehensive income.

**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.

**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.

There are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or 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, the period in which they need to be spent or 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 of 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, is 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.

**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 profit or loss and comprehensive income over the period of the lease.

**Finance Income**

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

### 2.13 Employee obligations

**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 profit or loss and 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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

Past- service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past- service costs are amortised on a straight-line basis over the vesting period.

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

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

**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 profit or loss and 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.

**Long service awards**

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

**2.14 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 profit or loss and 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.

## Accounting Policies

***Basis of preparation and summary of significant accounting policies continued...***

**2.15 Borrowing costs**

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 profit or loss and comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

**2.16 Deferred Compensation**

Deferred compensation is a benefit to exceptional performers identified within the University. The main purpose was for the University to establish a mechanism to position itself to attract and retain talent on a more sustainable basis. The scheme is based on a 3 year withdrawal cycle where the identified employee is required to display consistent achievement, demonstrate exemplary leadership and should be going beyond the call of duty.

## Accounting Policies

### 3. Fund allocation

Equity is divided into the following categories:

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

**Utilised funds**

These are funds utilised for acquisitions of property, plant and equipment.

**Available funds**

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

- National Research Foundation and similar funds – restricted use
- Endowment funds – restricted use
- Bursaries and scholarship funds – restricted use
- Residences funds - restricted use
- Funds attributable to fair value adjustments

- Available funds, unrestricted use

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

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of "unrestricted funds". Under the grouping "Designated-use funds" a further category is used, namely "Committed funds", this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
  - Personal research funds
  - Departmental reserve funds
  - Departmental bursaries funds
  - Division reserve funds
  - Bursaries and scholarships
  - Maintenance of property, plant and equipment
  - Replacement of plant and equipment
  - Acquisition of library and art collections

## Accounting Policies

***Fund allocation continued...***

- Committed funds
  - Capital projects
  - Future pension fund shortfalls

b) Undesignated-use funds

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

**4. Critical accounting estimates and judgements**

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

**Critical accounting estimates and assumptions**

The group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed in note 33.

**5. Changes in accounting policies and disclosures**

**5.1 Standards and Interpretations effective and adopted in the current year**

During the year, the following amendments to IFRS became effective:

| | Effective date: Years beginning on or after | Expected impact |
|---|---|---|
| Amendments to IFRS 9 - 'Financial instruments' on prepayment features with negative compensation and modification of financial liabilities. - The narrow-scope amendment covers two issues:<br>- The amendments allow companies to measure particular repayable financial assets with so-called negative compensation at amortised cost or at fair value through other comprehensive income if a specified condition is met - instead of at fair value through profit or loss. It is likely to have the biggest impact on banks and other financial service entities.<br>- How to account for the modification of a financial liability. The amendment confirms that most such modifications will result in immediate recognition of a gain or loss. This is a change from common practice under IAS 39 today and will affect all kinds of entities that have a renegotiated borrowings. | 01 January 2019 | Not material |

## Accounting Policies

***Changes in accounting policies and disclosures continued...***

| | Effective date: Years beginning on or after | Expected impact |
|---|---|---|
| IFRS 16 - Leases - This standard replaces the current guidance in IAS 17 and is a far reaching change in accounting by lessees in particular. Under IAS 17, lessees were required to make a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet). IFRS16 now requires lessees to recognise a lease liability reflecting future lease payments and a 'right- of- use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short- term leases and leases of low- value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard. At the very least, the new accounting model for lessees is expected to impact negotiations between lessors and lessees. Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. IFRS 16 superseded IAS 17, 'Leases', IFRIC 4, 'Determining whether an Arrangement contains a Lease', SIC15, 'Operating Leases - Incentives' and SIC 27, 'Evaluating the Substance of Transaction Involving the Legal Form of a Lease'. | 01 January 2019 | Implemented from effective date (note 35) |
| Amendments to IAS 19, 'Employee Benefits' on plan amendment, curtailment or settlement. - These amendments require an entity to:<br>- Use updated assumptions to determine current service cost and net interest for the remainder of the period after a plan amendment, curtailment or settlement; and<br>- Recognise in profit and loss as part of past service cost, or gain or loss on settlement, any reduction in a surplus (recognised or unrecognised). This reflects the substance of the transaction, because a surplus that has been used to settle an obligation or provide additional benefits is recovered. The impact on the asset ceiling is recognised in other comprehensive income, and it is not reclassified to profit or loss The impact of the amendments is to confirm that these effects are not offset. | 01 January 2019 | Not material |

## Accounting Policies

***Changes in accounting policies and disclosures continued...***

| | Effective date: Years beginning on or after | Expected impact |
|---|---|---|
| Amendments to IAS 28, 'Investments in associates and joint ventures' - long- term interests in associates and joint ventures. The amendments clarified that companies account for long-term interests in an associate or joint venture, to which the equity method is not applied, using IFRS 9. The amendments are effective from 1 January 2019, with early application permitted. | 01 January 2019 | Not material |
| Annual improvements cycle 2015-2017. - These amendments include minor changes to:<br>- IFRS 3, 'Business combination' - a company remeasures its previously held interest in a joint operation when it obtains control of the business.<br>- IFRS 11,'Joint arrangements', - a company does not remeasure its previously held interest in a joint operation when it obtains joint control of the business.<br>- IAS 12,' Income taxes' - The amendment clarified that the income tax consequences of dividends on financial instruments classified as equity should be recognised according to where the past transactions or events that generated distributable profits were recognised.<br>- IAS 23,' Borrowing costs' - a company treats as part of general borrowings any borrowing originally made to develop an asset when the asset is ready for its intended use or sale. | 01 January 2019 | Not material |

## Accounting Policies

***Changes in accounting policies and disclosures continued...***

### 5.2 New standards and interpretations not yet adopted

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

| | Effective date: Years beginning on or after | Expected impact |
|---|---|---|
| Amendment to IAS 1, 'Presentation of financial statements' and IAS 8, 'Accounting policies, changes in accounting estimates and errors' on the definition of material. These amendments to IAS 1 and IAS 8 and consequential amendments to other IFRSs:<br>- use a consistent definition of materiality through IFRSs and the Conceptual Framework for Financial Reporting;<br>- clarify the explanation of the definition of material; and<br>- incorporate some of the guidance in IAS 1 about immaterial information.<br>The amended definition is: 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity. | 01 January 2020 | Management has performed a high level impact assessment and are not expecting any material changes |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

### 6. Property, plant and equipment

**Balances at year end and movements for the year**

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Reconciliation for the year ended 31 December 2019 - Consolidation** | | | | | | | | | | | | | |
| **Balance at 1 January 2019** | | | | | | | | | | | | | |
| At cost | 2,010,958 | 58,232 | - | 67,073 | 43,113 | - | 829,241 | 43,371 | 21,682 | 15,240 | 49,624 | 141,804 | **3,280,338** |
| Accumulated depreciation | (353,294) | (12,118) | - | (45,094) | (27,315) | - | (317,896) | (25,061) | (11,365) | (3,980) | (18,948) | (91,987) | **(907,058)** |
| **Net book value** | **1,657,664** | **46,114** | **-** | **21,979** | **15,798** | **-** | **511,345** | **18,310** | **10,317** | **11,260** | **30,676** | **49,817** | **2,373,280** |
| **Movements for the year ended 31 December 2019** | | | | | | | | | | | | | |
| Additions from acquisitions | 96,349 | - | 3,930 | 726 | 5,618 | 9,141 | 38,024 | 53,590 | 5,355 | - | 1,769 | 17,994 | **232,497** |
| Depreciation | (23,474) | (1,426) | (1,105) | (2,215) | (2,193) | (457) | (49,257) | (6,058) | (936) | (725) | (3,186) | (13,693) | **(104,725)** |
| Adjustments | 19,923 | - | - | - | - | - | - | | - | - | - | - | **19,923** |
| Disposals | - | - | - | (107) | (948) | - | (1,079) | (497) | (29) | - | (96) | (182) | **(2,938)** |
| Depreciation on disposals | - | - | - | 3 | 889 | - | 846 | 427 | 9 | - | 74 | 182 | **2,428** |
| **Property, plant and equipment at the end of the year** | **1,750,462** | **44,689** | **2,825** | **20,386** | **19,163** | **8,684** | **499,879** | **65,773** | **14,716** | **10,534** | **29,237** | **54,118** | **2,520,466** |
| **Closing balance at 31 December 2019** | | | | | | | | | | | | | |
| At cost | 2,107,302 | 58,233 | 3,930 | 67,692 | 47,784 | 9,141 | 866,094 | 96,230 | 27,008 | 15,238 | 51,296 | 159,615 | **3,509,563** |
| Accumulated depreciation | (356,840) | (13,544) | (1,105) | (47,306) | (28,621) | (457) | (366,215) | (30,457) | (12,292) | (4,704) | (22,059) | (105,497) | **(989,097)** |
| **Net book value** | **1,750,462** | **44,689** | **2,825** | **20,386** | **19,163** | **8,684** | **499,879** | **65,773** | **14,716** | **10,534** | **29,237** | **54,118** | **2,520,466** |
| Assets with zero net carrying value as at 31 December 2019 included in the balances above (cost price). | 3,068 | 1,200 | - | 25,040 | 9,873 | - | 32,309 | 13,597 | 1,800 | - | 2,762 | 54,789 | 144,438 |
| During 2019, the useful lives of specific asset cateories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value. | - | - | - | - | (539) | - | (9,225) | (1,193) | - | - | - | - | (10,957) |

As of 31 December 2019, included in the carrying amount for Land & Buildings, is property to the value of R106 490 (2018: R62 748) that is still under construction.

As of 31 December 2019, assets to the accumulated amount of R712 599 (2018: R646 598) were captalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2019, included in the carrying amount for Land & Buildings, is Land to the value of R115 620 (2018: R112 168).

* In the previous year, the University only recognised lease assets and lease liabilities in relation to leases that were classified as 'finance leases' under IAS 17 Leases. The assets were presented in property, plant and equipment and the liabilities as part of the University's borrowings. For adjustments recognised on adoption of IFRS 16 on 1 January 2019, please refer to note 35.

Additions to right-of-use assets during the 2019 financial year were R9 141.

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

### *Property, plant and equipment continued...*

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Reconciliation for the year ended 31 December 2018 - Consolidated** | | | | | | | | | | | | | |
| **Balance at 1 January 2018** | | | | | | | | | | | | | |
| At cost | 1,951,734 | 54,880 | - | 66,987 | 53,731 | - | 688,313 | 41,887 | 21,428 | 15,240 | 44,430 | 137,398 | **3,076,028** |
| Accumulated depreciation | (332,741) | (10,768) | - | (42,905) | (35,507) | - | (268,041) | (30,008) | (10,717) | (3,255) | (16,068) | (82,559) | **(832,569)** |
| **Net book value** | **1,618,993** | **44,112** | **-** | **24,082** | **18,224** | **-** | **420,272** | **11,879** | **10,711** | **11,985** | **28,362** | **54,839** | **2,243,459** |
| **Movements for the year ended 31 December 2018** | | | | | | | | | | | | | |
| Additions from acquisitions | 59,224 | 3,352 | - | 86 | 846 | - | 148,037 | 10,849 | 488 | - | 5,273 | 8,075 | **236,232** |
| Depreciation | (20,553) | (1,350) | - | (2,189) | (2,831) | - | (56,070) | (4,378) | (722) | (725) | (2,949) | (13,044) | **(104,811)** |
| Disposals | - | - | - | - | (11,464) | - | (7,109) | (9,365) | (234) | - | (79) | (3,669) | **(31,920)** |
| Depreciation on disposals | - | - | - | - | 11,023 | - | 6,215 | 9,325 | 74 | - | 69 | 3,616 | **30,322** |
| **Property, plant and equipment at the end of the year** | **1,657,664** | **46,114** | **-** | **21,979** | **15,798** | **-** | **511,345** | **18,310** | **10,317** | **11,260** | **30,676** | **49,817** | **2,373,280** |
| **Closing balance at 31 December 2018** | | | | | | | | | | | | | |
| At cost | 2,010,958 | 58,232 | - | 67,073 | 43,113 | - | 829,241 | 43,371 | 21,682 | 15,240 | 49,624 | 141,804 | **3,280,338** |
| Accumulated depreciation | (353,294) | (12,118) | - | (45,094) | (27,315) | - | (317,896) | (25,061) | (11,365) | (3,980) | (18,948) | (91,987) | **(907,058)** |
| **Net book value** | **1,657,664** | **46,114** | **-** | **21,979** | **15,798** | **-** | **511,345** | **18,310** | **10,317** | **11,260** | **30,676** | **49,817** | **2,373,280** |
| Assets with zero net carrying value as at 31 December 2018 included in the balances above (cost price). | 3,068 | 1,200 | | 25,040 | 10,384 | | 32,468 | 13,042 | 1,800 | - | 2,761 | 54,970 | 144,733 |
| During 2018, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value. | - | - | | - | - | | - | 214 | - | - | - | 6,057 | 6,271 |

As of 31 December 2018, included in the carrying amount for Land & Buildings, is property to the value of R62 748 (2017: R11 441) that is still under construction.

As of 31 December 2018, assets to the accumulated amount of R646 598 (2017: R642 855) were captalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2018, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2017: R112 168).

## *Property, plant and equipment continued...*

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Reconciliation for the year ended 31 December 2019 - University** | | | | | | | | | | | | | |
| **Balance at 1 January 2019** | | | | | | | | | | | | | |
| At cost | 1,856,005 | 53,312 | - | 67,073 | 42,849 | - | 826,360 | 41,328 | 21,681 | 15,238 | 49,554 | 141,804 | **3,115,204** |
| Accumulated depreciation | (324,087) | (11,777) | - | (45,094) | (27,117) | - | (316,806) | (23,274) | (11,365) | (3,980) | (18,935) | (91,987) | **(874,422)** |
| **Net book value** | **1,531,918** | **41,535** | **-** | **21,979** | **15,732** | **-** | **509,554** | **18,054** | **10,316** | **11,258** | **30,619** | **49,817** | **2,240,782** |
| **Movements for the year ended 31 December 2019** | | | | | | | | | | | | | |
| Additions from acquisitions | 95,672 | - | 27,024 | 727 | 5,618 | 9,141 | 40,471 | 53,658 | 5,356 | - | 1,768 | 17,994 | **257,428** |
| Depreciation | (21,717) | (1,303) | (12,652) | (2,215) | (2,160) | (457) | (48,993) | (6,038) | (936) | (725) | (3,181) | (13,693) | **(114,070)** |
| Disposals | - | - | - | (107) | (948) | - | (1,079) | (497) | (29) | - | (96) | (182) | **(2,939)** |
| Depreciation on disposals | - | - | - | 3 | 889 | - | 846 | 427 | 9 | - | 74 | 182 | **2,428** |
| **Property, plant and equipment at the end of the year** | **1,605,873** | **40,233** | **14,372** | **20,386** | **19,130** | **8,684** | **500,798** | **65,605** | **14,716** | **10,534** | **29,184** | **54,118** | **2,383,631** |
| **Closing balance at 31 December 2019** | | | | | | | | | | | | | |
| At cost | 1,951,631 | 53,312 | 27,024 | 67,692 | 47,521 | 9,141 | 865,748 | 94,492 | 27,008 | 15,238 | 51,226 | 159,615 | **3,369,648** |
| Accumulated depreciation | (345,758) | (13,078) | (12,652) | (47,306) | (28,391) | (457) | (364,950) | (28,887) | (12,292) | (4,704) | (22,042) | (105,497) | **(986,014)** |
| **Net book value** | **1,605,873** | **40,234** | **14,372** | **20,386** | **19,130** | **8,684** | **500,798** | **65,605** | **14,716** | **10,534** | **29,184** | **54,118** | **2,383,634** |
| Assets with zero net carrying value as at 31 December 2019 included in the balances above (cost price). | 3,068 | 1,200 | - | 25,040 | 9,873 | - | 32,309 | 13,597 | 1,800 | - | 2,762 | 54,789 | 144,438 |
| During 2019, the useful lives of specific asset cateories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value. | - | - | - | - | (539) | - | (9,225) | (1,193) | - | - | - | - | (10,957) |

As of 31 December 2019, included in the carrying amount for Land & Buildings, is property to the value of R109 916 (2018: R62 748) that is still under construction.

As of 31 December 2019, assets to the accumulated amount of R712 599 (2018: R646 598) were captalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2019, included in the carrying amount for Land & Buildings, is Land to the value of R101 420 (2018: R97 968).

* In the previous year, the University only recognised lease assets and lease liabilities in relation to leases that were classified as 'finance leases' under IAS 17 Leases. The assets were presented in property, plant and equipment and the liabilities as part of the University's borrowings. For adjustments recognised on adoption of IFRS 16 on 1 January 2019, please refer to note 35.

Additions to right-of-use assets during the 2019 financial year were R9 141.

**Notes to the Consolidated and Seperate Financial Statements**

**Figures in R `000**

## *Property, plant and equipment continued...*

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Reconciliation for the year ended 31 December 2018 - University** | | | | | | | | | | | | | |
| **Balance at 1 January 2018** | | | | | | | | | | | | | |
| At cost | 1,841,554 | 49,960 | - | 66,987 | 53,432 | - | 686,211 | 39,717 | 21,427 | 15,238 | 44,360 | 137,398 | **2,956,284** |
| Accumulated depreciation | (306,525) | (10,550) | - | (42,905) | (35,319) | - | (267,051) | (28,211) | (10,717) | (3,255) | (16,059) | (82,559) | **(803,151)** |
| **Net book value** | **1,535,029** | **39,410** | **-** | **24,082** | **18,113** | **-** | **419,160** | **11,506** | **10,710** | **11,983** | **28,301** | **54,839** | **2,153,133** |
| **Movements for the year ended 31 December 2018** | | | | | | | | | | | | | |
| Additions from acquisitions | 14,451 | 3,352 | - | 86 | 846 | - | 147,100 | 10,848 | 488 | - | 5,273 | 8,075 | **190,519** |
| Depreciation | (17,562) | (1,227) | - | (2,189) | (2,795) | - | (55,836) | (4,268) | (722) | (725) | (2,945) | (13,044) | **(101,313)** |
| Disposals | - | - | - | - | (11,429) | - | (6,951) | (9,237) | (234) | - | (79) | (3,669) | **(31,599)** |
| Depreciation on disposals | - | - | - | - | 10,997 | - | 6,081 | 9,205 | 74 | - | 69 | 3,616 | **30,042** |
| **Property, plant and equipment at the end of the year** | **1,531,918** | **41,535** | **-** | **21,979** | **15,732** | **-** | **509,554** | **18,054** | **10,318** | **11,258** | **30,619** | **49,817** | **2,240,786** |
| **Closing balance at 31 December 2018** | | | | | | | | | | | | | |
| At cost | 1,856,005 | 53,312 | - | 67,073 | 42,849 | - | 826,360 | 41,328 | 21,681 | 15,238 | 49,554 | 141,804 | **3,115,204** |
| Accumulated depreciation | (324,087) | (11,777) | - | (45,094) | (27,117) | - | (316,806) | (23,274) | (11,365) | (3,980) | (18,935) | (91,987) | **(874,422)** |
| **Net book value** | **1,531,918** | **41,535** | **-** | **21,979** | **15,732** | **-** | **509,554** | **18,054** | **10,316** | **11,258** | **30,619** | **49,817** | **2,240,782** |
| Assets with zero net carrying value as at 31 December 2018 included in the balances above (cost price). | 3,068 | 1,200 | | 25,040 | 10,384 | | 32,468 | 13,042 | 1,800 | - | 2,761 | 54,970 | 144,733 |
| During 2018, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value. | - | - | | - | - | | - | 214 | - | - | - | 6,057 | 6,271 |

As of 31 December 2018, included in the carrying amount for Land & Buildings, is property to the value of R62 523 (2017: R11 441) that is still under construction.

As of 31 December 2018, assets to the accumulated amount of R646 598 (2017: R642 855) were captalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2018, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2017: R97 968).

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

### 7. Intangible assets

**Reconciliation of changes in intangible assets**

| | Computer software | Artwork | Total |
|---|---|---|---|
| **Reconciliation for the year ended 31 December 2019 - Consolidated** | | | |
| **Balance at 1 January 2019** | | | |
| At cost | 51,128 | 1,459 | **52,587** |
| Accumulated amortisation | (38,159) | - | **(38,159)** |
| **Net book value** | **12,969** | **1,459** | **14,428** |
| **Movements for the year ended 31 December 2019** | | | |
| Additions | 5,070 | 74 | **5,144** |
| Amortisation | (3,559) | - | **(3,559)** |
| Disposals | (3,674) | - | **(3,674)** |
| Amortisation on disposals | 147 | - | **147** |
| **Intangible assets at the end of the year** | **10,953** | **1,533** | **12,486** |
| **Closing balance at 31 December 2019** | | | |
| At cost | 10,952 | 1,532 | **12,484** |
| Accumulated amortisation | - | - | **-** |
| **Net book value** | **10,952** | **1,532** | **12,484** |
| During 2019, the useful lives of specific asset cateories were adjusted with the following reduction in current year amortisation. | 1,525 | **-** | **1,525** |
| The reduction in amortisation will be recovered over the remaining useful lives of the asset, to the same value. | | | |
| **Reconciliation for the year ended 31 December 2018 - Consolidated** | | | |
| **Balance at 1 January 2018** | | | |
| At cost | 55,821 | 1,276 | **57,097** |
| Accumulated amortisation | (32,815) | - | **(32,815)** |
| **Net book value** | **23,006** | **1,276** | **24,282** |
| **Movements for the year ended 31 December 2018** | | | |
| Additions | - | 183 | **183** |
| Amortisation | (7,415) | - | **(7,415)** |
| Disposals | (4,693) | - | **(4,693)** |
| Amortisation on disposals | 2,071 | - | **2,071** |
| **Intangible assets at the end of the year** | **12,969** | **1,459** | **14,428** |
| **Closing balance at 31 December 2018** | | | |
| At cost | 51,128 | 1,459 | **52,587** |
| Accumulated amortisation | (38,159) | - | **(38,159)** |
| **Net book value** | **12,969** | **1,459** | **14,428** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Intangible assets continued...***

| Reconciliation for the year ended 31 December 2019 - University | Computer software | Artwork | Total |
|---|---|---|---|
| **Balance at 1 January 2019** | | | |
| At cost | 46,459 | 1,459 | **47,918** |
| Accumulated amortisation | (37,766) | - | **(37,766)** |
| **Net book value** | **8,693** | **1,459** | **10,152** |
| **Movements for the year ended 31 December 2019** | | | |
| Additions | 5,799 | 74 | **5,873** |
| Amortisation | (3,529) | - | **(3,529)** |
| Disposals | (31) | - | **(31)** |
| Amortisation on disposals | 17 | - | **17** |
| **Intangible assets at the end of the year** | **10,949** | **1,533** | **12,482** |
| **Closing balance at 31 December 2019** | | | |
| At cost | 10,949 | 1,532 | **12,481** |
| Accumulated amortisation | - | - | **-** |
| **Net book value** | **10,949** | **1,532** | **12,481** |
| During 2019, the useful lives of computer software was adjusted, from 3 years to 5 years with the following reduction in current year amortisation. | (1,525) | **-** | **(1,525)** |
| The reduction in amortisation will be recovered over the remaining useful lives of the asset, to the same value. | | | |
| **Reconciliation for the year ended 31 December 2018 - University** | | | |
| **Balance at 1 January 2018** | | | |
| At cost | 42,389 | 1,276 | **43,665** |
| Accumulated amortisation | (31,006) | - | **(31,006)** |
| **Net book value** | **11,383** | **1,276** | **12,659** |
| **Movements for the year ended 31 December 2018** | | | |
| Additions | 4,697 | 183 | **4,880** |
| Amortisation | (7,372) | - | **(7,372)** |
| Disposals | (627) | - | **(627)** |
| Amortisation on disposals | 612 | - | **612** |
| **Intangible assets at the end of the year** | **8,693** | **1,459** | **10,152** |
| **Closing balance at 31 December 2018** | | | |
| At cost | 46,459 | 1,459 | **47,918** |
| Accumulated amortisation | (37,766) | - | **(37,766)** |
| **Net book value** | **8,693** | **1,459** | **10,152** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

### 8. Investments in subsidiaries, joint ventures and associates

### 8.1 Investments in subsidiaries and other entities

| | | | | |
|---|---|---|---|---|
| Cost of investment in commercial entities | - | - | 108,131 | 108,086 |
| Impairment of investments in commercial entities | - | - | (13,845) | (13,845) |
| Total loans to commercial entities (note 29.2) | 10,493 | 4,961 | 72,951 | 77,464 |
| Impairment of loans to commercial entities (note 29.2) | - | - | (72,424) | (72,274) |
| Other investments | 3,357 | 4,432 | 3,417 | 4,432 |
| | 13,850 | 9,393 | 98,230 | 103,863 |

### 8.2 Investment in associates and joint ventures

| | | | | |
|---|---|---|---|---|
| Cost of investment | 9,141 | 9,141 | 9,141 | 9,141 |
| Total loan to associate opening balance | 95,380 | 93,963 | 95,380 | 93,963 |
| Additional loan to associate | 654 | 1,418 | 654 | 1,418 |
| Accumulated impairment recognised - 1 January | (80,263) | (80,263) | (80,263) | (80,263) |
| Loan repayment received | (10,000) | - | (10,000) | - |
| Accumulated impairment of investment | (9,141) | (9,141) | (9,141) | (9,141) |
| Carrying amount of investment – 31 December | 5,771 | 15,118 | 5,771 | 15,118 |
| **Total investments in subsidiaries, joint ventures and associates** | **19,621** | **24,511** | **104,001** | **118,981** |

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 38%. The company does not share the same year end as the University, as its year end is 28 February. There were no changes to the University's shareholding in PTIP during 2019 and 2018.

Upon decision of the joint shareholders, PTIP was put in business rescue in May 2018 with a view to orderly wind down the entity and maximize possible return from disposal of assets. The business rescue plan which made provision for the orderly winding down of the company was published and voted on and adopted by the shareholders and creditors on 19 November 2018.

**Impairment losses**

No Impairment on the PTIP loan has been accounted for in 2019 as there is a high probability that the loan will be recovered during the liquidation process. PTIP property and shares held in TFST were sold. The proceeds of these sales are expected to result in the R5.7m being recouped.

### 9. Inventories

| | | | | |
|---|---|---|---|---|
| Consumables at cost | 4,441 | 4,648 | 4,441 | 4,648 |

The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R17 211 / University R17 211 (2018: Consolidated R17 793 / University R17 793).

The University does not hold any inventories as security.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| **10. Trade and other receivables** | | | | |
| **Trade receivables** | 932,717 | 933,418 | 928,526 | 928,952 |
| NSFAS and other student receipts | (624,290) | (547,439) | (624,290) | (547,439) |
| Provision for impairment | (138,434) | (137,621) | (138,434) | (137,621) |
| Student receivables - net carrying amount | **169,993** | **248,358** | **165,802** | **243,892** |
| **Other receivables** | **228,673** | **218,021** | **229,035** | **204,818** |
| Advances and pre-payments | 38,109 | 59,687 | 35,852 | 56,078 |
| Deposits | 3,084 | 3,249 | 2,483 | 2,671 |
| Staff loans, receivables and advances | 204 | 358 | 204 | (43) |
| Value added tax | 606 | - | - | - |
| Non-student receivables - net carrying amount | 186,670 | 154,727 | 190,496 | 146,112 |
| Non-student receivables | 196,882 | 167,827 | 200,625 | 158,662 |
| Less: Provision for impairment | (10,212) | (13,100) | (10,129) | (12,550) |
| | **398,666** | **466,379** | **394,837** | **448,710** |

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 receivables as security.

Refer to note 30 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.

**Trade receivables**

As of 31 December 2019, student receivables of Consolidated R169 993 / University R165 802 (2018: Consolidated R248 358 / University R243 892) 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.

The ageing of these receivables is as follows:

| | | | | |
|---|---|---|---|---|
| Students enrolled in current year | 169,993 | 248,358 | 165,802 | 243,892 |
| | **169,993** | **248,358** | **165,802** | **243,892** |

As of 31 December 2019, student receivables of Consolidated R138 434 / University R138 434 (2018: Consolidated R137 621 / University R137 621) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

| | | | | |
|---|---|---|---|---|
| Students enrolled in current year | 11,633 | 5,389 | 11,633 | 5,708 |
| Students enrolled in prior year | 64,953 | 73,187 | 64,953 | 73,010 |
| Students enrolled more than two years ago | 61,847 | 59,045 | 61,847 | 58,903 |
| | **138,434** | **137,621** | **138,434** | **137,621** |

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of profit or loss and comprehensive income. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Trade and other receivables continued...***

**Other receivables**

As of 31 December 2019, other trade receivables of Consolidated R196 882 / University R200 625 (2018: Consolidated R167 827 / University R158 662) were fully performing.

| The ageing of these receivables are as follows: | | | | |
|---|---|---|---|---|
| Not past due | 171,733 | 150,945 | 160,476 | 141,780 |
| Past due | 25,149 | 16,882 | 40,149 | 16,882 |
| | **196,882** | **167,827** | **200,625** | **158,662** |

As of 31 December 2019, other trade receivables of Consolidated R10 129 / University R10 129 (2018: Consolidated R13 100 / University R12 550) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

| The ageing of the provision is as follows: | | | | |
|---|---|---|---|---|
| Up to 3 months | 3,151 | 4,042 | 3,151 | 3,872 |
| 3 to 6 months | 7,061 | 9,058 | 7,061 | 8,678 |
| | **10,212** | **13,100** | **10,129** | **12,550** |

| Movements in the provision for impairment of other trade receivables are as follows: | | | | |
|---|---|---|---|---|
| At 1 January | 13,100 | 6,246 | 12,550 | 5,553 |
| Provision for impairment | 404 | 8,685 | - | 41,863 |
| Receivables written-off during the year | (3,292) | (1,831) | (2,421) | (34,866) |
| At 31 December | **10,212** | **13,100** | **10,129** | **12,550** |

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of profit or loss and other comprehensive income. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

### 11. Financial assets at fair value through profit or loss

**Consolidated**

| | Cost 2019 | Fair Value 2019 | Cost 2018 | Fair Value 2018 |
|---|---|---|---|---|
| Opening balance 1 January | 3,288,461 | 3,468,682 | 3,006,865 | 3,571,391 |
| Net additions and disposals during the year | 255,865 | 262,633 | 281,596 | 266,282 |
| Investments fair value gains/(losses) (note 28) | - | 100,037 | - | (368,991) |
| | 3,544,326 | 3,831,352 | 3,288,461 | 3,468,682 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Financial assets at fair value through profit or loss continued...***

Fair value financial assets include the following:

| | Cost 2019 | Fair Value 2019 | Cost 2018 | Fair Value 2018 |
|---|---|---|---|---|
| Government bonds and stocks | 277,168 | 283,068 | 353,844 | 362,931 |
| Listed - stocks and debentures | 406,005 | 440,939 | 368,506 | 384,685 |
| Listed - shares | 2,448,215 | 2,690,118 | 2,210,873 | 2,362,249 |
| Fixed deposits | 60,460 | 62,464 | 61,649 | 63,020 |
| Other deposits | 328,007 | 330,289 | 267,571 | 269,777 |
| Endowment policies | 24,472 | 24,474 | 26,018 | 26,020 |
| | 3,544,326 | 3,831,352 | 3,288,461 | 3,468,682 |

**University**

| | | | | |
|---|---|---|---|---|
| Opening balance 1 January | 2,585,717 | 2,712,724 | 2,352,132 | 2,747,108 |
| Net additions and disposals during the year | 202,733 | 207,984 | 233,585 | 206,911 |
| Investments fair value gains/(losses) (note 28) | - | 65,954 | - | (241,295) |
| | 2,788,450 | 2,986,662 | 2,585,717 | 2,712,724 |

Fair value financial assets include the following:

| | | | | |
|---|---|---|---|---|
| Government bonds and stocks | 223,711 | 228,375 | 311,019 | 318,080 |
| Listed - stocks and debentures | 314,018 | 336,225 | 278,496 | 287,539 |
| Listed - shares | 1,874,592 | 2,042,178 | 1,691,162 | 1,798,805 |
| Fixed deposits | 60,460 | 62,463 | 61,649 | 63,019 |
| Other deposits | 291,195 | 292,948 | 217,371 | 219,262 |
| Endowment policies | 24,474 | 24,473 | 26,020 | 26,019 |
| | 2,788,450 | 2,986,662 | 2,585,717 | 2,712,724 |

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2019. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The fair value financial assets are denominated in South African Rand (R).

### 12. Cash and cash equivalents

| | | | | |
|---|---|---|---|---|
| Cash on hand | 155,670 | 208,444 | 137,563 | 171,247 |
| Short term deposits | 1,375,956 | 1,083,455 | 1,375,956 | 1,083,455 |
| **Net cash and cash equivalents** | **1,531,626** | **1,291,899** | **1,513,519** | **1,254,702** |

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. Management of credit risk is disclosed in note 30.

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Cash and cash equivalents continued...***

The following facilities have been approved by ABSA Bank:

| | | | | |
|---|---|---|---|---|
| Credit cards | 2,000 | 2,000 | 2,000 | 2,000 |
| Fleet cards | 1,200 | 1,200 | 1,200 | 1,200 |
| Letters of credit | 2,000 | 2,000 | 2,000 | 2,000 |
| ABSA housing scheme | 500 | 500 | 500 | 500 |
| Automated clearing bureau credits | 15,900 | 15,900 | 15,900 | 15,900 |
| Automated clearing bureau debits | 4,500 | 4,500 | 4,500 | 4,500 |
| Forward exchange contracts | 300 | 300 | 300 | 300 |
| Foreign exchange settlement limit | 3,000 | 3,000 | 3,000 | 3,000 |
| Guarantees | 1,119 | 1,119 | 1,119 | 1,119 |

The following facilities have been approved by Bidvest Bank:

| | | | | |
|---|---|---|---|---|
| Spot | 50,000 | 50,000 | 50,000 | 50,000 |
| Forward | 50,000 | 50,000 | 50,000 | 50,000 |
| Trade | 10,000 | 10,000 | 10,000 | 10,000 |

### 13. Trade and other payables

| | | | | |
|---|---|---|---|---|
| **Financial Instruments** | | | | |
| **Non-current** | | | | |
| Lease liability | 8,609 | - | 8,609 | - |
| | **8,609** | **-** | **8,609** | **-** |
| **Current** | | | | |
| Trade and other payables | 929,468 | 1,018,236 | 926,845 | 1,007,733 |
| Lease liability | 3,110 | - | 14,515 | - |
| Accruals | 90,513 | 106,593 | 87,412 | 106,276 |
| | **1,023,091** | **1,124,829** | **1,028,772** | **1,114,009** |
| **Non-Financial Instruments** | | | | |
| **Non-current** | | | | |
| Provision for Deferred Compensation | 1,534 | 19,798 | 1,534 | 19,798 |
| Provision for City of Johannesburg | 53,483 | 30,074 | 53,483 | 30,074 |
| | **55,017** | **49,872** | **55,017** | **49,872** |
| **Current** | | | | |
| Leave pay provision | 68,793 | 66,879 | 68,793 | 66,879 |
| Income Tax payable by subsidiaries | 290 | 216 | - | - |
| Value added tax | - | 836 | 458 | 1,406 |
| | **69,083** | **67,931** | **69,251** | **68,285** |
| **Total trade and other payables** | **1,155,800** | **1,242,632** | **1,161,649** | **1,232,166** |

The fair values for trade and other payables above approximate their carrying amounts.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Trade and other payables continued...***

Included in the Trade and other payables is NSFAS credits of Consolidated R148 682 / University R148 682 (2018: Consolidated R462 221) / University R462 211).

### 14. Student deposits and accounts in credit

| | | | | |
|---|---|---|---|---|
| At 1 January | 227,005 | 182,143 | 220,901 | 172,663 |
| Transfers/Deferred during the year | (40,392) | 80,408 | (39,544) | 83,784 |
| Increase in provision | (7,831) | (35,546) | (7,831) | (35,546) |
| At 31 December | 178,782 | 227,005 | 173,526 | 220,901 |
| Less: current portion | (178,782) | (227,005) | (173,526) | (220,901) |
| Non-current portion | - | - | - | - |

Included in the current portion are amounts primarily for student accounts in credit of Consolidated R141 050 / University R141 050 (2018: Consolidated R143 401 / University R143 401), and income received in advance of Consolidated R29 683 / University R24 428 (2018: Consolidated R47 844 / University R41 740).

### 15. Borrowings

| | | | | |
|---|---|---|---|---|
| a) Government loans secured by increment guarantees | 1,406 | 2,034 | 1,406 | 2,034 |
| Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%. | | | | |
| b) Loans secured by Government guarantees | 877 | 877 | 877 | 877 |
| Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%. | | | | |
| c) Other secured loans - Quantim Capital and INCA | - | 7,726 | - | - |
| Interest is charged at rates that vary between 8.5% and 16% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 16 years. Loans are secured by mortgage bonds over land and buildings included under 'Buildings' in note 6. The gross carrying amount as at 31 December was R26 461. | | | | |
| | **2,283** | **10,637** | **2,283** | **2,911** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Borrowings continued...***

The repayment dates of the University's borrowings at the reporting dates are as follows:

| | | | | |
|---|---|---|---|---|
| Up to 1 year | 610 | 8,354 | 610 | 628 |
| Between 1 and 2 years | 796 | 610 | 796 | 610 |
| Between 2 and 5 years | 877 | 796 | 877 | 796 |
| After 5 years | - | 877 | - | 877 |
| | 2,283 | 10,637 | 2,283 | 2,911 |
| Less: current portion | (610) | (8,354) | (610) | (628) |
| | 1,673 | 2,283 | 1,673 | 2,283 |

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).

### 16. Deferred income

The Department of Higher Education and Training has been through a process commencing with the development of the Macro Infrastructure Framework (MIF) and culminating with detailed one-on-one discussions with each University regarding their funding applications which were uploaded onto the MIF web-based platform. Funds are allocated to each University in line with infrastructure plans based on the principles agreed upon through the MIF.

| | | | | |
|---|---|---|---|---|
| Opening balance as at 1 January | 274,539 | 42,575 | 274,539 | 42,575 |
| Grants received during the year | 160,900 | 235,707 | 160,900 | 235,707 |
| Grants utilised to reduce asset cost | (66,001) | (3,743) | (66,001) | (3,743) |
| | 369,438 | 274,539 | 369,438 | 274,539 |
| | | | | |
| Non-current portion of deferred revenue | (274,275) | (113,492) | (274,275) | (113,492) |
| Current portion transferred to current liabilities | (95,163) | (161,047) | (95,163) | (161,047) |
| | **(369,438)** | **(274,539)** | **(369,438)** | **(274,539)** |

### 17. Retirement benefit assets and obligations

| | | | | |
|---|---|---|---|---|
| Post-retirement medical benefits (note 17.1) | 200,326 | 223,597 | 200,326 | 223,597 |
| UJ Long service awards (note 17.4) | 44,792 | 43,294 | 44,792 | 43,294 |
| | 245,118 | 266,891 | 245,118 | 266,891 |

Reconciliation of the actuarial gains / (losses) on long term employee benefits:

| | | | | |
|---|---|---|---|---|
| Post-retirement medical benefits | 34,940 | 15,911 | 34,940 | 15,911 |
| UJ Pension fund | (31,097) | 116,520 | (31,097) | 116,520 |
| UJ Disability fund | (9,002) | (34,669) | (9,002) | (34,669) |
| UJ Long service awards | 3,945 | 2,670 | 3,945 | 2,670 |
| | (1,214) | 100,432 | (1,214) | 100,432 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| ***Retirement benefit assets and obligations continued...*** | | | | |
| Reconciliation of the change in asset limit: | | | | |
| UJ Pension fund | 49,743 | (52,731) | 49,743 | (52,731) |
| UJ Disability fund | (10,211) | (35,198) | (10,211) | (35,198) |
| | 39,532 | (87,929) | 39,532 | (87,929) |
| Net Actuarial gain(losses) on defined benefit plans | 38,318 | 12,503 | 38,318 | 12,503 |
| UJ pension fund (note 17.2) | 64,321 | 62,182 | 64,321 | 62,182 |

Amounts for the latest actuarial valuation and previous three periods are as follows:

| | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| Defined benefit obligation (note 17.1 and 17.4) | (265,965) | (266,738) | (266,573) | (245,118) |
| Fair value of plan assets (note 17.2) | 65,093 | 65,024 | 62,182 | 64,321 |
| Retirement benefit obligation | (200,872) | (201,714) | (204,391) | (180,797) |

### 17.1 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 2019.

| | | | | |
|---|---|---|---|---|
| Present value of the obligation | (200,326) | (223,597) | (200,326) | (223,597) |
| | (200,326) | (223,597) | (200,326) | (223,597) |

Reconciliation of the movement in the defined benefit obligation:

| | | | | |
|---|---|---|---|---|
| Present value of obligation: beginning of the year | (223,597) | (226,209) | (223,597) | (226,209) |
| Current service cost | (3,108) | (3,564) | (3,108) | (3,564) |
| Interest cost | (21,453) | (21,132) | (21,453) | (21,132) |
| Benefits paid | 12,892 | 11,397 | 12,892 | 11,397 |
| | (235,266) | (239,508) | (235,266) | (239,508) |
| Less remeasurements: | | | | |
| - (Gain)/loss from change in financial assumptions | (13,705) | (19,638) | (13,705) | (19,638) |
| - (Gain)/loss from change in demographic assumptions | (21,235) | 3,727 | (21,235) | 3,727 |
| | (34,940) | (15,911) | (34,940) | (15,911) |
| Present value of obligation: end of the period | (200,326) | (223,597) | (200,326) | (223,597) |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Retirement benefit assets and obligations continued...***

**The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:**

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

| Effective date of assumptions | 31-Dec-19 | 31-Dec-18 | 31-Dec-19 | 31-Dec-18 |
|---|---|---|---|---|
| Post retirement plan | | | | |
| Discount rate | 10.50% | 9,90% | 10.50% | 9,90% |
| Health care cost inflation | 7.90% | 8,10% | 7.90% | 8,10% |
| Expected retirement age | 65 yrs | 65 yrs | 65 yrs | 65 yrs |
| CPI Inflation | 5.90% | 6,10% | 5.90% | 6,10% |
| UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date: | (11,397) | (12,892) | (11,397) | (12,892) |

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

| | | Impact on defined benefit obligation | |
|---|---|---|---|
| | **Change in assumption** | **Increase in assumption** | **Decrease in assumption** |
| Healthcare cost inflation | 1,00% | Increase by 12.9% | Decrease by 10.8% |
| Discount rate | 1,00% | Decrease by 10.0% | Increase by 12.0% |
| | | **Increase by 1 year in assumption** | **Decrease by 1 year in assumption** |
| Expected retirement age | | Decrease by 2.4% | Increase by 2.2% |

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, 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.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Retirement benefit assets and obligations continued...***

### 17.2 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 2019. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred.

| | | | | |
|---|---|---|---|---|
| Balance at end of the year | | | | |
| Present value of the obligation | (768,770) | (809,364) | (768,770) | (809,364) |
| Fair value of plan assets | 1,348,019 | 1,312,612 | 1,348,019 | 1,312,612 |
| Unrecognised surplus due to IAS 19(a) limit | (513,056) | (441,066) | (513,056) | (441,066) |
| Defined benefit surplus at 31 December | 66,193 | 62,182 | 66,193 | 62,182 |

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 | 809,364 | 798,158 | 809,364 | 798,158 |
| Member contributions | 1,593 | 2,120 | 1,593 | 2,120 |
| Service cost | 5,156 | 5,816 | 5,156 | 5,816 |
| Interest cost | 72,134 | 67,203 | 72,134 | 67,203 |
| | 888,247 | 873,297 | 888,247 | 873,297 |
| Remeasurements: | | | | |
| - Actuarial (gain)/loss | (24,036) | (16,984) | (24,036) | (16,984) |
| Benefit payments | (95,441) | (46,949) | (95,441) | (46,949) |
| Defined benefit obligation at 31 December | **768,770** | **809,364** | **768,770** | **809,364** |

**Reconciliation of the fair value of plan assets**

| | | | | |
|---|---|---|---|---|
| Fair Value of assets as at 1 January | 1,312,612 | 1,371,016 | 1,312,612 | 1,371,016 |
| University contributions | 3,075 | 3,786 | 3,075 | 3,786 |
| Member contributions | 1,593 | 2,120 | 1,593 | 2,120 |
| | 1,317,280 | 1,376,922 | 1,317,280 | 1,376,922 |
| Remeasurements: | | | | |
| -Net interest income/expense | 119,119 | 116,143 | 119,119 | 116,143 |
| -Actuarial gain/(loss) | 7,061 | (133,504) | 7,061 | (133,504) |
| | 126,180 | (17,361) | 126,180 | (17,361) |
| Benefits paid | (95,441) | (46,949) | (95,441) | (46,949) |
| Fair Value of assets as at 31 December | **1,348,019** | **1,312,612** | **1,348,019** | **1,312,612** |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Retirement benefit assets and obligations continued...***

| | | | | |
|---|---|---|---|---|
| The actual return on plan assets is as follows: | 126,180 | (17,361) | 126,180 | (17,361) |

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability
- Administration: Administration of this liability poses a burden to UJ.

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

| | | | | |
|---|---|---|---|---|
| Cash | 8.40% | 3.55% | 8.40% | 3.55% |
| Equity | 43.91% | 45.98% | 43.91% | 45.98% |
| Bonds | 21.11% | 21.67% | 21.11% | 21.67% |
| Property | 2.26% | 2.03% | 2.26% | 2.03% |
| International | 22.26% | 24.48% | 22.26% | 24.48% |
| Other | 2.06% | 2.29% | 2.06% | 2.29% |
| **Total** | 100 % | 100 % | 100 % | 100 % |

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2018.

| | | | | |
|---|---|---|---|---|
| Discount rate | 9.00% | 9.40% | 9.00% | 9.40% |
| Inflation rate | 4.60% | 5.60% | 4.60% | 5.60% |
| Salary increase rate | 5.60% | 6.60% | 5.60% | 6.60% |
| Pension increase allowance (Ex-NTRF) | 2.53% | 3.08% | 2.53% | 3.08% |
| Pension increase allowance (Other pensioners) | 3.64% | 3.64% | 3.64% | 3.64% |
| UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date: | 4,859 | 6,023 | 4,859 | 6,023 |

**Sensitivity Analysis**

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Retirement benefit assets and obligations continued...***

| | Obligation | +1% | -1% |
|---|---|---|---|
| **Discount rate** | | | |
| Defined benefit obligation | (768,770) | (710,871) | (843,160) |
| Change | | (7.5%) | 9.70% |
| | | | |
| **Inflation rate** | | | |
| Defined benefit obligation | (768,770) | (814,590) | (729,840) |
| Change | | 6.00% | (5.1%) |

### 17.3 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 2019.

| **Balance at end of the year** | | | | |
|---|---|---|---|---|
| Present value of the obligation | (45,324) | (34,073) | (45,324) | (34,073) |
| Fair value of plan assets | 172,540 | 160,617 | 172,540 | 160,617 |
| Unrecognised surplus due to IAS 19(a) limit | (127,216) | (126,544) | (127,216) | (126,544) |
| Defined benefit surplus at 31 December | - | - | - | - |

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** | 34,073 | 25,815 | 34,073 | 25,815 |
| Current service cost | 1,159 | 509 | 1,159 | 509 |
| Interest cost | 2,519 | 1,930 | 2,519 | 1,930 |
| | 37,751 | 28,254 | 37,751 | 28,254 |
| - Actuarial (gain)/loss | 18,293 | 10,309 | 18,293 | 10,309 |
| Benefits paid (net of reinsurance proceeds) | (10,702) | (4,490) | (10,702) | (4,490) |
| Present value of obligation: end of year | 45,342 | 34,073 | 45,342 | 34,073 |

| **Reconciliation of the movement in the plan assets:** | | | | |
|---|---|---|---|---|
| Present value of assets beginning of the year | 160,617 | 175,438 | 160,617 | 175,438 |
| Contributions (net of reinsurance premiums) | (1,159) | (509) | (1,159) | (509) |
| Value of assets as at 31 December | 159,458 | 174,929 | 159,458 | 174,929 |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Retirement benefit assets and obligations continued...***

| | | | | |
|---|---|---|---|---|
| Remeasurements: | | | | |
| -Net interest income/expense | 13,352 | 14,029 | 13,352 | 14,029 |
| -Actuarial (loss)/gain | 9,291 | (24,360) | 9,291 | (24,360) |
| | 22,643 | (10,331) | 22,643 | (10,331) |
| Benefits (net of reinsurance premiums) | (9,561) | (3,981) | (9,561) | (3,981) |
| Value of assets as at 31 December | 172,540 | 160,617 | 172,540 | 160,617 |
| The actual return on plan assets is as follows: | 22,643 | (10,331) | 22,643 | (10,331) |

The assets of the University of Johannesburg Disability Fund were invested as follows:

| | | | | |
|---|---|---|---|---|
| Cash | (0.37%) | (7.01%) | (0.37%) | (7.01%) |
| Equity | 44.61% | 51.10% | 44.61% | 51.10% |
| Bonds | 17.72% | 16.45% | 17.72% | 16.45% |
| Property | 7.41% | 11.41% | 7.41% | 11.41% |
| International | 26.81% | 26.47% | 26.81% | 26.47% |
| Other | 3.82% | 1.58% | 3.82% | 1.58% |
| **Total** | 100 % | 100 % | 100 % | 100 % |

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2019.

| | | | | |
|---|---|---|---|---|
| **Claimants** | | | | |
| Number of members | 25 | 22 | 25 | 22 |
| Annual benefit | 10,125 | 8,279 | 10,125 | 8,279 |
| Annual reinsured benefit | 1,830 | 2,605 | 1,830 | 2,605 |
| Benefit weighted average service | 58.0 yrs | 58.0 yrs | 58.0 yrs | 58.0 yrs |
| Effective date of assumptions | 31 Dec 2019 | 31 Dec 2018 | 31 Dec 2019 | 31 Dec 2018 |
| **The principal assumptions used for accounting purposes were as follows:** | | | | |
| General inflation rate | 3.70% | 5.20% | 3.70% | 5.20% |
| Discount rate | 7.90% | 8.60% | 7.90% | 8.60% |
| Expected increases in benefits | 4.70% | 6.20% | 4.70% | 6.20% |

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

| | | **Impact on defined benefit obligation** | |
|---|---|---|---|
| | **Change in assumption** | **Increase in assumption** | **Decrease in assumption** |
| Inflation rate | 1.00% | Increase by 5.8% | Decrease by 5,3% |
| Discount rate | 1.00% | Decrease by 4,5% | Increase by 4.9% |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Retirement benefit assets and obligations continued...***

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.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2016 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:
a) The death of the member; or
b) The member attaining normal retirement age; or
c) The member ceasing to be a member of the Fund; or
d) Discontinuance of the payment of premiums in respect of a member; or
e) Absence of the member as defined; or
f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Retirement benefit assets and obligations continued...***

### 17.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2019. This obligation is funded from University's reserves.

| **Reconciliation of the movement in the long service award obligation:** | | | | |
|---|---|---|---|---|
| Present value of obligation: beginning of the year | 42,976 | 40,529 | 42,976 | 40,529 |
| Current service cost | 5,687 | 5,534 | 5,687 | 5,534 |
| Interest cost | 3,944 | 3,808 | 3,944 | 3,808 |
| | 52,607 | 49,871 | 52,607 | 49,871 |
| - Actuarial (gain)/loss | (3,945) | (2,670) | (3,945) | (2,670) |
| Benefits paid | (3,870) | (4,225) | (3,870) | (4,225) |
| **Present value of obligation: end of period** | **44,792** | **42,976** | **44,792** | **42,976** |
| The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date: | 5,051 | 3,870 | 5,051 | 3,870 |
| The significant actuarial assumptions were as follows: | | | | |
| Discount rate | 9.30% | 9.60% | 9.30% | 9.60% |
| Salary inflation | 6.40% | 7.40% | 6.40% | 7.40% |
| CPI inflation | 4.90% | 5.90% | 4.90% | 5.90% |
| Expected retirement age | 65 yrs | 65 yrs | 65 yrs | 65 yrs |

The sensitivity analysis of the liability to changes in the principal assumptions is:

| | **Change in assumption** | **Increase in assumption** | **Decrease in assumption** |
|---|---|---|---|
| Discount rate | 1% | Decrease by 7.0% | Increase by 7.98% |
| Salary inflation | 1% | Increase by 7.8% | Decrease by 7.0% |
| Expected retirement age | 1 year | Increase by 3.92% | Decrease by 3.98% |

### 18. State appropriations - subsidies and grants

| | | | | |
|---|---|---|---|---|
| Block grant | 2,346,636 | 1,830,643 | 2,346,636 | 1,830,643 |
| University capacity development | 47,553 | 49,327 | 47,553 | 49,327 |
| Foundation phase development | 44,137 | 40,128 | 44,137 | 40,128 |
| Interest and redemption of government approved loans | 730 | 729 | 730 | 729 |
| Clinical training of health professionals | 8,885 | 8,617 | 8,885 | 8,617 |
| Zero-percent increase grant | - | 16,216 | - | 16,216 |
| | **2,447,941** | **1,945,660** | **2,447,941** | **1,945,660** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| **19. Tuition and other fee income** | | | | |
| Tuition Fees | 1,683,976 | 1,586,085 | 1,684,565 | 1,586,109 |
| Registration Fees | 35,202 | 35,522 | 35,202 | 35,522 |
| Levy Income | 33,336 | 33,975 | 33,336 | 33,975 |
| Deposit Income Retained | 219 | 210 | 219 | 210 |
| Other Fees | 272 | 689 | 272 | 689 |
| Tuition and other related fees | 1,753,005 | 1,656,481 | 1,753,594 | 1,656,505 |
| Residence Fees | 205,356 | 193,815 | 195,200 | 180,581 |
| | 1,958,361 | 1,850,296 | 1,948,794 | 1,837,086 |
| **20. Other operating income** | | | | |
| Sundry income | 5,044 | 809 | 4,810 | 36 |
| Hire out of facilities | 7,083 | 10,749 | 8,136 | 9,524 |
| Consultation/Evaluation income | 26,423 | 24,256 | 26,423 | 24,256 |
| Project income | 24,710 | 35,982 | 21,780 | 27,261 |
| Public sales and services | 111,420 | 98,321 | 79,973 | 65,279 |
| Other income | 9,063 | 8,923 | 9,063 | 8,923 |
| Insurance claim | 753 | 3,545 | 753 | 2,934 |
| PPE gains | 495 | 87 | 495 | 34 |
| Donations | 173,262 | 212,090 | 188,262 | 252,089 |
| **Total other income** | **358,253** | **394,762** | **339,695** | **390,336** |
| **21. Personnel costs** | | | | |
| Academic professionals | 1,147,682 | 1,159,964 | 1,132,766 | 1,141,879 |
| Support personnel | 1,400,727 | 1,174,170 | 1,382,522 | 1,155,864 |
| Other post-retirement costs | 10,849 | 47,404 | 10,708 | 46,665 |
| Pension cost - defined contribution plans | 219,727 | 152,470 | 216,871 | 150,093 |
| Pension cost - defined benefit plans | 10,960 | 14,754 | 10,817 | 14,524 |
| | **2,789,945** | **2,548,762** | **2,753,685** | **2,509,025** |
| Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year: | | | | |
| Full Time | 4,423 | 4,415 | 4,348 | 4,381 |
| Part Time | 3,674 | 3,888 | 3,674 | 3,588 |
| **22. Bursaries Awarded** | | | | |
| Student bursaries awarded | 479,423 | 440,915 | 479,423 | 440,915 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| **23. Other expenses** | | | | |
| **Other expenses comprise:** | | | | |
| Auditors remuneration | 18,256 | 18,772 | 18,230 | 18,711 |
| - external audit | 8,152 | 6,920 | 8,164 | 6,920 |
| - internal audit | 5,164 | 5,269 | 5,164 | 5,269 |
| - other audit services | 4,940 | 6,583 | 4,902 | 6,522 |
| Advertising | 34,754 | 33,106 | 34,188 | 32,934 |
| Bank charges | 4,908 | 5,604 | 4,836 | 5,512 |
| Books and periodicals | 135,088 | 116,569 | 135,088 | 116,466 |
| Cartridges | 4,214 | 4,206 | 4,211 | 4,206 |
| Cleaning | 17,473 | 18,859 | 16,824 | 18,373 |
| Conference registration fees | 15,769 | 22,198 | 15,768 | 22,281 |
| Consulting fees | 82,290 | 84,754 | 80,612 | 84,325 |
| Copyright fees | 5,900 | 5,737 | 5,900 | 5,737 |
| Corporate functions | 9,592 | 5,903 | 9,592 | 5,906 |
| Cost of sales | 8,915 | 9,001 | 8,812 | 8,729 |
| Data lines | 7,140 | 7,680 | 7,140 | 7,680 |
| Foreign exchange (gains)/losses | (2,574) | 2,872 | (2,574) | 2,870 |
| Fuel, Oil and Gas | 8,675 | 10,728 | 8,393 | 10,416 |
| Functions and entertainment | 32,837 | 38,932 | 45,557 | 38,979 |
| Grants and donations | 17 | 962 | 17 | 45,740 |
| Hire - equipment | 13,220 | 21,142 | 30,923 | 22,038 |
| Impairment/(reversal of impairment) of student and other debt | 56,782 | 55,442 | 56,675 | 54,707 |
| Insurance | 11,133 | 10,548 | 11,124 | 10,544 |
| Leases - Equipment and vehicles | 25,733 | 26,196 | 25,733 | 26,510 |
| Legal expense | 10,139 | 8,634 | 10,124 | 8,348 |
| Medical Aid Pensioners | 10,708 | 11,015 | 10,708 | 11,015 |
| Membership fees | 10,887 | 7,514 | 10,852 | 7,502 |
| Municipal rates, taxes and electricity | 184,909 | 180,991 | 175,864 | 169,568 |
| Other expenses | 159,304 | 94,200 | 184,806 | 91,560 |
| Printing | 26,989 | 26,666 | 26,719 | 26,493 |
| Protective clothing | 5,744 | 8,250 | 5,420 | 8,027 |
| Repairs and maintenance | 121,284 | 146,556 | 126,062 | 157,932 |
| Security contracts | 26,663 | 27,841 | 26,663 | 27,243 |
| Services Rendered - outsourced | 48,487 | 56,396 | 48,776 | 38,911 |
| Software licenses | 55,959 | 50,796 | 55,534 | 50,202 |
| Staff development | 17,456 | 19,500 | 16,860 | 19,434 |
| Stationery | 4,365 | 4,204 | 4,292 | 4,140 |
| Student expenses | 68,306 | 49,876 | 19,006 | 49,891 |
| Tax expense in subsidiaries | 731 | - | 10 | - |
| Teaching and laboratory consumables | 34,243 | 33,934 | 33,820 | 33,823 |
| Telephone and fax | 3,390 | 4,399 | 2,999 | 3,882 |
| Travel and accommodation | 108,627 | 100,585 | 108,599 | 100,474 |
| | **1,388,313** | **1,330,568** | **1,384,163** | **1,351,109** |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

### 24. Impairment (losses)

| | | | | |
|---|---|---|---|---|
| Loans to subsidiaries and other entities (note 8) | (150) | (15) | (150) | (14,841) |

### 25. Finance income

| | | | | |
|---|---|---|---|---|
| Student fees | 28,651 | 19,292 | 28,455 | 19,154 |
| Current accounts | 7,404 | 8,331 | 5,759 | 6,867 |
| | **36,055** | **27,623** | **34,214** | **26,021** |

### 26. Finance costs

| | | | | |
|---|---|---|---|---|
| Borrowings | 628 | 1,841 | 232 | 297 |
| Lease liability | 45 | - | 493 | - |
| Defined benefit plan | 4,313 | 4,358 | 4,313 | 4,358 |
| | **4,986** | **6,199** | **5,038** | **4,655** |

### 27. Income from investments

| | | | | |
|---|---|---|---|---|
| Dividends on fair value through profit or loss financial assets | 50,965 | 57,544 | 33,146 | 39,902 |
| Interest on fair value through profit or loss financial assets | 217,896 | 185,037 | 201,724 | 168,890 |
| | **268,861** | **242,581** | **234,870** | **208,792** |

### 28. Investments fair value gains/(losses)

| | | | | |
|---|---|---|---|---|
| Fair value movement transfer on disposal of investments | 114,531 | 162,260 | 90,121 | 92,923 |
| Profit on sale of investments | 235,042 | 376,844 | 180,427 | 265,699 |
| Loss on sale of investments | (120,511) | (214,584) | (90,305) | (172,776) |
| Unreaslied fair value movement transfer on investments | 100,037 | (368,991) | 65,954 | (241,295) |
| Unreaslied profit | 4,064,510 | 3,526,023 | 2,873,550 | 2,350,965 |
| Unrealised loss | (3,964,473) | (3,895,014) | (2,807,597) | (2,592,260) |
| Fair value movement on investments | **214,568** | **(206,731)** | **156,075** | **(148,372)** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

### 29. Related parties

The University of Johannesburg controls or owns shares of the following entities:

| Entity and principal business activities | Year End | Shareholding | Principal place of business |
|---|---|---|---|
| • Million Up Trading (Pty) Ltd<br>The principal activities of this company is to provide accommodation to students. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • Resolution Circle (Pty) Ltd<br>Resolution Circle is a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in- service project training, various short- learning and candidacy programs applicable to the ever-changing world of engineering and engineering technology. | 31 December | 100% | Cnr Barry Hertzog Rd and Napier Rd, Richmond |
| • ARSA (Pty) Ltd<br>The principal activities of this company is to purchase private properties on behalf of the University. The company was deregistered in 2019. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • UJ Properties (Pty) Ltd<br>The principal activities of this company is engaged in property holding and operates principally in South Africa. | 31 December | 100% | Cnr Barry Hertzog Rd and Napier Rd, Richmond |
| • Gradnet Portal (Pty) Ltd<br>The principal activities of this company is to supply online services to students and alumni of education institutions. Liquidation commenced in 2019. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • City Lodge Educational Trust<br>The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees, 2 apointed by City Lodge and 2 appointed by the University of Johannesburg. | 30 June | N/A | Cnr University and Kingsway Rd, Auckland Park |
| • UJ Trust<br>The UJ Trust is a related party to the University of Johannesburg by virture of control vesting in the Trustees, as appointed by the University, as well as the University being its sole beneficiary. The Trust's main objective is to support the strategic objectives of the University financially in its capacity as a PBO. | 31 December | N/A | Cnr University and Kingsway Rd, Auckland Park |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Related parties continued...***

| | Year End | Shareholding | Principal place of business |
|---|---|---|---|
| • UDEV (Pty) Ltd<br>Main objects of the Company: Economic upliftment; Job creation; Urban renewal; Property development; and Community development. The company was deregistered in 2019. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • Enerkey Solutions (Pty) Ltd<br>Dormant entity in process of deregistration. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • IntelliLAB (Pty) Ltd<br>Inactive company in process of liquidation. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| • UJInvnt (Pty) Ltd<br>The Company is a wholly- owned (100%) private holding company of the Shareholder, established for the following purpose:<br>* the commercialisation on behalf of the University including, but not limited, to the following: Intellectual Property, providing<br>technical and training services, consultancy services and courses; and<br>* a Company that will hold shareholding on behalf of the Shareholder, and act as the Holding Company for commercial activities. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |

The University of Johannesburg has an interest in the following companies:
All related parties with a Year End's other than December are consolidated up to December.

| | | Shareholding | | |
|---|---|---|---|---|
| | Year End | University of Johannesburg | Non-controlling interest | Principal place of business |
| • Bio Media Technologies (Pty) Ltd<br>The principal activities of this company is to develop facial recognition software. The company was deregistered at CIPC in 2019 . | 31 December | 50.00% | 50.00% | Cnr University and Kingsway Rd, Auckland Park |
| • Conceptua Survey Solutions (Pty) Ltd<br>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. The company was deregistered at CIPC in 2019. | 31 December | 25.00% | 75.00% | Cnr University and Kingsway Rd, Auckland Park |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Related parties continued...***

| | Year End | Shareholding University of Johannesburg | Shareholding Non-controlling interest | Principal place of business |
|---|---|---|---|---|
| • Naledi Computer Systems (Pty) Ltd<br>The principal activities of this company is to provide computer related services, products and technology. Liquidation has commenced in 2019. | 31 December | 80.00% | 20.00% | Forty Four Main Street, Johannesburg |
| • Verisol (Pty) Ltd<br>The principal 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 |
| • Photovoltaic Intellectual Property (Pty) Ltd<br>The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. Currently under Business Rescue. | 28 February | 38.44% | N/A | Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch |
| • University Sports Company (Pty) Ltd<br>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 | 4.00% | N/A | Cnr University and Kingsway Rd, Auckland Park |
| • EyeThenticate (Pty) Ltd<br>Retina scanning technology. Liquidation commenced in 2019. | 28 February | 43.80% | N/A | Cnr University and Kingsway Rd, Auckland Park |
| • Youth Development Institute of South Africa<br>YDISA was established to conduct youth development research, develop youth development programmes and projects, implement in pilot youth development programmes, develop models for the youth sector, manage and disseminate youth development knowledge and inform youth related policies. MOA between partners, UJ and the NYDA came to an end in 30 March 2019 with the entity in process of dissolution. | 31 December | 50.00% | N/A | Cnr University and Kingsway Rd, Auckland Park |
| • Praestet (Pty) Ltd<br>Production of paediatric hospital beds that effectively facilitates treatment of children in hospital. Shareholding still in process of being resolved. | 31 December | N/A | N/A | 115 Roseways 17 Tyrwhitt Avenue Roseways |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Related parties continued...***

**29.1 Key Management personnel**

The following are considered to be related parties to the University:

· University Council members; and

· Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executives.

Compensation paid to key management and members of Council

| | | | | |
|---|---|---|---|---|
| Salaries and other short-term employee benefits | | | | |
| - members of council | 650 | 652 | 650 | 652 |
| - management (note 37) | 75,345 | 61,988 | 75,345 | 61,988 |
| | 75,996 | 62,640 | 75,996 | 62,640 |

| **Members of Council** | | | | |
|---|---|---|---|---|
| Baleni MF | 66 | 59 | 66 | 59 |
| Ditsego T | 4 | - | 4 | - |
| Dlamini S | 34 | 55 | 34 | 55 |
| Gebhardt CR | 4 | - | 4 | - |
| Gugushe K | 69 | 67 | 69 | 67 |
| Hildebrandt D | 25 | 42 | 25 | 42 |
| Kakana X | 68 | 38 | 68 | 38 |
| Khosa G | 35 | 52 | 35 | 52 |
| Khoza M | 13 | - | 13 | - |
| Khumalo M | 21 | - | 21 | - |
| Mateza L | 4 | - | 4 | - |
| Matlala Z | 36 | 41 | 36 | 41 |
| Memela Khambule T | 19 | 37 | 19 | 37 |
| Ndema Y | 66 | 39 | 66 | 39 |
| Rowland W | 112 | 111 | 112 | 111 |
| Teke MS | 70 | 98 | 70 | 98 |
| Van Staden C | 4 | 13 | 4 | 13 |
| | 650 | 652 | 650 | 652 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Related parties continued...***

**Payment to members of Council**

Payment for attendance at meetings of the Council and its sub-committees

| To whom paid | Number of Members | Attendance at meetings – aggregate amount paid R'000 | Reimbursement of expenses - aggregate paid |
|---|---|---|---|
| **31 December 2019** | | | |
| Chair of Council | 2 | 136 | - |
| Chairs of Committees | 6 | 275 | 9 |
| Members of Council | 8 | 235 | - |
| Non Council Members | 1 | 4 | - |
| **31 December 2018** | | | |
| Chair of Council | 2 | 137 | - |
| Chairs of Committees | 6 | 315 | 5 |
| Members of Council | 4 | 195 | - |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

### 29.2 Related party transactions and balances

**Loans to related parties:**

| Consolidated | Photovoltaic Intellectual Property (Pty) Ltd | | EyeThenticate (Pty) Ltd | | Naledi Computer Systems (Pty) Ltd | | Praestet (Pty) Ltd | | Zepher | | Enerkey Solutions (Pty) Ltd | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 |
| Opening balance | 15,118 | 13,700 | 3,820 | - | (2,783) | (2,783) | 3,335 | 3,185 | 589 | - | - | 5 | 20,079 | 14,107 |
| Loans advances during year | 654 | 1,418 | 5,532 | 3,820 | - | - | - | 150 | - | 589 | - | - | 6,186 | 5,977 |
| Loans repayment received | (10,000) | - | - | - | - | - | - | - | - | - | - | (5) | (10,000) | (5) |
| Closing balance | 5,772 | 15,118 | 9,352 | 3,820 | (2,783) | (2,783) | 3,335 | 3,335 | 589 | 589 | - | - | 16,265 | 20,079 |

Impairment on loans made to associates was recognised in the current year, to the amount of R0 (2018: R0). This impairment relates to the loan provided to PTIP.

| University | Photovoltaic Intellectual Property (Pty) Ltd | | Resolution Circle (Pty) Ltd | | Isibaya Somnotho Trust | | Innovative Aquaculture Holdings (Pty) Ltd * | | Gradnet Portal (Pty) Ltd | | Intellilab (Pty) Ltd | | EyeThenticate (Pty) Ltd | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 |
| Opening balance | 15,118 | 13,700 | 5,190 | 1,790 | - | 5 | - | 10 | - | 1,383 | - | - | - | - |
| Loans advances during year | 654 | 1,418 | - | 11,490 | - | - | - | - | - | - | - | 538 | - | 4,063 |
| Loans repayment received | (10,000) | - | (4,663) | (1,790) | - | (5) | - | - | - | (1,383) | - | - | - | - |
| Reallocation/Write off | - | - | - | - | - | - | - | (10) | - | - | - | - | - | - |
| Impairment of loan | - | - | - | (6,300) | - | - | - | - | - | - | - | (538) | - | (4,063) |
| Closing balance | 5,772 | 15,118 | 527 | 5,190 | - | - | - | - | - | - | - | - | - | - |

| University | UDEV (Pty) Ltd | | Enerkey Solutions (Pty) Ltd | | Kutu Capital (Pty) Ltd | | Praestet (Pty) Ltd | | Sentimeter | | SugaRushed Records (Pty) Ltd | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 0 | 0 | 2019 | 2018 |
| Opening balance | - | 250 | - | 5 | - | 5 | - | 3,185 | - | 5 | - | - | 20,308 | 20,338 |
| Loans advances during year | - | - | - | - | - | - | 150 | 150 | - | - | - | - | 804 | 17,659 |
| Loans repayment received | - | (250) | - | (5) | - | (5) | - | - | - | (5) | - | - | (14,663) | (3,443) |
| Reallocation/Write off | - | - | - | - | - | - | - | - | - | - | - | - | - | (10) |
| Impairment of loan | - | - | - | - | - | - | (150) | (3,335) | - | - | - | - | (150) | (14,236) |
| Closing balance | - | - | - | - | - | - | - | - | - | - | - | - | 6,299 | 20,308 |

Impairment on loans made to associates was recognised in the current year, to the amount of R0 (2018: R0). This impairment relates to the loan provided to PTIP.

The loans are unsecured, bear no interest and have no repayment terms.

* Innovative Aquaculture Holdings (Pty) Ltd, is no longer a subsidiary of the University from 2018.

**Investments in related parties:**

| Consolidated | Photovoltaic Intellectual Property (Pty) Ltd | |
|---|---|---|
| | 2019 | 2018 |
| Opening balance | - | - |
| Investments during year | - | - |
| Impairment of investment | - | - |
| Closing balance | - | - |

| University | UJIvent (Pty) Ltd | | UJ Properties (Pty) Ltd | | EyeThenticate (Pty) Ltd | | Gradnet Portal (Pty) Ltd | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 |
| Opening balance | - | - | 90,636 | 90,636 | - | - | 3,605 | 3,605 | 94,241 | 94,241 |
| Investments during year | 45 | - | - | - | - | - | - | - | 45 | - |
| Impairment of investment | - | - | - | - | - | - | - | - | - | - |
| Closing balance | 45 | - | 90,636 | 90,636 | - | - | 3,605 | 3,605 | 94,286 | 94,241 |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

**29.3 Related party transactions and balances**

**The following transactions were carried out with related parties**

**(a) Purchase of goods and services**

| | | | | |
|---|---|---|---|---|
| **Purchases of services:** | | | | |
| from Resolution Circle (Pty) Ltd | - | - | 22,237 | 13,730 |
| from Intellilab (Pty) Ltd | - | - | - | - |
| from UJ Properties (Pty) Ltd | - | - | 10,557 | 2,011 |

**(b) Sale of goods and services**

| | | | | |
|---|---|---|---|---|
| **Sale of services:** | | | | |
| to Resolution Circle (Pty) Ltd | - | - | 2,295 | 187 |
| to Youth Development Institute of South Africa | 508 | - | 508 | 561 |
| to UJ Properties (Pty) Ltd | - | - | 3,625 | 1,937 |
| to University Sports Company (Pty) Ltd | 458 | 673 | 458 | 673 |
| to Gradnet Portal (Pty) Ltd | - | - | 13 | 15 |

**(c) Year- end balances arising from purchases of goods/services**

| | | | | |
|---|---|---|---|---|
| **Payables to related parties:** | | | | |
| Resolution Circle (Pty) Ltd | - | - | 949 | 4,173 |
| UJ Properties (Pty) Ltd | - | - | 1,015 | 131 |

**(d) Year- end balances arising from sales of goods/services:**

| | | | | |
|---|---|---|---|---|
| **Receivables from related parties:** | | | | |
| Resolution Circle (Pty) Ltd | - | - | - | 10 |
| Youth Development Institute of South Africa | - | - | - | 93 |
| University Sports Company (Pty) Ltd | 34 | 46 | 34 | 46 |

**(e) Expenses paid on behalf of related parties:**

| | | | | |
|---|---|---|---|---|
| Million Up Trading (Pty) Ltd | - | - | 2,340 | 6,099 |

**(f) Donations to and from related parties:**

| | | | | |
|---|---|---|---|---|
| **Donation to related parties:** | | | | |
| SugaRushed Records (Pty) Ltd | - | - | - | 5 |
| Million Up Trading (Pty) Ltd | - | - | - | 44,773 |
| | | | | |
| **Donation from related parties:** | | | | |
| UJ Trust | - | - | 15,000 | 40,000 |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

### 30. 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.

This note explains the group's exposure to financial risks and how these risks could affect the group's future financial performance. Current year profit and loss information has been included where relevant to add further context.

**30.1**

| Risk | Exposure arising from | Measurement | Management |
|---|---|---|---|
| Market risk – currency | Future commercial transactions | Cash flow forecasting and sensitivity analysis | Forward exchange contracts |
| Market risk – interest rate | Interest bearing investments (long and short term) | Sensitivity analysis | Bank diversification (short term). |
| Market risk - security prices | Investments in equity securities | Sensitivity analysis | Portfolio diversion |
| Credit risk | Cash and cash equivalents, trade receivables, derivative financial instruments, debt investments and contract assets | Aging analysis and credit ratings | Diversification of bank deposits, credit limits and letters of credit. Investment guidelines for debt investments |
| Liquidity risk | Borrowings and other liabilities | Rolling cash flow forecasts | Monitoring daily cash levels and requirements |

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.

### 30.2 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 12.

**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.

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Financial risk management continued...***

**ii) Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest- bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 12.

A 1% change in the interest rate could have a Consolidated R13 760 / University R13 760 (2018: Consolidated R10 835 thousand / University R10 835 thousand) 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 Consolidated R13 760 / University R13 760 (2018: Consolidated R10 835 thousand / University R10 835 thousand).

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 11.

**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 fair value through profit or loss 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.

| | | | | |
|---|---|---|---|---|
| Listed equities | 2,690,000 | 2,362,000 | 2,042,000 | 1,799,000 |
| 10% change impact | 269,000 | 236,200 | 204,200 | 179,900 |

"For the period ended 31 December 2019, 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 Consolidated R2 690 million / University R2 042 million (2018: Consolidated R2 362 million / University
R1 799 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."

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Financial risk management continued...***

**30.3 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 BB+ 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.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probablility of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2019:

| | | | | |
|---|---|---|---|---|
| Student receivables | 308,427 | 385,979 | 304,236 | 381,513 |
| - fully performing | - | - | - | - |
| - past due but not impaired (4 months overdue) | 169,993 | 248,358 | 165,802 | 243,892 |
| - impaired (more than 4 months overdue) | 138,434 | 137,621 | 138,434 | 137,621 |
| Less: Provision for impairment | (138,434) | (137,621) | (138,434) | (137,621) |
| Student receivables – net carrying amount | 169,993 | 248,358 | 165,802 | 243,892 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Financial risk management continued...***

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
· Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from

Details of the other receivables as at 31 December 2019 are as follows:

| | | | | |
|---|---|---|---|---|
| Other receivables | 238,885 | 231,121 | 239,164 | 217,368 |
| - fully performing | 228,673 | 218,021 | 229,035 | 204,818 |
| - past due but not impaired | - | - | - | - |
| - impaired | 10,212 | 13,100 | 10,129 | 12,550 |
| Less: Provision for impairment | (10,212) | (13,100) | (10,129) | (12,550) |
| Other receivables – net carrying amount | 228,673 | 218,021 | 229,035 | 204,818 |
| **Student receivables** | | | | |
| At 1 January | 137,621 | 182,072 | 137,621 | 182,072 |
| Provision for receivables impaired | 56,272 | 4,158 | 56,272 | 4,158 |
| Receivables written off during the year as uncollectable | (55,459) | (48,609) | (55,459) | (48,609) |
| At 31 December | 138,434 | 137,621 | 138,434 | 137,621 |
| Ageing of provision for impairment | | | | |
| Handed over to collecting agencies – 2017 | 61,847 | 59,045 | 61,847 | 58,903 |
| Handed over to collecting agencies – 2018 | 64,953 | 73,187 | 64,953 | 73,010 |
| 4 Months overdue | 11,633 | 5,389 | 11,633 | 5,708 |
| | 138,434 | 137,621 | 138,434 | 137,621 |
| **Other receivables** | | | | |
| At 1 January | 13,100 | 6,246 | 12,550 | 5,553 |
| Provision for receivables impaired | 404 | 8,685 | - | 41,863 |
| Receivables written off during the year as uncollectable | (3,292) | (1,831) | (2,421) | (34,866) |
| At 31 December | 10,212 | 13,100 | 10,129 | 12,550 |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Financial risk management continued...***

| | | | | |
|---|---|---|---|---|
| Ageing of provision for impairment | | | | |
| Handed over to collecting agencies – 2017 | 666 | 2,540 | 666 | 2,540 |
| Handed over to collecting agencies – 2018 | 1,040 | 8,570 | 1,040 | 8,570 |
| Impaired as at reporting date | 8,506 | 1,990 | 8,423 | 1,440 |
| | 10,212 | 13,100 | 10,129 | 12,550 |

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and 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.

The credit risk identified above relates to the disclosure presented in Note 12.

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.

| | | | | |
|---|---|---|---|---|
| Trade receivables | | | | |
| Counterparties without external credit rating: | | | | |
| - Current students which will register in 2018/2019. | 169,993 | 248,358 | 165,802 | 243,892 |
| These students are still studying and had no defaults in the past. | | | | |
| The University expects them to pay their outstanding fees during the 2018/2019 registration period. | | | | |
| - 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 BB+ (2017: BB+) rated entities. | | | | |
| - Other receivables Group 1 * | 186,670 | 154,727 | 190,496 | 146,112 |
| | 356,663 | 403,085 | 356,298 | 390,004 |
| Cash and cash equivalents | | | | |
| BB+ (2018: BB+) Rating: | | | | |
| - Prime South African Bank | 1,419,499 | 1,126,952 | 1,419,499 | 1,126,952 |
| BB+ (2018: BB+) Ratings: | | | | |
| - Prime South African Banks | | | | |
| | 1,419,499 | 1,126,952 | 1,419,499 | 1,126,952 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| ***Financial risk management continued...*** | | | | |
| Fair value financial assets | | | | |
| BB+ (2018: BB+) Rating: | | | | |
| - Government stocks and bonds | 283,068 | 362,931 | 228,375 | 318,080 |
| - Listed stocks and debentures | 440,939 | 384,685 | 336,225 | 287,539 |
| - Listed shares all top 40 companies | 2,690,118 | 2,362,249 | 2,042,178 | 1,798,805 |
| - Fixed and other deposits, prime South African Banks | 392,753 | 332,797 | 355,411 | 282,281 |
| - Endowment policies, top 40 South African insurance companies | 24,474 | 26,020 | 24,473 | 26,019 |

*Group 1 – New customers (less than 2 months).

### 30.4 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 | Between 1 and 2 years | Between 2 and 5 Years | Over 5 Years | Total |
|---|---|---|---|---|---|
| **Consolidated** | | | | | |
| 31 December 2019 | | | | | |
| Borrowings | 610 | 796 | 877 | - | 2,283 |
| Accounts payable | 1,023,091 | - | - | - | 1,023,091 |
| | **1,023,701** | **796** | **877** | **-** | **1,025,374** |
| 31 December 2018 | | | | | |
| Borrowings | 8,354 | 610 | 796 | 877 | 10,637 |
| Accounts payable | 1,124,829 | - | - | - | 1,124,829 |
| | **1,133,183** | **610** | **796** | **877** | **1,135,466** |
| **University** | | | | | |
| 31 December 2019 | | | | | |
| Borrowings | 610 | 796 | 877 | - | 2,283 |
| Accounts payable | 1,028,772 | - | - | - | 1,028,772 |
| | **1,029,382** | **796** | **877** | **-** | **1,031,055** |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R `000**

***Financial risk management continued...***

| | Less than 1 year | Between 1 and 2 years | Between 2 and 5 Years | Over 5 Years | Total |
|---|---|---|---|---|---|
| 31 December 2018 | | | | | |
| Borrowings | 628 | 610 | 796 | 877 | 2,911 |
| Accounts payable | 1,114,009 | - | - | - | 1,114,009 |
| | **1,114,637** | **610** | **796** | **877** | **1,116,920** |

### 30.5 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.

### 30.6 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

| | Loans & receivables | FVPL | Total |
|---|---|---|---|
| **Consolidated** | | | |
| **31 December 2019** | | | |
| Fair value through profit or loss financial assets | - | 3,831,344 | **3,831,344** |
| Trade and other receivables (excluding prepayments) | 363,612 | - | **363,612** |
| Cash and cash equivalents | 1,534,120 | - | **1,534,120** |

| | Financial liabilities at amortised cost |
|---|---|
| Financial liabilities | |
| Borrowings | 2,283 |
| Trade payables | 1,034,948 |

| | | | |
|---|---|---|---|
| **31 December 2018** | | | |
| Fair value through profit or loss financial assets | - | 3,468,682 | **3,468,682** |
| Trade and other receivables (excluding prepayments) | 403,085 | - | **403,085** |
| Cash and cash equivalents | 1,291,899 | - | **1,291,899** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| | | | | **Financial liabilities at amortised cost** |
| Financial liabilities | | | | |
| Borrowings | | | | 10,637 |
| Trade payables | | | | 1,124,829 |
| **University** | | | | |
| **31 December 2019** | | | | |
| Fair value through profit or loss financial assets | | - | 2,986,657 | **2,986,657** |
| Trade and other receivables (excluding prepayments) | | 348,246 | - | **348,246** |
| Cash and cash equivalents | | 1,504,780 | - | **1,504,780** |
| | | | | **Financial liabilities at amortised cost** |
| Financial liabilities | | | | |
| Borrowings | | | | 2,283 |
| Trade payables | | | | 1,014,388 |
| **31 December 2018** | | | | |
| Fair value through profit or loss financial assets | | - | 2,712,724 | **2,712,724** |
| Trade and other receivables (excluding prepayments) | | 390,004 | - | **390,004** |
| Cash and cash equivalents | | 1,254,702 | - | **1,254,702** |
| | | | | **Financial liabilities at amortised cost** |
| Financial liabilities | | | | |
| Borrowings | | | | 2,911 |
| Trade payables | | | | 1,114,009 |

### 30.7 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2019:

| | Level 1 | Level 2 | Total |
|---|---|---|---|
| **Consolidated** | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares | 2,690,118 | - | 2,690,118 |
| - listed stocks and debentures | 440,939 | - | 440,939 |
| - government stocks and bonds | 283,068 | - | 283,068 |
| - fixed deposits | - | 62,464 | 62,464 |
| - other deposits and loans | - | 330,289 | 330,289 |
| - endowment policies | - | 24,474 | 24,474 |
| | **3,414,125** | **417,227** | **3,831,352** |

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2018:

| | Level 1 | Level 2 | Total |
|---|---|---|---|
| **Consolidated** | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares | 2,362,249 | - | 2,362,249 |
| - listed stocks and debentures | 384,685 | - | 384,685 |
| - government stocks and bonds | 362,931 | - | 362,931 |
| - fixed deposits | - | 63,020 | 63,020 |
| - other deposits and loans | - | 269,777 | 269,777 |
| - endowment policies | - | 26,020 | 26,020 |
| | **3,109,865** | **358,817** | **3,468,682** |

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2019:

| | Level 1 | Level 2 | Total |
|---|---|---|---|
| **University** | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares | 2,042,178 | - | 2,042,178 |
| - listed stocks and debentures | 336,225 | - | 336,225 |
| - government stocks and bonds | 228,375 | - | 228,375 |
| - fixed deposits | - | 62,463 | 62,463 |
| - other deposits and loans | - | 292,948 | 292,948 |
| - endowment policies | - | 24,473 | 24,473 |
| | **2,606,778** | **379,884** | **2,986,662** |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2018:

| | Level 1 | Level 2 | Total |
|---|---|---|---|
| **University** | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares | 1,798,805 | - | 1,798,805 |
| - listed stocks and debentures | 287,539 | - | 287,539 |
| - government stocks and bonds | 318,080 | - | 318,080 |
| - fixed deposits | - | 63,019 | 63,019 |
| - other deposits and loans | - | 219,262 | 219,262 |
| - endowment policies | - | 26,019 | 26,019 |
| | **2,404,424** | **308,300** | **2,712,724** |

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting 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 fair value through profit or loss.

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.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| **31. Cash flows from operating activities** | | | | |
| **Profit for the year** | 708,934 | 25,535 | 618,090 | 40,322 |
| **Adjustments for:** | | | | |
| – share of loss from associate (note 8) | - | - | - | - |
| – (decrease)/increase in student bad debt provision (note 10) | 813 | (44,451) | 813 | (44,451) |
| – (decrease)/increase in non-student bad debt provision (note 10) | (2,888) | 6,854 | (2,421) | 6,997 |
| – depreciation (note 6) | 104,725 | 104,811 | 114,070 | 101,313 |
| – amortisation (note 7) | 3,559 | 7,415 | 3,529 | 7,372 |
| – profit on disposal of property, plant and equipment | (495) | (87) | (495) | (34) |
| – finance income (note 25) | (36,055) | (27,623) | (34,214) | (26,021) |
| – interest income on investments (note 27) | (217,896) | (185,037) | (201,724) | (168,890) |
| – finance cost (note 24) | 4,986 | 6,199 | 5,038 | 4,655 |
| – impairment losses (note 24) | 150 | 15 | 150 | 14,841 |
| – dividends received (note 27) | (50,965) | (57,544) | (33,146) | (39,902) |
| – investments fair value (gains)/losses (note 28) | (214,568) | 206,731 | (156,075) | 148,372 |
| – movement in post-retirement obligations and assets (note 17) | (23,912) | 4,161 | (23,912) | 4,161 |
| – foreign exchange losses on operating activities (note 23) | 2,574 | (2,872) | 2,574 | (2,870) |
| – decrease in government grant (note 16) | 94,899 | 231,964 | 94,899 | 231,964 |
| **Changes in working capital:** | | | | |
| – receivables and prepayments (note 10) | 67,713 | (91,934) | 53,873 | (84,639) |
| – trade and other payables (note 13) | (91,977) | 477,703 | (75,662) | 460,415 |
| – student deposits and income received in advance (note 14) | (48,223) | 44,862 | (47,375) | 48,238 |
| – inventory (note 9) | 207 | 1,502 | 207 | 1,235 |
| | **301,581** | **708,204** | **318,219** | **703,078** |
| In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise: | | | | |
| Profit on disposal (note 6) | 495 | 87 | 495 | 34 |
| Net book amount (note 6) | 510 | 1,598 | 510 | 1,557 |
| Proceeds from disposal | 1,005 | 1,685 | 1,005 | 1,591 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Cash flows from operating activities continued...***

**Net Debt Reconciliation**

| | | | | |
|---|---|---|---|---|
| Cash and cash equivalents | 1,531,626 | 1,291,899 | 1,513,519 | 1,254,702 |
| Borrowings - repayable within one year | (610) | (8,354) | (610) | (628) |
| Borrowings - repayable after one year | (1,673) | (2,283) | (1,673) | (2,283) |
| | 1,529,343 | 1,281,262 | 1,511,236 | 1,251,791 |

| | Other Assets | Liabilities from financing activities | | |
|---|---|---|---|---|
| | Cash | Borrowings due within 1 year | Borrowings due after 1 year | Total |
| **Consolidated** | | | | |
| **Net debt as at 1 January 2018** | 558,673 | (6,824) | (10,637) | 541,212 |
| Cash flows | 733,226 | (1,530) | 8,354 | 740,050 |
| **Net debt as at 31 December 2018** | 1,291,899 | (8,354) | (2,283) | 1,281,262 |
| Cash flows | 239,727 | 7,744 | 610 | 248,081 |
| **Net debt as at 31 December 2019** | 1,531,626 | (610) | (1,673) | 1,529,343 |
| | | | | |
| **University** | | | | |
| **Net debt as at 1 January 2018** | 511,260 | (564) | (2,911) | 507,785 |
| Cash flows | 743,442 | (64) | 628 | 744,006 |
| **Net debt as at 31 December 2018** | 1,254,702 | (628) | (2,283) | 1,251,791 |
| Cash flows | 258,817 | 18 | 610 | 259,445 |
| **Net debt as at 31 December 2019** | 1,513,519 | (610) | (1,673) | 1,511,236 |

### 32. Commitments

| | | | | |
|---|---|---|---|---|
| Commitments – approved, not contracted for | 170,659 | 213,219 | 170,659 | 213,219 |
| Commitments – contracted | 52,201 | 53,672 | 52,201 | 53,672 |

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

| | | | | |
|---|---|---|---|---|
| Bank Guarantees: | | | | |
| SA Post Office | 250 | 250 | 250 | 250 |
| City Power of Johannesburg | 110 | 110 | 110 | 110 |

Operating leases

Certain of the University's desktop computers and computer equipment 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 | - | 6,068 | - | 6,068 |
| Lease amounts payable later than one year to five years | - | - | - | - |
| Total operating lease amounts payable | - | 6,068 | - | 6,068 |

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

### 33. Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. 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.

**Provision for post-retirement medical aid liability**

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2019 are disclosed in note 17.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

**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.

**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 17.2.

**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 profit or loss and ther comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgement. The reason that the full loan was not impaired is because the University expects to recover the remaining R15.1m. Photovoltaic Technology Intellectual Property (Pty) Ltd currenlty has an offer to purchase their investment property which makes the outstanding loan recoverable.

**Residual values and useful lives of assets**

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment.
The useful life of all zero value assets is reviewed on an ongoing basis.

### 34. Contingencies

#### 34.1 The City of Johannesburg

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 24).

A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges. . A contingent asset exist with regards to City of Johannesburg municipality for incorrect charges billed towards the University's account.
During 2019 the University exchanged different communications with CoJ personnel to resolve all quires but with little success. The University will negotiate an escalation process in 2020 again with City of Johannesburg to ensure all queries are resolved within a reasonable period.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|
| ***Contingencies continued...*** | | | | |
| Incorrect allocation of charges | 8,327 | 9,259 | 8,327 | 9,259 |
| Incorrect charges to be claimed back | (2,138) | (259) | (2,138) | (259) |
| **Net contingent liability** | **6,189** | **9,000** | **6,189** | **9,000** |

### 34.2 Photovoltaic Intellectual Property (Pty) Ltd (PTIP)

A shareholder of PTIP is claiming an amount of R60 million from the University on the grounds that the conduct of two representatives of the University caused his shareholding to lose that value. The University is defending the claim.

### 35. Transition Note : Changes in accounting policy

As indicated in note 2.8 Basis in preparation, the University has adopted IFRS 16 Leases retrospectively from 1 January 2019, but has not restated comparatives for the 2018 reporting period, as permitted under the specific transition provisions in the standard. The reclassifications and the adjustments arising from the new leasing rules are therefore recognised in the opening balance sheet on 1 January 2019. The new accounting policies are disclosed in note 4.

On adoption of IFRS 16, the University recognised lease liabilities in relation to leases which had previously been classified as 'operating leases' under the principles of IAS 17 Leases. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate as of 1 January 2019. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 January 2019 was 7%.

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right of use asset and the lease liability at the date of initial application. The measurement principles of IFRS 16 are only applied after that date.

**(i) Practical expedients applied**

In applying IFRS 16 for the first time, the University has used the following practical expedients permitted by the standard:
- applying a single discount rate to a portfolio of Leases with reasonably similar characteristics
- relying on previous assessments on whether Leases are onerous as an alternative to performing an impairment review – there were no onerous contracts as at 1 January 2019
- accounting for operating leases with a remaining lease term of less than 12 months as at 1 January 2019 as short-term leases
- excluding initial direct costs for the measurement of the right-of-use asset at the date of initial application, and
- using hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The University has also elected not to reassess whether a contract is, or contains a lease at the date of initial application. Instead, for contracts entered into before the transition date the University relied on its assessment made applying IAS 17 and IFRIC 4 Determining whether an Arrangement contains a Lease.

## Notes to the Consolidated and Seperate Financial Statements

| Figures in R `000 | Consolidated 2019 | Consolidated 2018 | University 2019 | University 2018 |
|---|---|---|---|---|

***Transition Note : Changes in accounting policy continued...***

**(ii) Measurement of lease liabilities**

| | Consolidation | University |
|---|---|---|
| Operating lease commitments disclosed as at 31 December 2018 | 6,068 | 6,068 |
| Discounted using the lessee's incremental borrowing rate at the date of initial application | 5,963 | 5,963 |
| Add: finance lease liabilities recognised as at 31 December 2018 | - | - |
| (Less): short-term leases not recognised as a liability | (5,963) | (5,963) |
| (Less): low-value leases not recognised as a liability | - | - |
| Add/(less): contracts reassessed as lease contracts | 3,930 | 27,024 |
| Add/(less): adjustments as a result of a different treatment of extension and termination options | - | - |
| Add/(less): adjustments relating to changes in the index or rate affecting variable payments | - | - |
| Lease liability recognised as at 1 January 2019 | 3,930 | 27,024 |
| Of which are: | | |
| Current lease liabilities | 1,078 | 12,767 |
| Non-current lease liabilities | 2,852 | 14,257 |
| | 3,930 | 27,024 |

**(iii) Measurement of right-of-use assets**

The associated right-of-use assets for property leases were measured on a retrospective basis as if the new rules had always been applied. Other right-of use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 31 December 2018.

**(iv) Adjustments recognised in the balance sheet on 1 January 2019**

The change in accounting policy affected the following items in the balance sheet on 1 January 2019:

| | | |
|---|---|---|
| - right-of-use assets – increase by | 3,930 | 27,024 |
| - lease liabilities – increase by | 3,930 | 27,024 |

**36. Subsequent Events**

The COVID-19 outbreak has developed rapidly in 2020, with a significant number of infections. Measures taken to contain the virus have affected economic activity, which in turn has implications for financial reporting. Measures to prevent transmission of the virus include limiting the movement of people, through the National Lockdown, restricting flights and other travel, temporarily closing businesses and schools, and cancelling events.

Management have carefully considered the impact of COVID-19 and measures have been put in place to ensure the continuous delivery of service. These measures included remote service delivery and online teaching and learning. In an attempt to flatten the curve of the spread of this virus, UJ has been very proactive in continuing to render a service.

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R**



**37. Executive Remuneration 2019**

| Designation | Name | Salary | Allowances | Employer Contributions | Total | Leave Days sold | Merit and Other Payments | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Vice-Chancellor & Principal** | T Marwala | 3,803,510 | 95,543 | 342,490 | 4,241,543 | 163,205 | 1,693,647 | * | 6,098,395 | |
| **Registrar** | I C Burger | 2,326,323 | 20,765 | 331,365 | 2,678,453 | 103,086 | 819,191 | | 3,600,730 | |
| **Deputy Vice-Chancellor Academic** | A Parekh | 2,790,823 | 48,069 | 399,939 | 3,238,831 | 37,396 | 1,256,384 | | 4,532,611 | |
| **Deputy Vice-Chancellor Research & Internationalisation** | S Sinha | 2,290,075 | 31,149 | 259,925 | 2,581,149 | - | 1,914,470 | * | 4,495,619 | |
| **Chief Financial Officer (previously referred to as DVC Finance)** | N Mamorare | 2,385,227 | 171,140 | 211,773 | 2,768,140 | - | 1,986,285 | | 4,754,425 | |
| **Chief Operating Officer** | A Swart | 2,314,828 | 171,149 | 335,172 | 2,821,149 | 103,190 | 943,203 | | 3,867,542 | |
| **Chief People Officer (previously referred to as DVC Employees & Student Affairs)** | K C Mketi | 1,715,845 | 20,766 | 194,677 | 1,931,288 | - | 2,060,135 | | 3,991,423 | 1 January to 31 August |
| **General Council** | P H O'Brien | 2,148,883 | 31,149 | 306,090 | 2,486,122 | - | 677,801 | | 3,163,923 | |
| **Senior Executive Director in the Vice-Chancellor's office** | NY Vukuza | 2,049,928 | 164,000 | 250,072 | 2,464,000 | - | 731,127 | | 3,195,127 | |
| **Executive Dean College of Business & Economics** | D Van Lill | 2,083,596 | 31,465 | 237,704 | 2,352,765 | - | 608,350 | | 2,961,115 | |
| **Executive Dean Faculty of Art, Design & Architecture** | F Freschi | 1,376,739 | 15,574 | 170,217 | 1,562,530 | 209,855 | 106,982 | | 1,879,368 | 1 January to 30 September |
| **Executive Dean Faculty of Education** | S J Gravett | 1,856,024 | 50,765 | 290,875 | 2,197,664 | 59,216 | 540,734 | | 2,797,614 | |
| **Executive Dean Faculty of Engineering & the Built Environment** | D Mashao | 1,799,302 | 20,765 | 219,498 | 2,039,565 | - | 277,940 | | 2,317,505 | |
| **Executive Dean Faculty of Health Sciences** | S Khan | 1,339,333 | 104,804 | 119,000 | 1,563,137 | - | 311,338 | | 1,874,475 | 1 March to 31 December |
| **Executive Dean Faculty of Humanities** | A B Broadbent | 1,766,591 | 20,765 | 156,847 | 1,944,203 | 134,722 | 476,218 | | 2,555,144 | |
| **Executive Dean Faculty of Law** | L G Mpedi | 1,781,521 | 20,765 | 232,479 | 2,034,765 | 78,329 | 1,638,211 | | 3,751,305 | |
| **Executive Dean Faculty of Science** | D Meyer | 1,900,523 | 20,765 | 231,846 | 2,153,135 | - | 641,686 | | 2,794,821 | |
| **Chief Information Officer** | KF Sibanda | 1,608,214 | 20,765 | 142,786 | 1,771,765 | - | 414,261 | | 2,186,026 | |
| **Executive Director Academic Development & Support** | R P Ryan | 1,891,522 | 20,765 | 270,343 | 2,182,630 | 84,016 | 409,580 | | 2,676,226 | |
| **Executive Director Expenditure** | S M Makinta | 1,599,415 | 74,765 | 201,701 | 1,875,882 | - | 479,119 | | 2,355,001 | |
| **Executive Director Financial Governance & Revenue** | L Riba | 1,377,017 | 20,765 | 167,983 | 1,565,765 | - | 184,515 | | 1,750,280 | |
| **Executive Director Human Resources** | T L Kwinana | 789,589 | 10,383 | 100,028 | 900,000 | 69,299 | 324,259 | | 1,293,558 | 1 July to 31 December |
| **Executive Director Library and Information Centre** | KM Frahm-Arp | 1,458,545 | 19,590 | 131,455 | 1,609,590 | - | 373,971 | | 1,983,561 | |
| **Executive Director Operations** | AL Nel | 1,535,405 | 20,765 | 215,595 | 1,771,765 | - | 410,299 | | 2,182,064 | |
| **Executive Director Research & Innovation** | C B Nonkwelo | 1,611,055 | 20,765 | 196,534 | 1,828,354 | - | 458,999 | | 2,287,353 | |
| | | **47,599,830** | **1,247,964** | **5,716,396** | **54,564,190** | **1,042,314** | **19,738,707** | | **75,345,211** | |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R**

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* The following donations were made to the University :

T  Marwala - R221 019

S Sinha - R101 779

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R**



**Executive Remuneration 2018**

| Designation | Name | Salary | Allowances | Employer Contributions | Total | Leave Days sold | Merit and Other Payments | Total | |
|---|---|---|---|---|---|---|---|---|---|
| **Vice-Chancellor & Principal** | T Marwala | 3,254,507 | 95,543 | 291,493 | 3,641,543 | 140,128 | 1,125,858 | * 4,907,529 | |
| **Registrar** | I C Burger | 2,196,446 | 20,765 | 310,806 | 2,528,017 | 97,300 | 686,309 | 3,311,626 | |
| **Deputy Vice-Chancellor Academic** | A Parekh | 2,634,069 | 48,069 | 375,126 | 3,057,264 | - | 1,050,634 | 4,107,898 | |
| **Deputy Vice-Chancellor Research & Internationalisation** | S Sinha | 2,067,211 | 31,149 | 232,789 | 2,331,149 | - | 724,789 | 3,055,938 | |
| **Chief Financial Officer (previously referred to as DVC Finance)** | N Mamorare | 1,492,864 | 20,760 | 140,470 | 1,654,094 | - | 771,894 | 2,425,988 | |
| | A Swart | 1,676,912 | 23,362 | 237,150 | 1,937,424 | 38,968 | 495,644 | 2,472,036 | |
| **Chief People Officer (previously referred to as DVC Employees & Student Affairs)** | K C Mketi | 2,429,933 | 31,149 | 273,636 | 2,734,718 | - | 953,212 | 3,687,930 | |
| **General Council** | P H O'Brien | 2,028,913 | 31,149 | 287,099 | 2,347,161 | 995,176 | 551,559 | 3,893,896 | |
| **Senior Executive Director in the Vice-Chancellor's office** | NY Vukuza | 1,561,133 | 20,000 | 188,867 | 1,770,000 | - | 359,161 | 2,129,161 | |
| **Executive Dean College of Business & Economics** | D Van Lill | 1,966,632 | 31,465 | 222,668 | 2,220,765 | 188,062 | 487,847 | 2,896,674 | |
| **Executive Dean Faculty of Art, Design & Architecture** | F Freschi | 1,733,101 | 20,765 | 212,756 | 1,966,622 | 113,562 | 403,466 | 2,483,650 | |
| **Executive Dean Faculty of Education** | S J Gravett | 1,750,744 | 50,765 | 272,935 | 2,074,444 | 79,855 | 1,416,219 | 3,570,518 | |
| **Executive Dean Faculty of Engineering & the Built Environment** | D Mashao | 728,529 | 8,652 | 88,138 | 825,319 | - | - | 825,319 | |
| **Executive Dean Faculty of Health Sciences** | A Swart | 421,229 | 5,191 | 65,691 | 492,111 | - | - | 492,111 | |
| **Executive Dean Faculty of Humanities** | A B Broadbent | 1,659,462 | 20,765 | 155,102 | 1,835,329 | - | 355,720 | 2,191,049 | |
| **Executive Dean Faculty of Law** | L G Mpedi | 1,682,046 | 20,765 | 217,954 | 1,920,765 | 39,434 | 465,065 | 2,425,264 | |
| **Executive Dean Faculty of Science** | D Meyer | 1,794,489 | 20,765 | 217,181 | 2,032,435 | - | 542,981 | 2,575,416 | |
| **Chief Information Officer** | KF Sibanda | 781,198 | 10,382 | 68,802 | 860,382 | - | - | 860,382 | |
| **Executive Director Academic Development & Support** | R P Ryan | 1,786,042 | 20,765 | 253,453 | 2,060,260 | 79,309 | 411,181 | 2,550,750 | |
| **Executive Director Expenditure** | S M Makinta | 1,507,168 | 74,765 | 188,943 | 1,770,876 | - | 299,209 | 2,070,085 | |
| **Executive Director Financial Governance & Revenue** | N Mamorare | 575,180 | 179,874 | 64,820 | 819,874 | - | - | 819,874 | Acting CFO 1 January to 30 April |
| | L Riba | 309,349 | 5,191 | 37,425 | 351,965 | - | - | 351,965 | 8 October to 31 December |
| **Executive Director Human Resources** | P Gida | 1,371,492 | 14,693 | 166,008 | 1,552,193 | - | 1,025,000 | 2,577,193 | 1 January to 30 September |
| **Executive Director Library and Information Centre** | KM Frahm-Arp | 1,153,314 | 16,325 | 103,348 | 1,272,987 | - | 253,038 | 1,526,025 | 1 March to 31 December |

## Notes to the Consolidated and Seperate Financial Statements

**Figures in R**

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Executive Director Operations** | E K O'Brien | 716,322 | 8,652 | 86,740 | 811,714 | - | 96,367 | 908,081 | 1 January to 30 April |
| | AL Nel | 497,350 | 6,922 | 69,317 | 573,589 | 13,257 | 295,364 | 882,210 | |
| **Executive Director Research & Innovation** | C B Nonkwelo | 1,521,170 | 20,765 | 184,102 | 1,726,037 | - | 263,032 | 1,989,069 | |
| | | **41,296,805** | **859,413** | **5,012,819** | **47,169,037** | **1,785,051** | **13,033,549** | **61,987,637** | |

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* R337 757 of this bonus has been donated to establish the VC Scholarship.

## Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommdation - restricted | Total 2019 | Total 2018 |
|---|---|---|---|---|---|---|---|
| **Consolidated** | | | | | | | |
| **Total income** | | **4,874,401** | **401,966** | **5,276,367** | **203,668** | **5,480,035** | **4,464,221** |
| **Recurring items** | | **4,873,906** | **401,966** | **5,275,872** | **203,668** | **5,479,540** | **4,464,134** |
| State appropriations – subsidies and grants | 18 | 2,447,941 | - | 2,447,941 | - | 2,447,941 | 1,945,660 |
| Tuition and other fee income | 19 | 1,752,922 | 10,270 | 1,763,192 | 195,169 | 1,958,361 | 1,850,296 |
| Income from contracts | | 34,431 | 187,988 | 222,419 | - | 222,419 | 234,285 |
| For research | | 26,473 | 169,523 | 195,996 | - | 195,996 | 210,029 |
| For other activities | 20 | 7,958 | 18,465 | 26,423 | - | 26,423 | 24,256 |
| Sales of goods and services | 20 | 77,924 | 74,858 | 152,782 | 5,292 | 158,074 | 158,329 |
| Private gifts and grants | 20 | 150,456 | 22,805 | 173,261 | - | 173,261 | 212,090 |
| **Sub-total** | | **4,463,674** | **295,921** | **4,759,595** | **200,461** | **4,960,056** | **4,400,660** |
| Income from investments | 27 | 222,729 | 45,629 | 268,358 | 503 | 268,861 | 242,581 |
| FV movements | 28 | 156,075 | 58,493 | 214,568 | - | 214,568 | (206,730) |
| Share of profit/(loss) in Associate | | - | - | - | - | - | - |
| Finance income | 25 | 31,428 | 1,923 | 33,351 | 2,704 | 36,055 | 27,623 |
| **Non-recurring items** | | | | | | | |
| Profit/(loss) on disposal of PPE | 20 | 495 | - | 495 | - | 495 | 87 |

## Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommdation - restricted | Total 2019 | Total 2018 |
|---|---|---|---|---|---|---|---|
| **Total expenditure** | | **4,304,005** | **290,175** | **4,594,180** | **176,921** | **4,771,101** | **4,438,685** |
| **Recurring items** | | **4,280,920** | **288,684** | **4,569,604** | **176,414** | **4,746,018** | **4,374,902** |
| Personnel | 21 | 2,655,321 | 107,461 | 2,762,782 | 27,163 | 2,789,945 | 2,548,762 |
| Academic professional | | 1,421,127 | 57,513 | 1,478,640 | 14,538 | 1,493,178 | 1,364,098 |
| Other personnel | | 1,234,194 | 49,948 | 1,284,142 | 12,625 | 1,296,767 | 1,184,664 |
| Other current operating expenses | 23 | 1,164,597 | 57,937 | 1,222,534 | 140,696 | 1,363,230 | 1,266,785 |
| Depreciation | 6 | 81,785 | 14,563 | 96,348 | 8,377 | 104,725 | 104,811 |
| Amortisation of software | 7 | 3,350 | 56 | 3,406 | 153 | 3,559 | 7,415 |
| Bursaries awarded | 22 | 371,126 | 108,272 | 479,398 | 25 | 479,423 | 440,915 |
| **Sub-total** | | **4,276,179** | **288,289** | **4,564,468** | **176,414** | **4,740,882** | **4,368,688** |
| Finance costs | 26 | 4,591 | 395 | 4,986 | - | 4,986 | 6,199 |
| Impairment (gains)/losses | 24 | 150 | - | 150 | - | 150 | 15 |
| **Non-recurring items** | | | | | | | |
| Capital expenditure expensed | 23 | 23,085 | 1,491 | 24,576 | 507 | 25,083 | 63,783 |
| **Surplus/(Deficit) for the year** | | **570,396** | **111,791** | **682,187** | **26,747** | **708,934** | **25,535** |
| Other comprehensive income | | | | | | | |
| Actuarial gains and losses on defined benefit plans | 17 | 38,318 | - | 38,318 | - | 38,318 | 12,503 |
| **Total comprehensive income for the year** | | **608,714** | **111,791** | **720,505** | **26,747** | **747,252** | **38,038** |

## Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommdation - restricted | Total 2019 | Total 2018 |
|---|---|---|---|---|---|---|---|
| **University** | | | | | | | |
| **Total income** | | **4,928,351** | **226,129** | **5,154,480** | **203,668** | **5,358,148** | **4,469,552** |
| **Recurring items** | | **4,927,856** | **226,129** | **5,153,985** | **203,668** | **5,357,653** | **4,469,518** |
| State appropriations – subsidies and grants | 18 | 2,447,941 | - | 2,447,941 | - | 2,447,941 | 1,945,660 |
| Tuition and other fee income | 19 | 1,753,512 | 113 | 1,753,625 | 195,169 | 1,948,794 | 1,837,086 |
| Income from contracts | | 34,994 | 187,988 | 222,982 | - | 222,982 | 234,285 |
| For research | | 27,036 | 169,523 | 196,559 | - | 196,559 | 210,029 |
| For other activities | 20 | 7,958 | 18,465 | 26,423 | - | 26,423 | 24,256 |
| Sales of goods and services | 20 | 115,709 | 3,515 | 119,224 | 5,292 | 124,516 | 113,957 |
| Private gifts and grants | 20 | 165,456 | 22,805 | 188,261 | - | 188,261 | 252,089 |
| **Sub-total** | | **4,517,612** | **214,421** | **4,732,033** | **200,461** | **4,932,494** | **4,383,077** |
| Income from investments | 27 | 222,730 | 11,637 | 234,367 | 503 | 234,870 | 208,792 |
| FV movements | 28 | 156,075 | - | 156,075 | - | 156,075 | (148,372) |
| Share of profit/(loss) in Associate | | - | - | - | - | - | - |
| Finance income | 25 | 31,439 | 71 | 31,510 | 2,704 | 34,214 | 26,021 |
| **Non-recurring items** | | | | | | | |
| Profit/(loss) on disposal of PPE | 20 | 495 | - | 495 | - | 495 | 34 |

## Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommdation - restricted | Total 2019 | Total 2018 |
|---|---|---|---|---|---|---|---|
| **Total expenditure** | | **4,360,075** | **209,126** | **4,569,201** | **170,857** | **4,740,058** | **4,429,230** |
| **Recurring items** | | **4,336,988** | **207,799** | **4,544,787** | **170,350** | **4,715,137** | **4,365,446** |
| Personnel | 21 | 2,655,321 | 71,201 | 2,726,522 | 27,163 | 2,753,685 | 2,509,025 |
| Academic professional | | 1,421,127 | 38,107 | 1,459,234 | 14,538 | 1,473,772 | 1,342,830 |
| Other personnel | | 1,234,194 | 33,094 | 1,267,288 | 12,625 | 1,279,913 | 1,166,195 |
| Other current operating expenses | 23 | 1,207,758 | 15,939 | 1,223,697 | 135,545 | 1,359,242 | 1,287,325 |
| Depreciation | 6 | 94,243 | 12,362 | 106,605 | 7,465 | 114,070 | 101,313 |
| Amortisation of software | 7 | 3,352 | 25 | 3,377 | 152 | 3,529 | 7,372 |
| Bursaries awarded | 22 | 371,126 | 108,272 | 479,398 | 25 | 479,423 | 440,915 |
| **Sub-total** | | **4,331,800** | **207,799** | **4,539,599** | **170,350** | **4,709,949** | **4,345,950** |
| Finance costs | 26 | 5,038 | - | 5,038 | - | 5,038 | 4,655 |
| Impairment (gains)/losses | 24 | 150 | - | 150 | - | 150 | 14,841 |
| **Non-recurring items** | | | | | | | |
| Capital expenditure expensed | 23 | 23,087 | 1,327 | 24,414 | 507 | 24,921 | 63,784 |
| **Surplus/(Deficit) for the year** | | **568,276** | **17,003** | **585,279** | **32,811** | **618,090** | **40,322** |
| Other comprehensive income | | | | | | | |
| Actuarial gains and losses on defined benefit plans | 17 | 38,318 | - | 38,318 | - | 38,318 | 12,503 |
| **Total comprehensive income for the year** | | **606,594** | **17,003** | **623,597** | **32,811** | **656,408** | **52,825** |

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