



Annual Report 2007



UNIVERSITY
OF
JOHANNESBURG



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ANNUAL REPORT 2007

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MESSAGE FROM THE CHANCELLOR

South Africa's young democracy – only in its fourteenth year – remains fragile, challenging and inspiring all at the same time. All institutions of higher learning have a responsibility to prepare tomorrow's leadership as well as to be models of transformation for society. The University of Johannesburg is only in its fourth year as a merged institution of higher learning with an ambitious vision to become Africa's premier institution of learning and teaching excellence to generate new knowledge while engaging with core issues affecting the broader society, to make the University more inclusive, more tolerant and a shining example for racial integration and appreciation of diversity (see Annexure 1).

The Council reviewed the overall governance performance of the University's executive leadership and the institution achieved a rating of 4.67 out of a possible rating of 5 points. Our academic staff are stretched to the limit and beyond as we demand more and more from them to respond to the challenges of governance (4.05), research output (4.72) and, in particular, employment equity, which received a poor rating of 2.2. Not only the numbers of applicants but also those of admissions have increased significantly as compared with the numbers in 2007, which confirms that the UJ as a brand is growing its attractiveness and appeal to young people, while their parents have confidence that the UJ will offer their children a unique South African experience (see Table 27).

The institution's strategic imperatives and thrusts for 2008 have been reviewed and refined, and some new ones have been added. These will be discussed in detail in the Council's report and will underpin the key performance areas of the institution for the 2008 academic year. The University offers a comprehensive learning experience and remains the only institution of higher learning to offer academic and technical choices in fields that are critical for a developing economy. We are the first campus to offer all levels of qualifications in higher education and our graduates enjoy international recognition. Allow me to give an overview of each of our faculties.

The Faculty of Economic Sciences has a distinctive financial focus that sets it apart from other Commerce faculties in South Africa. The Faculty has established itself as a national leader in teaching and producing candidate Chartered Accountants and Chartered Management Accountants. It continues to achieve top results in the Qualifying Examination of the South African Institute of Chartered Accountants with an 81% pass rate in 2007. With the ever increasing demand for economists, econometricians and effective decision makers, a range of qualifications have been developed to equip students with relevant quantitative and financial skills. The University's vision is to be a leading provider of education and research aimed at capacity building in the fields of economics, finance and accountancy. The Faculty prides itself in preparing young South Africans to become great professionals and meaningful contributors to society.

The Faculty of Art, Design and Architecture continues to receive awards for its creative work and in 2007 established a Research Centre for Visual Identities in Art and Design to become a leader in this field. The Faculty aims to focus on visual expressions of identity as a specialised area of knowledge and expertise in art and design research.

The Faculty of Education strongly believes in the power of education to transform human lives and their circumstances. Teaching, learning and community engagement in the Faculty are therefore guided by an ethos of care. What this means is that students who want to pursue a profession in education must be driven by a commitment to make a difference in the lives of those they interact with. The Faculty is particularly proud of its community engagement, which was recognised by the Minister of Education as almost certainly a first for an Education faculty in South Africa.

The Faculty of Engineering and the Built Environment provides programmes in a range of critical scarce skills that South Africa and the subcontinent desperately needs. It is the first and only faculty in South Africa to offer the full qualification range that includes both an engineering technology trajectory and an engineering science trajectory. It is extremely proud to be the first and only faculty providing integrated engineering skills to the marketplace with graduates who enjoy international recognition. The Faculty is also involved in three flagship projects that involve students and the community: Women in Engineering, the Art of Engineering Exhibition and the Formula 1 in Schools.

The Faculty of Health Sciences is recognised nationally and internationally for its accredited qualifications in the fields of Public and Allied Health, Nursing Sciences, Complementary Health, and Sport and Movement Sciences. The Faculty is involved in various community development and outreach programmes through sustainable social investment.

The Faculty of Humanities is a vibrant, intense community of intellectuals and students whose passion is to produce new contributions to human knowledge, to impart knowledge and to inspire the creation of new knowledge. The Faculty has two flourishing research centres, the Centre for Social Research and one for Social Development in Africa. The recently established Centre for the Study of Culture in Africa promises to make a significant contribution in this field.

The Faculty of Law is a small faculty with an enormous output and excellent reputation. For 2008, it received almost three times more applications from prospective first-year students than could be accommodated. The Faculty's accredited research output annually ranks among the top in the country.

The Faculty of Management continues to excel in its programmes by integrating its network of outstanding, committed and dedicated scientists, researchers and academics to become the provider of choice for innovative and socially responsible management scholarship across Southern Africa. This Faculty intends to become a thought leader in the field of Management in a globally complex environment.

The Faculty of Science shares President Mbeki's vision of a Renaissance in Africa and believes that science is the gateway to the rebirth of South Africa and the continent. The Faculty draws together innovative education, internationally competitive research and community development into a dynamic synergy that inspires our students to become exceptional scholars who can make an outstanding contribution to our socio-economic challenges.

In conclusion, we believe that as an institution we are playing a significant role in shaping the leadership of the future as well as in contributing towards South Africa's transformation challenges. In many ways, our growing alumni are the real measure of the UJ's growing brand and reputation. We are therefore extremely honoured that growing numbers of young people choose the UJ to prepare them for the world of work and for making a contribution to society at large. We are confident that we have successfully laid a strong foundation to enable the UJ to become a premier metropolitan university in the African continent. We are pleased to announce that the UJ now has a signet ring available in gold and silver for its alumni to create a unique identity for the University, another first in South Africa.



We believe very much as an institution of higher learning in active engagement that hopefully over time will transform South Africa's legacy of making choices based on the safety of cynicism. Regrettably, cynicism leads to a life not fully lived nor a life that matters, to borrow from Ken Burns, an American historian.

*Don't ask what the world needs. Ask what makes you come alive, and go do it.
Because what the world needs is people who have come alive.*

Howard Thurman

A handwritten signature in black ink, reading 'W Luhabe'.

Wendy Luhabe (Ms)
Chancellor

REPORT OF THE CHAIRPERSON OF COUNCIL

The 2007 academic year saw the "bedding down" of the University of Johannesburg and the attainment of some significant milestones. The Council is particularly pleased with the degree to which the merger has matured and the visible "buy-in" that has taken place among all the stakeholders. The brand UJ is well on its way to becoming a household name in the South African and international circles of academia.

Council in terms of executing its fiduciary duties has ensured that sound management processes within both the administration and the academic echelons are in place. It is in this vein that much effort has been directed towards introducing a University-wide performance management system. While it is difficult to institute performance management processes in an academic environment, it is pleasing to note that the process has been well accepted. For the first time, the University has implemented a performance management system linked to remuneration and based on processes that are typical of those used in private sector businesses.

The University, through its legacy institutions, is faced with the real challenge of creating equality among its five campuses. In achieving this dream, much effort has been put into the development of plans for both the East Rand Campus and the Soweto Campus. With regard to East Rand Campus, the University presented an ambitious proposal to the Department of Education (DoE) and the East Rand community to establish a Manufacturing Centre of Excellence. The premise for such an initiative was based on recognising that the East Rand constitutes the manufacturing hub of South Africa. Intensive negotiations were held with the community, and discussions were held with the Mayor and Councillors of Ekurhuleni and various stakeholder groups. Ultimately, a public presentation was made in which various stakeholder organisations were invited to listen to the proposed plan.

In the meantime, the student numbers on the East Rand Campus had declined to levels that made it unfeasible to sustain any initiatives, and the Council and Executive Management consequently took a decision to suspend all academic activities on the Campus. Adequate preparations were made to accommodate students and staff (academic and non-academic) who would have been affected by this important decision. The University has remained committed to developing a world-class facility on the Campus.

After discussions with the Minister of Education and thereafter with officials from the DoE, it has been decided that the original large-scale manufacturing intervention needs to take into consideration other realities facing the educational offerings in and around the East Rand Campus. In particular, there is an FET college in close proximity to the University's facilities. Currently, discussions are being held with the DoE and other stakeholder groups with a view to identifying a way forward in terms of taking the original innovative University of Johannesburg concept and linking this with the desires on the part of the FET college. The Council is supporting the concept of a partnership arrangement that will offer a spectrum of educational opportunities to meet the needs of the community.

With regard to the Soweto Campus, the University is delighted to have received significant financial support from the DoE to facilitate the development of the Campus into a modern, vibrant academic institution offering a unique suite of programmes that will not be replicated on other campuses.

The Council, with the support of the Executive Management, has determined that the Soweto Campus should become a place of preferred experience by offering programmes that are relevant and unique. The Soweto Campus development is in an advanced stage of implementation. The University has committed its own funds and, together with the capital injection from the DoE, will ensure that a world-class academic environment with residential facilities is provided.

The geographic location of the Soweto Campus is ideal in terms of the expansion plans in and around the Campus. The modernisation of Soweto and the development of exclusive facilities across the road at the old Orlando power station will have synergies with the University development plans. The planning process will give students access to the new commercial developments in and around the Campus. The University has also begun discussions with the Gauteng Department of Education with a view to acquiring both the site and the facilities of the old teacher training college next to the Soweto Campus.

To ensure that the University is able to meet its objectives, a concerted effort has been made to design and implement a management structure capable of meeting the strategic intent of the organisation. The

Integration and Renewal Process has resulted in the restructuring of the various divisions within the University. In addition, significant progress has been made in the harmonisation of conditions of service.

It is pleasing to note that the full complement of executives is now in place. The University has been fortunate to attract top-class people who come with appropriate experience. The Council has welcomed the appointment of Prof A Habib and Prof N Morgan who have taken on the critical roles of heading the research and the human resource and operations portfolios respectively. In addition, the Council ratified the appointment of the Executive Director: Advancement, Mr K Swift; the Executive Director: Academic Development and Support, Prof E de Kadt; the Executive Director: Student Affairs, Prof S Mandew; and the reappointment of Executive Deans Prof T Andrew and Prof K Burger for their second term of office.

When it comes to recruitment and selection of new personnel, the Council and Executive Management are committed to a policy to address both racial and gender issues. The University of Johannesburg, like its counterparts in the country, is finding great difficulty to source suitably qualified people to meet its equity plans.

In the face of the growing challenges in terms of a national shortage of academics, the Council has approved the principle to negotiate retirement packages beyond the age of 60 years in exceptional cases.

The Council has taken particular note of a major thrust in the direction of research and has supported the establishment of a number of centres of excellence and an awards programme recognising talented researchers. Research forms a vital component of a world-class university. The Council is delighted to note that the University's ratings in terms of the unaudited research outputs have increased during 2007.

Perhaps one of the greatest challenges facing the higher education sector in South Africa is the financial integrity of institutions. The Council is aware of its mandate in terms of ensuring the financial sustainability of the organisation. To this extent, the Council is vigilant in terms of ensuring that the financial portfolio is managed according to strict guidelines. It is pleasing to note that the financial management system in the institution is in good shape. Further, the new financial reporting process has ensured that the Council is kept fully informed of cash flow, income and expenditure. Management has played a vigilant role in terms of controlling expenses and ensuring that at all times the financial integrity of the organisation remains intact.

The University is faced with an added complexity in managing a multicampus institution. This brings about a higher internal rate of inflation that is exacerbated by a gradual decrease in state subsidy in real terms. The University has consequently been constrained to look at ways of conserving costs and increasing sources of income. Unfortunately, the Council has had no option but to approve an increase in student fees. These difficult decisions were taken with the appreciation of challenges facing students, particularly those from disadvantaged backgrounds. Every effort is made to support deserving students through an internal bursary fund.

The harsh reality is that the University cannot rely on state subsidy only. In recognition of a diminishing subsidy, the Council has engaged with Executive Management in developing a strategy for so-called third-stream income. The University, like most of its international peers, is impelled to look at innovative ways in which it can utilise its facilities, material and human resources to create opportunities for additional income streams. While the University is cognisant of the fact that its main function is that of an academic nature, the delicate balance between commercialisation and academic integrity has to be maintained.

The year also saw the institution of the Ellen Khuzwayo Council Awards. Named after one of South Africa's unsung heroines, the award has been designed to pay tribute to people who have made a very special contribution to the well-being of the University and education. The first recipients were Ms Nasima Badsha, Mr Attie du Plessis, Mr John Gossling and Mr Sol Kerzner.

The Council of the University comprises a team of dedicated individuals (see Table 1). The attendance at Council and subcommittee meetings is excellent. There is a high level of mature debate and the quality of the advice is synonymous with the make-up of the members. During the year, two new Council members were appointed by the Minister: Dr S Lushaba and Ms Z Nzalo. The Council bade farewell to Professor H Davis and appointed Dr R Ramparsad, an educational expert, to fill the vacancy. It has been my privilege to have worked with such a wonderful group of people. Your efforts and your deep belief in the institution are truly appreciated.

Much has taken place over the past year. The progress of the institution and its achievements are noteworthy and are attributable to a dedicated Executive Management team and equally committed academic and administrative heads. The members of Council value your efforts and we wish to place on record our sincere appreciation to all of you.

Composition of Council

As mentioned above, Dr Lushaba and Ms Nzalo were appointed by the Minister to replace Ms M Keeton and Advocate D Mpofu. Professors T de Wet and J Sonnekus were elected as Senate members and took office on 1 August 2007. Professor A van der Watt was elected as academic representative, replacing Professor A Venter, whose term of office had expired. The non-academic representatives, whose terms of office also expired, were replaced by Mr H Kruger and Mr Z Kwinika. Dr Ramparsad replaced Professor Davis as a representative of Education (in accordance with section 9(1)(i) of the Standard Institutional Statute).

Table 1: Status of Council Members, 2007

SIS requirements (Section 9)	Member status	Term of office
Principal and Vice-Chancellor	Prof I Rensburg	1 Apr 2006; membership by virtue of office
Pro Vice-Chancellor and Vice-Principal	Prof D van der Merwe	1 Jan 2006; membership by virtue of office
One additional Vice- Principal/DVC	Prof A Redlinghuis	1 Jul 2006; membership by virtue of office
Five persons appointed by the Minister	Ms M Keeton (4 yrs)	1 Jul 2005 - 30 Jun 2009 (resigned Jan 2007)
	Prof R Marcus (4 yrs)	1 Jul 2005 - 30 Jun 2009
	Mrs J Siwani (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Ms K Nyoka (4 yrs)	1 Aug 2006 - 31 Jul 2010
	Dr S Lushaba (4 yrs)	1 May 2007 - 30 Jun 2011
	Ms Z Nzalo (4 yrs)	1 May 2007 - 30 Jun 2011
Two members of Senate elected by Senate	Prof T Auf der Heyde (3 yrs)	1 Jul 2005 - 30 Jun 2008 (resigned Jun 2007)
	Prof J Otto (2 yrs)	1 Jul 2005 - 30 Jun 2007
	Prof T de Wet (3 yrs)	1 Aug 2007 - 31 Jul 2010
	Prof J Sonnekus (3 yrs)	1 Aug 2007 - 31 Jul 2010
Two academic employees elected by the academic employees	Prof A Venter (2 yrs)	1 Aug 2005 - 31 Jul 2007
	Prof I Burger (3 yrs)	1 Oct 2006 - 30 Sept 2009
	Prof A van der Watt (3 yrs)	1 Sept 2007 - 31 Aug 2010
Two students, UJ-SRC	Mr M Maunatlala	1 Nov 2006 - 30 Sept 2007
	Mr G Molepo	1 Nov 2006 - 30 Sept 2007
	Mr M Hoyi	1 Oct 2007 - 30 Sept 2008
	Mr T Sekobane	1 Oct 2007 - 30 Sept 2008
Two non-academic employees elected by the non-academic employees	Prof I Broere (2 yrs)	1 Aug 2005 - 31 Jul 2007
	Mr J van Schoor (2 yrs)	1 Aug 2005 - 31 Jul 2007
	Mr H Kruger (3 yrs)	1 Sept 2007 - 31 Aug 2010
	Mr Z Kwinika (3 yrs)	1 Sept 2007 - 31 Aug 2010
Three members of the Convocation elected by the Convocation	Adv C van Staden (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Mr C Gebhardt (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Ms T Coetzer (4 yrs)	1 Jul 2005 - 30 Jun 2009
Ten members: broad spectrum – appointed by Council	Ms A Botha (4 yrs)	1 Jul 2005 - 30 Jun 2009
	Prof H Davies (4 yrs)	1 Jul 2005 - 30 Jun 2009 (resigned Dec 2006)
	Mr J Dikgole (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Dr P Mjwara (4 yrs)	1 Jul 2005 - 30 Jun 2009
	Dr/Comm NJ Mxakato-Diseko	1 Jul 2005 - 30 Jun 2009
	Mr J Njeke	1 Jul 2005 - 30 Jun 2009
	Dr W Rowland (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Mr K Sibiya (3 yrs)	1 Jul 2005 - 30 Jun 2008
	Ms K Thoka (3 yrs)	1 Aug 2006 - 30 Jun 2008
	Mr D Jordaan (4 yrs)	1 Aug 2006 - 31 Jul 2010
	Dr R Ramparsad	1 May 2007 - 30 Jun 2009
	(remainder of predecessor's term: Prof H Davies)	

Meetings held and attendance profile

Four Council meetings were held: 19 March, 24 May, 20 September and 22 November 2007. Attendance of the Council meetings was satisfactory as reflected in Table 2 (see also page 82-84).

Table 2: Attendance of Council meetings 2007

(✓ = in attendance and ✕ = absent)

NAME	DATE OF MEETING				
	19/03/07 Meeting	24/05/07 Special Meeting	24/05/07 In-Committee Meeting	20/09/07 Meeting	22/11/07 Meeting
Prof T Auf der Heyde	✓	✕	Recused	Resigned June 2007	
Ms A Botha	✓	✓	✓	✓	✓
Prof I Broere	✓	✓	✓	Term of office expired 31 July 2007	
Prof IC Burger	✓	✓	✓	✓	✓
Ms T Coetzer (Vice-Chair)	✓	✓	✓	✕	✕
Prof T de Wet	Not a member	Not a member	Not a member	✓	✓
Mr J Dikgole	✓	✓	✓	✓	✓
Mr C Gebhardt	✕	✓	✓	✓	✓
Mr M Hoyi (SRC)	Not a member	Not a member	Not a member	Not a member	✓
Mr D Jordaan	✕	✕	✕	✕	✕
Mr H Kruger	Not a member	Not a member	Not a member	✕	✓
Mr Z Kwinika	Not a member	Not a member	Not a member	✓	✓
Dr S Lushaba	Not a member	Not a member	Not a member	✓	✓
Judge FR Malan	✓	✓	✓	✕	✕
Prof R Marcus (Chair)	✓	✓	✓	✓	✓
Mr M Maunatlala (SRC)	✓	✓	✓	✓	SRC term expired
Mr G Molepo (SRC)	✕	✓	✓	✕	SRC term expired
Dr P Mjwara	✓	✕	✕	✓	✓
Prof ME Muller (Registrar)	✓	✓	✓	✓	✓
Comm NJ Mxakato-Diseko	✓	✕	✕	✕	✓
Mr JJ Njeke	✓	✕	✕	✓	✓
Ms M Nyoka	✓	✓	✓	✕	✕
Ms Z Nzalo	Not a member	Not a member	Not a member	✓	✓
Prof JM Otto	✓	✓	✓	Term of office expired 30 June 2007	
Dr R Ramparsad	Not a member	Not a member	Not a member	✓	✓
Prof A Redlinghuis	✕	✓	✓	✓	✓
Dr IL Rensburg	✓	✓	✓	✓	✓
Dr W Rowland	✓	✓	✓	✓	✓
Mr T Sekobane (SRC)	Not a member	Not a member	Not a member	Not a member	✓
Mr KB Sibiya	✓	✓	✓	✓	✓
Ms J Siwani	✓	✓	✓	✓	✓
Prof J Sonnekus	Not a member	Not a member	Not a member	✓	✕
Ms K Thoka	✓	✓	✓	✕	✓
Prof D van der Merwe	✓	✕	✕	✓	✓
Prof A van der Watt	Not a member	Not a member	Not a member	✕	✓
Mr JA van Schoor	✓	✓	✓	Term of office expired 31 July 2007	
Adv CR van Staden	✓	✓	✓	✕	✓
Prof AJ Venter	✓	✓	✓	Term of office expired 31 July 2007	

Matters of significance considered by Council 2007

The following matters of significance were considered by Council during 2007:

- The Vice-Chancellor's quarterly reports.
- The quarterly verbal reports of the President of the Student Representative Council.
- The Executive Committee of Council (Exco) acts as the Council Membership Committee. The decision taken by Exco to appoint Dr Ramparsad (mentioned above) was ratified by Council.
- New Council members appointed by the Minister (noted): Dr Lushaba and Ms Nzalo (mentioned above).
- The UJ Guide for Effective Meetings was approved.
- A Council and Council Committee Performance Review process: approved and executed.
- Alignment of the Management Executive Committee portfolios for 2007.
- Appointment of Executive Managers: Withdrawal of offer of employment to Professor Msweli-Mbanga. (The appointments or reappointments of Mr Swift and Profs Morgan, Habib, De Kadt, Mandew, Andrew and Burger have been mentioned above.)
- East Rand Campus: Enrolment Planning and the implications for this Campus in accordance with the ministerial decisions in this regard. A special task team was established and three external members of Council were appointed to it. Subsequently, the temporary closure of the Campus was approved by the Council at its first meeting on 19 March 2007.
- Soweto Campus: Enrolment planning and the implications for this Campus in accordance with the ministerial decisions in this regard; possible acquisition of additional land to be investigated (owned by the City of Johannesburg and the Gauteng Department of Education); and investigation of a private-public partnership in respect of the Soweto Campus Development Project.
- The recommendations of the Institutional Forum on the appointment of Executive Managers.
- Reports from the Council committees and subsequent matters for consideration.
- Continual financial overview and performance per quarter.
- Approval of the UJ Budget for 2008, as well as the subsequent Notes to the Budget, Income and Expenses Budget, Expenditure Budget and Capex Budget.
- Approval of the UJ updated Financial Delegation of Authority.
- Appointment of the internal auditors for 2008.
- Approval of the 2006 Audited Financial Statements and related reports.
- Security and related statistics on campus incidents.
- Building projects: Progress reports and approval of new projects in accordance with the capital expenditure approved by the Finance Committee.
- Property acquisition, subject to ministerial approval.
- Proposed hotel development at the School of Tourism and Hospitality: Approved in principle, subject to ministerial approval.
- Analysis of the 2006 Employment Equity Report, as well as the approval of the Employment Equity Strategy of the University.
- Substantive salary negotiations for 2007.
- The Integration and Renewal Process and progress reports resulting in the restructuring of the various divisions (excluding the academic architecture) within the University.
- Progress reports on the harmonisation of conditions of service.
- Retirement age of 60 years: Principle approved to negotiate retirement packages beyond the age of 60 years in exceptional cases.
- Ratification of dismissals.
- Upgrading and maintenance of various infrastructure elements.
- Reports on the relationship between the Innovation Fund and the University.
- Approval of the conferment of three honorary doctoral degrees in 2008: Mr Willem Boshoff, Prof Adebayo Adedeji and Dr James Barnard.
- Approval of amendments to the UJSRC Constitution and Regulations.
- Approval of the final UJ Statute for submission to the Department of Education in November 2007.
- Quarterly reports on the RAU Trust and progress with the establishment of the University of Johannesburg Trust.
- Ellen Khuzwayo Council Awards: Approval of the medal and approval of the recipients as mentioned above (Ms Badsha, Mr Du Plessis, Mr Gossling and Mr Kerzner). These medals were awarded at a function in November.

- Campus Programme Profile: The submission by the Management Executive Committee was considered.
- Report on Dromedaris Men's residence and subsequent action strategy.
- UJSRC election report.
- Quarterly reports from Senate to Council.
- Reports from the Institutional Forum.
- Approval of institutional policies/criteria: Policies on Third-Stream Income, National Senior Certificate Admission Requirements, and Minimum Appointment and Promotion Criteria for Academic Employees.
- Approval of 2008 tuition fees.
- Ratification of Memorandum of Agreement related to tuition fees.

Council Committees

The following Council committees were in place in 2007 (see also the Registrar's Report on Corporate Governance, page 82-84):

- Executive Committee of Council, which also acted as the Council Membership Committee, consisting of the Chairperson, Vice-Chairperson, chairpersons of the various Council committees, the Vice-Chancellor, the Pro Vice-Chancellor and one Deputy Vice-Chancellor. The Executive Committee (with exclusion of the Vice-Chancellor and the Pro Vice-Chancellor) also performed the functions of the Remuneration Committee;
- Audit Committee;
- Finance Committee;
- Human Resources Committee;
- Planning and Resources Committee;
- Honorary Degrees Committee (a combined Senate and Council committee);
- Ellen Khuzwayo Council Award Committee.

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

The attendance of Council Committees is reflected in the Registrar's Report on Corporate Governance (page 82-84).

Self assessment

A Charter for Council (in accordance with the requirements of the Standard Institutional Statute but aligned with the University's mission, vision and strategic objectives) was developed and approved. A performance review system and instrument was subsequently developed for Council and each Council Committee. These performance reviews were conducted at the last meetings held in 2007, followed by a critical reflection and planned action to improve on the areas of moderate performance (see Annexure 3).

Roy Marcus (Prof)
Chair of Council

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL

As we outline in this annual report, 2007 was a challenging, yet defining year for the University of Johannesburg. Overcoming obstacles and forging ahead required diligence and perseverance by a dedicated team of executive leaders, middle managers, general staff, and student and worker leaders of the University. We are also deeply indebted to all members of the Council, and in particular the Chairperson (Prof Marcus) and the Chairpersons of Committees of Council, Ms Trix Coetzer (Finance), and Messrs Gebhardt (Planning and Resources), Njeke (Audit) and Dikgole (Human Resources) for the extraordinary contributions that they continue to make to the University's success.

During 2007 many mileposts were passed. The University completed the development of its peer-reviewed post-merger programme and qualification mix, created the first of three sets of new academic positions that will add over a 100 new posts, significantly increased its research output, established or renewed 13 research centres, approved 7 flagship research niche areas, announced Vice-Chancellor excellence awards for teaching, research and innovation, established as part of its public scholarship programme a public lecture series, conferred its first honorary doctoral degrees, completed its post-merger organisational design and matched and placed staff therein, approved its post-merger academic staff promotion and appointment criteria, secured approval and significant funding for the renewal and development of its Soweto Campus, secured ministerial approval for its enrolment management plan including the lifting of its historic enrolment cap, approved its risk management strategy and plan, refreshed and enhanced its marketing and branding campaign, and achieved its demanding financial goals.

Thus, with one or two exceptions the University has successfully completed the necessary academic, administrative, human resource, financial and governance arrangements following its merger in 2005. The University was able to achieve these demanding challenges because of its deliberate focus on its medium-term strategic goals and its annual thrusts (or critical priorities), both of which are listed in this annual report. These medium-term and annual strategic goals and thrusts enabled the University to focus on its overarching agenda: to achieve a successful merger of its legacy institutions and to chart a new identity for the merged institution. Achievement against these strategic goals and annual thrusts are monitored and measured by the Council Executive Committee that also acts as the Council Remuneration Committee. For these purposes, the Council Executive Committee approved the 2007 UJ Scorecard that comprises weighted core academic indicators (student throughput, research output and community engagement, weighted at 29%), financial indicators (percentage self- to state-generated income, financial stability and future sustainability, and project delivery efficiency, weighted at 24%), governance indicators (Audit Committee perception of governance and the effectiveness of the Council, weighted at 14%), annually determined key thrusts or critical priorities (brand renewal and campaigns, differentiation of the University, campus academic programme profiles, preparation for the higher education institutional audit, and an efficient and caring institution, weighted at 13%), institutional brand performance indicators (new applications and actual enrolment for undergraduate programmes, percentage of new enrolments in undergraduate programmes with M scores greater than 20, and stakeholder experience and perceptions of the University, weighted at 5%), human resources indicators (percentage of new employees who are black, staff turnover and staff satisfaction, weighted at 10%), and a preferred student experience (student experience survey, weighted at 5%). In respect of the 2007 UJ Scorecard (see Annexure 2), the institution achieved a pleasing overall score of 3.77 out of a possible 5.

During the year under review, the Minister of Education conveyed the good news that our plans for the renewal and redefinition of our Soweto Campus had been approved and that substantial government funding totalling R340m, principally for capital expenditure, had been set aside for this purpose. The University, on the other hand, agreed to set aside an additional R150m of its own resources to contribute to the creation of a truly landmark post-apartheid Soweto Campus. This investment of R490m will be supplemented by an additional R200m to construct student residences through a private-public partnership. Much planning was done, and in particular our plans for the physical and programme development of the Campus were at an advanced stage at the close of 2007. A great deal of this work also involves the DoE, the provincial government and the metropolitan government since we are seeking to procure the old Soweto College of Education's underutilised land as well as the land between our Soweto Campus and the College to accomplish our landmark plans for the Campus fully. We are confident that building on the Soweto Campus will begin during the second half of 2008. We are continuing our work on the development of the Campus programme profile, and until this is finalised, our growth plan

for the Campus is focused on organic growth in the programmes of the Faculties of Management, Economic and Financial Sciences, and Education.

While 2007 was an extremely productive year for the University, it also came with considerable challenge and stress. Three of the most significant quandaries are noted. Firstly, the status of our East Rand Campus. With only 180 students served by more than 60 members of staff, the status quo was clearly not sustainable. While we were busy developing a new focus for this Campus – concentrating on manufacturing engineering ideally suited to its location in the continent's manufacturing hub – our observations made it clear that we could not continue to acquiesce in such inefficient use of public and institutional resources. After much debate, at times acrimonious, coupled with protest marches, stakeholders conceded to the temporary closure of this Campus, the transfer of students and staff to our other campuses and ongoing consultations on a desired future for this University Campus. We are now awaiting the DoE's response to our proposed plans.

Secondly, we concluded very difficult annual salary negotiations in a context that was more conducive to the withdrawal of labour and to the classical power play between employer and employee as witnessed in particular in the 2007 public service sector round of salary negotiations. University management and our representative unions and associations kept cool heads and signed off not only on annual salary adjustments (at 6.75%), but also on a cost of our merger that thus far had been largely in the background, namely the costs of harmonising conditions of service across the three legacy institutions.

Thirdly, the annual tuition fee adjustment also became thorny and divisive, yet it also became another defining and landmark moment for the entire University community. It provided for the usual power play between some student leaders and student organisations on the one hand, and management and the Council on the other, but matters were in the end settled in the collective interest of the University. Having benchmarked our tuition fees against those of our peers, and taking into account the quality of our teaching and learning services and the financial requirements attached to our vision, mission and strategic plans, the Council initially approved (i) an 8% inflation adjustment for all programmes, (ii) an additional 6% increase per year over a three-year period (2008, 2009 and 2010) for all first-year degree modules, and (iii) an additional one-off 5% increase for all first-year diploma and certificate modules effective only in 2008. An ICT levy of R250 was also approved for all students irrespective of programme or seniority. Student protests on some of our campuses, coupled with inconclusive consultations with student leaders, prompted the Vice-Chancellor to meet with senior officials from the DoE to help make progress. In this regard, the Vice-Chancellor explained fully the rationale behind the carefully considered tuition fee increases, including the importance of providing the required resources that will enable the University to attain its medium-term strategic objectives. Furthermore, the DoE was informed that the University was firmly committed to the achievement of cross-campus equity of resources and facilities, to the long-term viability and sustainability of all its campuses, and to efficient and effective service delivery, and that these goals could only be attained if the University remained financially sustainable. Following detailed and focused discussions with student leaders lasting several days, an agreement, approved by the Council, was reached with the student leaders and their organisations. The agreement provides for a five-year phased adjustment of tuition fees. It also responds positively to student concerns about the effect that a sharp rise in tuition fees may have on access, while simultaneously enabling the University to pursue and implement its medium-term strategic plans actively. In sum, the full effect of the tuition fee increases will be spread over a five-year period.

The University is confident that the agreement that is now being implemented provides a sound platform from which financial planning in the next five years can take place. We will also take every step necessary to avoid damaging protest actions seen during October of this year, and we are confident that a sound basis for constructive engagement between the Management and the University community has been laid. It is important to note that this matter of tuition fees is also the focus of a Higher Education SA (HESA, the forum of South African university vice-chancellors) study, and the prevailing view there is that in order for universities to consider capping fees, the DoE must raise the student subsidy not merely as a one-off intervention but on a sustainable basis. Furthermore, HESA discussions with the President have continued during this year, and while these meetings have been important and useful for both parties to highlight their concerns for higher education, thus far these have not yielded the expected results of an increased student subsidy level.

These three flashpoints – the East Rand Campus, annual salary negotiations and the tuition fee protests – can, despite their significance, lead one wrongly to believe that these matters have been the central

focus of the institution. Instead, as we illustrate below, this year has seen us taking the first big steps on our way to reaching our vision of becoming a premier, embracing African city university offering a mix of vocational and traditional university programmes.

A further challenge for the University this year was that of another decline in its student enrolment, which has fallen by 3.3% when compared with enrolments for 2006. Although this was in line with our plans to manage enrolment to fall to below our historic cap (revised upward in 2007), this three-year planned drop has had dramatic consequences for our income, which has decreased accordingly. On average, a decrease of 1 000 students results in a subsidy loss of R13m to R15m. This has placed enormous pressure on our operating margins, especially in an environment of rising CPIX and even sharper rising institutional inflation as measured by the internal costs of labour, supplies and construction-related maintenance. Taking into account that the state subsidy has been falling in real terms, this is a kind of "double whammy" for the institution: falling state income because of falling student numbers and falling state income associated with the long-run real decline in subsidies per student. When fixed costs are high (consider for example total HR costs that are in the region of 64% of total operating expenditure given the merger), managing an institution of the University's size and creating a new future becomes a daunting challenge. Accordingly, our plan to have our enrolment cap lifted was critical to the institution's future. Having achieved this against other national higher education system growth needs in other parts of the country was an extraordinary achievement. Our challenge now though is to grow our overall student numbers to the new enrolment cap of approximately 46 000 by 2010. A related and perhaps even more essential challenge is to raise our full-time equivalent ratio (FTE, of 0.75) which measures the relationship between student course weight and total number of students to a higher ratio of 0.8. By doing this, the University will receive the same state subsidy but have on average 3 000 students less than it currently has. This would mean substantially better student-to-faculty ratios, lower operating costs and considerably better operating margins.

On enrolments, it is worth noting that the Faculty of Engineering and the Built Environment is making a considerable contribution by having grown its enrolment to 7 005. The challenge now for this Faculty, given the high state-subsidy load per student (four times higher than that for Humanities, for example) is to raise its FTE ratio as its next contribution to the University's overall health. In decline over the last three years is enrolment in Humanities (0.5% down over 2006), Education (1% down over 2006), and perhaps much more worryingly, Health Sciences (3% down over 2006), Sciences (7% over 2006) and Law (9% down over 2006). In respect of the last-mentioned three faculties, much more dramatic intervention is required to stem the medium-run fall in enrolment. The Faculty of Fine Art, Design and Architecture, one of our defining programme offerings, is also receiving attention. Enrolment in this Faculty has fallen over the medium term from a height of 1 300 to the current 830, although we now appear to have reached the bottom of the trough. With regard to Management (a flat enrolment over 2006), and Economic and Financial Sciences (2.2% down on 2006), these remain our largest faculties with combined student numbers in excess of 16 000. To put this into perspective, the enrolment of these two faculties constitutes a larger enrolment than over half of the country's universities can boast! Considering the significant risk that decreasing enrolment constitutes for the University, we are all focusing on raising enrolment in 2008. Given the crisis experienced in high schools this year, however, the best that we can expect to achieve is maintaining enrolment at the same level as that for 2006.

Still on enrolment, non-subsidised student enrolment also fell from 8 444 to 6 434 during 2007. While this might look reasonable given our renewed focus on our core enrolment of subsidised students, the consequences of this development is that the University appears less accessible and amenable to industry and society's "non-full-time and non-day student" needs. It also means a fall in third-stream income, and it puts further pressure on our operating margins. Again this is a matter that is singled out for definitive action in 2008.

We continued our governance thrust during the year under review, focusing on putting in place appropriate risk management and governance structures and policies, including the University Statute (now to be finalised by the DoE). And, following a difficult debate on the composition of Senate in the new proposed University Statute, the Council and the Senate have jointly resolved that, without detracting from our understanding of the basic role and functions of the Senate comprising full professors and the Management of the University, and given our recent merger, all Vice-Deans and Heads of Departments who are not full professors be full members of the Senate until such date as determined by the Senate.

We have also continued to focus on improving our teaching and learning strategy and programmes, with attention to the quality of our programmes as measured by our peers, the strength and reach of our Academic Development and Support Programme, and student throughput and graduation rates. Our academic programme reviews have been successfully completed and the University's new programme and qualification mix has been finalised. We are now awaiting final sign-off of the programme and qualification mix by the Council on Higher Education (CHE) and the DoE. We have also undergone a number of external programme reviews in our Education Faculty that demonstrate that these programme offerings are among the best in the country. Several professional and industry programme reviews such as in Accounting, Engineering and Psychology have also come to similar conclusions. In the meanwhile, our institutional audit preparations continue, with 2008 a defining year for us as we head to the mid-2009 UJ external institutional audit. In fact, all of our work – be it in governance, operations, teaching and learning, research and innovation, and institutional advancement and culture – is aimed at creating the perfect platform for a renewed institution that will measure up well during its external audit, and that will demonstrate significant fit between its vision and institutional practices and culture.

During this year, we also continued to recruit academic staff to reduce teaching loads in specific faculties and departments, and to raise our research output. Several new senior appointments were also made, notably at the levels of Deputy Vice-Chancellor (Profs Habib and Morgan are now adding enormous value to the team and the University), Executive Dean (the appointments of Profs S Gravett (Education) and A Dempsey (Economic and Financial Sciences) added certainty and leadership to their respective faculties) and Executive Director (the appointment of Mr Swift and Profs De Kadt and Mandew are adding strength and new energy to the team). It has also been a year in which senior staff have moved on or retired – Messrs A Higgs (DVC: HR and Operations) and M Mokotedi (Executive Director: Operations), and Prof A Redlinghuis, DVC Institutional Planning). It has also been a year of some acting appointments, and in this regard we have to thank respectively Prof C Moloi (Student Affairs) and Mr J Bassill (Operations) for their considerable contributions.

As mentioned earlier, we also introduced recognition awards for teaching excellence, research and innovation, we recognised our A-rated researchers, and, following the announcement and support of 13 research centres in 2006, further committed significant resources to flagship research niche areas. The last-mentioned plan recognises that the University cannot strive to be at world-class level in all possible research nodes and areas, and that it is essential, based on clearly defined criteria (such as the size and strength of the research group, and the quality and quantity of its research output) to identify and invest in these research niches. The assumption is that these are already recognised for their outstanding contribution to global knowledge, that postgraduate student numbers will increase significantly in these niches, and that there will be commercial spin-offs from the research output. The initial research niches announced are:

- Telecommunications
- Economic Geometallurgy
- Sociological Research
- Energy and Sustainable Development
- Nanotechnology
- Water and Health
- Aquatic Ecotoxicology.

Furthermore, our research – as well as our postgraduate growth plans – will see the following measures being implemented:

- Promoting seminars and workshops designed to promote research activity in faculties.
- Strategies to ensure improvement of qualifications of academic employees.
- Promotion of "public scholarship" in the University both as a concept and as a practical means of establishing a public profile for the institution.
- Establishing a place in the faculties for Research Professors who are able to enhance the University's research profile.
- Promotion of interfaculty and interdisciplinary research as a means of enhancing the University's research profile.
- Utilising the services of distinguished scholars and of recently retired Professors as Honorary Professors for research and capacity development purposes.
- Implementation of a research and information management system.

Pleasingly, and in line with our overall research thrust, our research output for 2006 (against 2005) increased markedly from 326 research units to 387 research units.

As we pursue this ambitious agenda for teaching, learning, research and innovation, special effort is being invested in making appointments that contribute to our demographic representivity and the reaching of Council-approved equity targets. With academic employees in view, we are also now putting in place a significant Recruitment and Retention Strategy, a Performance Management and Reward Programme with special reference to the Management, as well as a programme for the substantial incentivisation of third-stream income activities. The Council has now approved several visionary policies in this regard.

The University also had the honour of conferring its first honorary doctoral degrees on Mr Eric Molobi (posthumously) and Mrs Albertina Sisulu, as well as the Ellen Khuzwayo Awards (see the Report of the Chairperson of Council).

The University's first Memorial Service commemorated those students and staff who had passed away during the previous twelve months. This was a moving and inter-faith service overseen by Christian, Hindu, Muslim, Jewish and African traditional religious faith leaders. Family of the deceased students and staff found this an impressive and positive experience.

During the year under review, we continued to implement our HIV/AIDS programme that included a number of activities such as voluntary counselling and testing, condom and information leaflet distribution, and the training of student peer educators who participate in the annual projects on HIV/AIDS awareness, campus and community outreach, and national campaigns. The University also began to gear itself for participation in the Higher Education South Africa (HESA) HEAIDS strategy, a €20m programme that is made possible by the European Union and the DoE. These University and sector-wide programmes are aimed at reducing HIV/AIDS prevalence among staff and students, and improving their quality of life and reducing the stigma associated with the disease.

The SRC elections went off smoothly; however, we did not reach our target of a minimum 10% student participation in these elections. Much more needs to be done by Management and the current SRC leadership to build confidence in and highlight the important role of the SRC in student life and governance.

A critical challenge for the University in 2008 is the finalisation of campus programme profiles. This plan is aimed at developing unique campus profiles with minimal programme duplication and the minimum number of students and staff commuting between campuses. As important as this plan is to the University, it is equally essential to understand and manage the associated risks. The current plan, under discussion in the University community and the Council, provides for significant change – in particular for the respective consolidations of the Engineering disciplines and the Health Sciences disciplines on Doornfontein, the Management disciplines on Bunting Road, and the Economic and Financial Sciences disciplines on Kingsway. The plan assumes significant investment of capital on Doornfontein and Bunting Road to make these faculty consolidations possible. Risks associated with such a move thus include the financial risks, staff-related risks, student-related risks and risks associated with the location of the campuses and associated urban renewal. When considering the challenge of making the Soweto Campus viable (as discussed earlier), raising overall enrolment in a depressed growth environment (consider the high-school crisis of this year and the new National Senior Certificate coming on stream at the university gate in 2009), and the responsibility to implement successfully our renewal plans for teaching and learning, research and innovation, and institutional advancement and culture, then important decisions await us in 2008. As part of the University's overall risk management plan (discussed elsewhere in this report), these risks will thus be weighed prior to final decision-making by mid-2008.

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

We continue to enjoy the unwavering support of our Alumni Association, which itself continues to undergo renewal as it seeks to align its objectives with the University's strategic goals and annual strategic thrusts. This was a successful year for the Association. It now has an enhanced post-merger alumni records system and a UJ Alumni Portal offering various online services to this stakeholder group. It has

allocated 24 bursaries and made a significant donation to the Children's Cancer Association, and it has recognised outstanding and prominent alumni at its third Alumni Dignitas Awards.

Our Audited Financial Statements have been prepared in a new record time, being ready by 31 March, demonstrating again that we can set demanding targets and achieve them. This is a satisfying accomplishment, and few JSE-listed companies can do better. The significance of this achievement is that it demonstrates the extraordinary capacity of Team Finance and reflects extremely positively on the state of our financial policies, systems and processes. The nexus of financial supervision is extremely important since it is the collective of Executive Heads (Deans and Directors), Heads of Departments and Directors of non-academic divisions that operate and manage these policies, systems and procedures. I therefore wish to record my sincerest appreciation to this level of leadership at the University for their application and commitment without which we would not be able to achieve this extraordinary and satisfying outcome. Regarding the results themselves, these must be read against our finance philosophy, in particular (1) that we strive to match operating expenditure with operating income (including income from working capital), (2) that income from investments is considered temporary windfalls and is not included in operating income, and (3) such income is used to finance one-off projects such as capital expenditure, backlog maintenance and plant rehabilitation, major projects such as the development of the Soweto Campus, and term-limited initiatives that have no recurring costs associated beyond such term limits. In the light of these remarks, our operating income exceeded operating expenditure by 3.3% (or close to R43m), while total surplus (including income from investments) stood at R302m.

In conclusion, while 2007 was an exacting year, we are confident that we have made good progress in our vision, mission and strategic plan (see Annexure 1), and that this has been a landmark as well as a defining year. On the other hand, 2008 will be another critical year as we make important decisions (such as on the campus programme profiles), implement plans that carry considerable risk (such as our growth plan and the Soweto Campus Development Plan), and continue with critical post-merger matters (such as the conclusion of our harmonisation of conditions of service and the development of a post-RAU post-TWR and post-Vista institutional culture). Going forward, we will focus even more attention on the following:

- Creating value through achieving greater efficiencies and through innovation in academic and non-academic operations.
- Creating future value today by investing in research, by turning many promising research outputs into innovations, and taking these to the market.
- Actively creating an inclusive and embracing culture as opposed to one of alienation, especially for black academic staff and black students on some of our campuses.
- Actively implementing our language policy. In this regard, our communications, whether at faculty, department, division and at external levels, will no longer be only in one or two languages when we have agreed to implement a four-language policy.
- Establishing and building our reputation through a deepened brand campaign.
- Building our pedigree by partnering in 2008 with selected domestic and international institutions that will create value and enhance our reputation.
- Partnering in an innovative manner with industry, business and government so that the human talent that we are unable to introduce full time into the University is brought at least part time to it in a "win-win" solution for all partners.
- Effectively developing and managing our talent, and actively pursuing our employment equity plans.



Ihron Rensburg (Prof)
Vice-Chancellor and Principal

ACADEMIC REVIEW

OVERVIEW

In 2006, the focus was on a consolidation of the University's core academic business. The focus in 2007 (as reflected in the Vice-Chancellor's Report) was to:

- launch the University as a premier institution of higher education, as reflected in our vision and mission statement;
- build systemic coherence in respect of the core academic business, create momentum for a strategy-driven approach to:
- enrolment management;
- research;
- teaching and learning;
- financial sustainability;
- bed down remaining merger-related human resource matters;
- create brand awareness of the new University.

Progress made in strategic academic thrusts for 2007

The following strategic academic thrusts for 2007 were identified in January 2007:

a) Academic distinction, diversity and differentiation

- Scholarship: attract, retain, develop, and incentivise top and scarce scholars.
- Diversity: programme mix, curriculum and responsiveness.
- Innovation.
- Differentiation.
- Development of research niches.
- Promoting and achieving the vision of the "new" dynamic, diverse, distinctive, distinguished, responsive, preferred, holistic and leading South African University.

Council approved a *Recruitment and Retention Strategy* and funds were made available to attract, retain and incentivise top scholars and those with scarce skills. Implementation of the strategy began in 2007.

Conceptualising academic diversity and differentiation within the nine faculties was an ongoing process in 2007 and the fruits of the intellectual engagement on this topic will become apparent in 2008. The University's continuing participation in the SANTED* project also assisted in the development of a fundamental understanding of institutional and academic programme diversity and differentiation.

Thirteen established research niches were identified and appropriately funded for a three-year cycle. In terms of a so-called quick-wins initiative, a further seven research niches were identified and provided with resources to accelerate their development into fully fledged, internationally competitive areas of research excellence. Four *Vice-Chancellor's Distinguished Awards* (for "Outstanding Researcher of the Year", "Most Promising Young Researcher of the Year", "Innovator of the Year" and "Teacher Excellence") were introduced in 2007, and the eligibility and selection criteria, process and value of the awards were finalised. The first awards, for outstanding research, were made late in 2007 to the University's two A-rated scientists.

A strategy and an accompanying set of policies to promote innovation by providing for a dedicated strategic approach to, and appropriate management and governance structures in respect of, diversification of the University's income sources were approved by Council towards the close of the year for implementation in 2008.

b) Campus programme profiles

- Campus development plans, including Soweto and East Rand Campuses.
- Academic architecture in terms of Academic distribution across campuses.

A major initiative was an extended investigation into academic programme deployment on four of the five University campuses. The rationale for the investigation was to create a more even distribution of institutional resources across the campuses, to alleviate severe congestion on some of the campuses, to minimise the need for programme duplication among campuses and to create a recognisable institutional identity for each of the campuses. The result of this investigation was the publication of the

* South Africa-Norway Tertiary Education Development

Report on the Development of Future Scenarios for the University of Johannesburg and Resultant Options for Academic Programme Deployment in August. This report proposed eight options for programme deployment (and the concomitant deployment of academic departments and faculties) for discussion. Discussions were held with affected faculties in September and they were given until February 2008 to respond to the report. A final decision on programme (and faculty and departmental) deployment will be taken by Council in mid-2008.

The Soweto and East Rand campuses of the University received special attention in 2007. A series of discussions took place with the DoE to discuss proposals for the improvement and upliftment of these campuses. Agreement was reached with the DoE that significant State resources (amounting to R340m – supplemented by institutional and donor funds) would be made available to develop the Soweto Campus, based on a DoE-approved enrolment plan and programme profile (broadly aligned to "African Leadership Development" as an overarching *leitmotif*). Construction on this major development will begin in June 2008.

The East Rand Campus was closed temporarily in 2007 because of ever-decreasing numbers of students, which made the Campus no longer viable. Numerous discussions were held with staff and students, the Ekurhuleni Stakeholder Forum and the DoE to determine an appropriate programme profile for the campus. A proposal was submitted to the DoE late in 2007 to have the Campus partner with a neighboring FET college in presenting programmes in Manufacturing Engineering. A final decision on this proposal will be made in 2008.

c) Institutional Audit

- Development and approval of the Institutional Audit Strategy, Programme and Plan.
- Coherent and effective implementation.

The University's Institutional Audit Strategy was approved during the first quarter of 2007, after which the Audit Steering Committee and the various task teams were constituted. A draft Self-Evaluation Report was compiled for consultation purposes and with a view to a workshop in January 2008. Significant progress was made with the preparation and readiness for the Audit in 2009. (See also the report from the Office for Institutional Effectiveness on page xx.)

At a second strategic breakaway, attended by the Executive Leadership Group (ELG: consisting of the Management Executive Committee members, the Executive Deans and the Executive Directors (N=30) in August 2007, progress was assessed and the strategic thrusts were refined. The ELG identified eight such thrusts, which included Academic Programmes (enrolment management, campus programme profiles, a teaching and learning strategy for the University, academic life-cycle management, providing meaning to the concept of "comprehensivity"), Academic Employees (research capacity development, improvement of qualifications of staff, wellness of staff, improvement of equity profile, performance management, recruitment and retention of academic staff), Research Promotion (the enhancement of the University's image as a major contributor to public scholarship, improving its international research profile, external research funding, recruiting Research Professors), Branding and Marketing Campaign, preparation for the 2009 Institutional Audit, Cultural Integration Project, finalisation of the Campus Master Plan and the creation of a Caring, Efficient and Effective Institution.

Academic Programme Reviews

In accordance with the HEQC-approved quality plan for the University as a merged institution, academic programme reviews were conducted during 2007. The aim of these programme reviews – which were conducted in accordance with the HEQC Criteria for Programme Accreditation – were to reconfigure, consolidate or terminate selected programmes. Where applicable, selected programmes remained unchanged as a result of a positive outcome of the review (see the Senate Report on page xx). One special Senate meeting was held in June to consider the 350 concrete proposals and amendments to the academic programmes, which resulted in an amended Programme Qualification Mix for the University to be submitted to the Department of Education for consideration.

Innovation and Commercialisation

In pursuit of one of its key strategic objectives, namely "to put its intellectual capital to work", the University actively seeks and promotes opportunities for its staff to be innovative and for innovation to be commercially viable. An Office for Intellectual Property manages the University's intellectual property

rights and provides assistance to academics who seek to explore the commercial potential of their research-based innovations.

Council approved a *Strategy for Diversifying Income Resources* in 2007. This strategy distinguishes between so-called third-stream income generated through innovative, commercially viable knowledge-creating research (whether self-initiated or solicited research), through knowledge-disseminating teaching and learning by means of non-subsidised academic programmes and through knowledge-disseminating consultation. This strategy is underpinned by three Council-approved policies, namely *Policy on Intellectual Property*, *Human Resource Management of "Non-Core" Income Generating Activities of Academic Employees* and *Financial Policy for Income Generated by Means of Non-Subsidised Academic Programmes, Solicited Research and Consultation*. These policies allow for the proper management and governance in respect of third-stream income generating activities of employees.

The University's most successful commercialisation venture is the commercial exploitation of the photovoltaic technology invented by Prof Vivian Alberts of the Department of Physics. The company that the University formed to serve as the commercial vehicle for the exploitation of this technology by means of the licensing and sublicensing of the intellectual property residing in the technology, namely *Photovoltaic Technology Intellectual Property Company (PTIP)*, negotiated with a range of interested parties in 2007 (including Venfin and the Central Energy Fund) for the formation of a South African company licensed to develop the technology. Such a company was then formed and its shareholding agreed upon. The construction of a pilot facility near Paarl will begin early in 2008. Negotiations were also conducted with interested international role players for the granting of a second international licence to supplement a licence granted to a German company in 2005 (this company sublicensed the technology). The income generated through such licensing and royalties is expected to be substantial and, in fact, a steady income stream was already discernible in 2007. A dispute between the UJ, the University of Pretoria and the Nelson Mandela Metropolitan University about co-rights to the invention of the technology between researchers from the latter two universities and Prof Alberts (who were all involved in an Innovation Fund-sponsored research project from which the invention had emanated) remained unresolved in 2007. The three Vice-Chancellors met in December to chart a way forward to the eventual resolution of the dispute by means of a mediation process conducted by a Senior Counsel.

Some 25 new non-subsidised short learning programmes were approved by the Senate in 2007 (see the Senate Report on page 36-37).

Scholarship Development and Public Lectures

Since the level of academic scholarship is not in accordance with the sector's benchmark (only approximately 50% of the academic employees at the University hold a master's or doctorate as highest qualification), scholarship development was identified as one of the key thrusts for 2007. A series of faculty-specific public lectures was initiated. The following public lectures were presented in 2007:

Person	Faculty and date	Title of lecture
Prof Ihron Rensburg, Vice-Chancellor and Principal	Education, 21 February	Ivory Towers, Slot Machines or Pathfinders? Universities and the Case for Executive Leadership (Honorary Professorial Inauguration)
Ms Trix Coetzer	Economic and Financial Sciences, 8 May	Corporate Leadership – are You Your Brother's Keeper?
Prof Theodor Hänsch	Science, 17 May	A Passion for Precision
Dr Angela Mathee	Health Sciences, 11 June	Lead Poisoning in South Africa: Turning the Tide of a Public Health Tragedy
Dr R Linkohr	Science, 21 June	Energy Innovation and Security of Future Supplies in an Era of Global Change
Prof Francis Lund	Humanities, 3 September	Building Welfare for Development: Social Security Reform in South Africa (Helen Joseph Memorial Lecture)
Prof Trudy Harpham	Health Sciences, 5 September	Challenges of Urban Public Health Tackled
Dr Wolfgang Bass	Health Sciences, 3 October	Will 2010 Have a Resounding Victory for South Africa?
Prof Robert Calfee	Education, 27 November	Reading Literacy: Language Literacy and Learning for Life in a Flat World.

Executive appointments

The following executive appointments were made in the academic division in 2007:

- Professor Adam Habib as Deputy Vice-Chancellor: Research, Innovation and Advancement
- Professor Elizabeth de Kadt as Executive Director: Academic Development and Support
- Professor Bobby Mandew as Executive Director: Student Affairs

Honorary degrees

Honorary degrees were conferred at one of the September graduation sessions to Mrs Albertina Sisulu and Mr Eric Molobi (posthumously).

ACADEMIC ARCHITECTURE AND PROFILE, 2007

The following nine faculties were maintained in 2008: Art, Design and Architecture; Economic and Financial Sciences; Education; Engineering and the Built Environment; Health Sciences; Humanities; Law; Management; and Science.

The enrolment figure for formal subsidised programmes in 2007 was 41 767 (see Table 3) in comparison with a figure of 42 883 in 2006. This decline is mainly attributable to the phasing out of distance education in the Faculty of Education and a decrease of enrolments on the East Rand and Soweto campuses. In addition to these figures, a total of 6 518 students were enrolled for non-subsidised programmes in 2007 as compared with a figure of approximately 8 500 in 2006. Non-subsidised programme offerings by BusiTech (a former TWR company) were terminated and transferred to the respective faculties.

The enrolment figures on the Doornfontein campus remained fairly stable. The variation at the Kingsway Campus is attributable to the phasing out of distance education in the Faculty of Education – these students were reflected as Kingsway enrolments in 2005. Many of the former distance education students (mainly enrolled for the Advanced Certificate in Education (ACE)) attended lectures on selected Saturdays at either the East Rand or the Soweto Campus in 2007. A total of 108 ACE enrolments are reflected as enrolments at East Rand and 461 at Soweto.

The international enrolment figure showed a slight increase from 1 577 in 2006 to 1 615 in 2007. Most of these enrolments (65% in 2006 and 68% in 2007) are from the SADC region.

Table 3: Enrolment figures per campus, 2005-2007

Data Source: HEMIS

Campus	2005	2006	2007
Bunting Road	7 260	7 298	7 735
Kingsway	26 721	24 972	23 896
Doornfontein	8 909	8 794	8 253
East Rand	767	432	135
Soweto	1 887	1 387	1 748
TOTAL	45 544	42 883	41 767

The enrolment figures (subsidised programmes) remained fairly stable in each faculty (Table 4), except for the Faculty of Education because of the phasing out of the distance education programme offerings. The Faculty of Law shows a slight decrease, and the Faculty of Science is experiencing a steady decrease in enrolment figures that is probably attributable to the declining number of school learners with Mathematics on higher grade.

Table 4: Enrolment figures per faculty, 2005-2007

Faculty	2005	2006	2007
Art, Design and Architecture	867	832	846
Economic and Financial Sciences	8 332	8 340	8 110

Faculty	2005	2006	2007
Education	7 536	5 660	4 958
Engineering and the Built Environment	6 579	6 786	6 930
Health Sciences	3 092	3 007	2 967
Humanities	5 734	5 402	5 352
Law	1 937	1 698	1 518
Management	8 279	8 453	8 575
Science	3 148	2 703	2 510
Other/occasional	40	2	1

Table 5 reflects the difference between undergraduate and postgraduate figures. The decrease in the postgraduate enrolment figure in 2007 is mainly attributable to a decrease in the BEdHons enrolments in the Faculty of Education due to the phasing out of distance education in this programme. A total of 4 211 students were enrolled for postgraduate programmes below master's in 2006 as opposed to 3 824 in 2007.

Enrolments for master's programmes decreased slightly (n=88) from 1 683 in 2006 to 1 640 in 2007. The doctoral registration figure has remained stable for the past three years, with 535 enrolments in 2006 and 539 in 2007.

Table 5: Undergraduate and postgraduate enrolment figures

Enrolment type	2005	2006	2007
Undergraduate	83.5%	85%	85.6%
Postgraduate	16.5%	15%	14.4%

Regarding population group distribution, there has been a gradual increase of black students as reflected in Table 6. Afrikaans as the preferred language of tuition has dropped from 8.9% in 2006 to 7.8% in 2007. The student profile in terms of gender has remained stable over the past three years, namely 52-54% females and 46-48% males.

Table 6: Student profile: Population group distribution

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

The undergraduate success rate (FTE credits/FTE enrolments) shows a slight improvement over the last two years (see Table 7), with a success rate of 76.4% in 2007 as compared with 75.4% in 2006.

Table 7: Undergraduate success rates, 2005-2007

Undergraduate type	2005	2006	2007
Undergraduate technikon-type	74.6%	74.2%	75.7%
Undergraduate university-type	75%	76.3%	76.9%
Average undergraduate	74.9%	75.4%	76.4%

The number of students graduating from undergraduate programmes reflected an increase in 2006, which is mainly attributable to the graduation rate in the distance education programmes in the Faculty of Education (see Table 8). There has been a decline in the master's and doctoral graduation figures over the past three years (these figures are based on the list of graduates generated at the end of March each year, in accordance with the HEMIS submission date).

Table 8: Graduation figures

Data Source: HEMIS

Qualification type	2005	2006	2007
Undergraduate: three years	5 893	6 721	6 656
Undergraduate: four years or more	459	553	511
Postgraduate (pre-master's)	2 107	1 967	1 722
Master's	435	384	305
Doctorates	88	73	76
Total	8 982	9 698	9 270

ACADEMIC DEVELOPMENT AND SUPPORT

Academic Development and Support (ADS) began functioning as a unified structure on 1 July 2007 as an outcome of a lengthy Integration and Renewal Process. This Process initially brought three units into alignment, all of which focus in a variety of ways on academic development and support of University students:

- the Division of Academic Development, which seeks to further student academic success;
- Student Counseling and Career Development, which addresses the broader psychosocial context and associated needs of students;
- the Cooperative Education Unit, which assists academic staff and their students with all aspects related to work-integrated learning.

The Institute for Child and Adult Guidance (ICAG) was somewhat more loosely aligned with ADS, given that its client base is primarily outside the University. During 2007, this structure reported to the DVC Academic, Professor Angina Parekh, and from November 2007, to the newly appointed Executive Director: Academic Development and Support. In terms of their unified structure, the ADS units embarked on the goal of developing a coherent and overarching focus on academic development and support. This will remain a primary focus during 2008.

All four units in ADS developed governance structures through the Integration and Renewal Process, and moved to develop processes that would allow them to operate in an equitable manner on the various campuses. (ICAG, alone, operates only on Kingsway.) Similarly, quality systems and processes were established on all campuses, and all units participated in preparations for the 2009 Institutional Audit. Planning for 2008, too, sought to involve all staff, and to ensure an enhanced alignment of provision on all campuses.

In the following, the work of each unit is presented in turn.

The Division of Academic Development

The Division of Academic Development (ADD) brought together colleagues from the former Academic Support Unit of the TWR, and colleagues from the former Learning Centre at RAU. During 2007, considerable time was spent in aligning the processes of these two units, while full teaching delivery to UJ students still continued. Under the leadership of Dr Pauline Machika, and through the Accenture process, the new Division was structured with two wings: Alternative Access, led by Mrs Maxine Shandler, and Academic Literacies and Learning Development, led by Dr Deon van der Merwe. The 45 permanent appointees offered services across all four campuses, with the goal of working towards more equitable provision, and were assisted in their work by considerable numbers of temporary appointees (both full- and part-time) and postgraduate students appointed as tutors. The Division developed the following vision: "To be a nationally recognised Academic Development Division that is integral to the institution and makes a

demonstrable impact on the access and success of all students." By focusing on the specific learning needs of students, staff in the Division assist students to develop the requisite knowledge base and the core skills and competencies required for success in higher education. At the same time, they seek to sensitise teaching staff and to equip them to respond to this rather different approach to student learning.

The *Alternative Access* wing focuses on the broad range of students, many from under-resourced schools, whose Matriculation performance does not immediately qualify them to enter higher education, and registers them selectively for a variety of access programmes that support the very different learning needs of underprepared students. In January 2007, staff implemented a modified approach to alternative access, as supported by the Department of Education: the former discrete Foundation Programmes were replaced by a full range of Extended Curricula within the national diplomas in Management, Engineering and Humanities. These extended curricula were underpinned by strong collaborative relationships with the Faculties, with ongoing liaison in terms of programme development, student needs, student progress, alignment of examination dates, review of assessment results, etc.

Academic Literacies and Learning Development ran three distinct initiatives: Academic Literacies, Tutor Development and Learning Development. Academic Literacies staff seek to develop the academic literacies students require for effective study in the faculties in which they are registered. For this reason, generic interventions are no longer favoured; rather, interventions should be fully contextualised and integrated into the departmental curriculum. This requires building collaborative partnerships with academic staff in the faculties. Substantial progress was made in 2007, in terms of an increase in the number of interventions and in a deeper understanding on the part of Lecturers about the need for integration into the curriculum, allowing for more discipline-specific writing development to take place. Interventions and workshops were offered in several faculties (Humanities, Education, and Economic and Financial Sciences) at both undergraduate and postgraduate levels. In addition, the Writing Centre on Kingsway was expanded, the number of consultations almost doubled to 1 269, and its services were extended to other campuses, especially Soweto.

In *Tutor Development*, the strategic thrust for 2007 was to ensure an expansion of the tutor system on all UJ campuses by creating greater awareness of the role that tutors could play in student success. New departments implemented the tutor system, which led to greater representation on Doornfontein and Bunting Road, and additional collaborative partnerships being forged with teaching staff. In addition to the initial training sessions for the postgraduate students who are employed as tutors, training and supervision of tutors took place continually.

Learning Development, finally, developed a workbook for the foundational module Mastering of Academic and Professional Skills (MAPS). MAPS was taught to incoming students (extended degree and mainstream) in five faculties. In addition, ongoing engagement with faculties allowed study skills to be integrated into the curriculum, and the less successful generic approaches to be reduced.

An important initiative intended to enhance the overall coordination of these various attempts to support student success was *Project Mpumelelo*, which by means of a student profile questionnaire completed by 2 700 first-year students sought to develop global profiles of incoming students. Targeted interventions were then undertaken on a pilot basis with Philosophy I and Business Management I students, and subsequent evaluation showed a marked difference in student performance.

The numerous members of staff registered for postgraduate degrees made good progress, with five staff members completing master's degrees. Staff made three international and at least 20 local conference presentations, and two articles were published in accredited journals.

The Cooperative Education Unit

The Cooperative Education Unit (CPU) facilitates opportunities for work-integrated learning (WIL), the structured credit-bearing aspect of academic programmes that occurs at an approved authentic external partner site. This is undertaken in terms of a model with three important components: the education institution, the company/employer/community, and the student. The Unit, which was not required to merge, is minimally staffed with a Head (Ms Susanne Taylor) and a WIL student against the position of Administrative Assistant.

During 2007, the main demand for WIL placements came from the diploma programmes in Engineering and Management, which had 19 WIL programmes (out of the 31 at the University) with a total of 2 388

students (of the 2 822 WIL students in 2007). The CPU operated in the main on Doornfontein (where its offices are located) and on Bunting Road, but liaison work with industry extends the ambit of the CPU across the broader Gauteng region, and nationally.

The CPU progressed well in terms of its strategic goals for 2007, with the crucial Work Integrated Learning and Service Learning Policy ready to be circulated for comment early in 2008. Preparation for the 2009 HEQC audit is continuing and on track.

A better understanding of the issues facing the WIL placement of international students has been achieved, and the CPU will continue specialist assistance to these students.

One of the functions of the CPU is to create, develop and maintain both internal and external partnerships. This is to support the University's academic WIL coordinators whose responsibility it is to secure WIL placements. Non-placement affects throughput and the graduation rate of students, as WIL is a formal component of such programmes. The CPU interacted efficiently and effectively with the 36 University departmental WIL coordinators in 2007. In addition, guidelines were developed to ensure that all aspects related to WIL were able to proceed smoothly. The CPU had 318 new company contacts, with 51 face-to-face company meetings. A total of 141 individual students sought assistance from the CPU regarding WIL.

In addition, to improve the success rate of students applying for WIL opportunities, a total of 16 job-search, CV-writing, interview skills and employability related presentations were made to programme groups, with up to 100 students attending each presentation.

The Head of the CPU delivered two papers at an international conference and attended a national convention. She published two peer-reviewed articles and remained on the Executive of the Southern African Society for Cooperative Education and a Community of Practice of HESA.

Division for Student Counselling and Career Development

In June 2007, the Accenture Integration and Renewal Process finally brought together the Student Services Bureau of the former RAU and the Student Counselling Division of the TWR under a Director, Mrs Wilna van Reenen, in the Division of Student Counselling and Career Development (SCCD). Given the very substantial differences in line management and functioning between these two units, the focus of the first six months of 2007 was mainly on the integration process, while Student Counselling services on the various campuses continued without any impairment. In July 2007, the SCCD was formally established on all four campuses as a division within Academic Development and Support. In addition, the Office: People with Disabilities (which will be reported on separately) was located within the SCCD.

Once the structures, reporting lines and Match and Place processes were completed towards the end of June, the considerable task of integrating the employees and services on the different campuses started. Four specialist areas were identified, namely Psychotherapeutic Counselling, Psychological Assessment, Career Development and People with Disabilities. A Senior Coordinator was matched and placed for each of the four specialist areas. Furthermore, a Senior Coordinator was matched and placed for each campus. This brought the leadership team of the SCCD to eight Senior Coordinators and the Director. Management processes were redefined from time to time to achieve better streamlining, and this will probably be done again in the near future.

Some important challenges were addressed: firstly, to create a new team and to agree on the service offerings and processes towards alignment of services on all campuses; secondly, to address duplication of services in different divisions; and thirdly, to achieve a joint budget for 2008. An audit by the Senior Coordinators of all the facilities and services on the four campuses allowed priorities in services and processes to be determined, keeping in mind the services that should be available to students. This also entailed developing measurements for quality assurance. By the end of 2007, principles and processes for a single SCCD budget had been achieved.

Along with the above initiatives, the SCCD's core activities were continued: therapeutic and individual counselling to University students (approximately 7 500 sessions), career development (career counselling, and the development of an online graduate recruitment portal – 4 632 students), and psychological assessment of current and prospective students (3 208 assessments). Faculties were advised on services available to underperforming students, information sessions and career guidance were offered to groups of learners from schools, and community projects were undertaken.

Office: People with Disabilities

Within the SCCD, the Office: People with Disabilities made considerable progress under the leadership of Dr Anlia Pretorius. The main objectives of the Office are to enhance the delivery of support services to people with disabilities and to raise awareness and sensitivity towards people with disabilities. The Office had six members of staff and a student assistant, with at least one member of staff available on each campus.

During 2007, from a strategic perspective, policy was formulated, the infrastructure on all campuses was evaluated, and awareness campaigns were run on all campuses. A highlight was the Woema on Wheels race on 17 August in which the Pro Vice-Chancellor, Prof Derek van der Merwe, a member of Council, Dr William Rowland, and two Deans took part. From an operational perspective, orientation, counselling, career development and therapeutic services were undertaken with the assistance of the Office. Disabilities vary and include blindness and visually impairment, deafness and hearing impairment, various forms of physical impairment, all kinds of learning disabilities such as dyslexia and attention deficit disorder, psychological disabilities such as autism, as well as other illnesses such as diabetes, epilepsy and cystic fibrosis. In 2007, 175 students received support, which included arrangement of different concessions, test and examination writing, study materials in alternative format, and liaison with Lecturers, faculties and Deans. Accessibility issues were resolved, and assistive technology and learning aids identified and implemented (a joystick for students with cerebral palsy, a Braille map and globe, and Mercury pens purchased through a generous Fuchs Foundations Grant).

With regard to University employees, work environments were evaluated on request and recommendations made on possible redeployment where the current environment was not conducive to a specific disability.

The Institute for Child and Adult Guidance

The ICAG is an HPCSA-accredited institute for the training of intern psychologists in the registration categories Educational Psychology and Counselling Psychology; training is also offered to intern Psychometrists. Under the leadership of Prof Gertie Pretorius, the ICAG provides intern training opportunities to MEd students from the Faculty of Education, as well as MA (Psych) and DLitt et Phil (Psych) students from the Faculty of Humanities. MEd II and MA (Psych) I students also do practical training in the ICAG, while students from a third-stream income initiative in the Department of Psychology are provided with internship opportunities in order to register as Psychometrists with the Professional Board for Psychology. Although the ICAG is an independent and extra-faculty division, it has close ties with both the Faculty of Humanities and Faculty of Education and serves as a site of training of Social and Human Sciences at the University of Johannesburg. Following the University's merger, the ICAG embarked on integrating and aligning itself with the University's vision, mission and core statements in the spirit of transformation. Thus, throughout 2007, the ICAG continued synchronising itself with the strategic goals of the University.

During 2007, a revised governance structure for the ICAG was developed during the Integration and Renewal Process. The ICAG management team (the Director and the Senior Educational Psychologist, Ms Fredelene Elie) worked to establish a culture of participative, democratic governance in the ICAG. This has led to a higher level of functioning in the ICAG and the enhancement of excellence in terms of teaching and learning, research and community engagement.

Services delivered during 2007 included:

- the training of six Intern Educational Psychologists and six Intern Counselling Psychologists, using a multidisciplinary training programme;
- the training of 11 Psychometrists;
- community engagement (at Sparrow Schools, Melpark Primary School, Rosca House and Baviaanspoort Correctional Centre);
- the presentation of two Continual Professional Development workshops;
- direct psychological services to individuals, couples, families and groups (491 clients);
- voluntary counselling and testing for HIV and AIDS at the Campus Health Clinic;
- active involvement in the UJ Executive Resilience Programme.

Income generated through consultations and evaluations totalled R750 000. In addition, numerous research activities took place under the leadership of Prof Pretorius, who is an active researcher.

Her project on Violence, Human Sexuality, Criminal Offending and Rehabilitation accommodates four doctoral and three master's students, whose proposals have all been approved by the Senate Higher Degrees Committee. Two refereed publications and two international conference presentations were produced.

A highlight of 2007 was the inspection of the ICAG by the HPCSA in October 2007 and the very positive comments made by the inspection panel.

Conclusion on the ADS

A primary focus of these various units in 2008 will be to align themselves coherently, both within Academic Development and Support, and in relation to the nine faculties, in order to maximise their contribution to the success of the University's students.

Colleagues in all four units acknowledge with gratitude the leadership and guidance of the DVC Academic: Professor Angina Parekh, to whom they reported in 2007.

CENTRE FOR TECHNOLOGY ASSISTED LEARNING (CenTAL)

Strategic Plan and Progress

CenTAL developed and formulated a Strategic Plan in October 2006. It entailed a shift of emphasis from designing and developing learning material packages in multimodal format to developing technology-assisted learning (TAL) through professional development activities.

Employee Profile

CenTAL started 2007 with 23 staff members in permanent positions and one member in a contract position. As a result of the Integration and Renewal Process, CenTAL ended the year with 21 permanent positions and one contract position. One staff member resigned at the end of 2007 to take up the position of Head of eLearning at the University of the Witwatersrand.

Core Business

CenTAL's core business is to ensure the development of technology-assisted learning in such a way that all Lecturers can use it for enhancing student learning on all campuses. This is done, as stated above, mainly through continuous professional development of academic staff on the development of TAL and optimal use and integration of TAL, including *EduLink*, the Web learning environment. The support of staff and students in their use of *EduLink* and the management of a video-conferencing system are also important activities of CenTAL staff members.

Governance review

CenTAL reported to the MEC through its Executive Director, who reported to the Pro Vice-Chancellor.

CenTAL's Management Committee consisted of its Director, Dr Marlena Kruger, and its Executive Director, Prof Izak Broere. Collectively they directed all the tactical and operational activities of CenTAL's staff in a flat reporting structure. In some cases, individuals reported to their line managers, whereas in other cases staff reported in groups with a common functional focus (such as the Instructional Designers Group, Instructional Developers or the Support Group). Monthly staff meetings were held.

A fair level of job satisfaction is evidenced by the fact that only one staff member resigned during 2007.

Key Strategic Thrusts for 2008

- To contribute to raising awareness of plagiarism and using *Turnitin* for the enhancement of academic integrity.
- To promote vigorous growth of the numbers of users of our services, especially on Soweto, Doornfontein and Bunting Road.
- To promote the research and development activities of CenTAL staff.
- To continue implementing change management strategies.
- To conduct the Service Excellence Review for CenTAL during the first semester of 2008.

Risks

- Vulnerability to losing staff: many functions need staff members with critically scarce skills.

- The provision of open computer laboratories, especially on Bunting Road and Doornfontein, is critical for the further development of TAL at the University. The risk for (CenTAL and) the UJ is in the inequality of provision of facilities for students on different campuses.
- The price of bandwidth limits its availability and creates challenges to manage negative experiences of Lecturers and students.

THE SOUTH AFRICA-NORWAY TERTIARY EDUCATION DEVELOPMENT (SANTED) PROJECT

The SANTED project, a three-year project generously funded by the Norwegian Government and running in collaboration with Nelson Mandela Metropolitan University (NMMU) in Port Elizabeth, has the following project goals: *To assist the two universities in the development of a qualifications structure and programme profile that is appropriate in terms of their role as comprehensive universities, and in particular to develop effective and practical approaches to questions relating to curriculum design and articulation pathways, as well as access into and retention within their academic programmes.* The potential strength, but also challenge, of the two comprehensive universities lies in the fact that the qualifications on offer in many academic fields span the so-called binary divide between the knowledge areas making up the general, formative, professional programmes (traditionally the domain of university-type qualifications) and the knowledge areas making up the applied, vocational, technological, professional and career-focused programmes (traditionally technikon-type qualifications). Hence the desire and need to consider the implications of the "binary" or knowledge divide for the UJ curriculum, as well as for core activities such as access and retention. In the SANTED project this is being undertaken both at a more theoretical level, and also by means of case studies of carefully selected disciplines. Thematic task teams are both developing the conceptual framework (Task Team 1) for the case studies, and drawing on the case-study findings to spell out the implications for curriculum design and articulation (Task Team 2), as well as for access and retention (Task Team 3).

Activities during 2007, the first full year of the project, focused initially on setting up project structures and processes that would facilitate collaboration with NMMU and allow achievement of the envisaged goals. These include a Project Steering Committee (initially chaired by Prof A Redlinghuis and subsequently by Prof A Parekh), the UJ SANTED Office with Prof Jos Grobbelaar as Project Manager and staffed with a Senior Researcher and Administrative Assistant, and the three Thematic Task Teams mentioned above.

Following on this, the Thematic Task Teams set up processes and procedures, developed their work plans and prepared the conceptual ground for the case studies. Task Team 1 developed a more comprehensive approach to unpacking the nature of comprehensivity: this is also to involve an exploration of internal and external perceptions of NMMU and the UJ, and of international and national trends regarding the ranking of universities. Task Team 3 developed a concept framework for addressing access and retention, and drafted a set of questions to guide case-study teams.

Work on the case studies, which will form the core of the project, began in tandem with NMMU: jointly, a framework based on the HEQF was developed and a template drawn up. At the UJ, the subsequent process of data-gathering was greatly facilitated by means of the concurrent programme review process, which supplied an initial body of documentation; augmentation in terms of the template was then followed by analysis. In this way, the first pilot cycle of case studies, Human Resource Management and Architecture was initiated, which was followed in the second half of the year by Engineering and Chemistry. At a workshop in September 2007, these case studies presented possible programme structures and curriculum models.

In general, the activities during 2007 can be seen as setting up a sound structural, procedural and conceptual base from which, rapid progress can be made towards achieving the set purpose, goals and deliverables of the project in 2008.

RESEARCH

The University's research continued to thrive, strategic alignment with University strategy being considerably enhanced during the year under review, and significant new internal investments being earmarked to support research development. The University's strategic intent for this domain of its core business was underpinned by the establishment of a post of Deputy Vice-Chancellor for Research, Innovation and Advancement, and the appointment of Prof Adam Habib as its first incumbent.

Total research turnover reported (for 2006) in 2007 to the Department of Science and Technology in response to the national Research Development Survey constituted R148.721m, which was an increase of 23.2% on the previous reporting year (R114.144m). This increase may, however, have resulted to some extent from changes in reporting methodologies introduced during 2007, though increasing internal investment will certainly also have contributed. The contribution of external (non-DoE) income to this turnover increased to R19.730m from R13.750m, but is still considerably lower than it should be in comparison with contributions to other South African research universities. In the coming year, the University expects a further steep increase in turnover resulting from the significant new investments made during 2007, as well as increased income resulting from greater strategic alignment of the University's research and higher research output (and hence subsidy income). For instance, in discussions with faculty Deans, greater alignment had been established between the respective roles of the faculties and the Research and Innovation Division in supporting suitable University researchers making applications to the NRF's research capacity development (Thuthuka) programme. This intervention resulted in a 48% increase in grants received (R2.378m as compared with R1.604m for 2006).

The University's research output as accredited by the DoE increased by 18.6% on that of the previous year (to 386.56 units), and several researchers were newly rated by the NRF while others improved their ratings. Owing to several resignations, though, the number of rated researchers remained constant year on year.

Table 9: Rated researchers

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

The total number of enrolled master's and doctoral postgraduate students, the number of those enrolled for full research degrees and the number of postdoctoral fellows all increased (2 186 versus 2 248; 1 215 vs 1 309; 20 vs 25), allaying fears that the relatively underdeveloped public knowledge of the University's research may result in a decrease in postgraduate enrolments.

Strategic research development interventions gathered pace, and can be typified by the following examples.

Firstly, during 2007 the first central postgraduate bursary programme was implemented, ensuring a standardised approach to the provision of postgraduate support across all nine faculties. The investment of this programme was very carefully modelled to incorporate a variety of historical data and trends, including the number of former RAU and TWR bursars, the anticipated number of future postgraduate students and the proportion that should be supported by University bursaries, the throughput rate for master's and doctoral students, and several others. The amount of funds invested in this bursary programme amounted to R5.99m during 2007, considerably up from investments made previously, which ranged between R4m and R5m.

Secondly, an investment of R8m constituted the first of a three-year commitment to 13 faculty-level strategic research development interventions that had been announced by the Vice-Chancellor late in 2006. These interventions ranged from establishing new or supporting existing research centres, to providing support for capacity development interventions at faculty level (from which most faculties benefited).

Thirdly, because of the need to incentivise researchers into higher productivity and to acknowledge their significant contribution to the status and standing of the University, several research (and innovation) incentive schemes were launched or proposed during 2007. Accordingly, three Vice-Chancellor's Distinguished Awards were established: one for the Most Distinguished Researcher, another for the

Most Promising Novice Researcher, and a third for the Innovator of the Year, these awards providing up to R500 000 over a five-year period toward a combination of additional remuneration and research grants. A second incentive scheme was approved in principle by the University Research Committee, this one rewarding researchers for obtaining and maintaining an NRF rating, provided that a minimum level of output productivity is maintained. This latter incentive is being considered as part of a broader envelope of cash incentives at the University.

Lastly, recognising the need for accelerated development of a limited number of research niches in which the University might be able to profile itself nationally (and perhaps even internationally) over a three- to five-year period, the Vice-Chancellor supported establishing what has come to be called the Quick Win Initiative. This initiative was aimed at identifying a very limited number of niches in which the University's internal capacity overlapped optimally with the external market for research output and products. Eventually, the following seven niches were identified and are to be funded during 2008:

- Water and Health
- Aquatic Ecotoxicology
- Nanotechnology
- Telecommunications
- Sociology
- Energy and Sustainability
- Geology

While support for individual research projects and activities will still be considered within the limits of affordability, these seven niches – complemented by some of the research centres and a focus on information technology – will need increasingly to inform internal research investments to maximise the external impact of the University's research.

Statistical Consultation Services

Statistical Consultation Services provided assistance to 392 quantitative research projects of honours, master's and doctoral studies, to University researchers and University Management, as well as to some external clients. This figure reveals an increase of approximately 14% from 2006. These services include the following:

- assistance regarding quantitative research designs;
- data capturing (also outsourced to CMC Data Capturers);
- statistical analysis of data sets utilising appropriate data analysis techniques;
- feedback and explanation of the statistical results and the interpretation thereof;
- facilitating online data collection through online surveys;
- provision of statistical software.

LIBRARY AND INFORMATION CENTRE

The focus of the Library and Information Centre (LIC) was more strategic during the year under review although operational issues demanded a great deal of time and attention because of the Integration and Renewal Process. The LIC reaffirmed its vision of "A globally acknowledged African gateway to scholarly information, renowned for breaking knowledge boundaries" and added to its strategic objectives an additional specific objective: "Attracting, developing and retaining competent experts in a collaborative environment". The strategic thrusts for 2007 were primarily focused on the following:

- equal and equitable access for all campuses;
- cost-effectiveness of resources;
- access to local content and dissemination of research results;
- adding value to LIC services;
- retention and development of staff.

Selected projects and achievements are described below. In some cases the projects will continue into 2008.

Centralisation of the acquisitions of monographs, journal subscriptions, e-resources, cataloguing and physical processing

This highly complex exercise, which resulted in the establishment of a single department on Kingsway at the beginning of 2007, was the realisation of planning that had started in 2005. Physical facilities were

renovated and staff were trained successfully to provide impetus for the newly formed department. It was also possible to match and place Ms B Dlangamandla as Team Leader for Cataloguing.

Integration and Renewal Process

This Process resulted in a new, flatter organisational structure, but at the same time created a considerable number of vacancies. Some Integration and Renewal related processes and policies that could not be finalised in 2007 will be taken forward into 2008 and managed according to target dates.

Strategic Resource Plan and objectives-driven budget

The budget submitted for 2008 was based on the LIC Strategic Resource Plan. Although the required budget was not allocated, the MEC approved several new positions for research support to academics.

Temporary closure of the East Rand Campus

Of the many challenges that arose from this, the most important were allaying the fears of staff members, making the transition as smooth as possible and taking care of the collection. Special efforts were made to welcome East Rand staff to the other campuses where they alleviated some of the staff shortages.

Incorporation of the School of Tourism and Hospitality Library into the main Bunting Road Library

Investigations found that it would prove more cost-effective to incorporate the above Library into the Bunting Road Library, with the added benefits of longer service hours, more staff to provide professional services, access to more computers for training and information retrieval, and additional shelf space for expansion of the collection. This exercise, too, was a complex one carried out during the summer recess of 2007. Reports indicate that stakeholders are adjusting well to this change.

Institutional Repository

In view of the strategic thrusts of disseminating local content and research output, a pilot project for developing an Institutional Repository (IR) was undertaken in 2007. The ideal would be to base this on an Open-Access principle, but the benefits of open access versus fee-based access will have to be debated in depth because of the need for third-stream income. Dspace Open Source software was selected for building the IR, and the technical aspects were investigated thoroughly. With the technical aspects in place, the project will focus on policy development and marketing of the facility to academics and researchers in 2008 and expanded to a Research Repository. The process of migrating the current electronic theses and dissertations database to the IR has already been begun.

Other local content initiatives

TEBA Archives

Excellent progress was made with inventorising and preserving the TEBA Archives, which record the history of the Employment Bureau and gives a perspective on the development of labour organisations as well as various other important subjects

NJ van Warmelo collection

Thanks to the financial support of the Dean of the Faculty of Humanities, Prof Rory Ryan, Mrs Elna Anderssen was appointed for an additional 11 months as a contract cataloguer to catalogue the NJ van Warmelo (anthropological) book collection. Save for a few items, the total collection has been catalogued. The collection was extended through a donation from Prof K T van Warmelo, and progress was made with the digitisation of approximately 11 000 photographic negatives.

UJ Archives

Some progress was made with the business plan for the consolidation of the former RAU and the former TWR archives. It was decided that the print UJ Archives will be kept in the Doornfontein Library. In consultation with the Central Administration Division on the establishment of a proper records management system for the University, there was general agreement on *inter alia* the following:

- that efficient records management at the University was crucially important in view of the Promotion of Access to Information Act, 2000, and the Institutional Audit in 2009;
- that Central Administration (which includes Committee Administration) would be responsible for the University's records management;
- that the University Archives would be responsible for the preservation of non-active records of historical significance;
- that the gaps regarding the policy, an audit, and the establishment of a proper records/electronic records management system needed to be addressed in 2008;

- that a task team on records management be convened with representatives of Committee Administration, Academic Administration, Human Resources, Finance and the Librarian: Archives.

Table of Contents (ToC) Project

The LIC successfully implemented the ToC Project through which 43 222 bibliographic records were retrospectively enriched by having their ToCs displayed on the LIC public access catalogue (OPAC). The project will now become fully operational as ToCs will be added immediately with the purchase of new titles in coming years.

UJLink

A new unique LIC catalogue, UJLink (<http://ujlink.uj.ac.za>), was launched in November 2007 through the dedication and commitment of the LIC Information Systems staff under the very capable leadership of Dr Pieter Hattingh. This has a proper UJ look and feel, and also provides some additional functionality to clients.

Self-checkout

Although the self-checkout of books facility was extended only to Doornfontein, barcode preparation and training of staff with the purpose of rolling it out on the other campuses began in 2007.

Electronic Resource Management (ERM)

The implementation of the ERM module of Innopac/Millennium, which enables the LIC to manage electronic resources effectively, was begun in 2007 and will be completed in March 2008.

Dewey Project

Phase 1 of this Project, the conversion of the custom-built classification system to Dewey numbers, was completed in August 2007. A total of 158 916 records were assigned Dewey numbers by the outsourced company, Library Associates. All but 2% of the records were loaded on the OPAC. Phase 2 will continue in 2008, with the objective of full implementation in 2009.

LIC Systems

This Department is not only pivotal to the LIC's various project achievements, but also enabled savings of over R100 000 through judicious purchasing and management of equipment and systems. A project that deserves special mention is the Web OPAC User Interface Languages Product that allows the LIC to offer the OPAC search interface to its patrons in the University's four official languages. A phase-in process will be followed and isiZulu will be the first to be added to the current English OPAC search interface in 2008. Afrikaans and Sesotho will follow once the isiZulu project has been completed. This service will enable a large percentage of University patrons as well as other African language speaking researchers to search UJLink in their mother tongue.

LIC business hours

The business hours of the various campus libraries ranged between 81 (Kingsway) to 45 hours (Soweto) per week. After thorough consultation with staff and the Human Resources Division, the hours were aligned and extended to 70.5 at Bunting Road and 69.5 hours per week at Doornfontein, keeping in mind local needs and environmental factors.

Experiential training

Where possible, students are appointed to fulfil experiential learning requirements for their qualifications. Campus libraries thus benefit from having administrative pressures relieved in the absence of administrative assistants.

Partnerships and community engagement

The University maintains a prominent position at regional level in the Gauteng and Environs Library and Information Consortium, with two of the major focus areas being championed by the Executive Director and the Functional Head: Client Services. At national level, the LIC is fully involved in the Committee of Higher Education Librarians of South Africa, as well as the South African National Library and Information Consortium. Free membership is offered to various communities, e.g. the Nelson Mandela Children's Fund, while book donations and expert services are offered to various schools. At international level, the Executive Director served for a second year as Chairperson of the Advisory Board of eIFL.net, an overarching consortium of the consortia of 50 developing countries and countries in transition.

Table 10: LIC at a glance

Item	Number
Number of volumes	739 379
Number of current journal subscriptions	2 687
Number of subscriptions to electronic databases	108
Number of journal titles with full-text access	46 197
Number of registered undergraduate clients	41 990
Number of registered postgraduate clients	9 122
Number of registered staff members	4 593
Number of registered external clients	992
Number of people entering into LIC	2 453 407
Number of monographs circulated	684 165
Number of computers	415
Number of printers	108
Number of scanners	59
Number of LIC application software packages	22

COMPUTER LABORATORIES

A total of 59 computer laboratories are available with a total of 3 329 workstations. Some of these laboratories are specialised for utilisation by particular faculties only (Art, Design and Architecture; Education; Engineering and the Built Environment; and Science). All the laboratories at Doornfontein are specialised and not open to other students. Two new open (non-specialised) laboratories are planned for 2008 at Bunting Road and Doornfontein.

Table 11: Microcomputer Laboratories 2007

Service delivery	Bunting Rd	Kingsway	Doornfontein	Soweto	Total
Number of laboratories	24	21	9	5	59
Number of workstations	859	1 797	294	379	3 329
Student population per campus	7 828	23 940	8 359	1 791	42 487

INTERNATIONALISATION

The reporting year saw continued international interest in the University as borne out by 29 international visitor groups and a 25% increase in the number of exchange students. However, overall international student numbers decreased marginally (undergraduates from 1 403 in 2006 to 1 328 in 2007, and postgraduates from 308 to 270). Against this background, operations throughout the year remained largely focused on client services to students, foreign visitors and facilitation with respect to linkage agreements.

The strategic goals of this section of Advancement remain to establish internationalisation as an essential service, to provide a one-stop service for international students, to support the University's core business through international activities, and to promote international and intercultural liaison at the University.

STUDENT AFFAIRS

Introduction

Before June 2007, Student Affairs was to a large extent managed in the way it had been before the merger and it is difficult to provide a comprehensive report on activities in the first half of the year. However, by

mid-June the implementation of the operating model of the Integration and Renewal Process started and the Match and Place Process was completed, and this report will focus on progress made since this new beginning of UJ Student Affairs. The new structure comprised two subdivisions: Student Life and Governance, and Student Accommodation. The first Executive Director for Student Affairs, Prof CM Moloi, was appointed in March 2007 and once the restructuring process was completed she took the lead in developing a strategic plan. In November 2007, Prof MS Mandew took over as Executive Director and concentrated on the operationalisation of the plan. The second half of 2007 was therefore primarily spent on the development of strategic and operational plans for the new Division, while the regular activities of Student Affairs were still being executed. Although Student Affairs theoretically operated according to the new structure, there were still many difficulties as standard policies and processes were not yet in place.

Strategic Plan and Progress

The Student Affairs vision and mission as developed during the Integration and Renewal Process is:

To provide opportunities for an optimal university experience to all students by:

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

This vision and mission in turn were developed in alignment with the University's strategic goal of "a preferred student experience", which is defined as follows: *To promote the holistic development of the student in preparation for the world of work and responsible citizenship.* The key performance indicators for this goal are student preference, holistic development, student wellness, and a caring and safe environment. Based on this strategic framework, the Executive Director: Student Affairs required each of the subdivisions to submit a strategic plan by the end of June 2007. The key focus areas of these plans are summarised below.

Student Life and Governance

Student Discipline

The first challenge was to create uniform and detailed systems to ensure that disciplinary cases are dealt with in a standard and effective manner. A second and new area of focus is the prevention of student transgressions by means of education. The Student Regulations and the Regulations for Student Discipline were approved by Council, and standard procedures were implemented across all campuses.

Student Community Service

Although a great deal of effort had gone into investigations and planning aimed at developing students through community engagement, it was ultimately decided that Student Life and Governance should devote its staffing and financial resources to more urgent student needs.

Student Governance

The key challenges for Student Governance at the time of the unit's inception were the development of effective SRCs, a vibrant society life and the development of students across all campuses. The main outcomes were the following:

- Despite the envisaged voter turnout of 20% not having been achieved, the SRC elections were conducted without incident.
- Since the UJSRC cancelled its induction and strategic planning breakaway, the foundations for good student governance could not be laid until the end of the year.
- The goal of a diverse society life was achieved with political, social, academic and religious societies being registered on all campuses by the end of the year.

Student Media

The Student Media unit comprises the UJFM radio station and the UJ Observer student newspaper. The ideal was to appoint a staff member to provide direction and support to the newspaper, but as this was not affordable, the paper was, for the time being, managed by students. Although the usual effort was made to achieve results in the key performance areas, there was a major intervention in December by

means of a Student Media Workshop at which various stakeholders discussed presentations made by UJFM and the *UJ Observer*. The outcome was the drafting of business plans for the two organisations that were to be submitted by March 2008.

Student Accommodation

Residence management structure

Since the residences of the two merged institutions had completely different residence management structures, this was one of the most difficult areas to deal with during the Integration and Renewal Process. A compromise outcome entailed the phasing out of part-time employees and replacing them with full-time residence managers.

Policy development

Equally challenging were harmonising the disparate residence policies and creating uniform operational processes and procedures. These also provided for the revision of selection and placement processes. The policy development process included workshops, benchmarking with other institutions and standardisation of forms.

Student development

These needs were addressed continually by means of introducing student development officers, house committee training programmes and organising inter-residence sports days as tools of development. A consultant was appointed to assist with the adoption of the University values in residences and a workshop on multiculturalism was held.

Governance Review

With regard to governance in the Student Affairs Division the structural and managerial changes have already been referred to. As a result of these, some governance matters such as delineating clear areas of responsibility and developing internal communication systems also changed and needed to be stabilised.

With regard to student governance, the salient matter was the student protest action against fees increments during October 2007. Although the matter was eventually resolved, it had an impact not only on the University's functioning but also on that of the newly elected SRC.

Despite disruptions during the year, some regulations, constitutions and policies in Student Affairs were aligned, amended and approved, which provided the foundation for the effective functioning of Student Life and Governance. These documents include:

- Regulations for Student Discipline
- Student Regulations
- SRC Constitution
- SRC Electoral Policy

Drafts of the following documents have been prepared and should be finalised early in 2008:

- Policy for Societies
- Funeral Policy
- Guidelines for SRC Expenditure
- Guidelines for Internal Financial Administration
- Alcohol Policy
- SRC Code of Conduct
- Residence Rules and Regulations
- Operating Procedures for House Committees
- Policy on Pregnant Students in Residences
- Policy for the Selection and Placement of Students in University Accommodation

Quality management system/processes

The University's strategic goals, and specifically the goal of a preferred student experience, were used as the point of departure for planning quality assurance in Student Affairs. In drafting the Student Affairs strategy, it was ensured that all of the internal goals would, where possible within the ambit of the Student Affairs operational model, directly support the key performance areas of a preferred student experience, holistic development, student wellness, and a caring and safe environment. Means of measurement, baseline status, targets and target dates were identified for each of these key performance indicators.

Quality management effectiveness and efficiency

The system described above does, however, still need to be expanded. This will be done as part of the self-evaluation process that Student Affairs will embark on in 2008. Key actions that still need to be undertaken to put a proper quality management system in place are:

- the development of job descriptions, the precise definition of job outcomes and the drafting of performance contracts;
- revising strategic plans and the development of operational plans with built-in quality-control measures;
- a solid foundation of uniform, agreed and approved regulations, policies, procedures and guidelines.

It should be noted that the Student Affairs Division is also contributing to quality by means of its contributions in the Student Quality Awareness Working Group in preparation for the Institutional Audit.

Key Strategic Thrusts

a) Student Life and Governance

Student Discipline

An important initiative in this respect was the implementation of an approach that addresses the causes of student behaviour rather than the symptoms, i.e. a focus on student values and ethics, awareness of and education in responsible behaviour, and support for students who are in trouble.

Student Development

The idea of using the resources that would have gone into the Student Community Service (see the subheading above) for Student Development is being investigated. Student Development, in a form yet to be determined, is a priority for 2008. Under this heading, the establishment of a National Student Leadership Academy by the Executive Director: Student Affairs will also be a key activity.

Student Governance

The key goal is to support the UJSRC and various campus SRCs to reach operational and functional levels that will enhance good student governance.

Student Media

Important activities in this field involved the approval and implementation of business plans.

b) Student Accommodation

Quality management

A quality policy and plan were drafted and quality committees were established in all functional areas relating to residences.

Transformation of residence environment

The recommendations of the Ntuli report were implemented to enhance the residence environment.

Policy development

Attention was given to benchmarking and harmonising policies, specifically admission and placement policies.

Possible risk factors and interventions

Regarding Student Life and Governance, the single most important risk is not providing sufficient management and support for student governance. It remains a firm belief that student behaviour can be guided positively, but it is essential to have appropriate staff members in place (whether by means of the correct appointments or developing current staff members) for this.

In Student Accommodation, the main risks relate firstly to the social interaction and culture in residences against the background of the transformation towards new UJ values. Secondly, risks involve achieving and maintaining acceptable standards of physical facilities in residences.

Closing remark

For Student Affairs, 2007 was a year of significant change. The main achievement was ensuring functional continuity while changing leaders, structures and plans. In this process of change, shortcomings were identified and the challenge for the future would be to address them and to build on the foundations already established.

ACADEMIC ADMINISTRATION

The Central Academic Administration Division, which is responsible for the administration of the academic life cycle of students, finalised and implemented the Integration and Renewal Process on 1 June 2007. Good progress was also made with the alignment of policies and procedures, of which the following were approved in 2007:

- Rules and Procedures for the Retention of Student Documentation
- Policy on Certification
- Policy on Access to ITS
- Policy on the Issuing of Access Cards
- Policy on Graduations
- Timetable Policy
- Policy on Invigilation and the Management of Assessment Results
- Policy on Ad Hoc Venue Bookings
- Policy on the Handling of Student Complaints
- Policy on Senate Discretionary Conditional Exemption

The following activities or achievements deserve special mention:

- A risk mitigation strategy was also developed and approved.
- The summative assessment timetable (traditional examinations) was standardised and optimised for all faculties across all campuses.
- Significant progress was made with the standardisation and optimisation of the lecturing timetable. However, finalisation of this project is subject to the development and approval of the University's Teaching and Learning Strategy.
- The outcome of the academic programme reviews resulted in a significant amendment of the Academic Structure. This process was also used to verify the ITS Academic Structure, the ITS calculation criteria and the ITS prerequisites and co-requisites per module.
- Significant progress has been made with the implementation of the ITS iEnablers:
 - ~ testing for online/web-based application was completed for implementation in 2008;
 - ~ online/web-based registration was piloted in the Faculty of Economic and Financial Sciences during registration in 2007;
 - ~ preparation for online/web-based registration was completed and faculties had the option of preparing selected programmes for web-based registrations by means of self-help or assisted electronic registration in 2008.
- A total of 23 training manuals were developed in accordance with the academic life-cycle process.
- Student satisfaction with service delivery at registration and graduations was assessed and analysed.
- A declaration of confidentiality was developed for academic administration staff involved in the administration of assessment marks.
- The historic student documentation system of the former TWR was converted to an electronic format, and the electronic scanning and indexing of such documentation were implemented across all campuses.
- A biographic data quality improvement plan was developed and approved for implementation in 2008.
- A total of 54 graduation sessions took place, and 10 241 qualifications were awarded or conferred (these included credit-bearing non-subsidised qualifications). A total of 12 563 qualification certificates were printed (these included certificates for non-subsidised programmes).
- Several workshops were held (e.g. on Data Quality and Registration).
- The 2008 student orientation programme and booklet were developed.
- Approximately 27 000 applications were processed in 2007.
- Charters for all the committees in Academic Administration were finalised and approved.

SENATE REPORT

Composition

The Senate, which functions in accordance with sections 21-27 of the Standard Institutional Statute (SIS), had a membership of 238 in 2007. Because it was problematic to obtain and maintain a quorum throughout meetings (attendance figures varied between 107 (inquorate) and 128), it was decided to draft a Charter for Senate. This was aimed at reducing membership where the Senate had the authority to do so and at focusing the academic function of the Senate in an attempt to attract more members to meetings.

Senate meeting dates

Senate meetings were held on the following dates in 2007:

- 19 February
- 14 May
- 13 June (special meeting to consider the concrete proposals resulting from the programme reviews)
- 30 July
- 22 October

Senate Committees

The following Senate Committees were operational in 2007:

- Senate Executive Committee (Senex)
- Academic Ethics Committee
- Academic Planning and Quality Committee
- Higher Degrees Committee
- Senate Research Committee
- Language Committee
- Committee for Persons with Disabilities
- Faculty Boards

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

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

- The Vice-Chancellor's quarterly reports focusing on *inter alia* the following: Progress related to the Integration and Renewal, and Harmonisation and Remuneration processes; the University's vision and strategic goals and progress in this regard; governance progress; individual achievements; key thrusts for 2007/8; the Institutional Operating Plan and Campus Development Plan; challenges related to research output; cultural integration; student protests during registration; the Institutional Audit to be conducted in 2009; quarterly financial review; campus programme profiles and progress with drafting of the scenarios; incentives for research and teaching excellence, and announcement of the Vice-Chancellor's Awards: Teaching Excellence, Outstanding Researcher and Outstanding Young Researcher; professorial inaugural lectures; measures being introduced to further research as a priority at the University; and Ellen Kuzwayo Council Awards.
- Temporary closure of East Rand Campus.
- Relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.
- UJ Enrolment Plan and performance targets.
- Draft UJ Statute (several stages of the development of the Statute).
- Election of Senate representatives to serve on the Council, Institutional Forum, Executive Committee of Senate (Senex) and other committees of Senate, e.g. Language Committee, Academic Planning and Quality Committee.
- Professorial categories at the University.
- Progress related to the development of an institutional teaching evaluation framework/strategy and procedures.
- Reports from the various Senate committees.
- HEMIS data risks and subsequent responsibilities.
- Senate discretionary admissions: Faculty of Education (n=12), Faculty of Science (n=1) and Faculty of Humanities (n=1).
- Titles and allocation of supervisors to master's and doctoral studies.
- Academic calendar for 2008.
- Rights of supervisors and students regarding publications emerging from postgraduate studies.
- Outcome of results and subsequent conferral of master's and doctoral degrees.
- UJSRC Constitution, UJ Student Regulations and Regulations for Student Discipline.
- Charters and constitutions: Centre for Education Practice Research; Institute for Private International Law in Africa; Johannesburg Institute for Advanced Studies; Charter for the Centre of Technology-Assisted Learning; Charter for the Senate Language Committee; Charter for the Senate Committee for People with Disabilities; Amended Charter for the Senate Higher Degrees Committee.

- Academic agreements/Memoranda of agreement: UJ and St Andrews, UJ and Wits; ISLI Constitution.
- Progress reports on the development of the Framework for Third-Stream Income and Intellectual Property.
- Academic appointment and promotion criteria.
- National Senior Certificate admission requirements.
- Amendments to the Academic Regulations.
- Academic concrete proposals (approximately 350) resulting from the programme reviews (considered at the special meeting in June):

Faculty	Number of programme proposals
Art, Design and Architecture	39
Economic and Financial Sciences	56
Education	34
Engineering and the Built Environment	45
Health Sciences	86
Humanities (with additional proposals to transfer certain programmes to the home faculty concerned)	230
Law	12
Management	78
Science	30

- Faculty reports to Senate: amendment to regulations.
- Guidelines for international academic travel support.
- Institutional academic policies: Policy on Teaching and Learning; Assessment Policy; Policy on Learning and Support Material; Policy on Undergraduate Recruitment and Selection; Student-Supervisor Policy; Code for Academic and Research Ethics.
- The following 25 new non-subsidised short learning programmes were approved (of which some had previously been offered by BusiTech):
- Club Management Leadership (Hospitality Management)
- Hospitality Management block release (Hospitality Management)
- Network Design (Business IT)
- Linux Networking NQF (Business IT)
- Networking Foundations (Business IT)
- Network Protocol (Business IT)
- Network Security (Business IT)
- Supervisory Development Programme (Business Management)
- Management Development Programme (Business Management)
- Project Management (Business Management)
- Executive Project Management (Business Management)
- Business Management Development Programme (Business Management)
- German for Beginners (German)
- Muslim Personal Law (Semitic Languages)
- Modern Greek for Beginners (Greek and Latin Studies)
- Intermediate Modern Greek (Greek and Latin Studies)
- Advanced Modern Greek Language and Culture (Greek and Latin Studies)
- Community Development (Social Work)
- Quality in Broadcast Television (Communication)
- End-User Computing (Management)
- Advanced IT Project Management (Management)
- Operations Management (Management)
- Retail Support Services (Management)
- Advanced Retail Management (Management)
- Retail Management Programme (Management).



Derek van der Merwe (Prof)
Pro Vice-Chancellor



Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic



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



Marie Muller (Prof)
Registrar

ACADEMIC REVIEW: FACULTY REPORTS

An executive summary of each faculty is reflected.

Faculty of Art, Design and Architecture

Vision

During 2007, the Faculty made good progress in laying the groundwork for academic development and sound management practices. Two strategic breakaways provided opportunities for revisiting the Faculty's vision, mission and strategic priorities. The Faculty wishes to be seen as "A premier faculty that is forward looking and recognised for its profile of excellence and relevance in art and design education". It intends to actualise this vision by nurturing future professional artists and designers who will pursue innovative practices and who are able to make significant cultural and economic contributions in dynamic and changing environments.

The strategic sessions allowed each of the academic departments, as well as academic administration, to review their current status and make presentations illuminating their strategic plans within the context of relevant national priorities, university and faculty goals.

Staff Profile

The Faculty had a total of 64 permanent members of staff in 2007. This comprised 43 academic staff, 15 support staff, two members in the research office, two members in academic administration, Dean and Personal Assistant. The newly appointed Head of Faculty Administration joined the Faculty in November. Fifty-nine per cent of academic staff were Senior Lecturers and 39% Lecturers. A fairly static staff component did not allow for a better equity profile in the Faculty, with whites constituting 77% of the permanent staff.

The number of postgraduate academic qualifications in the Faculty improved with three members of staff obtaining master's qualifications in 2007. A further three members of staff submitted master's dissertations for final assessment at the end of 2007 and they should graduate early in 2008. Five members of staff should complete their master's in 2008 and a further three members of staff have indicated their intention to register for master's studies in 2008. Three members of staff were registered for doctoral studies in 2007, with a further three indicating that they intended to register for doctoral studies in 2008.

Student profile and performance

First-time entering undergraduate enrolments increased from 717 in 2006 to 730 in 2007 with BTech and MTech enrolments remaining constant. There has been a consistently low level of enrolment of postgraduate students that does not meet the institutional ratio. The student profile was distributed equally with 53% of students being black, but showing demographic shifts particularly in decreasing African student numbers.

Undergraduate success rate improved from 81.5% in 2006 to 85.1% in 2007. Success rates for 2007 showed improvements in all population groups. Student achievements in national competitions and awards contributed to building the public profile of selected programmes. Students won 12 national awards, received 13 national award placements and were finalists in 12 award schemes.

Departmental student committees and a Faculty Student Committee were established to provide forums for students to participate in departmental and Faculty matters and to promote the holistic development of students as responsible future citizens and professionals. A series of "Friday Talks" and industry lectures delivered by invited guest speakers exposed students to wider societal, environmental and economic issues.

Academic programmes

A revised PQM for the Faculty was approved by Senate in June when Form 1s, which flowed from the programme review process in 2006, served in the format of concrete proposals. The Faculty devised a rolling plan that will see the gradual and systematic implementation of programme offerings in alignment with the new HEQF. The intended suite of programmes is better suited to a comprehensive institution and the increasing market demand for degree qualifications.

The Form 1s were extended into Form 2s in which modules for each programme were outlined. These forms served at quality committees several times to ensure that the content was acceptable and correctly presented before approval by Faculty Board. This exercise highlighted a number of issues to which attention will have to be devoted in 2008, including relevance, duplications, allocation of credits and assessment criteria.

A great deal of time was devoted to strengthening quality mechanisms in the Faculty to ensure that all offerings met requisite standards. Quality management structures for undergraduate quality assurance include departmental academic committees that oversee teaching and learning, RPL and assessment, and the Academic Planning and Quality Assessment Committee that is tasked with the planning and development of academic programmes, advising departments on academic matters and approving issues for submission to the Faculty Board.

The Faculty Research Committee functioned with growing confidence and efficiency during 2007. This is a composite committee that amalgamates research management, higher degrees, ethics and postgraduate assessment.

Research and creative production

The Faculty increased its research outputs from 8 units in 2006 to a preliminary indication of 18 units in 2007. Members of staff organised three national conferences and one international conference.

A number of initiatives were introduced to foster a research culture. These included a mentoring programme to assist members of staff in writing articles and papers, a staff research seminar programme and a series of lectures on research methodology. The Faculty research newsletter will be refocused in 2008 to include working papers and a greater number of substantive and critical reviews and comments on research endeavours and creative production.

The Visual Identities in Art and Design research centre was successfully launched in June and all proposed outputs and performance indicators were achieved by the end of the year. The Department of Industrial Design participated in the successful Enerkey proposal for "Quick Win" funding and, as part of this initiative, an emissions testing facility will be established in the Faculty in 2008.

During the course of the year, members of staff participated in 16 international exhibitions, 32 national exhibitions, completed 6 major design projects and delivered 22 other creative outputs. A good start was made in devising a policy and criteria for the peer evaluation of creative production. In this regard, each department was tasked with formulating discipline-specific outputs and criteria, and these will be incorporated into a Faculty policy and procedures in 2008.

Community engagement

Phumani Paper, Artists Proof Studio and affiliated Paper Prayers Aids Awareness projects continued their work into the investigation of economic development, the role of the arts in addressing the HIV/Aids issue in South Africa, as well as capacity building for community-based artists.

Other community projects of note included:

- the Keiskamma Art Project that presented drawing and painting workshops towards the production of a tapestry, "Creation", which was exhibited at the Grahamstown Arts Festival in 2007;
- the Deaf TV Poetry Competition Trophy, which was an interdepartmental collaboration project between Industrial Design, Jewellery and Ceramic Design second-year students;
- the Sasol Wax Competition, which involved the Imboni woodcarvers in Sudwana Bay and the Imfundiso Jewellery Training College in the making of wooden jewellery items;
- numerous projects for the UJ community such as the design and production of medals, signage, maps, artworks, posters, invitations and a variety of cards.

Faculty profile

Concerted efforts were made during 2007 to establish and entrench the presence and profile of the Faculty. Initiatives included:

- an assertive marketing plan aimed at building public awareness, the recruitment and retention of students, and sustained internal communication;
- leveraging of the excellent facilities available in the Faculty by hosting a number of major events, for instance, exhibitions in the Faculty Gallery, and industry conferences and seminars;

- providing an ongoing narrative of Faculty activities and successes;
- hosting a number of international guest speakers from prominent overseas institutions.

Priorities for 2008

The Faculty will continue striving to enhance its reputation in 2008 and beyond in alignment with the University's strategic goals. A number of key objectives for the coming year are:

- growth in undergraduate and postgraduate student numbers;
- upgrading of staff academic qualifications and general staff development;
- nurturing a research culture and providing a supportive creative production environment
- Promoting and sustaining excellence in teaching and learning through quality assurance mechanisms and the active development of innovative teaching and learning practices
- Advancing recognition of the Faculty through the development of relevant programme offerings, excellence, adding value to external constituencies; and a unique institutional culture
- Preparation for the 2009 institutional audit.

Faculty of Economic and Financial Sciences

The Faculty has a distinctive financial focus that sets it apart from other Commerce faculties in South Africa. Located in the financial heartland of the country, the Faculty offers a particular selection of BCom degrees and diplomas that are aimed at addressing the rapidly growing demand for skills in the fields of accountancy, financial economics and econometrics, and financial decision-making. The Faculty also inculcates the following approach in its staff and students: "Excellence is not a skill. It is an attitude" (Ralph Marston).

As an outcome of the signing of a Memorandum of Understanding and a Letter of Agreement between the University of Johannesburg and the University of Tilburg in December 2006, the first four exchange students left for Tilburg in August 2007.

The academic departments undertook several initiatives to establish a research culture in Faculty. Two of these that deserve special mention were preparations for a conference and the work that went into a professional journal.

Following the success of the first Biennial International Value Conference in 2006, members of the Faculty began to organise the second Conference to be held at Sun City in May 2008. Against the background of the theme of the Conference – "Create, Develop and Deliver Value in Africa in the Global Context" – the Faculty wishes to establish itself as a serious contender in international academia and to encourage interaction between industry and academics. It bodes well that Nedbank was keen to be the "platinum sponsor" of the Conference.

The Faculty published two editions of Volume 1 of the *Journal of Economic and Financial Sciences*. Of the ten articles that these first two issues attracted, three came from international academics.

The South African Institute of Chartered Accountants (SAICA) visited the Department of Accountancy in September 2007 to review its accreditation. The qualifications were not only reaccredited, but the department was also commended for offering excellent qualifications for chartered accountants in South Africa.

The changes that resulted from the extensive programme review of 2006 were taken a step forward with the Senate's approval. Approval was granted, for example, for the transfer of the Department of Real Estate to the Faculty as part of the Department of Finance and Investment Management.

Other additional highlights of 2007 were the following:

- Of the 220 students who passed the SAICA Qualifying Examination, 35 were black (there were 51 black candidates in total). It also needs to be mentioned that among those who passed, eight were from the University of Fort Hare and nine were former Community and Individual Development Association students.
- 2007 saw the first graduates of the BComHons (Financial Planning) degree, which also gained accreditation by the Financial Planning Institute of Southern Africa (FPI). These graduates, moreover, achieved outstanding results in the May 2007 strategic-level examination of the Chartered Institute

of Management Accountants, obtaining a combined 11 places in the top 10 for the three individual subjects in South Africa.

- Many BComHons (Investment Management) students completed the Chartered Financial Analyst examination to attain the sought-after and highly acclaimed CFA® designation.
 - The Department of Accountancy has continued to support the University of Fort Hare and the University of Limpopo with the delivery of the BCom (Accounting) degree. With the UJ's support, Fort Hare's BCom (Accounting) degree was accredited by SAICA in 2006. Through skills development and regular visits, the UJ continues to support Limpopo with the delivery of its BCom (Accounting) programme, which should be operating independently in the near future.
 - The Equity Development Project in the Department of Accountancy provides academic support to approximately 400 African students in their BCom (Accounting) studies at the UJ. Of these students, 166 are on a full bursary sponsored by SAICA's Thuthuka Bursary Fund. In 2007, the first group of 38 of the Thuthuka students completed their degrees.
 - The permanent staff complement increased by 27 staff members to 112 in 2007, which entailed an intensive human resources work process
 - The first intake of 372 students in the BCom extended programmes in the Faculty broadened access to higher education in this field by providing alternative access and strong foundational academic development for students who do not meet the admission requirements for the regular degrees. Of these students, 232 enrolled on Kingsway and 125 Soweto.
 - The Faculty was privileged to host a public lecture entitled "Corporate Leadership – are you your Brother's Keeper?" delivered by Mrs Trix Coetzer, Vice-Chair of the University's Council and Chair of the Finance Committee.
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Faculty of Education

For this Faculty, 2007 was yet another year of revision and consolidation, particularly with regard to its learning programmes. The BEd and PGCE programmes as well as the ACE (Mathematics Education) were reviewed by the Higher Education Quality Committee (HEQC). The Faculty also reviewed its BEdHons (involving an external panel), resulting in a reconfigured BEdHons to be offered in 2008. In terms of research, the Faculty embarked on a focused research capacity-building programme and the Faculty's community engagement initiative, linked to partnership schools, was officially launched.

Academic Programmes

- The enrolment figure for 2007 was 4 942, a decrease of 556 from 2006. This decrease can be attributed to the phasing out of distance education in the ACE and BEdHons, as well as to the decision to limit registration in some of the MEd programmes so as to allow for revision and consolidation.
- Postgraduate enrolments were 28% of total enrolments.
- The Faculty's student profile in terms of population groups was: African: 81%, white: 14%, Indian: 3%, coloured: 2% (86% black).
- The student profile in terms of gender was: female: 69%, male: 31%.
- The MEd Educational Management (reviewed in 2005/2006) received full accreditation from the HEQC.

Staff

- In 2007 the Faculty had 51 full-time permanent academic staff members (excluding the Dean) and 25 non-academic staff members: a total of 75.
- The academic staff profile in terms of levels was: Professor: 18%; Associate Professor: 14%; Senior Lecturer: 37%; Lecturer: 31%.
- The academic staff profile in terms of academic qualifications was: doctoral degree: 73%; master's degree: 25% and honours degree: 2%.
- The academic staff profile in terms of population group was: white: 55%; African: 31%; Indian: 10% and coloured: 4% (44% black).
- The academic staff profile in terms of gender was: male: 59% and female: 41%.

Research

- If the subsidised publications in terms of research output alone are taken into consideration, there

is much room for improvement as the output for 2007 was 0.49 per capita (per full-time academic staff member). If the research output of research-based master's (full dissertations) and doctoral students are included in the calculation of research output, the Faculty's per capita output is 1.4.

- Academic staff published two books and contributed eight chapters to other books. The majority of these were not strictly research based (in terms of DoE criteria for funding), but academic textbooks or books focusing on school education. These books are widely used at other universities and in schools.
- A Centre for Education Practice Research (CEPR), to which the majority of research projects in the Faculty are linked, was established. The CEPR's main research programme is "Teacher development in 'ecologies of practice'" – a developed research niche area granted to the Faculty by the NRF.
- Faculty staff were involved in 11 externally funded research projects, of which six form part of the niche area programme:
 - From ecologies of learning to ecologies of practice.
 - Learning to be a teacher – towards learner outcomes in schools.
 - The discourse and performative practice of teachers in language literacy and communication.
 - The keystone species in the science and mathematics classrooms of two schools.
 - Teachers building practice as community counsellors.
 - Teachers and tools: Crafting technology education in practice.
 - Teacher identity and the culture of schooling (funded by the South Africa-Netherlands Research Programme on Alternatives in Development).
 - Information and Communication Technology in schools (funded by the NRF).
 - Values and Human Rights in Education (funded by UNESCO).
 - Aggression in Secondary Schools in South Africa (funded by the NRF).
 - The Faculty has four NRF-rated researchers.

Community Engagement

The Minister of Education praised the Faculty's main community engagement initiative at its official launch in April 2007 as "almost certainly a first for an Education faculty in this country". This initiative, which involves teacher education and Educational Psychology students and staff, is linked to partnership schools and a community organisation. The main purpose of the partnerships is to advance the interests of the Faculty of Education and the participating schools and community organisations in a mutually beneficial way, and to provide service learning opportunities to students with a view to fostering a sense of social responsibility. Students are simultaneously prepared to become educational practitioners who are able to support and nurture learning and development in diverse educational contexts.

Faculty Governance

- A Vice-Dean was appointed at the beginning of 2007.
- One of the Faculty's strategic goals is to foster greater efficiency and effectiveness with regard to Faculty governance, infrastructure and administration. In pursuit of this goal, the Faculty's departmental structure was reviewed by the Faculty Executive Committee, which recommended restructuring. The same number of departments (five) was maintained, but two new reconfigured departments were established.

Faculty of Engineering and the Built Environment

Faculty Profile and Governance

The University's Faculty of Engineering and the Built Environment (FEBE) is uniquely placed in the centre of Johannesburg for the training of engineering personnel and the development of engineering knowledge. Featuring the name of Johannesburg in the brand of the University places the Faculty directly in the focus of all people on the African continent who are interested in Engineering education and research, and positions the Faculty to become a leading technology hub in Africa. As an institution that offers the full range of professional engineering qualifications traditionally offered in different institutional types, the Faculty has no equal in South Africa. It provides training in three of the four engineering vocations, namely engineers, technologists and technicians. (Training for artisans is the exception.)

The Council of the University decided in 2005 to merge the Engineering Technology departments of the former Technikon Witwatersrand with the Engineering Science departments of the former Rand Afrikaans

University into one Faculty of Engineering and the Built Environment but still occupying the two separate premises. The year 2006 saw the development of the management and administrative structures for the merged institution into a single entity comprising 16 departments clustered into four broad fields of study. One of the departments, Real Estate, was transferred to the Faculty of Art, Design and Architecture on the Bunting Road campus in 2007.

Before 2006, the Faculty was led by two Executive Deans from separate, fully equipped and staffed administrative offices on the two campuses. The Faculty has since been led by one Executive Dean rotating between the two campuses. He is assisted by two Vice-Deans, one on each of the two campuses.

The three departments of Engineering Science on the Kingsway Campus – Civil, Mechanical and Electrical Engineering – have counterpart Engineering Technology departments on the Doornfontein Campus. The remaining eight departments in the Faculty comprise Construction Management and Quantity Surveying, Town and Regional Planning, Mining Engineering, Mine Surveying, Extraction Metallurgy, Engineering Metallurgy, Industrial Engineering Technology and Chemical Engineering Technology. Only Civil Engineering Science and Civil Engineering Technology have started working together, but are not able to maintain effective interaction because of the separation of the two campuses. Except for meeting at management level, the other departments in the Faculty do not work together on an integrated basis, largely because the differences between Engineering Science and Engineering Technology are not clearly understood.

Consolidation of Faculty

It is proposed to consolidate the Faculty (as well as the Faculty of Health Sciences) on the Doornfontein Campus as a World First Institution. This will include rehabilitation of existing buildings, construction of new buildings, roads, parking facilities and the main entrance, as well as clearance, re-landscaping and greening of the campus in typical African and modern university architecture. Laboratories and equipment will generally be renewed. It is planned to link the Ellis Park Sports Grounds to the Campus. Foundational science training of Engineering students will be provided on an appropriate basis and the educational rationale for deploying Engineering Science and Engineering Technology programmes alongside each other will be fully implemented.

Major concerns were expressed throughout 2007 by the Engineering departments on the Kingsway Campus over the advisability of the proposed consolidation, security in the Doornfontein precinct, potential loss of staff (especially pre-eminent senior staff), potential loss of top students, potential loss of industry support, potential loss of research productivity, potential loss of contact with the Faculty of Science and general potential degradation of the Engineering Science degrees.

Steps are in place to address all of these concerns in a way that will enable all involved enthusiastically to embrace the prospect of participating in the development of nothing less than a new University.

Academic Staff

There were 143 permanent academic posts in the Faculty in 2007 of which 28 have been vacant for periods varying from six months to two years. The staff vacancies increased from 14 in 2006 to 28 in 2007. Forty-seven temporary lecturers were used in 2007. The considerable number of vacancies has a direct adverse effect on teaching quality, student throughput and research output. The temporary teaching staff do not make up for the number of vacancies since they generally only appear for lectures and bring about an additional administrative responsibility and workload for the permanent staff. Seven posts for technical support staff were vacant in 2007.

It is evident from the lengthy vacancy periods that sufficiently trained and experienced staff are not readily available in South Africa. It has accordingly been planned to recruit staff overseas, notably in India and the United Kingdom.

Academic Staff Profiles

The female-male ratio of the staff changed from 9:91% in 2006 to 10:90% in 2007. The total number of female staff remained unchanged at 12, but the male staff decreased from 120 to 106.

The ratios of African, coloured, Indian, other and white to total staff were 19%, 2%, 5%, 1% and 73% respectively in both 2006 and 2007. However, the actual numbers of staff were 25, 2, 6, 2 and 97 in 2006, and 23, 2, 6, 1 and 86 in 2007 respectively. The black and white staff numbers evidently decreased in roughly the same proportions over the two years considered.

The ratio of first qualifications to master's and doctoral qualifications of staff changed from 46:29:25% in 2006 to 41:39:20% in 2007. The relative numbers of these staff changed from 61, 38 and 33 to 49, 46 and 23 for the two years considered. The first-qualification staff decreased by 12, the master's staff increased by 8 and the doctoral staff decreased by 10 in number. Four members of staff received master's degrees in 2007 and one a doctoral degree.

These figures represent to some extent the departure of the younger staff for better remuneration elsewhere, and the older staff for considerations of lifestyle uncertainty and job satisfaction.

Administrative Staff

Of the 10 administrative staff posts on the Kingsway Campus, six are vacant. This situation developed over the latter part of 2007 and the beginning of 2008. Another three new posts have been identified as essential for the effective administration of the Faculty on the Kingsway Campus. These posts will take a number of months to fill, during which the work in the Faculty will be seriously jeopardised. There are no vacancies in the existing administrative posts on the Doornfontein Campus. One new post has been identified on this Campus.

Management of the Faculty

The sustainability of the Faculty as constituted is seriously at risk as is evident from the numbers of administrative and academic staff vacancies. Although a rigorous risk assessment of this situation has not been undertaken, the problem is considered to be due to a greater or lesser extent to lapses in strategic leadership in some aspects. Steps have been taken to correct this situation.

Publications Profile

Thirty-four peer-reviewed journal papers, 2 non-peer-reviewed papers, 6 books and research reports and 72 conference papers were presented in 2006. The corresponding numbers for 2007 were 11, 1, 0 and 69. The papers in peer-reviewed journals evidently decreased greatly from 34 to 11 over the two years considered. The research credits for the Faculty in terms of the ISI Sciences Citation Index varied from 14.61, 14.70, 14.33, 9.30 and 22.32 to 3.02 over the years 2002 to 2007.

The considerable reduction in peer-reviewed journal papers and concomitant research credits in 2007 is due to loss of staff, overloading of staff, unwieldy nature of the University financial management system and lack of staff motivation. The last-mentioned, in turn, is to some extent due to the negative perception of the proposed consolidation of the Faculty on the Doornfontein Campus. Some of the Engineering Technology departments of the Faculty are actively involved in research, but in others a research mindset and activity have not been established yet. It is proposed to address all of these shortcomings by seeding each of the 15 departments with a number of postdoctoral fellows semi-permanently. It is proposed to recruit these fellows from abroad. A concerted effort will, however, be made to re-attract pre-eminent staff who have left the University's employ.

Networking Profile

Members of the Faculty attended 51 conferences, 0 seminars, 11 symposia and 3 workshops in 2006. The corresponding figures for 2007 respectively amount to 70, 8, 1 and 0. Conference attendance evidently increased greatly. The staff also gave 2 invited addresses and 1 social responsibility talk. The corresponding figures for 2007 are 2 and 3 respectively, demonstrating that these activities were maintained, if not slightly increased.

Research Groups

There are 15 formal research groups in the Faculty (compared with 12 in 2006):

- Water and Health Research Group
- Unmanned Aerial Vehicle Research Group
- Stream Processing Research Group
- Industrial Electronics Technology Research Group
- Centre for Optical Communications and Sensors
- Telecommunications Research Group
- Speech and Signal Processing Research Group
- Chromium Steels Research Group
- Manufacturing Research Group
- Control and Image Processing Research Group
- Process Optimisation of Thermodynamic, Energy and Dynamic Systems Research Group

- Research Centre on Civil Engineering Materials
- Minerals Processing and Technology Research Group
- Small-Scale Mining
- Centre for Applied Research and Innovation

Some of these research groups are world class, while some of them have been dormant in 2007.

Student Profile

The proportions of headcount enrolments for all qualifications for African, coloured, Indian and white to total students amounted to 81%, 1%, 3% and 15% for 2006, and to 82%, 1%, 3% and 14% for 2007. The headcount enrolments for the four groups respectively amount to 5 476, 94, 209 and 1 007 for 2006, and respectively to 5 672, 86, 213 and 958 for 2007. The relative enrolments for the four groups therefore effectively remained stationary for the two years considered.

The relative enrolments for the four groups separately for undergraduate and postgraduate qualifications have also effectively remained unchanged for 2006 and 2007.

The total enrolments for African students increased by 3.5% from 5 476 to 5 672, for coloured students decreased by 8.5% from 94 to 86, for Indian students increased by 1.9% from 209 to 213, and for white students decreased by 4.9% from 1 007 to 958.

The total enrolments for all students in the Faculty increased marginally by 2.3% from 6 786 to 6 944.

The relative proportions of female to total students for Africans, coloureds, Indians and whites were respectively 28%, 20%, 13% and 8% for 2006, and 28%, 21%, 10% and 9% for 2007. The changes, if any, were small to marginal. The overall proportion of female to total students amounted to 24% in 2006 and to 25% in 2007, which also represents a marginal increase.

Throughput Profile

The throughput statistics for the Faculty are shown in the table below.

Table 12: FEBE Throughput Statistics

	Department	Headcounts		Graduates		Grad Ratio		FTE	
		2006	2007	2006	2007	2006	2007	2006	2007
1	Civil Sc	322 ⁽¹⁾	393 ⁽¹⁾	19 ⁽¹⁾	15 ⁽¹⁾	6%	4%	107	132
2	Civil Tech	523	480	104	111	20%	23%	185	167
3	Const Man & Qt Surv	337	426	56	89	17%	21%	228	263
4	Town & Region Plan	255	296	36	43	14%	15%	137	150
5	Elect & Elect Sc	530	520	73	57	14%	11%	257	240
6	Elect & Comp Tech	1114 ⁽²⁾	1087 ⁽²⁾	126	145	11%	13%	300 ⁽³⁾	300
7	Power & Cont Tech	1114 ⁽²⁾	1087 ⁽²⁾	126	145	11%	13%	134	145
8	Extract Metallurgy	239	242	43	52	18%	21%	108	95
9	Engineer Metallurgy	318	339	39	37	12%	11%	107	119
10	Mining Engineering	419	411	181	152	43%	37%	152	166
11	Mine Surveying Tech	107	122	17	17	16%	14%	61	61
12	Mech Sc	531	525	53	56	10%	11%	363	347
13	Mech Tech	857	963	90	114	11%	12%	414	454
14	Industrial Tech	382	417	41	56	11%	13%	150	188
15	Chem Tech	852	723	122	128	14%	18%	259	189
	Grand Total	6 786	6 944	1 000	1 072	15%	15%	2961	3 015

⁽¹⁾ Data for Electronic & Computer Engineering Technology combined with data for Power & Control

⁽²⁾ Calculated from total numbers registered for Civil Engineering and Civil Engineering Technology

⁽³⁾ Estimate

The data for Electronic and Computer Engineering Technology, and Power and Control Engineering Technology are combined as those available for them separately are not readily meaningful. The graduation ratios of 43% and 37% for Mining Engineering are due to the belated inclusion of students who had left the University some time ago. The Civil Engineering Science cohort intakes have increased rapidly since 2001, which has resulted in the graduation ratios of 6% and 4%.

The FTE total increased by 1.8% from 2006 to 2007 and the number of graduates increased by 7.2% from 2006 to 2007. There is evidently room for improvement in headcount, FTE, number of graduates and graduation ratio.

Strategic Goals of University

The Faculty continued to pursue the strategic goals of the University in 2007.

Community Engagement

Notable community engagement projects pursued in 2007 may be presented briefly as follows:

Formula 1 in Schools Project

The project entails the manufacture of miniature Formula 1 cars by school learners in the workshops of the University on patent educational manufacturing equipment provided by Sangari SA. The purpose of the project is to attract prospective Engineering students in an open-air competitive learning environment.

A large number of schools from Gauteng, Western Cape, KwaZulu-Natal and North West provinces met in October 2007 at the Kyalami track to race their cars. Each team submitted a detailed portfolio of design and manufacturing aspects as well as marketing and sponsorship initiatives. The projects were displayed and orally presented to a judging panel. Prizes and bursaries for Engineering study at the University were presented to the winners. The extent to which the University succeeds in the stated objectives has not been determined.

Technolab

Technolab, which is targeted at school learners and teachers, presents a range of events and programmes during the year to promote interest in and understanding of Engineering study. It was active during 2007, but by early 2008 had lost its entire staff except one senior technician. Continuation of the initiative is currently under consideration.

Notable Events

The main disappointment throughout the Faculty has been the loss of staff at all levels of seniority. As mentioned under Academic Staff Profiles, the younger staff mostly left for considerably greater remuneration in industry and the profession, and the older staff because of the perceived adverse affects of the proposed consolidation of the Faculty on the Doornfontein Campus. The passing away in November 2006 of Prof Piet Swart, a pre-eminent engineer, researcher and long-standing member of the University, was a particularly sad and great loss to the Faculty.

Notable achievements during 2007 include:

Civil Engineering Science

- The Rand Water Chair was finally established in April 2007 and Prof Kobus van Zyl was appointed as the first incumbent.
- Dr Mark van Ryneveld and Dr Sharon Biermann (CSIR) performed collaborative research in 2007 on settlement planning/urban sprawl.

Civil Engineering Technology

- Mr Johan de Koker, a Senior Engineering Technologist from Transnet, was appointed as new Head of Department. He is the incumbent President of SAICE for 2008.
- Substantial progress was made in the programme review towards unconditional reaccreditation by ECSA.

Construction Management and Quantity Surveying

- Mr Ferdi Fester received a SANPAD Research Capacitation Initiative Bursary in 2007 to improve the research capacity of local researchers.

- Mr Wellington Thwala delivered an invited paper at the UNESCO Forum on Higher Education, Research and Knowledge Second Regional Seminar for Africa in Ghana.

Engineering Management

- An agreement was reached between the Unit and Ravensburg-Weingarten University on collaboration in engineering management training.

Town and Regional Planning

- The Royal Town Planning Institute (UK) visited the Department in October 2007 to benchmark the Department's programmes.
- Mr Martin Lewis, Head of Department, was appointed by the Gauteng Premier as member of the Gauteng Development Tribunal.

Electrical and Electronic Engineering Science

- Prof Hendrik Ferreira qualified for an NRF B1 rating.
- A collaboration agreement was reached between the Department, INCOMAR and Denel Dynamics on inertial navigation systems.

Electronics and Computer Engineering Technology

- Messrs Hannes Nieuwoudt and Hennie van der Walt have greatly improved the quality of the work-integrated learning programme.
- Ms Jane Buisson-Street was elected as Vice-President of the Computer Society of South Africa for 2007 and 2008.

Power and Control Engineering Technology

- The appointment of Prof Mike Case as research consultant encouraged six members of staff to start postgraduate studies.
- Mr Gert Potgieter's liaison with industry will result in the installation of a state-of-the-art teaching laboratory in 2008.

Engineering Metallurgy

- A memorandum of understanding was signed between the Department and the Foundry Institute of the Technical University of Freiberg.
- New capital equipment was received for research and assistance to SMEs through the Technology Station.

Extraction Metallurgy

- Two members of permanent staff registered for postgraduate studies, bringing the current total of such registrations to four.

Mine Surveying Technology

- Mr Hennie Grobler was appointed as Head of Department in June 2007.
- A student from the Department received the LEICA Camera Award as best First-Year Mine Surveying Student from the Institute of Mine Surveyors.

Mining Engineering

- The Department maintained industry support for three fully funded posts that enabled teaching loads and employment equity to be improved.
- The staff turnover was small due to the continued generous salary subventions from the mining industry.

Mechanical Engineering Science

- Prof Rolf Laubscher won an Advanced Manufacturing and Technology Strategy research grant on high-performance light metal machining.
- Prof Japie van Wyk negotiated a three-year research contract for R3m on smart health monitoring composites.
- Prof Zvi Katz carried out collaborative research with research institutions in Sweden, the USA and Hungary.

Mechanical Engineering Technology

- The Department paid special attention to the consolidation of relationships with industry in the placement and development of students in work-integrated learning positions.

Industrial Engineering Technology

- Ms Hannelie Nel, Head of Department, championed the Women in Engineering Day and the Formula 1 Project in 2007.

Chemical Engineering Technology

- Dr Robert Huberts successfully completed a pilot registration project in 2007 that provides a history of every student as far back as 2003. This eased the registration process.

Strategic Initiatives

The following notable strategic initiatives were pursued in 2007:

Engineering Practice School

Nationwide, delivery of infrastructure and services in the built environment is inadequate because of shortages in Engineering graduates and experienced professional engineers in leadership, management and decision-making positions. The latter problem is largely due to the collapse of the practical training that young engineers used to receive during the first five to ten years of their careers. This problem can be addressed in an Engineering Practice School at the University, in which qualified engineers will be trained over a three-year period. In the first year and a half, they will be involved in real project work under the mentorship of senior engineers. In the second year and a half, they will be taught on a structured basis in a range of practice-related non-technical courses.

The concept requires formal participation between the University, engineering professionals and local government. The proposed programme in the School will reduce the usual training period of young engineers in professional practice from eight to five years and will prepare them for professional engineering registration. The various prospective partners have agreed on the viability if not the desirability of the programme. Implementation of the programme depends on formal agreement between the participants, which will in due course be sought if the University finally agrees to pursue the initiative.

Art of Engineering Exhibition

The First Art of Engineering Exhibition involved a two-week display of 250 photographs of the built environment of Johannesburg in the foyer of the Sanlam Auditorium in August 2007. About 80 people attended the opening night. The purpose of the exhibition was to show Engineering students what the built environment looks like and that engineers are "homemakers" on a large scale. The purpose further was to stimulate discussion between engineers and artists, increase the appreciation of Engineering students of the fine arts and promote the University's engagement with stakeholders, in particular Joburg City and prospective students and their parents.

Metal Casting Technology Station

The Station is a joint initiative between the University, the Department of Science and Technology, Tshumisano Trust and the German Technical Corporation of the German government. Its purpose is to stimulate innovation in metal and abrasion-resistant castings, foundry sands and the production of ultra-hard alloys. Further aims are to promote the transfer of knowledge between teaching, research and marketing personnel in metal casting and to support emerging high-technology companies via government small-business incentives. The Station is fully equipped with appropriate hardware and software, has three members of staff and nine interns, undertook 49 projects, presented six short courses, awarded bursaries to two master's and six bachelor's students, and assisted one doctoral student in 2007.

Faculty Finances

The actual amount spent on salaries in 2007 represents an underexpenditure of R1.5m on budget due to the number of staff vacancies. Operational costs were underspent by an amount of R300 000 compared with budget. Capital costs were overspent by an amount of R1.6m compared with budget. Overall, the Faculty therefore underspent a net amount of R200 000 compared with budget.

Faculty of Health Sciences

The Faculty's strategic thrust focused on the following during 2007:

- consolidation of the programme profile after the programme reviews;
- a re-evaluation of governance structures;
- implementation of mechanisms to improve the qualification profile of staff and associated research output;
- implementation of strategies to ensure efficiency and effectiveness in all operational activities;
- implementation of strategies to improve success and throughput rates.

Ninety-seven full-time academics, supported by 48 academic support staff (including clinic and institute staff), provided services across three campuses (Kingsway, Bunting Road and Doornfontein) 2 965 students.

There was a decrease of 21 in total enrolment figures (2 986 in 2006), but a 7.9% increase in the numbers of total postgraduate students (including postgraduate to master's). The registrations for master's qualifications increased by 4.8% (165 to 174) while doctoral candidates increased by 14.2% (35 to 40).

Female students comprised 74% of the total enrolments, unchanged from 2006. The total African undergraduate enrolments remained constant at 54%, although there was a decrease of 2% in the first-time entering undergraduate diploma enrolments (70% in 2006). Encouraging is that first-time entering undergraduate degrees enrolment increased from 34% in 2006 to 36% in 2007. Of the total postgraduate enrolments, designated groupings made up 75% of total enrolments (compared with 73% in 2006).

Total undergraduate success rates were better than the university target of 78%, although there was a slight decrease to 82.9% from the 83.4% achieved in 2006. The total "technikon type" increased from 86% in 2006 to 86.5% in 2007, while the total "university type" success rates decreased to 78.5% from the 80% achieved in 2006. Intervention strategies to address areas where success rates and throughput did not meet set targets were implemented and monitored continually.

During 2007, a total of 26 master's and 4 doctoral qualifications were conferred.

The Faculty constantly strives to meet equity targets where possible. Of the academic support staff, 53.2% are from designated groupings and 61.7% are females. Of the 97 full-time academic employees, 35 (36.3%) are from designated groupings (29.9% in 2006), made up as follows:

- African – 17 (17.5%; 16.5% in 2006) comprising 13 females and 4 males.
- Coloured – 5 (5.3%; 3.1% in 2006) comprising 3 females and 2 males.
- Indian – 13 (13.5%; 10.3% in 2006) comprising 8 females and 5 males.

In terms of research output, there has been a significant increase in the number of accredited publications. The Faculty had 65 accredited publications accepted in the reporting year with a unit value of 62.4 (final audited figures still outstanding). This reflects an increase of 110.7% over the 29.61 unit values for journal articles during 2006. This figure excludes conference proceedings, chapters in books and unit values of doctoral candidates, which are subject to the audit process.

Forty-two papers were presented at international conferences and 38 at national conferences. External funding for research activities was obtained from the EU, British Council, NRF, Medical Research Council, CSIR, Water Research Commission and the World Health Organisation.

Significant is that two previous TWR departments, Emergency Medical Care and Radiography, had their first accredited publications accepted, indicating that the scholarship development programme in the Faculty is bearing fruit.

Prof C Singh was awarded a C3 rating by the NRF, which increased the number of rated researchers in the Faculty to seven. He is also the first designated staff member in the Faculty to obtain an NRF rating. Profs Poggenpoel and Burnett retained their C2 rating.

Following the naming of the Laser Research Group and the Water and Health Research Unit as research centres in the University, the Water and Health Research Group was also awarded "Quick Win" niche status.

Regarding staff qualifications, 64% of staff now have master's qualifications as compared with 59% in

2005 and 61% in 2006. Of these, 21 (22%) also have a doctoral qualification. The Faculty still aims at having 80% of staff members with a minimum of a master's qualification by the beginning of the 2010 academic year.

Quality assurance remains a key priority. The newly appointed Vice-Dean, Ms J Motto, reassessed the Faculty's quality mechanisms, and interventions are being implemented where applicable. Improvement plans have been developed for all departments subsequent to the programme review process and regulatory body audits.

The Department of Chiropractic was audited by the HEQC and awarded full accreditation without any conditions attached. Discussions are already under way for full international accreditation by 2009.

Community engagement remains an integral part of the Faculty's pursuits. Services included free and subsidised screening for indigent and community members at different clinics, while research and developmental work done with the City of Johannesburg and the Medical Research Council was carried out under the auspices of the World Health Organisation Collaboration Centre for Urban Health. A total of 20 047 patients were seen by students in all clinics as part of their clinical training.

The following achievements and other activities warrant special mention:

- Dr Stoyco Stoev from the Thracian University, Bulgaria, began his two-year stay with the Faculty as the first Madam Curie Travelling Scholar to visit the African continent.
- Prof Bill Harris was honoured with the President A Award by the NRF.
- Prof Mike Dutton received an award in recognition of his contribution to cereal science and technology in South Africa by Cereal Science and Technology South Africa.
- Profs Cora Burnett and Wim Hollander were presented with the 2007 Social Issues Research Centre's Africa Research Award for their paper entitled "The Sport Development Impact Assessment Tool for Monitoring and Evaluation of Sport in Development Projects in South Africa".
- Eight Faculty members participated in an HIV/Aids project together with the University of London on evidence-based decision-making for HIV prevention.
- The Faculty hosted three public lectures, with speakers from the Medical Research Council, London South Bank University and the University of Göttingen, Germany.
- Prof Heidi Abrahamse was awarded a Cell Observer Life Imaging System by the NRF RISP funding, to the value of more than R1m.
- The Department of Anatomy and Physiology hosted the 37th National Anatomical Society of SA Conference.
- The Department of Chiropractic hosted the 2007 World Congress of Chiropractic Students, the first ever on the African continent.
- The Faculty, through Prof Heidi Abrahamse, won the bid to host the 2008 World Association for Laser Therapy International Conference.
- Prof André Swart was nominated and accepted to serve again on the Executive of the World Health Organisation Collaboration Centre for Urban Health.
- Mr Craig Lambert was appointed to advise the National Department of Health on Advanced Life Support needs for 2010.
- Around 200 needy senior citizens received treatment at the Doornfontein Clinic, an initiative together with Councillor Theresa van der Merwe of the City of Johannesburg.
- Beginning in 2007, third-year Somatology students provided reflexology treatments for cancer patients at the Helen Joseph Breast Cancer Unit.
- The Faculty launched its first newsletter, *Discover Health Sciences*.
- Dr Chris Yelverton received an appreciation award from the Chiropractic Association of South Africa, and was also elected to the Professional Board for Chiropractic and Osteopathy.
- The Allied Health Professions Council of SA appointed the Department of Homoeopathy to evaluate all relevant foreign qualifications.
- Ms Jenny Motto was elected to the Pan African Council of Radiology Imaging at the International Congress held in Uganda.
- The Faculty hosted its first student awards ceremony for academic excellence at the Johannesburg Country Club.

Areas requiring attention are the following:

- the physical facilities at Doornfontein;
- the declining patient base at Doornfontein;
- finalisation of the campus development plans;
- finalisation of the remuneration structure as this is a major factor in the staff attrition rate;
- administrative support staff in the Dean's office.

Faculty of Humanities

The Faculty of Humanities continues to be a dynamic intellectual community of scholars and their students, with a steady increase in the scholarly achievements and outputs. The goal of this Faculty is to be in the top five faculties in SA, and while it is difficult to quantify precisely how this will be achieved, we are significantly closer to our goal. Our vision is to be an internationally recognised and publicly engaged South African Faculty of Humanities, striving for excellence in research and teaching, and promoting human well-being. Our mission is a commitment to:

- excellence in academic standards;
- excellence in all aspects of teaching and learning;
- excellence in research;
- high academic ethics and precise attention to academic principles;
- promotion and retention of the broad range of disciplines that constitute the Humanities;
- intellectual engagement with the public;
- service to society.

Human Resources

In 2007, we made a number of quality appointments, including high-profile Professors Heather Brooks (Anthropology), Jean Triegaardt (Social Work), Chris Landsberg (Politics), Chris Stones (Psychology) and Zelda Knight (Psychology). This trend is set to continue, as two further high-profile professorial appointments are being finalised. Judging by the high calibre of candidates interviewed for positions, the Faculty is attracting a great deal of attention from top scholars. Every effort will be made to recruit quality EE candidates and the finest Humanities scholars possible.

Research

The total number of articles in accredited journals has increased from 85 units in 2005, to 101 units in 2006, and 141 units in 2007. This represents an increase of 40% from last year, and an increase of 60% in two years. In terms of the number of permanent members of staff (143), this output represents an average of 0,99 units per member of staff. This output ratio may well turn out to be the highest in Humanities nationally. In addition, the Faculty has produced 38 books and chapters in books.

Teaching, Learning and Programmes

The Teaching and Learning Committee has produced a fine and extensive T&L policy, which will be implemented in 2008. Best-practice models are being identified for the Faculty, and the matter of what constitutes the role of the lecturer is being given attention at conceptual level. Pass rates are acceptable, especially at undergraduate level, and it is expected that these will increase as a result of the implementation of best-practice strategies. Throughput, especially at postgraduate levels, needs attention, but one must bear in mind that Humanities higher degrees are reading-intensive degrees, which requires time. The undergraduate enrolment has exceeded our expectations, while the postgraduate enrolment has declined. The latter will be the subject of analysis and the formulation of new marketing strategies. The proposal from the DVC: Research in favour of "super-bursaries" is welcomed.

Governance

The extensive and interlocking faculty committee system is functioning optimally, thereby demonstrating transparent, participative and rule-governed implementation of academic policies.

The Future

In terms of immediate tasks, it is necessary to review the variety of small-enrolment modules in the Faculty, and to make recommendations to Management concerning the most appropriate future

management structure for the Faculty. Intense focus has been placed on research output and support in the past two years, and while this will continue, the same intensity of engagement with all aspects of teaching and learning will begin in 2008. Overall, the Faculty is in fine shape and is emerging as a fully integrated community rather than a series of departments. There is purpose, focus, goodwill, initiative and energy, which make it a pleasure to work with and in this community.

Faculty of Law

The Faculty of Law is a relatively small faculty with a huge output. It has only 39 permanent academic staff members who are assisted by contract appointees, visiting Professors and part-time Lecturers. Of these staff members, 89.7% have a master's or a doctor's degree, or both. The total staff component of the Faculty (including administrative staff, but excluding part-time Lecturers, visiting Professors, Tutors and Assistants) totals 95. Of these, 32 are black and 51 are women. Of the 39 academics, 17 are Professors or Associate Professors. All of them have doctor's degrees.

The number of law students in 2007 was 1 541, but the Faculty "serves" between 9 000 to 10 000 students. This is done by teaching service courses and non-subsidised courses in addition to teaching law students. The service courses include modules (some of them even major subjects) in the diploma programmes of the Faculty of Management and modules in the degree programmes of the Faculty of Economic and Financial Sciences.

The Faculty offers various non-subsidised programmes, the majority of which are postgraduate programmes that range from short courses to certificates and prestigious diplomas. They provide members of the public, postgraduate students, civil servants and alumni with specialised training in a variety of topics such as labour law, tax law, forensic investigations, money laundering, banking law, insolvency, social security, environmental law, sport law, cyber law, drafting of statutes and entertainment law. The number of students in the non-subsidised programmes in 2007 totalled 2 724.

The majority of students in the Faculty were female, namely 61%. The percentage of black students was 46 and that of white students 53. The percentage of African first-time entering undergraduate students increased from 23 in 2005 to 36 in 2007. The percentage of first-time entering white students declined over the same period from 60 to 46. In the case of students enrolled for master's degrees, the percentage of black, coloured and Indian students in 2007 was 67 and that of white students 33.

The Faculty's undergraduate success rate in 2007 was 82,3%, which exceeds the University's average. The biggest improvement in success rates was in the category of African students.

The Faculty has six research institutes and centres, namely the Centre for the Study of Economic Crime, the Institute for Private International Law in Africa, the Centre for Banking Law, the Centre for the Study of International Law in Africa, the Centre for International and Comparative Labour and Social Security Law (CICLASS), and the Centre for Sport Law. These research institutes and centres produce publications and arrange seminars, but are also involved in the development of new legislation for the country and other countries in the SADC region. Some of the centres are also intensively involved with the training of students, including the training of senior civil servants of South Africa and SADC countries in subjects such as Social Security, Labour Law and Money Laundering.

The permanent academics in the Faculty produced 41 articles in accredited journals and 11 in non-accredited journals. They were involved in 24 books, either by means of the updating of existing books, or the production of further editions, or the writing of completely new works. This is a new record for the Faculty. Some of these books are aimed at the international market. In the case of three of these books, the writers acted as sole authors – a phenomenon which is more and more becoming a rarity. Altogether 79 papers were presented throughout the world in 17 different countries. On the whole, this is a huge research output for a small group of academics.

The Faculty and its members have strong international relations and have formal agreements with seven overseas universities: the Johann Wolfgang Goethe University in Germany, the Reykjavik University in Iceland, the University of Antwerpen in Belgium, the University of Augsburg in Germany, the University of Saarland in Germany, the Vrije Universiteit in Amsterdam and the Yeditepe University in Turkey.

Students received practical training at three law clinics spread over the Witwatersrand. The students and staff conducted 3 258 consultations at these clinics with indigent members of the public in 2007. They provided free legal services to these people, rendered valuable community service and received practical training at the same time.

The Dean's Committee of the Faculty of Law serves as the quality committee of the Faculty. It operates within UJ policies. The Committee normally meets twice a month during the academic year. Although quality care is an independent, separate standing point on the agenda, it comprises more than just the particular point. The following are all standing agenda points, and therefore part of the Faculty's fortnightly quality care: research, ethics, higher degrees, marketing, staff matters, financial matters, recognition of prior learning, faculty administration, academic matters, community service and transformation. The system works well because the Dean, Vice-Dean, Head of Faculty Administration and all the Heads of Departments are members of the Dean's Committee, and therefore involved in all matters of quality care.

The Faculty's finances are sound. Substantial reserve funds have been built up over the years, particularly through third-stream income. These funds are utilised for a large number of good causes such as supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty and the continual improvement of the law library holdings.

The Faculty has its "own" law journal, the *Journal for South African Law*. It is better known by its Afrikaans acronym TSAR (*Tydskrif vir die Suid-Afrikaanse Reg*). The journal has been going for more than 30 years. It is an accredited journal which appears four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 840 pages in 2007. More than half of the articles in the journal have their origin from outside the Faculty. The contributions originated from no fewer than 10 different universities, and six of them were from abroad. The contributions in the journal have been quoted by the courts in reported cases over the years on more than 220 occasions.

Faculty of Management

2007 was an exciting year for the Faculty of Management and it was witness to many positive developments. The Faculty is in the process of reinventing itself and the first step in this direction was a major revision of its vision and mission, which reflects its recognition of its place in a rapidly changing global business environment: *A Faculty of excellence in management scholarship that pursues exciting new frontiers of knowledge and develops innovative, socially responsible leaders relevant to a global, interconnected market.*

The Faculty realises its vision by attracting and developing academic staff and students with high potential who will pursue innovative managerial and leadership practices suited to a dynamic business environment through:

- quality teaching and research;
- development of appropriate skills;
- collaboration with stakeholders;
- providing a trusting and empowering environment for students and staff;
- creating globally significant thought leadership.

Notable events

Some notable events of 2007 included the following:

- The Faculty hosted a conference at the Sandton Convention Centre with a leading management guru from the US – John Maxwell.
- The Faculty presented the premier conference in the Management Sciences at the Sandton Convention Centre.
- The School of Tourism and Hospitality hosted an important colloquium on the industry which was attended by various CEOs and Deans from leading international universities, including Penn State and New York University.
- Sol Kerzner, who has been a generous benefactor of the School, together with Len Wolman (from the Waterford Group), donated several million rand towards the Butch Kerzner Memorial Bursary.

- The Faculty signed important cooperation agreements with several international universities.
- A highly successful Faculty-wide Research Staff Seminar Series highlighted the Faculty's contribution to thought leadership in the Management Sciences. These staff seminars were collected in a research working paper series entitled "Management Insights".
- The Faculty entered into major contracts with significant corporate clients to offer high-level executive education programmes and research capacity.

Teaching

The year under review was also very encouraging in terms of excellence in teaching and student success. Total enrolment rose from 8 452 to 8 534 between 2006 and 2007, and African students made up 70% of the student body. The Faculty improved its total undergraduate success rate from 75.8% in 2006 to 76.3% in 2007. The totals for university-type programmes increased even more sharply from 76.8% to 79% over this time period.

The Faculty has invested enormous resources in quality assurance mechanisms to ensure innovative, high-quality offerings. The quality management structures in terms of the teaching programmes are as follows: Quality assurance starts with individual staff members in the departments. The procedures in the Faculty are overseen initially by the Faculty Academic Committee, whose members are representatives of the individual departments. They serve as a working and screening committee for the Faculty Quality Committee (FQC). The Heads of Departments, who form the FQC, approve issues for submission to the Faculty Board. Other quality measures are the Ethics, the Faculty Higher Degrees and Faculty Research Committees.

The programme review process began in earnest in 2006, during which time all the departments underwent internal and external programme reviews. This process was continued in 2007. It began with the departments having to extend the Form 1s into Form 2s. Form 1s included information about the programme but the Form 2s were the modules in each programme. These forms served at quality committees on several occasions to ensure that the content was correctly presented.

The Form 1s served at various institutional quality committees, concluding at the June Senate meeting in the format of concrete proposals. The Form 2s were submitted to the Faculty Board. Decisions were approved regarding termination, consolidation, changes to names, changes to CESM categories and restructuring of the offerings, and any other academic requirement. The PQM was checked and where dormant or unused qualifications were found, these were highlighted as issues about which decisions would have to be made during 2008. These documents were then submitted to the DoE for comment and approval. The feedback is being awaited.

Faculty Administration staff then had to cross-check that all documents were brought into alignment for updating of the HEMIS system. Although extremely time-consuming, the exercise provided the opportunity to ensure that the offerings were current and correct with no duplications – and also that credits, as well as exit-level and assessment criteria, were free of error.

Research

Good headway was made in research. Preliminary indications are that 71 papers were published in accredited journals, 81 book chapters were produced, and over 200 conference papers were delivered both nationally and internationally, making this Faculty one of the most productive within the University.

The Staff Paper Series was launched with a grant of R169 000 from the University's Research Funding Committee. This initiative seeks to encourage staff to produce papers that once presented, can be matured into articles for publication in peer-reviewed journals. The papers are therefore working papers or work in progress. The papers are then published in a booklet, *Management Insights*, which is disseminated to staff members, stakeholders of the Faculty, peers at other universities and university libraries. During 2007, seven presentations were made, and two editions of *Management Insights* were published and disseminated. It is hoped that the Staff Paper Series will lead to the generation of more research outputs in peer-reviewed journals and that it will help nurture the research capacity of colleagues who are still building their careers.

Community Engagement

The Faculty undertakes extensive community development and its flagship in this regard is the SIFE-UJ programme in the Entrepreneurship Department (SIFE: Students in Free Enterprise). This is done

through students who use well-thought-out strategies to empower and sustain community projects. The SIFE SA-UJ-Soweto Bridge Programme is a skills development, training and mentorship programme in entrepreneurship and business targeted at unemployed and disadvantaged communities. This programme emphasises capacity building of the communities through training and coaching.

Some of the projects undertaken by SIFE include the following.

- *Siyaphambile – Soweto Schools Project*: Initially, the Soweto Bridge Programme focused on learners of the Siyaphambile Primary and Secondary Schools. Through experimentation, UJ-SIFE introduced planting and harvesting of calendula flowers for producing healthy oil as an additive in various products such as tomato sauce, lip ice and creams. In addition, the growing of calendula flowers led to the development of vegetable gardening. In yet another offshoot of this project, 1 325 pupils at Tiisetso in Weilers Farm area were trained in growing, caring and harvesting of calendula petals. Staff at this school were also exposed to capacity building in entrepreneurship, business skills and operations, and process skills. The project has generated funds for the school.
- *Weilers Farm Unemployed Women Project*: This project started in 2007 by training 38 unemployed women in creative skills such as beadwork. Their products are sold mainly to corporate customers such as Clicks, and they receive business training in pricing, costing techniques, etc. Retained earnings from this project will be used as start-up capital for additional projects in the community. Project sustainability has reached such a level that the women are now running their businesses in proper premises.

The Future

The Faculty has identified key goals for the next few years to enhance its standing. These are:

- To promote recognition of the Faculty of Management, whose brand is synonymous with:
 - ~ Staff dedicated to a trusting and empowering learning environment.
 - ~ A "one-stop shop" offering of programmes.
 - ~ Excellence in teaching and learning.
 - ~ Nationally and internationally competitive and innovative research.
 - ~ Contributions to the well-being of stakeholder communities.
- To promote and sustain excellence in teaching and learning through quality-assurance practices and actively developing and implementing innovative teaching, learning and assessment strategies through:
 - ~ Technology-assisted training.
 - ~ Cutting-edge programmes.
 - ~ Knowledgeable Lecturers.
 - ~ Vocational training and work-integrated learning.
- To establish the Faculty as a leader in national and international research.
- To add value to external constituencies through strategic initiatives and partnerships in the Gauteng City Region and beyond.
- To create and maintain a trusting and empowering environment in which the intellectual capital of the Faculty is actively developed and sustained in the best interest of the UJ community.
- To ensure high levels of efficiency and effectiveness throughout the Faculty.
- To promote the holistic development of the student in preparation for the world of work and responsible citizenship.
- To promote the UJ's values and create an institutional culture of responsiveness to national transformation imperatives.

The Faculty of Management intends to build on the progress of 2007 and to challenge its competitors as thought leaders in management. It looks forward to working with all stakeholders in realising these ambitions.

Faculty of Science

The Faculty reflects with pride on a successful 2007. The commitment of the Faculty to the realisation of the vision, mission and strategic goals of the University is evident throughout the report. The year was extremely challenging in many ways. The in-depth review of every module offered by the Faculty was a time-consuming exercise that placed enormous pressure on all staff. However, perhaps due to the challenges posed and the collective effort of all staff to overcome these challenges, 2007 will also be remembered as a year of growth and renewal.

Staff

- Dedicated staff continued to further the Faculty's aspirations in teaching, research and community outreach. The Faculty's prestige is emphasised by the number and scope of the achievements of its staff and students. The following achievements deserve special mention:
 - ~ *Prof SH von Solms* (Academy for Information Technology) received the Alumni Dignitas Award.
 - ~ *Prof B-E van Wyk* (Department of Botany and Plant Biotechnology) was awarded the Silver Medal of the South African Association of Botanists.
 - ~ *Prof BB Mamba* (Department of Chemical Technology) was a finalist of the National Science and Technology award for the black researcher who has made an outstanding contribution to science and technology in the last two to five years.
 - ~ *Prof HJ Annegarn* (Department of Geography, Environmental Management and Energy Studies), together with Patience Gwaze, produced a scientific paper that was featured on the cover of the South African Journal of Science issue in which it appeared. This is the first time that a person affiliated with the UJ or its precursors was awarded this honour, and also the first time that a black woman received such an accolade.
 - ~ *Prof NJ Beukes* (Department of Geology) received the Vice-Chancellor's Medal for Research Achievement.
 - ~ *Prof B Cairncross* (Department of Geology) received the Best Paper Award from the Friends of Mineralogy, USA, for a special article published by the Mineralogical Record, Tucson, Arizona, on "The minerals of Erongo, Namibia".
 - ~ *Prof J Gutzmer* (Department of Geology) was awarded the NRF Research Chair in Geometallurgy. He is also the recipient of the Third-World Academy of Science award for young scientists.
 - ~ *Prof HL Alberts* (Department of Physics) was awarded the M T Steyn Medal for Scientific and Technological Achievement, SA Akademie vir Wetenskap en Kuns.
 - ~ *Mr CJ Potgieter* (Department of Statistics), an MSc student of *Prof M Lombard* and temporary staff member, received the Chancellor's Medal for the best MSc dissertation in the Faculty of Science.
 - ~ *Dr I Pieterse* (Department of Zoology) was the supervisor of *Ms MJ Marchand* who won the Young Scientist Award for Best Poster Presentation at the 17th Annual Meeting of the Society of Environmental Toxicology and Chemistry (SETAC) in Porto, Portugal. The award is presented annually and is intended to honour individual prominent performance in scientific work of a junior scientist under the age of 30. Ms Marchand will receive the award at the Opening Ceremony at the 18th Annual SETAC Meeting to be held in Warsaw, Poland, in 2008.
 - ~ *Prof A Oldewage* (Department of Zoology) was the supervisor of Quinton Tam (MSc student), who was awarded the Schoonbee Medal. She was also the supervisor of Simon Milne (MSc student), who received the International Zeiss Award (second place internationally).
 - ~ *Dr NJ Smit* (Department of Zoology) was the supervisor of Kerry-Ann Hadfield (MSc student). Ms Hadfield is the recipient of the Best Poster Presentation Award at the 7th International Symposium on Fish Parasitology in Viterbo, Italy.
- During the first semester, staff of the Faculty of Science was housed on four campuses of the University. The one staff member at East Rand was transferred to Kingsway when East Rand was closed at the end of the first semester. In managing the Faculty, the Dean was assisted by the Heads of Departments and the Vice-Dean.

Table 13: Summary of staff distribution per campus (as in the first semester)

		Kingsway	Doornfontein	Soweto	East Rand	TOTAL
Academic (226)	Permanent	91	50	12	1	154
	Temporary	33	35	4		72
Support (85)	Permanent	52	19	1		72
	Temporary	11	2			13
Total		187	106	17	1	311

- In comparison with 2005 and 2006, the Faculty showed a slight improvement in its population group and gender profile. The qualification profile was similar to that of 2006. However, 47 academic staff members were engaged in further study during 2007, which means that the qualification profile will improve further in due course. The comparison is given in terms of permanent academic staff.

Table 14: Qualification, gender and population group profile

Improvement	2005	2006	2007
Master's qualification (at least)	83%	85%	85%
Female	36%	38%	39.6%
Black	25%	26%	26.6%

- Scholarship development was actively pursued during 2007. Several staff members improved their research profile through further studies and involvement in research activities under mentorship of established researchers.

Academic Programmes

- The programme review process that began in 2006 was finalised. In 2007, the focus was on the review of modules, of which 467 were scrutinised in terms of content, quality of assessment, learning material, relevancy and standard of presentation. Although time-consuming, the review process was a valuable exercise. The Faculty views the process not in isolation but as part of its overall commitment to quality assurance.
- Enrolment figures of formal contact students per campus are indicated in the table below. The number of formal contact student enrolments in 2007 represents a decrease of 4.4% from 2006 and a decrease of 12.5% from 2005. The decline is mainly due to:
 - ~ the phasing out of Science programmes at Soweto (the last intake was in 2004);
 - ~ the phasing out of the National Diploma in Geology at Doornfontein (the last intake was in 2005);
 - ~ the shrinking of the pool of prospective students (the percentage of learners with a pass (E-symbol) in HG Mathematics has constantly declined over the past few years);
 - ~ an increase in the number of non-returning senior students (due to financial circumstances).
- It is encouraging that first-time entering undergraduate enrolment has increased by 23.7% from 2006 – especially in view of the higher admission criteria that the Faculty introduced in 2006.

Table 15: Enrolment figures of formal contact students per campus (occasionals excluded)

	Kingsway	Doornfontein	Soweto	East Rand	%
Undergraduate	1 432	520	41	1 993	79,4%
Postgraduate	496	21		517	20.6%
Total	1 928	541	41	2 510	
%	76%	22%	2%		

- Postgraduate enrolment is just over 20% – exceeding the UJ target of 20%.
- Master's and doctoral students now make up 60% of the total number of postgraduate students (the UJ target is 35%).

- The population group profile has improved: 68% of undergraduate students are black (in comparison with 64% in 2006); 36% of postgraduate students are black (in comparison with 33% in 2006).
- The gender profile has also improved: 47.6 % of undergraduate students are female (in comparison with 45% in 2006).
- The success rate in undergraduate programmes has improved and is now 73% (in comparison with 67.4% in 2006). Although the throughput and success rates in some modules are not satisfactory, it is expected that special initiatives will yield the expected improvements.
- Bridging and extended programmes succeed in widening access to the Faculty in an academically responsible manner.
- The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy for Information Technology, the Department of Mathematics, and the Department of Geography, Environmental Management and Energy Studies.

Research

- The total subsidised publication output of 79.749 units in 2007 is the second-highest in 12 years (8 units lower than the 2006 output, which was the highest).
- Research activities are illustrated by the following measurable outputs:
 - ~ 66.54 units in accredited journals.
 - ~ 2.875 units in peer-reviewed conference proceedings.
 - ~ 10.33 units in peer-reviewed professional books.
 - ~ Training of master's and doctoral students. There were 54 master's graduates and 10 doctoral graduates at the graduation ceremonies in 2007 (47 master's graduates and 10 doctoral graduates in 2006).
 - ~ Participation in 163 research projects (176 in 2006) of which 77 are at international level (58 in 2006).
 - ~ 163 contributions at national events, that is conferences, universities, workshops and other research institutions (190 in 2006).
 - ~ 150 contributions at international events (116 in 2006).
 - ~ 64 foreign visits by research workers in 2007 (41 in 2006).
 - ~ 27 research-oriented visits abroad (67 in 2006).
- The number of NRF-rated staff in 2007 was 30 – three fewer than in 2006. The decrease is due to the resignation of three rated staff members. However, the overall NRF profile of the Faculty improved during 2007. All staff who were rated during 2007 either retained or improved their rating.
- The funding for research during 2007 was as follows:
External sources: 85% (\pm R29.5m) of total research funding (\pm R34.7m). In 2006, the external research funding was 75.5% of the total research funding of \pm R16.2m; in 2005, the external research funding was 67% of the total research funding of \pm R13m.
- Financial support for master's and doctoral students in the form of bursaries was as follows:
External sources: 64% (\pm R3m) of the total master's and doctoral bursaries (\pm R4.6m). In 2006, the external bursary contribution was 53% of the total bursaries of \pm R2.3m; in 2005, the external bursary contribution was 69% of the total bursaries of \pm R2.3m.
- Two strong research groups in the Faculty were established as UJ Research Centres, namely the Centre in *Paleoproterozoic Mineralisation* (housed in the Department of Geology) and the Centre in *Synthesis and Catalysis* (housed in the Department of Chemistry). In both cases, the centres met the key performance indicators identified in June 2007.
- Four research niches in the Faculty were approved for funding under the Vice-Chancellor's initiative of support of "Quick Win Research Niches". They are:
 - ~ Nanotechnology;
 - ~ Energy and Sustainable Development;
 - ~ Aquatic Ecotoxicology;
 - ~ Economic Geometallurgy.

Faculty Governance

- The necessary structures are in place to ensure compliance with good governance practices and quality criteria. However, some faculty-specific policies are still outstanding and need to be aligned with the recently developed institutional policies.
- The appointment of a Vice-Dean added to the effective managing of the Faculty.

Community Engagement and Social Impact

- The Faculty is widely involved in community outreach programmes ranging from HIV education (Department of Biochemistry) to teaching baking skills to families from disadvantaged communities (Department of Food Technology). There are also more academically directed initiatives, for example teaching Mathematics to Educators.
- A large number of staff were involved in public presentations and discussions ranging from radio and TV interviews to participation in scientific quizzes. All these activities contributed to enhancing the Faculty's image and community impact.
- Staff are encouraged to actively pursue community-engaged opportunities that will benefit the community, will promote scholarship, their discipline, the Faculty and the University, and that will enrich their academic experience and profile.
- The two main public lectures presented in 2007 were:
 - ~ "A Passion for Precision" – presented by the 2005 Physics Nobel Prize co-winner Theodor Hänsch;
 - ~ "Energy Innovation and Security of Future Supplies in an Era of Global Change" – jointly presented by Mr Joe Matsau (Chair of the Enerkey Governing Board), Dr Rolf Linkohr (former member of the European Parliament and currently Director of the Centre for European Energy Strategy, Brussels), and Dr Steve Lennon (an expert on energy matters who had worked for Eskom for 20 years).

Matters of concern

- The high number of non-returning senior students as well as the high drop-out rate of students is a matter of serious concern. The Faculty's initiatives in this regard will need to be strengthened in 2008.
- The increasing load of administrative tasks that academics have to perform is having a negative impact on the morale and research productivity of staff.
- The lack of physical and human capacity in certain areas (not only in the Faculty of Science) has a negative effect on the quality of teaching, learning and research activities. (In this regard, the Faculty is grateful that the MEC approved the erection of an additional floor on the roof of C1-lab in order to provide much-needed additional office and laboratory space for Geology and Spectra.)
- Retention and recruitment of good academics are becoming more challenging every year. Improvements of the staff demographics are limited by strong market forces.
- The fact that school-leavers are generally inadequately equipped to cope with the demands of science at higher education level has a severely detrimental effect on the Faculty's pool of potential students, as well as its throughput and retention rates. In view of the national imperatives to increase the number of science graduates, the Faculty offers bridging courses in Mathematics and Physical Science. However, in many cases these initiatives are not sufficient to make good the deficiencies of several years. Bridging programmes will have to be redesigned in line with the curriculum of the New Senior Certificate.
- The official language policy of the University has a negative impact on students and staff in some departments on Kingsway – of which the decrease in contact time (because of a split into English and Afrikaans periods) is just one example. In most subjects the division into an Afrikaans and English class results in a hugely unbalanced class distribution.
- The scheduling of lectures into the evenings on Kingsway leads to poor attendance of these lectures. This is due to valid concerns about personal safety and transport difficulties after normal hours.

REPORT ON INFORMATION AND COMMUNICATION SYSTEMS

DEPUTY VICE-CHANCELLOR: FINANCE

The formation of the University has led to the establishment of a commercial entity with a turnover exceeding R1 billion. Although there is no denying that the University is an institution of higher learning and that its business drivers differ from those of a commercial concern, there remains the same requirement to institute and maintain systems and technology consistent with the size of the enterprise.

The Accenture Integration and Renewal exercise that used a best-business-practice approach, and then benchmarked the University's Information and Communication Systems (ICS) situation against that of peer institutions, found that there should be 107 staff members to perform adequately the duties associated with the level of service that the University requires.

The institution is extremely grateful for the positions that the MEC created, but there are serious impediments to finding suitable candidates to staff these positions. Besides a very drawn-out resourcing process, it was found that the high demand for skilled practitioners has significantly raised the salaries of ICS-qualified staff, rendering the University unable to compete for skills at its current remuneration rates. Finding suitable employment equity staff is an industry-wide problem and the staffing of these positions will adversely affect the Department's employment equity rating. Given these constraints, due cognisance has to be taken of the fact that the ICS environment was placed fourth in the equity survey, a situation brought about by a serious commitment and continual attention to addressing the equity balance.

The low levels of staffing, hovering around 53 members, have placed severe restrictions on service rendering and, more importantly, have entailed a very strong operational focus on the environment. Most of the vacancies are in the higher-order skills such as network, systems, and database administrators, as well as systems integrators and developers. These shortages require that the few staff members who are available have to work excessive amounts of overtime simply to maintain the functionality of the environment.

While the level of employee fatigue indicates that it is not possible to prolong the current abusive employment practices, we have at the same time seen the University sliding down the ranks of ICS-enabled institutions as there simply is no capacity to implement leading-edge abilities in a sustainable way. The loss of skilled staff presents the biggest single business risk to the sustainability of the environment. The financial figures indicate low levels of investment in the ICS capability and this could present a future risk.

On a more positive note, we had seen the establishment of the SA National Research Network (SANReN) and the securing of dedicated bandwidth on the SEACOM cable. These measures should address some of the very severe bandwidth constraints that the University is currently experiencing.



JH Kriek (Prof)
Deputy Vice-Chancellor: Finance

STRATEGIC INSTITUTIONAL PLANNING REVIEW

The focus in 2007 was on the following major planning exercises. (Some aspects of these exercises have already been touched upon earlier in this Report.)

Campus Programme Profile

The purpose of this project was to determine what academic programmes would be most appropriately offered on each of the University's campuses. A range of variables and criteria had to be taken into account. The result of this exercise was the publication of the *Report on the Development of Future Scenarios for the University of Johannesburg and Resultant Options for Academic Programme Development*. This Report contained eight options for the deployment of academic programmes (and the resulting deployment of staff and academic departments and support services) to the different campuses. The Report was presented to the affected faculties in September, which were allowed until the end of February 2008 to comment on the options. The Council will make a final decision on campus programme profiles in mid-2008.

Soweto Campus Development

It is the intention of the University's Management and Council to develop the Soweto Campus into a premier and vibrant campus of the UJ. To this end, the University's Management presented the case for the development of this Campus to the DoE in a number of meetings. A report on the academic programmes and related academic projects was compiled and submitted to the DoE, after intensive consultation with the faculties that present programmes at the Campus. On the basis of the report, the DoE has made funding of R340m available for development. Significant institutional investment and donor funding will account for a further approximately R200m towards this major project. Construction will begin in June 2008.

East Rand Campus

The East Rand Campus was closed temporarily in June 2007 after a sharp and continual decline in student numbers had indicated that the campus was no longer viable in terms of its programme profile. As a result of intense internal discussions, as well as discussions with the Ekurhuleni Stakeholder Forum, FET colleges and the DoE, a report was compiled for the DoE to sketch a future scenario for this Campus. The report recommended that manufacturing engineering should be the focus and that the University should partner with the neighbouring FET college in the presentation of programmes in this field. A final decision on the future academic utilisation of the East Rand campus will be made by the DoE and UJ in 2008.

Institutional Reporting and Executive Performance Review

The University's Strategic Plan comprises a vision, mission and core values statement, underpinned by 10 strategic goals accompanied by a set of key performance indicators for each strategic goal (see Annexure xx[U1]). In order to ensure that the institution meets its strategic goals and to assess performance in achieving such goals, an "institutional dashboard" (a referential set of indicators) was developed. This dashboard identifies a set of metrics by means of which actual progress towards achieving each of the goals can be monitored and measured. Each metric is supplemented by targets, which can be amended as time, experience and circumstance dictate. The first, developmental phase of the dashboard was completed in December 2007 (see Annexure xx[U2]). Further development and implementation of the dashboard are scheduled for 2008.

In addition to the dashboard initiative, an executive performance review system was developed and the performance of each member of the Executive Leadership Group was reviewed on a quarterly basis since June 2007. An executive scorecard was also developed (see Annexure xx[U3]) and was used by the Council Remuneration Committee to assess the overall performance of the Executive Leadership Group in December 2007.

UJ Enrolment Plan

The University indicated in its original student enrolment plan (in 2006) that it intended to stabilise growth on the city campuses and to allow for further growth on the East Rand and Soweto campuses. In 2007, the DoE presented enrolment parameter proposals based on submissions received in 2006, and institutions were allowed to rethink their proposals. The University submitted adjusted figures in which the headcount

enrolment target originally set for 2010 was postponed to 2012. This was based on the fact that the University had realised that it would need more time than originally thought to turn around the trend of decreasing enrolments. Enrolment targets for 2008 were set on faculty level, based on individual discussions with each Dean. Specific targets were developed for the Soweto Campus, based on the work of the Soweto Task Team. The DoE finalised institutional enrolment targets up to 2010 in the Ministerial Statement on Student Enrolment Planning, published in October 2007. The targets set for the University was consistent with the submissions that the University had made. Now that the targets have been formalised, the University can develop an institutional enrolment plan, consolidating the approved DoE targets with some additional internal targets.

Peer data-sharing project

The Institutional Research portfolio initiated a peer data-sharing pilot project with selected South African higher education institutions by developing software to facilitate HEMIS data sharing between institutions, and to represent the results in the form of a dashboard. This project was dormant in 2007 while the various contracts related to it were being negotiated. The University also negotiated with the DoE to obtain the full HEMIS data set for use by the project, so that participants would not only have access to the data of other participating institutions. The project is now ready to make a sector-wide impact during 2008.

REPORT ON QUALITY ASSURANCE

The Office for Institutional Effectiveness (OIE) was established in July 2004 with the mission of facilitating, promoting and monitoring institutional and strategic planning, programme and professional development with a view to enhancing quality throughout the institution in order to sustain efficiency and effectiveness. The OIE (headed by Prof. Gerrie Jacobs) consists of three interrelating Units:

- *Institutional Planning Unit* (headed by Prof Neels Fourie): The Unit is responsible for institutional research (internally and externally) for management decision support and institutional performance purposes, and for coordinating and facilitating strategic and institutional planning in the University.
- *Quality Unit* (headed by Prof Hester Geyser): The Unit is responsible for supporting, promoting and coordinating quality-related matters that include the preparation of the institution for the institutional quality audit in 2009, programme and short-course accreditation, programme self-evaluations and peer reviews, faculty and departmental self-evaluations and peer reviews, development and support unit self-evaluations and peer reviews, and quality-related surveys and evaluations (e.g. the undergraduate student experience project).
- *Programme and Professional Development Unit* (headed by Dr Riëtte Smit): In conjunction with the Executive Deans and Departmental Chairpersons, the Unit is responsible for the creation and scheduling of in-house opportunities for the professional development of the teaching, assessment, learning facilitation and programme (curriculum) development proficiencies of academic staff. This includes the coordination of student feedback on teaching and modules, as well as the academic preparation programme for new or inexperienced academic staff.

The following are the OIE highlights of 2007:

Programme Review Project

Huge progress was made with the *Quality Plan: 2005-2008* project in which merged institutions (as part of a national Higher Education Quality Committee project, partially sponsored by the national Higher Education Quality Council of Finland) try to establish their internal quality management structures and processes. The OIE was instrumental in providing support for the execution of the first phase of the *programme review* process by all nine faculties (involving hundreds of internal and external peer panels that reviewed more than 1 800 learning programmes). The outcome of this project (which will only conclude by the end of 2008) is a revised institutional Academic Programme Structure, as well as a "new" Programme and Qualification Mix (PQM) for the University – both of them being a mammoth institutional challenge. These two documents were both finalised in October 2007 and, although national approval is still awaited, the University is the very first merged institution to have done this.

Strategic Plan and Strategy Management Support

The OIE contributed significantly to the refinement of the University's Strategic Plan, the goals of the plan and a number of key performance indicators (KPIs) per goal. The Institutional Planning Unit will

steer strategy management support in the University as of 2008 and the following thematic position papers were drafted and deliberated with key stakeholders:

- strategy management support (at all levels);
- key strategic performance indicators (and metrics);
- sections in the annual reports of all faculties, divisions, departments and units that adequately reflect strategic and quality management.

Quality Audit strategy 2007-2010

The OIE (and more specifically the Quality Unit) coordinates the design, approval, internal dissemination, communication and implementation of the University's *Quality Audit Strategy: 2007-2010*. This strategy was approved by the MEC in February 2007 and five Audit Task Teams (ATTs), involving more than 80 members of staff and students in total, were established. Supporting documents were developed and discussed with the ATTs, namely the *Audit Task Team brief and Guidelines for portfolio development*. Three Audit Working Groups (AWGs) were also activated, i.e. for *Quality audit awareness and communication*, *Student quality literacy* and *UJ's institutional profile*. Roadshows (for introducing the audit strategy and preparations to staff and students) were run for one faculty and 18 service and support units. All the Campus Directors were also involved. An Audit Project Manager was appointed and a temporary Audit Office was established. Draft 1 of the University's self-evaluation report (which could be considered as a mock portfolio) was developed by the five ATTs and a breakaway session to discuss the mock portfolio jointly is scheduled for early 2008.

Workshops and seminars

OIE staff facilitated 47 external and 65 internal workshops and seminars in areas relating to programme accreditation, programme review or programme development, quality promotion in service and support units, institutional quality audit preparations and awareness initiatives, or strategy management support (related to the University's Strategic Plan).

Research-based study tours and visits

Several staff members participated in research-based study tours during which papers were delivered at conferences or deliberations took place with nationally or internationally renowned specialists in the higher education domain. The following tours were especially noteworthy:

- Prof Geyser and Dr Smit visited the Edge Hill University in the UK where they participated in institutional seminars and deliberated on areas such as quality promotion in universities, institutional audit preparations and the professional development of academic staff. The visit resulted in an informal statement of intent to collaborate and an undertaking by Edge Hill specialists to visit the UJ in 2008 to facilitate numerous capacity-building workshops.
- Profs Jacobs and Jos Grobbelaar toured selected higher education institutions in the USA in May 2007 to investigate their strategic planning processes and mechanisms, as well as the ways in which progress in this domain is recognised and supported by performance indicators, metrics and institutional research.

Official Visitors

The OIE received several prominent visitors in 2007:

- Mr Achmed Vawda and Mr Dugmore Mphuthing (SAQA), Prof Ian Bunting and Ms Bernadette Johnson (DoE), and Mr Theo Bhengu (HEQC), who discussed the University's format of programme submissions after the programme reviews.
- Ms Linda Murray, Prof Margaret Orr and Dr Hilary Geber (Wits University), who discussed teaching evaluation methods, professional development strategies and institutional planning matters.
- Prof Mark Schofield (Dean of Teaching and Learning, Edge Hill University), who presented programme and professional development capacity-building seminars to staff and investigated the furthering of international research collaboration.
- Prof Chrissie Boughey (Rhodes University), who conducted a seminar on programme-based curriculum development and coherent credit values.

Research

Research is a primary function of the OIE and staff initiated or finalised four research articles (two of them accredited), eight conference papers (two to international forums) and 28 research projects, all geared towards the portfolios of the OIE or the University at large. OIE staff also acted as external

examiners for nine master's dissertations or PhD theses of students from other universities. In terms of the research projects, the Quality Unit successfully conducted an undergraduate student experience survey across all four campuses and all nine faculties. A total of 6 526 questionnaires, translated into four languages, were distributed and 6 123 responses (a feedback ratio of nearly 94%) were received and analysed. The project culminated in various research reports and presentations, and the most important outcome is a faculty/division-specific improvement action plan for 2008.

Individual achievements

The following staff achievements deserve special mention:

- Prof Geyser served as President of the South African Association for Research and Development in Higher Education (SAARDHE) in 2006 and 2007 (until June), and both Prof Fourie and Ms Amalia Ueckermann were elected as members of the Executive Committee.
- The HEQC invited Prof Jacobs to serve on the South Africa-Finland Steering Committee on Quality Management in Merged Institutions. (Prof Jacobs is one of only two university representatives.)

A handwritten signature in black ink, appearing to read 'Derek van der Merwe', with a stylized flourish at the end.

Derek van der Merwe (Prof)
Pro Vice-Chancellor

REPORT ON ADVANCEMENT

Institutional Advancement comprises Development (fundraising), Internationalisation (see the Academic Review), Marketing and Communication (including Brand Management), Community Engagement, Arts and Culture, Government and City Relations, and the Alumni Association. The Integration and Renewal Process was initiated in 2007. As mentioned earlier in this report, Mr K Swift was appointed as Executive Director: Advancement in September 2007.

DEVELOPMENT

There was only one low-level contract post for Development during 2007 and this could be addressed by the restructuring of the Advancement Division in 2008. This section is in its infancy, but during the reporting year a considerable amount of planning was undertaken to improve Development's focus and integration into the broader Advancement effort.

With the appointment of an Executive Director: Advancement and a DVC: Research, Innovation and Advancement, considerable time and effort were put in towards the end of the year in identifying key institutional priorities and preparing funding proposals. Active fund-raising around these proposals will begin in 2008.

Considerable effort was also spent on stewardship of existing commercial partners of the University, identifying alumni with high net worth and engaging them with an eye to future funding partnerships. The Section expects the fruits of these efforts to start becoming evident as early as 2008. Tax Certificates issued for 2007 amounted to R1.8m.

MARKETING AND COMMUNICATION

The Division of Marketing and Communication completed a first round of restructuring facilitated by the Integration and Renewal Process, and staff were matched and placed accordingly. In October, staff moved into new offices at the Doornfontein Campus, which consolidated the staff complement in one location.

As part of restructuring, Faculty Marketers now report to the Deans but measures were put in place to maintain the information flow from the faculties. The Schools Marketing team increased its activities, and mechanisms were put in place to measure efficacy and outputs.

Brand Management worked closely with HKLM, an external agency, to package and market the new UJ brand, both internally and externally. A major presentation on the brand marketing plan was developed in the fourth quarter of the year.

Media Relations had a busy year. A two-person team managed all the University's media outputs. Besides day-to-day activities, they also managed media around the student unrest in September and built strong working relations with the media. The result of their experience is the development of a comprehensive crisis communications plan to be formalised early in 2008.

The resignation of the Senior Manager: Communications had repercussions for the Publications Department, but a contract publisher was enlisted to help manage the Division's publications outputs. As a result, all publications were sent out according to planned deadlines for 2007.

The Contact Centre continued to provide a much-needed service to prospective and enrolled students. The appointment of the Manager: Contact Centre promoted the establishment of a permanent Contact Centre on the Bunting Road Campus.

As one of University's most visible points of contact, the UJ website was redeveloped during the year and a Manager: Web Services was appointed at the end of November. This has made a marked difference to the content of the UJ website and plans to cooperate with IT in implementing a new platform for the website.

The Events Section worked closely with the Vice-Chancellor, organising several high-profile events and the University's 54 graduation ceremonies during 2007.

COMMUNITY ENGAGEMENT

Introduction

Although this Section's manager resigned and left the two existing project managers without a leader, the projects continued to be managed efficiently. Two notable achievements during 2007 were the creation

of functional services at the Soweto Campus and the launch of the Crime-Free Campaign, to be rolled out at all campuses during 2008.

In total, the Community Engagement Section was engaged with a dozen projects, excluding faculty projects. There are two cross-border projects, one in Manica, Mozambique, and a second in conjunction with Art for AIDS, a Canadian-based NPO raising funds for AIDS victims in Africa.

With the HEQC audit of the University next year, the Section has been conducting an audit of community engagement projects around the University and reassessing current projects to ensure that they are aligned with the University's strategic objectives.

The Section is engaged in preparing the evaluation report for Criterion 18 for the HEQC audit and has been central to the drafting of the University's Community Engagement Policy.

Community Engagement Policy

The process to design a Community Engagement Policy for the University was begun in 2005 and neared finalisation towards the end of 2007. A task team was selected for the final development of the Policy and was well representative of all stakeholders.

Community Engagement: Soweto Campus

The Community Engagement Division established an office under the auspices of the Leigh Matthews Stress and Trauma Centre (LMSTC) on the Soweto Campus. The office is managed by a volunteer counsellor. During October 2007, 15 community members received training in counselling, presented by Rachel Snijders and Zuki Mbalawa. The Soweto Centre is sponsored by First for Women Insurance who donated funds to the Leigh Matthews Trust.

The LMSTC, which provides counselling for individuals, groups, families and children, also offered the following services:

- Training for volunteer counsellors, students, SAPS members, social workers, the clergy, psychologists and HR managers.
- Employees' Assistance Programmes (EAP) and training for retail managers.
- Group counselling and debriefing.
- Support groups.
- Workshops to the public.
- Schools assistance for learners, educators and support staff.

A strong tripartite relationship between the LMSTC, First for Women Insurance and the University of Johannesburg's Community Engagement Division has been established, and it is expected that the LMSTC Soweto will be a resounding success for the entire community.

An Engaged University: Student Bodies in Community Engagement

The Community Engagement Division has strengthened relations with student bodies on all campuses in student involvement in community development initiatives. The Student Development Society (Kingsway), Students in Free Enterprise (Bunting Road), Peer Helpers Group (Soweto) and the ABZ Project (Doornfontein) are the main student bodies that were involved in community projects such as the annual Westdene Dam Clean-Up Campaign, Slovo Sunday School Programme, Crime-Free UJ launch, etc. These student bodies are keen to add other projects to their repertoire, but they are hampered by a lack of sufficient funds.

Baviaanspoort Maximum Correctional Services

The relationship with this correctional centre was established in 2006 when Prof Gertie Pretorius and Ms Monki Sebigi became part of the Centre's initiatives against child and women abuse. In 2007, 200 inmates from the centre were trained in life-skills programmes by the Community Engagement Division, together with the Institute for Child and Adult Guidance. The relationship still continues and it is hoped that more initiatives will follow.

Slovo Centre of Excellence (SCE)

The SCE, a Sunday school initiative of Executive Secretary Ms L Cockrell, received assistance from the Community Engagement Division. They formed a steering committee that deals with the development of the Slovo informal settlement in conjunction with local councillor Moosa. Children have been taken on edutainment excursions, and the Community Engagement Division, together with UJ Staff Peer

Educators under the leadership of Ms E Meyer-Adams, organised a Health Awareness Day at the settlement. Their efforts focused not only on the needs of orphans and vulnerable children, but also on those of the community at large in issues such as hygiene, HIV/AIDS, sexual abuse and many other health-related topics.

Metropolitan-RAUCALL

The Metropolitan-RAU College for the Advancement of Learning and Leadership (RAUCALL) was established in 1992 as a crucial part of the former RAU's social responsibility programme. The only project of its kind, it sought to provide opportunities for selected high-school learners from disadvantaged communities with the potential to study at higher education institutions.

The class of 2007 obtained a pass rate of 100% and a 77.8% university exemption rate. Of the 99 learners, 77 passed with university exemptions and a total of 107 A symbols were obtained. Eighty-five per cent of the total number of symbols were above 50%.

Carebique Project: Mozambique

This Project in the Manica Province of Mozambique is aimed at providing community assistance in the fields of agriculture, sports development, economic skills training, arts and crafts, community upliftment skills and health care. The following were the project highlights for 2007:

- In January and February, 24 Grupo Desportivo e Recreativo de Manica (GDM) players, including the Project Manager and Coach, travelled to South Africa and played against the UJ team.
- The A-team won the Manica Provincial League for the first time in history.
- A training/research centre was built.
- Arsenal and Chelsea FC's donated goods to the GDM.
- Laureus Foundation made a R180 000 donation, to be paid in 2008.
- The King's School West Rand helped to renovate the clubhouse and gymnasium.
- Students in Free Enterprise visited the project and presented a financial literacy course.
- Wenke Boedefeldt from Germany volunteered for three months.

Dreamfields

Negotiations with John Perlman's Dreamfields project ("to bring soccer fields and equipment – as well as business skills and new social partnerships – to disadvantaged communities across South Africa") were successfully completed and an MoU was drafted. The University was still awaiting Dreamfields' approval of the MoU at the close of 2007.

Artists for AIDS International

University representatives visited this Canadian-based organisation in September and it is expected that an MoU will be signed early in 2008.

UJ-Group 5 Engineering Project

This Project, in collaboration with Group 5 Ltd, is yielding excellent results in skilling engineers from the designated groups. The Group 5 Engineering Company offers bursaries to a number of the University's Engineering students, a relationship that is coordinated by the Community Engagement Division. In 2007, the Group sponsored 17 Civil Engineering students and 2 Mechanical Engineering students. Mpho Nkgodi, the first graduate from this project, has completed his master's degree on "Reinforced and Pre-stressed Concrete" at the Centre des Hautes Etudes de la Construction in France. He was awarded a comprehensive scholarship from the French Embassy in SA and Ile de France in 2006. He returned to South Africa in 2007.

Rosca House

This office block in Florida is used as a home for approximately 61 orphans and vulnerable children from the ages of two to nineteen. The Community Engagement Division coordinated various University efforts to support Rosca House in initiatives such as library literacy, gift sets for schooling, career counselling and career guidance tests, as well as food and clothing donation drives. Assistance will be continued in 2008.

Integration of Community Engagement into Academia

Great strides have been made in collaboration with academics in integrating community engagement activities into curricula and exposing students, through a learning experience, to working with communities.

The lately drafted Community Engagement Policy will also serve as a major tool in coordinating the University's community engagement projects ranging from the Community Engagement Section initiatives to faculty and student activities. The Section has the responsibility of capturing and compiling data on all the engagement initiatives throughout the University.

ARTS AND CULTURE

The UJ Arts Academy is another defining component of student life at the University. Through four arts companies – UJ Choir, UJ Song & Dance Company, UJ Drama Company and the UJ Contemporary Dance Company – the University offers intensive professional arts training to hundreds of students each year. Students participated in a number of productions with great success, winning accolades for the University and receiving considerable media coverage. Among last year's premier productions were:

- Thornton Wilder's *Our Town*;
- Can Temba's *The Suit*;
- *Black Street Jazz* with Abigail Kubeka;
- a memorable production of the hit musical Cabaret.

The UJ Art Gallery boasted some big-name exhibitions. Artists such as Dianne Victor, Wilma Cruise and Chris Diedericks exhibited and the Gallery received critical praise from the media and public alike.

A highlight of the 2007 Arts calendar was the University's collaboration with the world-renowned composer, Karl Jenkins. Dr Jenkins conducted two performances of his great work *The Armed Man: A Mass for Peace* in the Johannesburg City Hall with the UJ Choir to great critical acclaim.

The Choir, which is open to any University student who passes an audition, participated in 20 concerts across the country last year.

CITY AND GOVERNMENT RELATIONS

Progress was made in creating awareness of the University and in positioning it in government circles, with the primary focus on provincial and local government. The Office made a meaningful contribution in establishing the University as a partner and prime stakeholder in the Gauteng City Region. Milestones at the various levels of government included:

- *Local Government*: A close strategic partnership was established with the City of Johannesburg (CoJ) via the Office of the Executive Mayor. This resulted in an agreement that the University will provide training for the CoJ, based on an audit of all training and development needs of the city.
- *Provincial Government*: Collaboration with the Premier's Office culminated in the signing of an MoU between the UJ, Wits and the Gauteng Provincial Government in support of establishing the Gauteng Urban Observatory research initiative. The concept of a "town-and-gown" engagement was also promoted.
- *National Government*: There was collaboration with the Departments of Trade and Industry, Provincial and Local Government, and Public Service and Administration.

Other achievements during the year included the following:

- A discussion document on an MoU with the CoJ was drafted and circulated for consultation.
- An MoU with the Gauteng Provincial Government was drafted and is ready for consultation.
- A Draft Response to the Gauteng Provincial Government Growth and Development Strategy is in place and ready for consultation.
- A Draft Government Relations Policy is in place and ready for consultation.
- Input was provided on drafts of the University's strategic goals for enhancing collaboration partnerships with the Government.

ALUMNI ASSOCIATION

In an attempt to align the Alumni Association's objectives fully with the University's ten strategic goals, the Alumni Executive Committee revised the Alumni Relations objectives successfully during 2007. The vision is: "We see all UJ alumni proudly celebrating their UJ roots through networking and lifelong learning to create unique value propositions and mutually beneficial UJ partnerships." The mission is: "To create an interactive network of all UJ alumni that will promote lifelong learning and mutually beneficial (to UJ and alumni) partnerships." The five core objectives of UJ Alumni are as follows:

- developing a meaningful alumni communications strategy;
- enhancing and growing unique value propositions for all stakeholders;

- supporting the formation of partnerships with industry sectors, student bodies and international communities;
- creating internal (University) and external (alumni) stakeholder ownership;
- expanding the involvement of the alumni network.

In realising these objectives, Alumni Relations were successful in completing cornerstone projects. The cleaning up of the alumni database provided 80 000 enhanced alumni records. A direct mailer was sent out to the entire alumni database with only a 15% return-to-sender rate. This mailer provided basic information on the UJ merger, the services that UJ Alumni offers and the objectives of UJ Alumni Relations.

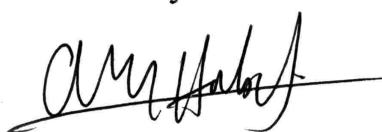
The second major project completed was the UJ Alumni Portal, which offers various online services to the alumni stakeholder group as well as commerce and industry partners. A doctoral thesis sponsored by the Alumni Association was completed during 2007, with the title "Online Community Portals for Higher Education Alumni". Flowing from this thesis, the alumni portal prototype that was developed is now in the process of commercialisation and there is a pending trademark registration for GradNet. Apart from the interest that other higher education institutions have shown in obtaining this product, corporate entities are also interested in leasing it. Also, as a result of the quantitative research of this study, and an initiative from the UJ Alumni Relations Office, the South African Higher Education Alumni Consortium has convened for the second consecutive year. This body is now an official body and will convene annually.

One of the most valuable and popular online services introduced is the Alumni Careers Super Highway where companies can search for employees on the UJ Alumni Portal, and alumni can submit their CVs and apply for jobs online. This is a full e-recruitment service, whereby the University will generate third-stream income from placements made.

As part of its community engagement objective, UJ Alumni allocated 24 bursaries during 2007: 16 for undergraduate study and 8 for postgraduate study. UJ Alumni also donated R20 000 to the Children's Cancer Association.

There was constant liaison between the UJ Alumni Relations Office, Alumni Exco and the University's Management team and the Council. Moreover, there was productive liaison between the UJ Alumni Relations Office and the alumni offices of other higher education institutions (nationally and internationally). In addition, the University presented 22 events in which alumni members could participate.

The third successful Alumni Dignitas Awards evening was held in October 2007, at which prominent alumni were recognised for excellence in their respective fields, which included sport, research, management and leadership. Five well-attended regional Alumni functions were held in Cape Town, Windhoek, Durban, Johannesburg and Nelspruit. Further to this, the annual Alumni Golf Day provided a valuable networking opportunity for alumni from industry, creating a point of departure for strategic University partnerships in future.



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

REPORT ON HUMAN RESOURCES

DEPUTY VICE-CHANCELLOR: HUMAN RESOURCES AND OPERATIONS

Effectively, this is the first report reflecting the status of the Human Resources (HR) function in the University. From the merger date up to the end of 2006, there were three precursor HR environments, each with its own particular approach to the HR discipline and each posing individual operational challenges in respect of employee data systems, policies and procedures, as well as legacy conditions of service issues. The integration of these environments into a single operating framework and a single physical location was only achieved at the beginning of 2007.

Essentially, this report must therefore be viewed as the baseline for the newly integrated function. Considering that a remarkable transformation has taken place in terms of standardising and to some degree even optimising the function, it needs to be reviewed from the perspective of a single year of integrated operating.

From a strategy execution perspective, it is therefore important to acknowledge that a number of levels needed to be addressed simultaneously. Some key aspects related to quality (such as data accuracy and completeness) had to be corrected while work continued on improving service levels (such as the Resourcing function) and operational excellence (implementation of a new HR model) within a strategic framework (e.g. a human capital strategy). All of this was done with largely the same staff complement.

The following table highlights some of the key achievements and contributions of the University's newly formed HR function during 2007. Perhaps the most significant evidence that the function is indeed raising its own bar of value add is the external recognition by the DoE's Merger Unit and the benchmarking undertaken by other higher education institutions in respect of how the UJ HR function has dealt with the complexity of the merger at both a strategic and operational level within the institution and the HR function itself. This type of engagement suggests that the HR function within the UJ is increasingly being viewed as a benchmark for such initiatives, which serves to enhance the University's reputation.

Table 16: Human Resources: Key achievements and contributions

LEVEL	DELIVERABLE	PURPOSE
Strategic	Human capital management strategy	For the first time, the University has an integrated and holistic human capital strategy document that clearly outlines the contribution to be made to the achievement of institutional strategy.
	Integration and renewal of support and academic environments	The substantive merger was achieved in all University environments without a single CCMA referral and with significant buy-in from the employees in the redesigned environments. The completion of this process supports both the merger and institutional goals of improved efficiency and effectiveness.
	Harmonisation of Remuneration: Phase 1	The sign-off on Phase 1 is an important milestone in the merger process, and forms the basis for complete harmonisation of all elements of the University's conditions of service. The finalisation of this phase will assist in the development and implementation of an integrated remuneration and reward strategy for the University.
	Establishment of the UJ Pension Fund	The UJ Pension Fund became active for new employees from 1 April 2007. The establishment of the Fund is another milestone in respect of the harmonisation of conditions of service.
	Transformation initiatives	A consultative employment equity target-setting process was undertaken for the first time in the University environment. Guidelines and processes were developed to ensure progress in respect of the transformation of the University employee profile in respect of the

	Development of human capital metrics	compliance requirements of the Department of Labour (DoL), and to assist in building change resilience in respect of transformation in the institution.
	3G and 3P frameworks developed and implemented for training and development	Specific human capital outcomes and their associated metrics were defined to ensure that institutional-level human capital outcomes are delivered. The possibility of national and international benchmarking in respect of these metrics has also been explored. The development of these metrics will enhance available human capital intelligence and assist in strategic human capital management in the institution.
	Line manager education sessions	Training and development initiatives at different organisational levels were integrated into a competency framework that supported the attainment of the University's strategic goals for the first time. This framework will promote the development of a University talent base.
		These sessions were aimed at developing the people leadership and management skills of departmental heads and line managers at the University in order to promote the institution's people philosophy and create an employee-value proposition that will promote the attraction and retention of talent.
Operational	Implementing a shared service and business partner model	The purpose here was to ensure improved efficiency and effectiveness in HR service delivery through the implementation of a best-practice world-class HR operating model.
	Introduction of professional HR streams	Professional streams were introduced to transform the HR function from a largely administrative to a professional function. A number of professional HR functions were introduced for the first time, e.g. Wellness, Reward and Recognition, Talent Management, and Organisational Development Projects.
	Introduction of the business partner role	The focus of the business partner role is on providing a single point of contact to line managers for access to strategic human resource information, services and support. Service quality is ensured through service-level agreements.
	Integration of the HR environments at the precursor institutions	Efficient integrated business processes, systems, policies and procedures were developed through continual business process review and feedback sessions. Cultural integration of HR employees was facilitated through a narrative approach aimed at entrenching University and HR values and behaviours.
	Introduction of outsourced HR service delivery	The introduction of outsourced service delivery for certain key HR functions assisted in delivering efficient and effective HR services that would not be possible in-house. These include Training and Development, Employment Relations (Tokiso Panel) and Employee Assistance.
	Talent Management Policy and Procedure	This Policy was implemented within the framework of human capital development that allows for the attraction and retention of talented and high-performing employees.
	Risk mitigation strategy	This was aimed at mitigating the University's employment risks and ensuring the enhancement of the University's employment brand and reputation.
	HR practice notes	These ensured alignment of University employees and line managers with policies and practice, which promoted sound corporate governance.
Service	HR employee development	External and internal training and development of HR employees were introduced in order to promote efficient service delivery to line managers and employees.

	Implementation of technological	This promoted the transition from paper-based manual HR service delivery to a faster, more accessible and more cost-effective electronic mode, e.g. Share Point Web Access, HEAT, HEDA, Employee Recruitment Portal.
	Servqual survey	An internal Servqual survey was undertaken to improve internal service delivery between the various HR streams in the operating model.
	Implementation of HEAT customer relationship system	All HR-related queries are logged via this electronic system and the progress is tracked until completion. Provision is made for client rating of service quality and delivery.
	Introduction of the front office function	The focus of the Front Office is a single point of contact for employee access to HR-related information and professional assistance in resolving employee-level HR problems. Front-office assistance can be accessed by telephone, face-to-face or email interaction. The HEAT Customer Relationship System tracks front-office service delivery and quality.
Quality	HR policies and procedures	Regular policy review and consultation took place, and there were no pending HR policies.
	HR governance structures	Appropriate committee structures and delegations of authority were implemented, also ensuring that legal was compliance achieved.
	Consultation structures	Stakeholder consultation structures were established and functional, e.g. Consultation and Problem Solving Forum, Skills Development Committee and Wellness Committee. Task teams were established for key HR projects.
	Internal Audit Process	The Internal Audit Report for 2007 indicated significant improvement in internal HR systems and administration within a single year.
	Business process reviews and strategic planning sessions	Regular business process review sessions and strategic planning sessions were held. The HR strategy document and map for 2007 were drawn up.
	Employee surveys	Feedback about key strategic thrusts was obtained and reviewed, e.g. Employee Engagement and Workload Survey, Servqual
	Ensuring HR data integrity	The software application support (Oracle) was optimised through ensuring accuracy and reliability of HR data and reporting.

This table, together with a review of the supporting information contained in this report, points to a significant value add by the HR function during 2007. Undoubtedly, some areas of functioning can and should be improved upon, for example the change communication in respect of the HR model and functioning to the rest of the University, as well as the clarification and enhancement of seamless functional integration with other internal functions such as IS and Finance. With the strong focus during 2007 on ensuring that the levels of quality, service and best practice are sufficiently robust, the challenge in 2008 and beyond is not only to enhance these, but also to play a more visible role at the level of institutional strategy. The future stability of the DVC level of the function will undoubtedly assist in this process.

Appreciation and recognition are due to the rest of the HR Executive and HR Team members for their absolute dedication to duty in challenging circumstances and their commitment to achieving the HR goals and objectives that have been set in 2007.

Table 17: Transformation and employment trends, 2007

Trend	Details
Executive Management appointments	<ul style="list-style-type: none"> • 80% from designated groups. • 20% coloured, 40% white and 20% Indian. • 80% males.
Executive Management retirement	<ul style="list-style-type: none"> • 1 Executive Management employee.
Academic: Permanent / contract appointments	<ul style="list-style-type: none"> • 67% from non-designated groups (including ten foreign nationals). • 33% from designated groups. • 58% white; 29% African; 9% Indian and 4% coloured. • 58 females. • 42% males.
Academic: Temporary appointments	<ul style="list-style-type: none"> • 47% from non-designated groups • 53% from designated groups. • 79% white, 14% African, 5% Indian and 2% coloured. • 44% females. • 56 males.
Non-Academic: Temporary appointments	<ul style="list-style-type: none"> • 23% from non-designated groups. • 77% from designated groups. • 50% white, 44% African, 3% coloured and 3% Indian. • 54% females. • 46% males.
Non-Academic: Resignations	<ul style="list-style-type: none"> • 54% white; 36% African; 6% coloured; 4% Indian. • 66% female non-academics resigned and 34% male non-academics.
Non-Academic: Retirements / Medical Retirements / Deceased	<ul style="list-style-type: none"> • 49% white, 45% African and 6% Indian. • 55% retirements (including deaths) were male and 45% female.
Non-Academic: Contract expiry	<ul style="list-style-type: none"> • 51% white, 38% African, 6% Indian and 5% coloured. • 59% females. • 41% males.
Research: Permanent / contract appointments	<ul style="list-style-type: none"> • 29% from non-designated groups. • 71% from designated groups. • 66% African, 27% white and 7% Indian. • 73% females. • 27% males.
Research: Resignations	<ul style="list-style-type: none"> • 75% white; 25% African. • 62% females. • 38% males.
Research: Contract expiry	<ul style="list-style-type: none"> • 50% African; 33% white; 17% Indian. • 83% females. • 17% males.
Terminations: Turnover 2006 vs 2007	<ul style="list-style-type: none"> • In 2007 the same percentage of academic employees resigned as in 2006, i.e. 31.1%, while 48.1% non-academic employees resigned in 2007 vs 43.4% in 2006. • The turnover rate for 2007 was 11.3% (4.3% academic, 7% non-academic) vs 9.7% in 2006.
Leave applications processed	<ul style="list-style-type: none"> • Apart from vacation non-cumulative leave taken, sick leave applications were mostly processed (18.88% of all leave days taken during 2007). • Female employees took more sick leave, compassionate leave and study leave than male employees, while more leave-without-pay requests were processed for male employees. • A total number of 52 545 leave days were processed for University employees for 2007.

Table 18: Employment equity status, 2007

		Perm & Contract		Temp	
		2006: %	2007: %	2006: %	2007: %
Female	African	12.54	12.7	14.21	15.3
	Coloured	3.43	3.78	1.62	1.32
	Indian	2.46	2.92	1.76	2.06
	White	28.7	29.14	31.2	31.27
Male	African	25.35	24.36	16.1	16.89
	Coloured	1.61	1.67	0.86	1.08
	Indian	1.64	1.63	1.57	1.61
Non-designated	White male	22.47	21.62	28.62	29.44
	Foreign nationals	1.79	2.18	4.07	1.02

Employee participation and conflict management

Employees were able to participate in the important governance structures of the University (Council and the Institutional Forum) through elected representatives from among others the sufficiently representative trade unions. A joint Trade Union and Management Consultation and Problem-Solving Forum (CPSF) met on average once per month throughout the reporting period. The CPSF addressed matters of mutual concern or interest (excluding matters of substance and financial impact) that affected employees and proved to be a valuable and constructive forum.

In addition to the above, the Trade Unions are also represented at all selection committees for the appointment and promotion of employees. During the course of 2007, a joint Management-Trade Union Task Team reached agreement on Phase 1 of a future harmonised remuneration dispensation. The agreed changes will be implemented in March 2008.

Employment Relations at the University during 2007 had no extraordinary trends or events.

The number of disciplinary and grievance cases dealt with during the year confirmed a neutral trend, down from the number of cases that were historically experienced at especially one of the precursor institutions. This is deemed to be affirmation that the strategy of always attempting to resolve matters informally (where appropriate and possible) is far preferable to going directly to formal grievance or disciplinary proceedings.

No successful CCMA referrals took place during 2007, and this is believed to be a product of the utilisation of external parties to investigate matters as well as the use of Tokiso panelists as disciplinary inquiry chairpersons.

No industrial action was experienced during 2007, although unionisation levels remained unusually high for a higher education institution.

Table 19: Trade Union membership, December 2007

Union	Members	%
Nehawu	663	25%
Nutesa	211	8%
Saptu	730	28%
Overall	1 604	61%

Note: The above excludes 182 employees covered by a legacy Agency Shop Agreement. Their inclusion would increase the notional membership percentage to 68%

Code of Ethics

An IT User Policy is under development by the Chief Information Officer with input from other interested parties such as the HR Division. It is foreseen that this will be concluded during 2008.

A handwritten signature in black ink, appearing to read 'Nicky Morgan', with a large, sweeping flourish extending from the bottom right.

Nicky Morgan (Prof)

Deputy Vice-Chancellor: Human Resources and Operations

REPORT ON OPERATIONS

DEPUTY VICE-CHANCELLOR: HUMAN RESOURCES AND OPERATIONS

Introduction

The Operations Division, which merged formally early in 2007 as a result of the Integration and Renewal Process, is responsible for the development and maintenance of facilities and infrastructure. The centralised and decentralised structures in Operations make for a matrix that ensures that the distribution of tasks is applicable to the areas allocated in terms of expertise, ability and capability. Up to the first half of 2007, the Division had gone through trying times in terms of leadership. The appointment of an acting Executive Director: Operations (until March 2009) has provided the necessary leadership, purpose and vitality that were lacking. The planning and execution of Operations tasks are now done in a structured manner as required in a formal institution as large and decentralised as the University.

Strategy

The Division's strategic objectives and priorities identified at the University strategic indaba in January 2007 directed its activities for the remainder of the year. The challenge facing the Division was to restructure itself in accordance with the approved outcomes of the first phase of the restructuring and renewal exercise. This included the need to make key internal appointments in critical posts, and to identify and obtain approval for posts that were crucial to ensure the success of the newly restructured Division.

Technical Support

A number of capital and maintenance projects were successfully completed (e.g. formalising of Kingsway parking, upgrading of Bunting Road lecture venues, completion of the Bunting Road student centre, the replacement of Kingsway's A and B Rings windows, and refurbishment of Doornfontein's administration building). Allocating certain projects to the Campus Directors has improved the service delivery to clients. Technical work done by the campuses has been of a good quality and has allowed the centralised function (which is badly understaffed and lacking good management) to concentrate on only doing work that is beyond the expertise of the campuses.

Maintenance at campuses was affected by the lack of capability (internal and external) and limited resources. The filling of crucial posts in technical services at the central technical planning department and at campus level, combined with the increased use of outside service providers, will ensure better performance in this area in 2008. Despite these constraints, the Division was able to ensure that the facilities accommodating core business and related functions were available and safe.

A maintenance strategy has not yet been established for the University. The lack of management in the technical area of operations, combined with the lack of capacity, has caused delays in this area. This is due to be addressed in 2008.

The University identified funding to be utilised for deferred maintenance to facilities and infrastructure based on the infrastructure audit. The programme for the work to be done was approved by the MEC and the bulk of the work is due for completion in 2008.

Utilities Management

Conferences and workshops were attended during the year, specifically with City Power, the University's major supplier. Information gathered about the outlook for the near future led the Division to set aside a substantial amount in its 2008 project budget for procuring and installing emergency power to ensure business continuity in crucial areas at the University. The University will have to ensure that a proper assessment of the energy situation in its own, immediate and regional environment is done to establish short-term solutions (where applicable, but without incurring unnecessary extra expense that does not ensure sustainability). The institution will also have to lay down a strategy for the possible implementation of alternative energy sources for the medium to long term.

Space Management

Space management and allocation received priority attention, especially at Bunting Road and Kingsway where space was at a premium. The Division was able to meet all critical requirements. Cognisance must be taken of the current space challenge in the allocation of academic programmes, and the University needs to be guided by the Campus Master Plan (due for completion in May 2008).

Protection Services

Safety and security on University campuses were yet another priority for the Operations Division. A number of security initiatives ensured the improvement of security across all campuses. The fight against crime in the current climate is an ongoing exercise which has led to more effective initiatives being identified as part of the Division's planning for 2008.

The Protection Services crime prevention programme in 2007 included the Crime Awareness Day at Kingsway, which included participants from the National Prosecuting Authority, South African Police Services, Johannesburg Metropolitan Police Department (JMPD), and NGOs involved in anti-crime and anti-drug abuse programmes. This initiative solicited very positive comment and will be rolled out to all campuses during 2008.

The focus of Protection Services has expanded from access control to campuses to securing and monitoring the perimeter and the safeguarding of buildings and offices. The expanded measures include:

- active patrolling in these areas;
- expanding the alarm system coverage;
- installing panic-button alarm systems in high-risk areas;
- extended CCTV coverage;
- extending security lighting coverage on campuses.

All available resources and opportunities continue to be used to get the crime awareness message across, e.g. University publications, circulars, induction programmes, campus meetings, reports, and the intranet and messaging system.

Protection Services engage with external community stakeholders through:

- community policing forums;
- local SAPS weekly meetings;
- meetings with the JMPD;
- Against Crime Together Forum;
- Hillbrow CID Committee;
- CoJ Metropolitan Municipality Disaster Management Centre;
- International Association of Campus Law Enforcement Administrators conferences;
- Campus Protection Association of SA conferences;
- other educational institutions and related parties.

Auxiliary Services

The Auxiliary Services Department was established in 2007 to perform a centralised and decentralised function in terms of the following services:

- transportation;
- cleaning, waste removal, pest control and hygiene services;
- beverage service at Kingsway;
- gardens and grounds maintenance;
- maintenance of sports fields;
- general services (removal of office furniture and related services).

The Department was instrumental in ensuring that the temporary closure of the East Rand Campus ran smoothly. The Department was responsible for the safe removal and reallocation of all items from this Campus and for arranging and controlling the transportation of staff and students as approved. The Department still ensures that all aspects of auxiliary services and maintenance continue at the Campus.

The development and approval of a comprehensive cleaning contract for University and the formalisation of an intercampus bus service were two of many successes achieved by the Department. The beautification of campuses and the maintenance of grounds, gardens and sports fields received much attention and major improvements were made particularly at Bunting Road.

Property Management Services

The consolidation and rezoning of University properties are continuing matters addressed by the Operations Division. A major success achieved in 2007 was the procurement and closure of Bunting Road, which made the consolidation of this Campus possible. Property Management Services were

responsible for all matters concerning properties on all five campuses, which include ownership, acquisition and development of properties, alienation, land-use management and lease agreements. The University's diverse and decentralised nature made it evident that a comprehensive property information database was urgently required, an issue that is being addressed.

Occupational Safety

For the first time since the merger, the occupational health and safety (OHS) function at the University is directed, managed and coordinated holistically to ensure that all current and future risks are addressed. The newly formed Occupational Safety Department made great strides in preparing the University for an occupational safety compliance audit and laying the foundations for safer campuses.

Quality Assurance

This Department is actively involved in the quality assurance initiatives by the Office for Institutional Effectiveness. The Campus Directors are the quality "champions" at the respective campuses. The Campus Director for Soweto was appointed project leader in 2007 to address quality issues and to lay the foundation for quality assurance at campuses in conjunction with the other Campus Directors. The Operations Division is also involved in preparing for the 2009 academic audit and ensuring that campus reviews are conducted to identify areas where parity needs to be addressed for facilities and infrastructure. The centralised and decentralised structure in Operations ensures quality assurance/control in a matrix fashion. The Campus Directors and functional managers work together to ensure that the necessary regulations, policies, procedures and statutes are complied with.

General

The Campus Directors have performed extremely well in directing Operations activities at campus level and their inputs have added value to the Operations effort at the University. Planning of Operations activities for 2008 was guided by the University's strategic thrusts. Strategic drivers and priorities identified at the Executive Leadership Group breakaway in the latter half of 2007 were used to develop a strategic and operational plan that will direct the efforts of Operations in 2008. The Operations Division has succeeded in overcoming its initial fragmentation and consolidating itself in preparation for a watershed year in 2008. The empowerment of the Division is essential for it to achieve its objectives in support of the University's mission.

A stylized, handwritten signature in black ink, appearing to read 'Nicky Morgan'.

Nicky Morgan (Prof)

Deputy Vice-Chancellor: Human Resources and Operations

REPORT ON SPORT

Introduction

The University of Johannesburg Sport has set itself the mission of delivering high-quality, multi-levelled sports participation opportunities to all students and staff through an innovative and integrated trend-setting approach. In order to achieve this, UJ Sport consists of the academic Department of Sport and Movement Studies, the Institute for Biokinetics and Sport Science, as well as the Sports Bureau. This integrated system forms the infrastructure for sports participation as well as for education and training. The involvement of both the academic department and the Institute allows participating students the privilege of a high-performance programme, services such as sports science programmes, the controlled use of gymnasiums, rehabilitation and the implementation of advanced research results – to mention but a few.

Participation is therefore categorised on a continuum that includes social/recreational participation on the one end, and high-performance participation on the other. Between these extremes, competitive participation is positioned.



Through this approach, amplified by a process of continual strategising and development, the identification and development of talent are nurtured.

The UJ Sports Bureau's main objectives for 2007 – within this continuum – were to:

- provide UJ students with participation opportunities at various levels in accordance with the demand at such levels (recreational, competitive and/or high-performance) at the various campuses;
- provide – where possible – the opportunity to students (at especially the competitive and/or high-performance levels of participation) to excel and perform at their respective individual optimum levels;
- utilise and manage the University's infrastructure not only to the advantage of UJ student sports participants, but also to establish the UJ brand via such achievements;
- utilise sport as a recruitment tool to attract top-potential students – and where possible, especially postgraduate students – to the University;
- contribute to the holistic development of students;
- contribute to the strategic objective of actively engaging with communities in and around the University.

With values such as sports excellence, integrity, respect for diversity, accountability, individuality and innovation, UJ Sport has – in the three years of this young University's existence – established the institution's representatives in various sporting codes as champions to be reckoned with. Their achievements are an indication of how well-structured, committed, goal-oriented and passionate UJ students and their support structures are to set the trend in South African sport. At the Gala Sports Awards Dinner on 16 October 2007, gold, silver and bronze awards were made to achievers in ten different categories.

Sporting Highlights

Team achievements

- The Cricket Club won the Gauteng Premier League for the third consecutive year and the National Club Championships for the second consecutive year. In the three years that the University participated in the National Club Championships, the Club won 17 matches of the 18 they played (only losing in the final in 2005).
- The UJ Rugby Club won the Golden Lions Pirates Grand Challenge League.
- The UJ Athletics Club won the South African Student Sports Union (SASSU) Cross-Country Championships, including the women's 3 x 2 km relay, 4 km and 8 km as well as the men's 4 km events. It was the sixth consecutive win for the men in this competition. The women's team also won the women's event at the SA Students Track and Field Championships, while the men and the UJ combined team finished second.

- The women's first hockey team finished runners-up at the SA Students' Hockey Tournament in Port Elizabeth.
- The first netball team qualified for the final at the SA Students' Netball Championships – unfortunately the match was stopped due to rain.
- The men's football team won and the women's team finished third at the SASSU Football Championships hosted by the UJ in December.
- The UJ cycling team won the SASSU Championships.
- The UJ women's water-polo team were runners-up at the SA Students' Championships in December.
- The UJ golf team finished third in the A Division for the second year at the SA Students' Golf Championships. The UJ also won the prestigious international Davis Cup in Swaziland in September.
- The UJ's four A8 boat crews all finished third at the SA Students' Boat Race in Port Alfred.
- The UJ basketball men's and women's teams respectively finished second and third at the SASSU Championships.
- Twenty-two teams finished in the top three positions at various SASSU Tournaments.

Individual achievements

It was also a year of outstanding individual achievements:

- Eleven students represented South Africa at Senior World Championship events and five were included in junior national teams to Junior World Championship events.
- Thirty-one students represented South Africa at the All-Africa Games or in Africa Qualifiers for the Olympic Games next year.
- Seventeen students represented the UJ at the World Student Games in Bangkok in August.
- The UJ produced seven captains and three vice-captains for national, SASSU national and provincial teams.

It must be kept in mind that the young people who achieve these successes are students whose main objective is to prepare academically for their future. It is therefore all the more an achievement to perform at the level that they do while studying. The University creates the opportunity for them to develop not only their academic skills, but also their sporting and social abilities. Within this framework, the UJ's sporting codes produced an astounding number of top-class achievements as are evidenced by the colours awarded in the following categories:

- Junior provincial colours: 199
- Senior provincial colours: 252
- Junior national colours: 22
- Senior national colours: 40
- SASSU teams/colours: 42



JH Kriek (Prof)
Deputy Vice Chancellor: Finance

CORPORATE GOVERNANCE REVIEW

The University is committed to the principles of discipline, transparency, independence, accountability, fairness and social responsibility as advocated in the King Report on Corporate Governance. Accordingly, the Council endorses, and during 2007, has applied the Code of Corporate Practices and Conduct, and the Code of Ethical Behaviour and Practice as set out in the King II Report. PricewaterhouseCoopers (PwC) were appointed by the Council as the external auditors. The annualised remuneration of executive managers is reflected in the audited report.

COUNCIL AND COUNCIL COMMITTEES

The Report by the Chairperson of Council reflects the membership status and attendance record of the Council, as well as the various Council committees that existed in 2007. The charters of the various Council committees were approved in 2006. These committees are all chaired by independent Council members (who are not employees of the University), and the majority of their membership is also independent members. The independent members of the Council are highly skilled and engage issues with vigour. Mr Johnson (JJ) Nyeke, Chair of the Audit Committee, holds a BCom, BComptHons, CA(SA) and a Higher Diploma in Tax Law. He is the Managing Director of Kagiso Trust Investments (Pty) Limited. The Chair of the Finance Committee, Ms Trix Coetzer, is the Chief Operating Officer of Absa Corporate and Business Bank and she also holds a CA(SA).

The status of Council committee attendance in 2007 has been satisfactory with the exception of the Human Resources Committee and is reflected in Tables 20 to 26. Attendance is marked as ✓ and absence/apology as ✕. (Note: the attendance status of the Council is reflected in the Chairperson's Report on page 6.)

Table 20: Attendance Status of Executive Committee of Council

MEMBERS	25/01/07	17/05/07	26/07/07	20/09/07 Special meeting	25/10/07	04/12/07
Ms T Coetzer (Vice-Chair)	✓	✓	✓	✕	✓	✕
Mr J Dikgole	✓	✓	✕	✓	✓	✓
Mr C Gebhardt	✓	✓	✓	✓	✓	✓
Prof R Marcus (Chair)	✓	✓	✓	✓	✓	✓
Mr J Njeke	✓	✕	✓	✓	✕	✓
Prof IL Rensburg	✓	✓	✓	✓	✓	✓
Prof D van der Merwe	✓	✕	✓	✓	✓	✓

Table 21: Attendance Status of Audit Committee of Council

MEMBERS	19/03/07	14/05/07	20/06/07	20/09/07	21/11/07
Mr J Njeke (Chair)	✓	✓	✓	✓	✓
Mr K Sibiya	✓	✓	✓	✓	✓
Adv C van Staden	✓	✓	✓	✕	✓
Prof IL Rensburg	✓	✓		✓	✓
Prof D van der Merwe	✓	✓	✓	✓	✓

Table 22: Attendance Status of Finance Committee of Council

MEMBERS	15/02/07	31/05/07	16/08/07	08/11/07
Ms T Coetzer (Chair)	✓	✓	✓	✓
Mr J Dikgole	✓	✓	✕	✕
Dr S Lushaba	Not member yet	Not member yet	Not member yet	✓
Judge F Malan (co-opted)	Not member yet	Not member yet	Not member yet	✓
Ms M Nyoka	✓	✓	✓	✓

Dr W Rowland	✗	✗	✗	Released from Committee
Prof IL Rensburg	✓	✓	✗	✓
Prof JH Kriek	✓	✓	✓	✓
Prof B Marx	✓	✓	✓	No longer member
Prof D van der Merwe	✓	✓	✓	No longer member

Table 23: Attendance Status of Human Resources Committee of Council

MEMBERS		21/05/07	14/08/07	20/09/07	21/11/07	03/12/07
Mr J Dikgole (Chair)	Meeting cancelled	✓	✓	✓	✓	✓
Prof R Marcus	Meeting cancelled	✓	✗	✓	✗	✗
Ms Z Nzalo	Meeting cancelled	Not member yet	Not member yet	Not member yet	✗	✓
Dr W Rowland	Meeting cancelled	✓	✗	✓	✓	✓
Ms K Thoka	Meeting cancelled	✓	✗	✓	✗	✓
Prof IL Rensburg	Meeting cancelled	✓	✓	✓	✓	✗
Prof D van der Merwe	Meeting cancelled	✗	✓	✓	✓	✓
Prof NI Morgan	Meeting cancelled	Not member yet	Not member yet	Not member yet	✓	✓
Mr A Higgo	Meeting cancelled	✓	No longer member			
Prof S Verwey	Meeting cancelled	✓	✓	✓	✓	✓

Table 24: Attendance Status of Planning and Resources Committee of Council

MEMBERS		22/02/2007	08/06/2007	20/09/2007	06/11/2007 Special meeting	21/11/2007
Ms A Botha		✓	✓	✓	✓	✓
Mr C Gebhardt		✓	✓	✓	✓	✓
Dr D Jordaan		✗	✗	✗	No longer member	
Comm NJ Mxakato-Diseko		✓	✗	✓	✓	✓
Dr R Ramparsad		Not member yet	Not member yet	Not member yet	✓	✓
Prof IL Rensburg		✗	✓	✓	✗	✓
Prof D van der Merwe		✓	✓	✓	✓	✓
Prof A Redlinghuis		✓	✓	✓	✗	✗
Mr J Bassill		✓	✓	✓	✓	✓
Prof JH Kriek		✓	✓	✓	✓	✓
Mr A Higgo		✓	✓	No longer member		
Prof NI Morgan		Not member yet	Not member yet	Not member yet	✓	✓
Prof IC Burger		✓		✓	✓	✓
Prof T Auf der Heyde		✓	✓	No longer member		
Prof A Venter		✓	✓	No longer member		
Mr H Kruger		Not member yet	Not member yet	Not member yet	✓	✓

Table 25: Attendance Status of Ellen Khuzwayo Council Awards Committee

MEMBERS		07/06/2007	21/08/2007
Prof R Marcus		✗	✓
Comm NJ Mxakato-Diseko		✗	✗
Mr KB Sibiya		✗	✓
Ms J Siwani		✓	✓
Prof IL Rensburg		✓	✓

Prof D van der Merwe	✓	✓
Prof M Muller	✓	✓
Prof A Parekh	✓	x

Table 26: Attendance Status of Honorary Degrees Committee of Council and Senate

MEMBERS	07/06/2007	26/10/2007
Prof R Marcus	x	x
Comm NJ Mxakato-Diseko	x	x
Mr KB Sibiya	x	✓
Ms J Siwani	✓	✓
Prof IL Rensburg	✓	✓
Prof D van der Merwe	✓	✓
Prof A Parekh	✓	✓
Prof M Muller	✓	✓
Prof TN Andrew	✓	✓
Prof S Gravett	✓	✓
Prof JM Otto	✓	x

Council Orientation

A Council Orientation Programme was developed and distributed to all Council members in 2007. Matters of significance considered and discussed by the Council are reflected in the Chair of Council's Report (see page 8).

WORKER PARTICIPATION AND CONFLICT MANAGEMENT

Employees were able to participate in the important governance structures of the University (Council and the Institutional Forum) through elected representatives from among others the sufficiently representative Trade Unions. A joint Trade Union and Management Consultation and Problem-Solving Forum (CPSF) met on average once per month throughout the reporting period. The CPSF addresses matters of mutual concern and interest (excluding matters of substance and financial impact) that affect employees of the University, and has proven to be a valuable and constructive forum.

In addition to the above, the Trade Unions are also represented at all selection committees for the appointment and promotion of employees.

During the course of 2007, a joint Management-Trade Union task team reached agreement on Phase One of a future harmonised remuneration dispensation for the University. The agreed changes will be implemented from 1 March 2008.

Employment Relations at the UJ during 2007 had no extraordinary trends or events. The number of disciplinary and grievance cases dealt with during the year confirmed a neutral trend, down from the number of cases that were historically experienced at especially one of the precursor institutions. This is deemed to be affirmation that the strategy of always attempting to resolve matters informally (where appropriate and possible) is far preferable to going directly to formal grievance or disciplinary proceedings.

No successful CCMA referrals took place during 2007, and this is believed to be a product of the utilisation of external parties to investigate matters as well as the use of Tokiso panelists as disciplinary enquiry chairpersons. No industrial action was experienced during 2007, albeit that unionisation levels remain unusually high for higher education institution.

STUDENT PARTICIPATION AND MANAGEMENT OF CONFLICT

Representatives of the UJSRC are members of the Council, Senate and selected Senate Committees (including Faculty Boards), the Health Advisory Committee as well as the institutional HIV and AIDS Committee. Draft institutional policies are also submitted to the Student Affairs Division during the process of consultation.

Student conflict during the registration period was adequately managed by the Campus Directors, the Pro Vice-Chancellor and Registrar. Student protests during the second semester were adequately managed by the Management Executive Committee and the Chair of Council.

CODE OF ETHICS

The University takes its responsibilities seriously in promoting ethical behaviour among its employees and students in all aspects of the institution's functioning. It is committed to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders, including Council members, managers, employees, students, customers, suppliers, competitors, donors and society at large. The University's Procurement Policy provides for good governance and ethical behaviour. Organisational integrity is sustained in accordance with the principles of corporate governance and subsequent Code of Corporate Practices and Conduct. An institutional Code of Ethics still has to be developed.

Declaration of Interest

Members of Council, Council committees and the MEC declare before a meeting whether a conflict of interest exists (including a statement of zero interest if applicable). This declaration is confirmed in writing and such records are retained by Committee Administration.

In addition to this, employees in Academic Administration also declare an interest with reference to any family member, spouse or relationship partner who is registered for an academic programme in the University. Even an Executive Dean, in her capacity of chairperson of the faculty's assessment committee, declared an interest because of her daughter's being a registered student in the faculty.

Statement of Confidentiality

If UJ employees apply for a post, the members of executive managers' selection committees sign a statement of confidentiality.

Rules of Access to the Integrated Tertiary Software (ITS) system

Employees (in Academic Administration) who have access to the ITS system and have declared an interest are required to sign a Statement of Integrity. Access to the ITS system is also regulated by means of business rules and authorised access via a user identification number and password. The user password must conform to a set of rules to mitigate risks. (See also the Report on Risk Management.)

DALRO Blanket Copyright Licence

The Dramatic Artistic and Literary Rights Organisation Agreement is regulated by means of a set of rules and the necessary skills development via the University's Skills Development Programme. (See also the Statement on Risk Management.)

Code of Academic and Research Ethics

This Code, which was approved in 2006, is based on constitutional values, human rights and academic work, as well as the fundamental values of academic activity. It is aimed at guiding academic and research employees in:

- respecting the human dignity and the rights of all stakeholders;
- promoting shared ethical values and fulfilling all academic/research activities according to such values;
- upholding and promoting individual, group and institutional integrity when in the process of fulfilling their roles as managers, lecturers, researchers, mentors and advisers;
- engendering trust in the institution and the practice of science;
- legitimising discussion of ethical issues;
- facilitating appropriate ethical decision-making.

Code of Ethics for House Parents

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

- relationships;
- leadership and management;

- financial management;
- behavioural boundaries of conduct;
- self-management.

Security for Information Technology

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

Students' Code of Conduct

The Regulations were approved by the Senate, including the Students' Code of Conduct, focusing on the following: general conduct, organised student activity, right of admission, access to information, substance abuse, theft and related transgressions, damage to property, firearms and general operational activities.

Leadership Charter

A Leadership Charter was developed in 2005, focusing on the following:

- a preamble that reflects leadership commitment, expectations and challenges;
- a section that outlines what the leaders will do, with specific reference to the promotion of transformation, promotion of good governance, respect for one another, teamwork and loyalty;
- a section that specifies what the leaders will not do, with reference to the advancement of self-interest and contraventions of codes of conduct.

Sexual Harassment

The University's Sexual Harassment Policy was approved in 2005. Its aim is to "guarantee equality and the right to equal protection under the law" by means of a formalised procedure for reporting, investigation, prohibition of retaliatory acts, confidentiality, charges and penalties.

Whistle-Blowing

The Whistle-Blowing Policy and Scamstop Hotline were approved in 2007. The Risk Management Committee plays an important role in the execution of this policy.

MANAGEMENT EXECUTIVE COMMITTEE

The Management Executive Committee (MEC) consists of the Vice-Chancellor and Principal (Chair), the Pro Vice-Chancellor, the Deputy Vice-Chancellors, the Registrar and the Special Adviser to the Vice-Chancellor.

MEC meetings were held every alternate week in keeping with the academic calendar (a total of 20 meetings were held in 2007). The agenda of these meetings is organised in accordance with the portfolio of each member, focusing primarily on strategic matters and those operational matters that require MEC approval owing to the approved delegation of authority related to the agenda item.

Committees

Three new MEC committees were initiated in 2007: the MEC Academic, the MEC Operations and the MEC Risk Management committees. The MEC Academic Committee met every alternate week in keeping with the academic calendar and focused on operational academic matters as well as strategic matters as reflected in the academic strategic thrusts. The MEC Operations Committee met monthly in keeping with the academic calendar and focused mainly on operational matters. The Risk Management Committee was established to focus on strategic matters related to Risk Management, such as the University's Risk Management Policy, Strategy and Methodology.

The quarterly reports of the other MEC committees served at the MEC.

Governance Review

A governance review system for the Management Executive was developed in 2007 (see Annexure 4). This review system focused on the following:

- strategy development and implementation;
- risk management strategies and practices;
- effectiveness of the internal audit function;
- organisational integrity related to business ethics;
- responsible citizenship related to corporate governance;
- management of the University's sustainability;

- effectiveness of stakeholder communication;
- management of the external audit process;
- compliance with national transformation imperatives;
- legal compliance and evidence of best practice within the higher education context.

The MEC's performance was reviewed by the Council Audit Committee at its last meeting in November 2007. The results are reflected in the instrument that was used (see Table 27). Risk management and compliance with national transformation imperatives received the lowest ratings of three each, but still within acceptable parameters.

Table 27: Management Executive Performance Review Instrument and Results

Rating scale

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

Corporate governance responsibilities	1	2	3	4	5
1. Strategy development and implementation				✓	
2. Risk management strategies and practices			✓		
3. Effectiveness of internal audit function				✓	
4. Organisational integrity related to business ethics					✓
5. Responsible citizenship related to corporate values				✓	
6. Management of the University's sustainability					✓
7. Effectiveness of stakeholder communication				✓	
8. Management of the external audit process					✓
9. Compliance with national transformation imperatives			✓		
10. Legal compliance and evidence of best practice				✓	
Total			2	5	3

COMMITTEE GOVERNANCE

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

A performance review system for Council and Council Committees was developed, approved and executed in 2007 (see Chairperson of Council's report, page 4). General performance was assessed in accordance with the functions of the Council and the Council committees as reflected in the various charters. The administrative operational efficiency of Council and Council committee meetings was assessed in accordance with the requirements reflected in the Guide to Effective Meetings (compliant with the Standard Institutional Statute). The results of these performance reviews are reflected as Annexure 3.

Members of the Council, Council committees and the Management Executive Committee declared agenda-related interests before or during each meeting, which were minuted as such. A General Declaration of Interests by Council members was distributed to members of Council in November 2007, to be submitted to the Registrar for recording purposes.

CENTRAL ADMINISTRATIVE SERVICES

The Integration and Renewal Process in Central Administration Services was finalised at the end of May 2007. A Corporate Governance Officer was appointed on 1 February 2007. This officer is responsible for *inter alia* the following:

- assisting the Registrar with legal compliance and institutional administrative efficiency;
- overseeing all nominations and elections in the University (excluding those of the UJSRC);

- ensuring compliance with the Promotion of Access to Information Act;
- updating of rules, regulations, policies and charters;
- contract management;
- assessing draft agreements/contracts for legal best-practice compliance;
- general support to the Registrar.

The Governance Officer was responsible for overseeing all formal elections during 2007:

- academic representatives on the Council;
- non-academic representatives on the Council;
- election of faculty selection committee members (n=2);
- election of new Chairperson of the Institutional Forum;
- election of Senate representatives on Senate committees, the Council and Institutional Forum;
- election of academic Heads of Departments (n=38).

Policies

The following policies were developed, approved and placed on the University's Intranet, and where required, also on the UJ website:

- Policy on Policy Development;
- Best-Practice Principles for: Service Level Agreements and Memoranda of Understanding/Agreement;
- Policy on Nominations and Elections;
- Guide to Effective Meetings;
- Policy on Retention of Documents.

Academic Administration Governance

The University's application form was revised and translated into all four languages in use at the institution. The agreement between the student and University (which forms part of the application form) was also significantly amended to include new financial governance and other requirements.

Contract Management

The Manager was appointed on 1 August 2007. An electronic contract management indexing system was developed and updated. The protection and storage of contracts, agreements and title deeds were significantly improved.

Access to Information

The Institutional Policy on Access to Information was developed and approved, after which the process for a request for information was developed and implemented. The request forms (for internal and external requests) were placed on the UJ Website and Intranet. The Access to Information Manual was also developed. The process regarding access to information was therefore formalised in accordance with statutory requirements in 2007.

Language Unit

The Management Executive Committee approved that a Language Unit be initiated. The post for the Head was advertised, but regrettably not filled. A guide to English writing style, as well as one for Afrikaans, was approved in 2007.

INSTITUTIONAL STATUTE

The University is governed in accordance with the Higher Education Act and the Standard Institutional Statute. The Institutional Statute was drafted in 2006 and served at Council Exco, Senate and Faculty Boards, Institutional Forum, Student Representative Council, and the Problem-Solving and Consultative Forum (Union representatives). Other internal stakeholders were also consulted and the draft was available on the University's Intranet. The final draft served at the June Council meeting in 2007 and the final amendments were approved by Council Exco in September. The UJ Statute was submitted to the Department of Education in November 2007.



Marie Muller (Prof) – Registrar

INSTITUTIONAL FORUM REPORT

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act and Chapter 32 of the Standard Institutional Statute. Prof Derek van der Merwe served as Chairperson until May 2007, when a new Chairperson, Mr Rudy Petersen (Chairperson of NEHAWU), was elected.

The Institutional Forum held quarterly meetings, as well as one special meeting 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:

- 21 February.
- 23 May (rescheduled because a quorum was lacking).
- 2 August.
- 22 August (rescheduled because a quorum was lacking).
- 25 October.
- 19 November (special meeting).

Attendance, which was not always satisfactory, is reflected in Table 28.

Table 28: Attendance Status of IF Members

Member	21/2	23/5	02/8	22/8	25/10	19/11
Prof T Andrew (Senate)	✓	✓	✗	✗	✓	Recused
Prof I Broere (Senate)	✓	✓	✓	✓	✓	✗
Mr G Goldman (NUTESA)	✗	✓	✓	✗	✗	✓
Mr A Higgs (Management)	✗	✗	No longer member			
Ms J van Vuuren (Non-academic)	✓	✓	✗	✓	✗	✓
Dr M Kruger (Non-academic)	✓	✓	✓	✓	✓	✗
Mr Z Kwinika (NEHAWU)	✓	✓	✓	✓	✓	✗
Mr T Makhaga (UJSRC)	✓	✓	✓	✓	No longer member	
Mr G Matheba (Academic)	✓	✓	✗	✓	✗	✓
Prof K Moloi (Academic)	✗	✗	✗	✗	✗	✗
Prof N Morgan (Management)	Not member yet	Not member yet	Not member yet	✗	✓	✗
Com NJ Mxakato-Diseko (Council)	✗	✓	✓	✗	✗	✗
Mr S Nalla (NUTESA)	✓	✗	✗	✓	✓	✓
Mr T Nevondo (UJSRC)	Not member yet	Not member yet	Not member yet	Not member yet	✗	✓
Prof A Oldewage (SAPU)	✓	✓	✓	✓	✓	✓
Prof A Parekh (Management)	✓	✗	✗	✗	✓	✓
Mr R Petersen (NEHAWU)	✓	✓	✓	✓	✗	✓
Mr I Phalane (UJSRC)	✓	✓	✗	✗	No longer member	
Ms L Simelani (UJSRC)	Not member yet	Not member yet	Not member yet	Not member yet	✓	✓
Ms J Siwani (Council)	✓	✓	✓	✓	✓	✗
Prof J Sonnekus (SAPU)	Not member yet	Not member yet	Not member yet	Not member yet	✗	✗
Prof D van der Merwe (Management)	✓	No longer member				
Prof H van Rooyen (SAPU)	✓	✗	✗	✗	No longer member	

The following matters were of importance:

- Professor Ben Marx gave a presentation on governance and interpreted the role of the IF within the context of the University's governance.
- A Strategic Indaba was held.
- At the first quarterly meeting, an update was provided on the filling of executive management posts.
- Regarding the final draft of the UJ Statute, the IF recommended to the Council that a member of the IF should have observer status on the Council.
- The implementation of the employment outcomes of the Integration and Renewal Process was considered.

- Lecturing facilities at the Doornfontein Campus and campus equality were topics of discussion.
- The Draft Whistle-Blowing Policy was considered.
- Profs Peter Alexander and Basie von Solms were newly elected Senate representatives on the IF.

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

- Deputy Vice-Chancellor: Research, Innovation and Advancement;
- Executive Director: Academic Support and Development;
- Executive Director: Advancement;
- Executive Director: Student Affairs;
- second term of office of the Executive Dean: Faculty of Engineering and the Built Environment, and the Executive Dean: Faculty of Science.

REPORT ON RISK MANAGEMENT

A workshop on risk management was conducted in January 2007. The Executive Managers (members of the MEC, Executive Deans and Executive Directors) participated in this workshop at which the strategic risks of the University were identified.

A Risk Management Committee (reporting to the MEC) was also established, chaired by the Deputy Vice-Chancellor: Finance.

The institutional Risk Management Policy, Strategy and Methodology were developed, considered and approved by the Risk Management Committee at its first meeting on 24 January 2007, consisting of the following:

- Risk Management Policy.
- Risk Management Strategy.
- Risk management objectives.
- Risk management structure and subsequent roles and responsibilities.
- Scope of authority with reference to the MEC, the Council Audit and Risk Committee and the Council.
- Framework for risk identification and risk categories.
- Definitions and description of the various risk categories.
- The risk management cycle.
- Performance management processes, e.g. identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, and monitoring and reporting.
- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

During the year under review, risk management software was implemented to assist the University in recording the risk management processes.

FINANCIAL RISK MANAGEMENT

Overview

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

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council, which provides written principles for the overall risk management. The Committee oversees the manner in which Management monitors compliance with the risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and *ad hoc* reviews of risk management controls and procedures whose results are reported to this Committee.

Credit Risk

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

In a higher education environment, it is not possible to manage credit risk *ex ante*[U2] at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed *ex post* by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

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

Liquidity Risk

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

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

Currency Risk

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

Interest Rate Risk

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

The University's investment policy determines that all long-term investments, including capital and money market investments, are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in Note 3.

Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may bring about in the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Trade and Investment Risk

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

Operational Risk

Operational risk is actively managed: the University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition, use or disposal. Internal Auditors monitor the operation of the internal control systems and report their findings and recommendations to the MEC and the Audit and Risk Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems when identified. The Council, operating through its Audit and Risk Committee, oversees the financial reporting process. Forward cover is taken out for foreign currency transactions to prevent any losses due to currency movements. The University has very little control over the annual student intake. Marketing and branding strategies are, however, in place to ensure consistent student intake – in accordance with the approved Enrolment Plan.

ACADEMIC ADMINISTRATION

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

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

Risk management in academic administration focuses on at least the following:

- *Applications*: This aspect involves non-compliance with the legal and University-specific admission requirements. A central Academic Administration Committee, consisting of the Registrar, Chief Director: Academic Administration, the Heads of Faculty Administration, the Faculty Coordinator, Director: Student Finance and other relevant stakeholders meet quarterly to discuss issues and risks. The University's Admission Policy and Business Rules on admission of students are emphasised and risks are mitigated accordingly. The principle of Senate Discretionary Admission is applied and 35 students were provisionally granted admission. The turnaround time for dealing with applications is inadequate. In particular, the applicants' second and third choices are not managed well across all faculties. The establishment of a central Enrolment Centre is therefore envisaged. This Centre could also assist in facilitating compliance with the University's Enrolment Plan.
- *Registration of students*: A dual centralised and decentralised process is followed. Incorrect registration of students remains a risk, which is managed by a Registration Committee ensuring that the Business Rules are in place. Skills development sessions were held throughout the academic year to ensure compliance.
- *Statutory compliance of student documents upon registration*: The list of documents to be submitted by the student for scanning is checked by the respective Heads of Faculties Administration. The electronic error list is generated and managed accordingly.
- *Management of registration fees during registration*: The financial policy in this regard is adhered to. However, there are still incidents of cash being accepted by administration staff. These transgressions are managed in accordance with the University's disciplinary process in this regard.
- *Summative assessment opportunities (tests and examinations)*: Consolidation of the University Academic Regulations was finalised in 2007. However, traditional practices still occur. Mitigation principles involved at least the following: typing of tests/examination papers, the safekeeping and duplication/copying, as well as transport of these papers are executed according to the security rules and procedures in this regard. Invigilation during these summative assessment opportunities took place according to the different campus-specific guidelines. Security is stepped up during official examination periods. Provision is made for electricity failures during examinations.
- *The systems test*: This 10% test, where a mark has been changed by more than 9%, is carried out by the HEMIS Coordinator. The Faculty Coordinator in Central and Academic Administration is responsible for correction and mitigation management. When appropriate, the process of investigation (including forensic investigation) is initiated.
- *Validation of academic data*: The HEMIS Coordinator continually monitors the validity and reliability of student data on the academic structure. The 2% test on graduates is performed in accordance with the DoE's HEMIS rules.
- *Revised directives*: The DoE's Revised Directives for external auditing of student, staff and academic programme data (May 2006) served at the Academic Administration Committee for noting and management. The content of the revised directives was also included in the Skills Development Programme for academic administration employees.
- *VALPAC*: The University complied with the external auditing requirements related to the above DoE Revised Directives regarding all the VALPAC files to be audited.
- *Certification of qualifications*: The University's policy and subsequent business rules in this regard are adhered to.
- *Academic timetable (lecturing and examinations timetable)*: A Timetable Committee deals with requests for the amendment of allocated venues. An electronic timetable (Abacus software) was purchased in

2006 and the academic timetable was standardised across all five campuses in 2007. Because of seating-capacity problems, the lecturing timetable (especially on Kingsway and Bunting Road campuses) is inadequate and does not compare with best-practice benchmarks in the country.

- *Systems management of Integrated Tertiary Software (ITS)*: The business rules on access control are enforced. The changing of marks by both academic employees and academic administration employees is managed by means of a process of authorisation. Incidents of transgression are managed in accordance with the University's disciplinary process.
- *Graduations*: A Graduation Committee is responsible for the planning of graduation ceremonies. The risk management principles related to Events Management are also adhered to. Negative incidents are reported to the Registrar and mitigation strategies are deployed. The Graduation Committee reflects on the ceremonies and revises the procedures when applicable.

INFORMATION TECHNOLOGY

Economic growth has led to the escalation of remuneration for skilled information systems practitioners to levels that make it very difficult to attract or retain quality staff at the current University remuneration. This has resulted in Information and Communication Systems experiencing a shortage of staff, leading to many staff members continually working extended hours and overtime on weekends. This presents a serious risk to the continued functioning of the Department and the enterprise as a whole. The severity of the current situation should not be underestimated and the curtailment of services will have to be considered as a way to reduce the workload.

A survey has indicated that employment equity candidates currently make up less than 33% of the information and communications technology industry. This relative scarcity results in price premiums for qualifying individuals and a measured University response will be required to improve the equity rating of this Department.

Infrastructure Risk

The delays in establishing a reliable operational environment for the computing infrastructure, and the lack of a disaster recovery capability, still present a very grave risk to the functioning of the enterprise.

Business Continuity and Disaster Recovery

While measures to ensure business continuity at an operational level are in place, and redundant equipment is being sourced and implemented, there is no overall Business Continuity and Disaster Recovery Plan.

Business Rules, Business Process and Data Quality Risk

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

Software and Systems Risk

The ITS student system, which uses an older version of the Oracle database that is no longer fully supported by the vendor, presents a risk in this domain.

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

Compliance Risk

The current low levels of compliance with the legislative requirements of the Promotion of Access to Information and Electronic Communications and Transactions Acts could be addressed by the newly developed policies that are to be adopted.

COPYRIGHT AND COPYRIGHT RISK MANAGEMENT

The University has a blanket licence from the Dramatic Artistic and Literary Rights Organisation (DALRO). The following strategies were put in place to mitigate the risks:

- DALRO guidelines, policy and procedures are complied with when duplicating material under the blanket licence agreement.

- Several workshops on these guidelines were conducted under the auspices of the University's Skills Development Division.
- Guidelines on copyright reporting are accessible on the Library's web page.
- Copyright warnings are prominently displayed at all photocopying facilities in the library.
- The library's electronic databases have their own licences that govern reproduction.
- Training on referencing is included in the library's information literacy and information management courses. A guide to referencing techniques is also available on the library web page.
- Turnitin software is used to assist with detecting plagiarism.

ACADEMIC ENROLMENT MANAGEMENT

Compliance with the Enrolment Plan that has been approved by the DoE is important. This approved plan reflects not only the headcount enrolment target for the University for a five-year period, but also the enrolment mix and subsequent performance targets and parameters. The last-mentioned include the actual headcount to full-time equivalent (FTE) ratios and FTE to teaching input unit (TIU) ratios. The following strategies are in place to mitigate the risk of non-compliance:

- *Monitoring of applications from June to December:* Statistics are provided to the MEC and the Executive Deans. These statistics are discussed at the relevant committees (Senate, Executive Committee of Senate, MEC, MEC Academic Committee, Council Executive Committee and Council).
- *Monitoring of registration/enrolment figures from January to August:* Statistics are provided to the MEC and the Executive Deans. These statistics are also discussed at the relevant committees mentioned in the previous paragraph.
- Statistics on planned versus actual enrolments are provided towards the end of March and discussed at a workshop on enrolment management.
- Academic development and support services (including extended programmes in most of the faculties) are available to identify students at risk and to enhance retention, success and throughput rates.
- In addition to supporting students enrolled in the extended programmes, the Academic Development and Support Division also has a section that is responsible for student success interventions in mainstream programmes.
- The Deputy Vice-Chancellor: Academic has regular meetings with each individual Executive Dean to discuss enrolment targets, performance and realities.
- A large percentage of the Strategic Information and Modelling Unit's time is spent carrying out analyses related to enrolment trends and student progress to inform decision-making at various levels.
- Academic performance is discussed at both the MEC's and the Executive Leadership Group's strategic breakaways at least twice a year.
- Executive leadership performance regarding compliance with the enrolment targets forms part of the Executive Scorecard (see the Report of the Vice-Chancellor and Annexure xx[U7]).

HUMAN RESOURCE MANAGEMENT

An academic recruitment and retention strategy was developed and approved in 2007. The Vice-Chancellor's recognition awards for teaching, research and innovation were also introduced.

The Human Resources Division conducted an employment risk assessment in 2007, focusing on the following:

- *Legal compliance risks:* Basic conditions of employment, compensation for occupational injuries and diseases, employment equity, employment of foreign nationals, labour relations, skills development, unemployment insurance and compliance with codes of good practice.
- *Internal systemic risks:*
 - ~ absenteeism;
 - ~ administrative human resources and employment relations systems;
 - ~ communication systems;
 - ~ competency and skills profiles;
 - ~ disciplinary practices;
 - ~ diversity and employment equity;
 - ~ employee benefits;
 - ~ employee demographics;

- ~ employee development practices;
- ~ employment relations management;
- ~ employee turnover;
- ~ grievance management;
- ~ human resources and employment policies and procedures;
- ~ outsourcing;
- ~ performance management;
- ~ recruitment and selection practices;
- ~ remuneration policy and practices;
- ~ succession planning.
- *External systemic risks:* HIV and AIDS, unionisation dynamics, employee wellness, and general health and safety.

EMPLOYMENT EQUITY

Council has approved the University's Employment Equity Strategy, and compliance is monitored as follows:

- The Employment Equity Profile serves at the Council Human Resources Committee every quarter.
- A formalised headhunting process is in place for the appointment of Executive Managers.
- The MEC considers the appointment of all non-black candidates who are recommended by a Selection Committee. (Executive Managers are appointed by the Council as recommended by the Council Human Resources Committee.)
- Compliance with the employment equity target is monitored by the Council and forms part of the Executive Scorecard.

RISK MANAGEMENT IN THE OPERATIONS DIVISION

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

The Division uses various internal controls to maintain the risk management procedures in order to assure effectiveness and efficiency of operations, a safe and secure campus environment, compliance with occupational health and safety (OHS) requirements, and responsible space allocation and usage on all campuses. These internal controls include detailed task and project planning with the development of scope statements to identify and analyse risks, regular task/project meetings and evaluation sessions to assess and evaluate risks with recommendations for corrective steps to address such risks, and regular reporting to both the MEC and its Operations Committee with subsequent reporting to the relevant Council Committees. On most large capital expenditure projects, external monitoring and control are provided by professional consultants and external project/programme managers (see also the Report on Operations). The Occupational Risk Manager submits a quarterly report on safety risks and incidents to his line manager (Operations) and to the Health Advisory Committee for noting and awareness.

The following procedures/plans were revised in 2007:

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

EVENT RISK MANAGEMENT

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

- Six weeks before the event, the event organiser meets with the Occupational Health or Safety Division and discusses the completion of the prescribed event checklist.
- The event organiser obtains supporting documents, while the OHS divisions supply site plans, security arrangements and medical management plans or quotations based on information submitted.
- A presentation is made to the Joint Operations Centre of the Events Management Centre of the City Council in collaboration with the OHS divisions.
- Recommendations are implemented and final approval gained for the event to go ahead.

HEALTH AND WELLNESS

The Integration and Renewal Process and the subsequent restructuring in the Health and Wellness domain was completed in 2007.

Campus Health Services (Clinics)

The Campus Health Services (CHS) Division at the University is registered at the Department of Health (DoH) as a health care provider, with two medical practitioners as designated medical officers. All the clinics are accredited sites for HIV voluntary counselling and testing (VCT). The primary health care nursing practitioners are all in possession of a valid dispensing licence issued by the DoH. Campus health clinics are operational on all campuses. The following services are rendered:

- Primary health care.
- VCT at sites accredited by the DoH (Gauteng).
- Reproductive health care.
- Travel medicine on Kingsway Campus.
- Medical support (Netcare 911) at University cultural and sport events.
- Medical support at selected University sporting events, e.g. Intervarsity (March), SASSU rowing (sprints) at Van der Kloof Dam in the Free State (April) and SASSU boat race at Port Alfred (September).
- Provision and maintenance of first-aid kits to University sports clubs and some student societies.

Campus health services are operational on all the campuses with one permanent full-time nursing practitioner at Bunting Road, Kingsway and Doornfontein. The contract part-time post at the Soweto Campus was converted into a permanent and full-time post in 2007. The contract of the nursing practitioner at the East Rand Campus expired at the end of June 2007 and was not renewed because of the temporary closure of this Campus.

The campus clinics had 19 262 consultations for the year and conducted 2 161 VCTs in 2007. The Kingsway Campus was extremely busy and saw an average of 45 clients per day with a total of 9 578 for the year. Both Bunting Road and Doornfontein had close to 4 000 consultations for the year with an average of 18 clients per day. The Soweto Campus had 1 485 consultations for the year, averaging ten per day. The clinic at East Rand was fairly quiet with an average of four consultations daily, totalling 455 from January to the end of June when the Campus was temporarily closed.

The most common conditions appear to be related to reproductive health care, which include provision of contraceptives, testing for pregnancy and other gynaecological conditions. Respiratory infections and conditions of the ear, nose, throat and mouth are the second most common conditions treated at the campus clinics.

Although the prevalence of HIV (based on the VCT results) is extremely low at the University (1%, which is 0.4% lower than in 2006), the devastating effect of this disease, especially among the non-professional operational support categories, is reason for concern. Affected employees who came to the clinics (not necessarily having been tested for HIV) were already in an advanced stage of this disease. A total of 2 161 persons were tested with only 20 being HIV positive (16 females and 4 males).

The following key thrusts for 2008 are relevant:

- The physical upgrading of clinic facilities at Kingsway, Bunting Road and Doornfontein needs to be actively addressed in 2008 to cope with the increased demand. An increase of VCTs can only be accommodated if additional consultation rooms are available.
- Additional staffing at Bunting Road, Kingsway and Doornfontein. Two nursing practitioner positions as approved by the Integration and Renewal Process will be filled in January 2008. An additional full-time nursing practitioner is needed at Kingsway to address the high demand for health care. Funds received from the EU-HEAIDS grant can be used as seeding money to create an additional post.

- Sustainable Health Education Programme in partnership with student organisations.
- Establishing a travel clinic for staff and students at Kingsway. Sr M Bester obtained the Certificate in Competence in Travel Medicine in October 2007, but due to staff shortage and work overload it was not possible to give momentum to this much-needed service.
- DoH support for treatment of sexually transmitted infections.
- Continual professional development.
- Internal audit to prepare for HEQC 2009.

The following risks need to be emphasised:

- Staff shortages always pose a risk in a health care setting, especially when there is only one nursing practitioner employed at a clinic. If the person is not at the clinic due to other responsibilities, an emergency could result in serious consequences for the University. Ideally, there should be two practitioners at each clinic.
- Outbreaks of a serious life-threatening disease in residences, e.g. meningitis, are always a serious potential risk. Awareness campaigns regarding the seriousness of the disease and prevention by vaccination is important.
- Risk of infection with pulmonary tuberculosis due to overcrowding in clinic waiting rooms and poor ventilation in the facility is a possibility. Pulmonary tuberculosis and multidrug-resistant tuberculosis are a reality in our society and on our campuses. Therefore it is important to implement an appointment system in the clinics to avoid this overcrowding and exposure.

Occupational Health Practice

This service has been aligned in support of the University's strategic drive towards excellence and international benchmarking with universities worldwide. Definitive lateral growth marked the service in 2007. While key components have been developed, new dimensions have been introduced prompted by statutory amendments, risk or needs. Strategic planning focused on data collection and reporting, health risk auditing, widening the first-aid skills base, growing resilience among executive leadership and preparation for the Institutional Audit. Auditing, projects and processes have centered on organisational needs. Planning for audits has been prioritised and has been based on prevention of injuries and risks to health, safety and the environment. In anticipation of attention to human resources needs in the service, the strategy for a comprehensive and all-inclusive service has been composed.

Medical surveillance was conducted on selected "at risk" groups that were identified after audits. These groups included radiation workers, painters, food handlers and employees exposed to hazardous chemical and biological agents.

The Executive Resilience Programme (offered to all Executive Managers) measured impacts of occupational stress factors on the executive leadership. Clinical screening and biokinetic assessments preceded dedicated in-house team support. An incentive scheme has been linked to progress regarding biochemical and physical indicators.

The Occupational Health Service has facilitated the completion of a Disaster Risk Audit of the University. The audit findings, suggested Disaster Team Structure and the templates for appointment of all categories of emergency staff are ready.

The newly designated regional Disaster Risk Coordinator for the City Council, Mr Pete Withinshaw, was invited to meet and strategise with all internal stakeholders.

Level 3 first-aid training sessions were arranged for the year. Thirty-seven persons qualified as first-aiders and eight employees received basic life support training. These first-aiders will *inter alia* assist in the event of disaster.

Vaccinations were administered to food handlers, employees exposed to blood and sewerage workers. During the 2007 season, 320 influenza vaccines were administered free of charge. Utilisation was lower than the previous season's because of the mild weather and the low perceived threat of avian influenza.

The Service also manages occupational injuries and diseases by assessing emergencies, arranging referrals and maintaining documentation as required by the Department of Labour.

Employees who work with radioactive sources have been identified and issued with dosimeter badges to measure human doses. The dosimeters are dispatched to the SABS where radiation is quantified. Results received after each wearing period of four weeks are assessed for risk to employees.

The Occupational Health Service was staffed by one full-time employee, a part-time consultant and a student assistant. The human resources capacity will be developed to optimal stature within the next four years.

The primary clientele of the Service comprised employees, as well as a secondary group of persons at risk (students, contractors and visitors to campus sites).

External governance is derived from World Health Organisation, International Labour Organisation and South African legal-ethical frameworks. The internal structure has been negotiated and will contribute to optimal functioning as phasing in continues over the medium term. Policies and procedures are under construction to serve and guide the service. The Charter for the Occupational Health Committee has been finalised and submitted to the Health Advisory Committee.

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

Two cost centres have been assigned to this Service. The spending on both the Executive Resilience budget and the Occupational Health budget has been well within limits.

Key strategic thrusts for next year include the following:

- The human resources capacity will be grown to ensure the optimal roll-out of the occupational health service to all campuses.
- Widening the auditing base to include all occupational health risk will be critical to building a comprehensive University occupational health risk profile.
- Policy development and internal service auditing will be fundamental to preparation for the Institutional Audit in 2009.
- Emergency preparedness at the University requires intensive focus. Facilitating measures to enhance the levels of awareness and preparedness for emergency operations is a priority.
- Coaching and building resilience among executive leadership have been mandated by the Vice-Chancellor. New dimensions will be added to the programme.

The following risks are highlighted:

- The low emergency preparedness level places the University population at risk. Reinstatement of the work group will ensure that further development of structures will place planning for emergencies on a firm footing.
- The uncoordinated universal control of radioactive sources at the University may create unsafe workplace conditions with potentially serious health effects. A new position and portfolio for a Radiation Protection Officer is suggested.
- Incorrect storage and waste management of hazardous chemical substances could result in explosions, contamination and overexposure. It is necessary to create a central coordinating office to design, audit and maintain procedures, to develop the skills and competencies of employees involved, and actively to pursue the allocation of resources to drive the strategy.
- Consequences of the current vacancies in the occupational health domain (approval has been granted for the creation of three new positions) include that some risks may go undetected and not be audited, mitigated or eliminated. It has the result that, beyond high-risk groups identified in audits or incidents, there is little focused medical surveillance at Doornfontein, Bunting Road and Soweto. Employees do not yet have equal access to occupational health service levels.

Occupational Safety

The Integration and Renewal Process was completed in 2007 and the Head of Occupational Safety was placed. The process for the appointment of safety practitioners has been initiated. Forty-seven injuries were reported to the Occupational Safety Department in 2007, of which 27 injuries were reportable injuries to the Workmen's Compensation Commissioner. These injuries were investigated by the occupational safety practitioners and discussed at the occupational safety meetings. The following risk mitigation activities are highlighted:

- occupational safety meetings are held in accordance with statutory requirements;

- occupational safety practitioners are appointed;
- occupational safety training sessions are conducted;
- occupational safety audits are scheduled and conducted;
- occupational safety inspections are conducted;
- the servicing of safety equipment is carried out according to a schedule.

Wellness

Wellness was introduced as a new professional stream in Human Resources during the course of the year. In support of the institutional goal of being a caring institution, a workload survey was conducted under the guidance of an external consultant as part of the functioning of the Wellness Committee. The survey was aimed at providing insight into the extent to which employees at the University experience physical, emotional and psychological challenges as a result of work overload. The findings indicate that a large number of staff members are experiencing overload, frustration and accompanying psychosocial and health-related problems. The survey indicates that there is a need for a comprehensive programme intervention to address these problems. Such a programme will be introduced in 2008.

The HR Wellness Stream, in conjunction with our employee assistance service provider ICAS, also developed the e-Care programme to promote employee wellness in the workplace through the use of information and communication technology. Through e-Care, a personalised health and wellness website, employees can gain access to up-to-date information and professional support by trained professionals regarding psychological, social, financial and physical health and wellness.

Research on the UJ Wellness (HIV and AIDS integrated) Workplace Programme was also conducted during 2007. An Employee Wellness/Well-being Policy was drafted in consultation with relevant stakeholders. Moreover, Wellness Training Programmes such as stress and time management, disability awareness and mentoring were successfully implemented, and additional programmes will be instituted in 2008.

Successful application was also made in respect of EU Funding for support of the HIV-AIDS Staff Peer Educators Programme.

HIV and AIDS Committee Report

The HIV and AIDS Committee is one of four health-related committees that report to the line manager and the University's Health Advisory Committee. An Executive Committee consisting of the convener, Professor Debra Meyer, Ms Teolene Foster (Head of the Institutional Office for HIV and AIDS), Prof Nicky Morgan (DVC: HR and Operations) and Sister Marietjie Bester (Head: Campus Health Clinics) make decisions on HIV and AIDS related issues between scheduled meetings. The Executive Committee also consults with Prof Marie Muller (convener of the Health Advisory Committee) for additional input before final decisions are made. The Committee held four meetings in 2007.

The University's HIV and AIDS programme on all campuses entails among other things condom and information leaflet distribution, VCT, and training of student peer educators who participate in annual projects on HIV awareness, campus and community outreach, and national directives and events. The training of staff peer educators (managed by the Training and Development Unit) and the celebration of UJ World Aids Day also formed part of activities.

The Higher Education Strategy against HIV and AIDS (HEAIDS), a HESA programme, is aimed at achieving measurable change in six result areas:

- effective policy, leadership, advocacy and management;
- effective prevention;
- effective care and support;
- teaching appropriate within the HIV and AIDS context;
- appropriate research and knowledge creation;
- community outreach.

In keeping with the University's commitment to assist in the HEAIDS goals, the HIV and AIDS Committee is divided into subcommittees that report back on progress in the result areas listed above. Phase 2 of the HEAIDS programme was launched by the Minister of Education, Ms N Pandor, in March 2007.

In terms of this, the University was granted R2.8m (see "Budget" below) for funding the following institutional projects:

- Project 1: HIV and AIDS prevention, treatment, care and support programme.
- Project 2: HR workplace programme.
- Project 3: HIV and AIDS monitoring and evaluation systems.
- Project 4: Strengthening the quality, quantity and accessibility of HIV and AIDS research.
- Project 4.1: InfoED.
- Project 4.2: Research on resilience and HIV and AIDS.
- Project 5: Effective planning, management, coordination and monitoring of institutional HIV and AIDS programmes.

Prof N Morgan, DVC: HR and Operations, serves on the HEAIDS Institutional Coordination Committee as the University's representative and also acts as Chairperson of the UJ HEAIDS Project Team. Prof D Meyer resigned in November 2007 and Ms T Foster was elected as Chairperson of the UJ HIV and AIDS Committee.

Effective Policy, Leadership, Advocacy and Management

The draft HIV and AIDS Policy was reviewed in August 2007 and was disseminated for comment by the HIV and AIDS Committee. It was forwarded to the Health Advisory Committee for approval by the MEC (early in 2008). The Policy on Student Peer Education followed the same route.

Effective Prevention, Care and Support

Voluntary Counselling and Testing (VCT)

The health clinics on all campuses are now sites accredited by the provincial government that receive free test kits and lay VCT counsellor funding from the Department of Health (DoH). The South African Youth Council provides counsellors at Bunting Road and Soweto who are funded by the DoH. Kingsway and Doornfontein counsellors are intern psychologists from the Student Counselling and Career Development Department and the Institute for Child and Adult Guidance.

Support Groups

The Institutional Office for HIV and AIDS designed a support group brochure for distribution to VCT clients at the campus clinics. The Exco of the UJ HIV and AIDS Committee is investigating sustainable ways for the management of support groups at the University.

Condom Distribution

Regular distribution of condoms is monitored by the Institutional Office for HIV and AIDS and the campus clinics.

Student Peer Education

The HIV and AIDS Committee has a subcommittee on Student Peer Education which has representatives from Student Counselling and Career Development divisions on two campuses (Kingsway and Soweto). Peer education programmes on Bunting Road and Doornfontein are managed by the Institutional Office for HIV and AIDS located at Bunting Road. These programmes entail intensive efforts not only to create awareness among students about all aspects of HIV and AIDS, but also to empower them in playing an active role in countering the threat.

Staff Peer Education

More than 30 staff members from all campuses volunteered to be trained as Staff Peer Educators (SPEs). They received theoretical training and submitted portfolios that allow for the assessment of their understanding of what is required of this position. Further training was also provided later in the year, and the SPEs participated in various projects.

Teaching Appropriate within the HIV and AIDS Context

The Faculty of Education forms part of a pilot project, initiated by HEAIDS, concerning the integration of HIV and AIDS into a module used for teacher education. This project will end in 2009.

Appropriate Research and Knowledge Creation

The Department of Sociology submitted a detailed report on a staff "Spit for Science" project that was conducted in 2006. Although the sample target of 500 was not reached, the results of the report nevertheless served as a significant point of departure for the development of HIV and AIDS workplace programmes. This report was disseminated to members of the HIV and AIDS Committee, as well as to the Human Resources Division.

The Department of Sociology, under the auspices of the HIV and AIDS Committee, distributed research audit questionnaires and cover letters to University departments. This audit is aimed at collecting information regarding past, continuing and planned projects or research with an HIV and AIDS focus. Unfortunately, the responses from academic departments were not positive, but other means will be explored to ensure greater participation.

Community Outreach

The Student and Staff Peer Educators were involved in community outreach projects as mentioned above.

The Community Engagement Division also initiated an office at the Soweto Campus (managed by Ms Monki Sebigi) that is open three days a week and will be used to assess HIV and AIDS projects already in place on this Campus, as well as to identify new HIV community-linked projects.

Additional Activities

The University held its first institutional World Aids Day on 27 September 2007. The programme for this event, which was organised by the HIV and AIDS Committee and which was held on all campuses, included addresses by the University's Management and Criselda Kananda (People Living with AIDS), and performances by the Khululeka Industrial Theatre Group and the UJ Choir.

Budget

The University competed for the R3m grants from the EU and was subsequently awarded an amount of R2.8m. This grant was allocated for specific projects as mentioned above. The Minister of Education donated R250 000 for HIV and AIDS projects at higher education institutions, including the UJ. A percentage of the money was allocated to SPE projects and the UJ World AIDS Day project. The remaining R230 000 will form part of the University's financial commitment to the EU /DoE/HESA institutional project.

The University approved a budget of R85 000 for the HIV and AIDS Committee for 2008. This budget has been significantly cut compared with that of 2007, which will have detrimental effects on some of the University's HIV and AIDS programmes that were sponsored from this budget in 2007.

Challenges

HIV and AIDS activities in 2007 were primarily financed by the University (via the HIV and AIDS Committee cost centre) under the auspices of the DVC: Strategic Institutional Planning and Implementation. The bulk of the money was used for Student Peer Education projects at Kingsway and Soweto. The following challenges exist:

- Some departments and individuals do not respond to requests for information regarding HIV and AIDS related activities that they may be involved, which is detrimental to creating a complete University data base of HIV and AIDS related projects and activities.
- Lack of interest from stakeholders (especially representation from the Unions) in consistent attendance of committee meetings and participation in projects and discussions.
- Lack of workplace programmes as is evident from the response to the "Spit for Science" call for participation.
- Budget constraints and the subsequent implications for HIV and AIDS activities at the University for 2008.
- Inadequate SRC involvement.

Health Advisory Committee

The activities of the Health Advisory Committee are aimed at coordinating health-related activities and advising the MEC on possible risks and matters of concern. This Committee met quarterly in 2007, as did the following health and wellness committees:

- HIV and AIDS Committee.
- Central Occupational Health, Safety and Environmental Committee (which will be dissolved in 2008 to provide for separate Occupational Health and Occupation Safety Committees).
- Primary Health Care Committee.
- Wellness Committee.

STAFF AND STUDENT PROTESTS

The University experienced staff and student protests during 2007. Student protests and disruptions marred registration in January. In March, a group comprising staff and students of the East Rand Campus, as well as members of the Ekurhuleni Stakeholder Forum, participated in a peaceful protest action

against the decision to close the East Rand Campus temporarily. The protest action took place at the East Rand Campus and culminated in the handing over of a petition to the University Management at the Kingsway Campus.

In October, violent student protests took place at the Doornfontein, Bunting Road and Soweto campuses against the tuition fee increase for 2008 approved by the Council. The protest action caused severe disruption of classes on these campuses and necessitated the issuing of a court interdict against the protesters. The SAPS were called in to assist in maintaining law and order, and 43 students were arrested. In order to bring an end to the protest action, members of the University Management took part in protracted discussions with student leaders. The discussions were facilitated by an external person appointed by the DoE. Agreement between Management and the students was reached to spread the tuition fee increase over a period of years, to minimise the effect of the increase. Agreement was also reached on the installation of computers on the Doornfontein and Bunting Road campuses.

A handwritten signature in black ink, appearing to be 'JJ Njeke'.

JJ Njeke (Mr)
Chairperson of the Audit Committee

A handwritten signature in black ink, appearing to be 'JH Kriek'.

JH Kriek (Prof)
Deputy Vice Chancellor: Finance

FINANCIAL REVIEW

The 2007 financial results are indicative of sound financial principles adopted by the University's Management. These principles clearly state that the budget process will at all times endeavour to ensure a match between recurring expenses and recurring income. Non-recurring income will only be used to finance one-off capital expenditure and to enhance the University's overall sustainability.

The budget process is strategically led in that all departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detail issues (such as affordability) of the budget itself and the budgeting process overall in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the Management Executive Committee (MEC) for consideration. Once the MEC has approved the suggested budget, the Finance Committee of Council will consider it and recommend final approval to the Council.

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

The 2007 results show an operating surplus of R43 million, while the total surplus, after taking investment income (non-recurring) into account, amounts to R302 million. The operating surplus represents 3.3 % of operating income. Total reserves have increased to just over R2.6 billion.

Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the University Trust and funds managed on behalf of external parties (mostly bursary funds). As a number of large projects are currently under way and with more to be launched during 2008, especially the Soweto Infrastructure Project, approximately 16% of the reserves have been earmarked for capital expenditure related to these projects.

The budget philosophy of at least an operating break-even approach and the maintenance of a strong balance sheet are key to the University's financial sustainability. As the University moves forward on the implementation of its Strategic Plan, it is clear that income generated through the strong balance sheet will remain very important in supporting future strategic initiatives.



T Coetzer (Ms)
Chairperson: Council Finance Committee



JH Kriek (Prof)
Deputy Vice Chancellor: Finance

REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

The University of Johannesburg maintains systems of internal control over financial reporting, financial transactions and the safeguarding of assets against the unauthorized acquisition, use or disposal of such assets. Such systems are designed to provide reasonable assurance to the University's management and the Council regarding an operational environment that promotes the safeguarding of the University's assets, proper financial governance and the preparation and communication of reliable financial and other information.

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

The Council of the University has also appointed an Audit and Risk Committee to assist with financial governance and oversight over the systems of internal control.

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

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

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

Internal auditors monitor the operation of internal control systems on a continuous basis and report findings and recommendations to management and the Audit and Risk Committee of Council. Corrective actions are taken to address control deficiencies and systems are continuously assessed to identify opportunities for improvement. The Council, operating through its Audit and Risk Committee, provides oversight over the financial reporting process.

There are inherent limitations to the effectiveness of any system of internal control including the possibility of collusion, human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances.

The University assessed its internal control systems as at 31 December 2007. Based on this assessment, the University of Johannesburg believes that, as at 31 December 2007, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorized acquisition, use or disposal of assets are adequate to ensure proper financial governance.



JJ Njeke (Mr)
Chairperson of the Audit Committee



JH Kriek (Prof)
Deputy Vice Chancellor: Finance

STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL

UNIVERSITY OF JOHANNESBURG ANNUAL FINANCIAL STATEMENTS

For the year ended 31 December 2007

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

The financial statements presented on pages 6 to 60 have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice as prescribed by the Minister of Education in the regulations in terms of the Higher Education Act 1997 (Act No 101 of 1997), as amended, and include amounts based on judgements and estimates made by the management. The council has also prepared other information as required to be included in the Annual Report and is responsible for both its accuracy and consistency with the financial statements.

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

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

APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on pages 6 to 60 were approved by Council on 30 May 2008 and signed on its behalf by:



R Marcus (Prof)
Chair of Council



IL Rensburg (Prof)
Vice-Chancellor and Principal



JH Kriek (Prof)
Deputy Vice Chancellor: Finance

30 May 2008

AUDITED FINANCIAL STATEMENTS

**UNIVERSITY OF JOHANNESBURG
ANNUAL FINANCIAL STATEMENTS**

For the year ended 31 December 2007

UNIVERSITY OF JOHANNESBURG

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2007**

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STATEMENT OF RESPOSIBILITY OF THE MEMBERS OF COUNCIL

UNIVERSITY OF JOHANNESBURG

ANNUAL FINANCIAL STATEMENTS

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APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on pages 6 to 60 report were approved by Council on 30 May 2008 and signed on its behalf by:



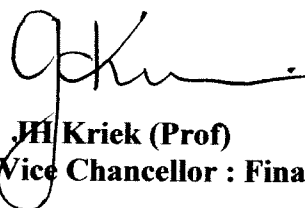
R Marcus (Prof)
Chair of Council

30 May 2008



IL Rensburg (Prof)
Vice-Chancellor and Principal

30 May 2008



JH Kriek (Prof)
Deputy Vice Chancellor : Finance

30 May 2008

**REPORT OF THE INDEPENDENT AUDITORS
TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG**

We have audited the annual financial statements of the University of Johannesburg and its consolidated entities, which comprise the consolidated balance sheet as at 31 December 2007, the consolidated income statement, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 6 to 60.

Members of councils' responsibility for the financial statements

The University's members of council are responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act (Act no 101 of 1997) of South Africa. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of council, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Johannesburg and its consolidated entities at 31 December 2007, and of their financial performance and their cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act of South Africa.

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.

Director: MSI Gani

Registered Auditor

30 May 2008

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED BALANCE SHEET at 31 December 2007

	Notes	2007 R'000	2006 R'000
ASSETS			
Non-current assets		2 575 389	2 345 382
Property, plant and equipment	2.1	743 523	666 370
Intangible assets	2.2	14 237	12 713
Available-for-sale investments	3	1 814 725	1 663 776
Non-current receivables	4	2 904	2 523
Current assets		533 768	508 020
Inventories	5	3 238	3 279
Receivables and prepayments	6	82 305	93 499
Students for fees		39 507	41 396
Other receivables		42 798	52 103
Cash and cash equivalents	7	448 225	411 242
		3 109 157	2 853 402
EQUITY AND LIABILITIES			
EQUITY			
Non-distributable reserves		1 047 727	1 067 976
Funds invested in property, plant and equipment		699 029	617 480
Non-current investment revaluation		348 698	450 496
Reserve funds		1 642 313	1 421 238
Restricted use funds		554 252	569 555
Student residences funds		47 383	51 443
Trust/donor/bursary funds		506 869	449 974
Subvention funds		-	68 138
Unrestricted funds		1 088 061	851 683
Designated/committed funds		459 877	464 429
Undesignated use funds		628 184	387 254
LIABILITIES			
Non-current liabilities		278 762	243 128
Borrowings	8.1	55 094	57 879
Government grant	8.2	30 000	-
Post-employment benefit obligations	9	193 668	185 249
Current liabilities		140 355	121 060
Trade payables, accruals and other liabilities	10	68 426	60 926
Provisions for employment obligations	9	20 995	18 889
Student deposits received and income received in advance		47 297	37 520
Current portion of borrowings	8	3 637	3 725
		3 109 157	2 853 402

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT at 31 December 2007

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2007 R'000
2007						
Total revenue		1 609 990	95 294	1 705 284	31 265	1 736 549
Recurring items		1 605 866	95 294	1 701 160	31 267	1 732 427
State appropriations – subsidies and grants		738 956	-	738 956	-	738 956
Tuition and other fee income		493 555	3 901	497 456	29 260	526 716
Income from contracts		26 341	7 231	33 572	-	33 572
For research		22 698	7 211	29 909	-	29 909
For other activities		3 643	20	3 663	-	3 663
Sales of goods and services		44 120	5 434	49 554	363	49 917
Private gifts and grants		75 657	(50 940)	24 717	1 600	26 317
Sub-total		1 378 629	(34 374)	1 344 255	31 223	1 375 478
Income from investments	14	224 064	129 668	353 732	-	353 732
Finance income		3 173	-	3 173	45	3 218
Non-recurring items		4 124	-	4 124	(2)	4 122
Profit/loss on disposal of PPE		4 124	-	4 124	(2)	4 122

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT - continued at 31 December 2007

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2007 R'000
2007		1 369 737	40 701	1 410 440	23 487	1 433 926
Total expenditure		1 331 984	40 272	1 372 258	23 424	1 395 682
Recurring items		841 287	12 743	854 030	7 031	861 061
Personnel	11	421 307	6 382	427 689	3 521	431 210
Academic professional	11	419 980	6 361	426 341	3 510	429 851
Other personnel	11	433 283	23 036	456 321	11 422	467 743
Other current operating expenses	13	21 871	652	22 523	1 326	23 849
Depreciation	2.1	3 184	-	3 184	-	3 184
Amortisation of software	2.2	28 501	3 495	31 996	-	31 996
Bursaries						
Sub-total		1 328 126	39 926	1 368 054	19 779	1 387 833
Finance costs	15	3 858	346	4 204	3 645	7 849
Non-recurring items		37 753	429	38 182	62	38 244
Other operating expenses		-	-	-	-	-
Capital expenditure expensed		37 753	429	38 182	62	38 244
Net surplus		240 253	54 593	294 844	7 778	302 623

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT - continued at 31 December 2007

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2006 R'000
2006						
Total revenue		1 552 812	18 338	1 571 150	29 254	1 600 404
Recurring items		1 542 003	18 338	1 560 341	29 254	1 589 595
State appropriations – subsidies and grants		695 278	-	695 278	(439)	694 839
Tuition and other fee income		482 264	10 710	492 974	26 091	519 065
Income from contracts		16 990	6 616	23 606	-	23 606
For research		12 584	6 545	19 129	-	19 129
For other activities		4 406	71	4 477	-	4 477
Sales of goods and services		43 326	9 163	52 489	370	52 859
Private gifts and grants		79 803	(38 542)	41 261	-	41 261
Other activities		5 528	-	5 528	-	5 528
Sub-total		1 323 189	(12 053)	1 311 136	26 022	1 337 158
Income from investments	14	211 696	30 391	242 087	3 194	245 281
Finance income		7 118	-	7 118	38	7 156
Non-recurring items		10 809	-	10 809	-	10 809
Profit on disposal of PPE		10 809	-	10 809	-	10 809

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT - continued at 31 December 2007

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2006 R'000
2006						
Total expenditure		1 302 443	36 816	1 339 259	34 283	1 373 542
Recurring items		1 259 150	35 513	1 294 663	34 060	1 328 723
Personnel	11	785 028	15 500	800 528	5 138	805 666
Academic professional	11	396 209	7 822	404 031	2 594	406 625
Other personnel	11	388 819	7 678	396 497	2 544	399 041
Other current operating expenses	13	412 132	14 579	426 711	22 755	449 466
Depreciation	2.1	20 821	992	21 813	1 565	23 378
Amortisation of software	2.2	3 985	-	3 985	-	3 985
Bursaries		31 242	3 941	35 183	218	35 401
Sub-total		1 253 208	35 012	1 228 220	29 676	1 317 896
Finance costs	15	5 942	501	6 443	4 384	10 827
Non-recurring items		43 293	1 303	44 596	223	44 819
Other operating expenses		-	-	-	-	-
Capital expenditure expensed		32 293	1 303	44 596	223	44 819
Net surplus/deficit		250 369	(18 478)	231 891	(5 029)	226 862

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY at 31 December 2007

	Accumulated funds - unrestricted use R'000	Accumulated funds - designated use R'000	Funds - restricted use R'000	Sub total R'000	Residence funds - restricted use R'000	Fair value adjustment funds R'000	Funds invested in fixed assets R'000	Total R'000
Balance as at 1 January 2007	387 254	464 429	518 112	1 369 795	51 443	450 496	617 480	2 489 214
Net surplus for the year	240 253	-	54 593	294 846	7 778	-	-	302 624
Investments – fair value adjustments as at 31 December 2007	-	-	-	-	-	(101 798)	-	(101 798)
Transfers	677	(4 552)	(65 836)	(69 711)	(11 838)	-	81 549	-
Balance as at 31 December 2007	628 184	459 877	506 869	1 549 930	47 383	348 698	699 029	2 690 040
Balance as at 1 January 2006	255 327	422 798	517 606	1 195 731	38 123	338 905	578 003	2 150 762
Net surplus for the year	250 368	-	(18 478)	231 890	(5 029)	-	-	226 861
Investments – fair value adjustments as at 31 December 2006	-	-	-	-	-	111 591	-	111 591
Transfers	(118 441)	41 631	18 984	(57 826)	18 349	-	39 477	-
Balance as at 31 December 2006	387 254	464 429	518 112	1 369 795	51 443	450 496	617 480	2 489 214

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED CASH FLOW STATEMENT at 31 December 2007

	Notes	2007 R	2006 R
Cash flows from operating activities			
Cash generated from operations	17	49 588	(29 775)
Interest paid		(7 849)	(10 827)
Interest received		107 899	78 521
Finance income		3 218	7 156
Net cash generated from operating activities		152 856	45 075
Cash flows from investing activities			
Purchases of property, plant and equipment		(101 025)	(39 663)
Proceeds from sale of property, plant and equipment		28	10 809
Purchases of intangible assets		(4 708)	(829)
(Purchase)/sale of investments		(252 747)	6 510
(Increase)/decrease in non-current receivables		(381)	6 695
Investment income received		219 412	140 540
Dividends received		26 421	26 220
Net cash (outflow)/inflow from investing activities		(112 999)	150 282
Cash flow from financing activities			
Repayments of borrowings		(2 873)	(14 190)
Net cash outflow from financing activities		(2 873)	(14 190)
Net increase in cash and cash equivalents		36 984	181 167
Cash and cash equivalents at beginning of the year		411 242	230 075
Cash and cash equivalents at beginning of the year		448 225	411 242

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 Accounting policies

The principal accounting policies adopted by the University of Johannesburg are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

1.1 Basis of presentation

The consolidated financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale investments, securities, financial assets and financial liabilities held for trading. The following are the principal accounting policies used by the University and its subsidiaries. These financial statements have been prepared in the format required by the minister of Education in terms of section 41 of the Higher Education Act (“Act No. 101 of 1997”) as amended.

The preparation of financial statements in conformity with South African Statements of Generally Accepted Accounting Practice requires the use of estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. All those estimates are based on management’s best knowledge of current events and actions, actual results ultimately may differ from those estimates. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 20.

1.1.1 *Standards, amendments and interpretations effective in 2007 but not relevant to the University*

The following standards, amendments and interpretations are mandatory for accounting periods beginning on or after 1 January 2007, but are not relevant to the University’s operations:-

- IFRS 4, Insurance Contracts;
- IFRS 8 (AC 145), Operating Segments (effective from 1 January 2009);
- IFRIC 7 (AC 440), Applying the Restatement Approach under IAS 29, Financial Reporting in Hyperinflationary Economies;
- IFRIC 8 (AC 441), Scope of IFRS 2;
- IFRIC 9 (AC 442), Reassessment of Embedded Derivatives;
- IFRIC 10 (AC 443), Interim Financial Reporting and Impairment;
- IFRIC 11 (AC 444); Group and Treasury Share Transactions; and
- IFRIC 13 (AC 446), Customer Loyalty Programs (effective from 1 July 2008).

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 Accounting policies (continued)

1.1 Basis of presentation (continued)

1.1.2 *Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the University*

Certain new standards, amendments and interpretations to existing standards have been published that are mandatory for accounting periods beginning on or after 1 January 2008, or later periods, but which the University has not early adopted, are as follows:-

- IAS 1 (AC 101) (amendment), Presentation of Financial Statements
IAS 1 (AC 101) has been amended to require the University to disclose information that will enable the users of its financial statements to evaluate the University's objectives, policies and processes of managing capital. The University will apply IAS 1 (AC 101) from 1 January 2009 and is currently evaluating its effect.
- IAS 23 (AC 114) (amendment), Borrowing Costs (effective from 1 January 2009)
IAS 23 (AC 114) has been amended to remove the option to expense borrowing costs incurred on qualifying assets. The University has not previously used this option and the amendment to IAS 23 is not relevant to the University's operations.
- IFRIC 12 (AC 445) gives guidance on the accounting by operators for public-to-private service concession arrangements. The University will apply IFRIC 12 from 1 January 2008 but it is not expected to have any impact on the University's accounts.
- IFRIC 14 (AC447), The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction (effective from 1 January 2008).
IFRIC 14 (AC 447) requires entities to measure any economic benefits available to them in the form of refunds or reductions in future contributions in accordance with IAS 19, at the maximum amount that is consistent with the terms and conditions of the plan and any statutory requirements in the jurisdiction of the plan. The University will apply IFRIC 14 from 1 January 2008, but it is not expected to have any impact on the University's accounts.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.2 **Consolidation**

The consolidated financial statements include the assets, liabilities, income and expenses of the University of Johannesburg and related entities as listed in Note 19. Related entities, being those entities in which the University has interest of more than one half of the voting rights or otherwise has the power to exercise control over the operations are consolidated. All inter-entity balances and transactions are eliminated on consolidation.

1.3. **Fund allocation**

Equity is divided into the following categories:-

- Utilised funds
- Available funds
 - Restricted funds
 - Unrestricted funds
 - Designated/Committed Funds
 - Undesignated funds

These categories entail the following:-

1.3.1 ***Utilised funds***

These are funds utilized for acquisitions of property, plant and equipment.

1.3.2 ***Available funds***

Available funds are divided into two categories:-

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of Council. These funds are accounted for under the following headings:

- NRF and similar funds – restricted use
- Endowment funds – restricted use
- Bursaries and scholarship funds – restricted use
- Residences funds
- Funds attributable to fair value adjustments

- Available funds, unrestricted use

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.3. **Fund allocation**

1.3.2 *Available funds*

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) *Designated-use funds*

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated-use funds” a further category is used, namely “Committed funds”, which involve funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds

- Personal research funds
- Departmental reserve funds
- Departmental bursaries funds
- Division reserve funds
- Bursaries and scholarships
- Maintenance of property, plant and equipment
- Replacement of plant and equipment
- Acquisition of library and art collections

- Committed funds

- Capital projects
- Future pension fund shortfalls

b) *Undesignated-use funds*

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the institution.

1.4 **Revenue recognition**

Revenue comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University’s activities. Revenue is shown net of value-added tax returns, rebates and discounts and after eliminating sales within the group.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.4 **Revenue recognition** (continued)

The University recognizes revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the group's activities as described below. The amount of revenue is not considered to be reliably measureable until all contingencies relating to the sale have been resolved.

1.4.1 ***Tuition and other fees***

Tuition fees are brought into income in the period to which they relate and at the time that they are formally billed. The income is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits provided by prospective students are treated as current liabilities until the amount is billed as due.

1.4.2 ***State subsidies***

State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates. Appropriations for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it); the relevant amount is retained as a liability.

1.4.3 ***Donations***

Donations are recognised on receipt. Donations in kind are brought into account at the fair value thereof.

1.4.4 ***Income received for designated purposes***

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such income is brought to the income statement in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are accounted for in income upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

1.4.5 ***Dividends and interest receivable***

Dividends are recognised when the right to receive payment is established. Interest income is accounted for as it is earned.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.5 **Foreign currency transactions**

a) *Functional and presentation currency*

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated financial statements are presented in South African Rands ('R') which is both the University's functional and presentation currency.

b) *Transaction and balances*

Transactions in foreign currency are translated at the exchange rate prevailing at the transaction date. At the balance sheet date, monetary items are translated at the exchange rates prevailing at the balance sheet date. Exchange differences originating on the translation or conversion of monetary items are recognised in the income statement during the financial year to which they relate.

1.6 **Financial assets**

The University classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables, and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) *Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Assets in this category are classified as current assets.

b) *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non-current assets. The University's loans and receivables comprise 'trade and other receivables' and cash and cash equivalents in the balance sheet.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.6 **Financial assets** (continued)

c) *Available-for-sale financial assets*

Available for sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the balance sheet date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

Purchases and sales of investments are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Available-for-sale investments are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available for sale are recognised in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership. Loans and receivables are carried at amortised cost using the effective interest method.

The fair value of investments is based on quoted bid prices. When securities classified as available for sale are sold or impaired, the accumulated fair value adjustments are included in the income statement as 'gains and losses from investment securities'.

The University assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement. Impairment testing of trade receivables is described in note 1.12.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.7. **Impairment of non-financial assets**

Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

1.8 **Property, plant and equipment**

Property, plant and equipment are shown at cost less accumulated depreciation and impairments. Property, plant and equipment obtained in terms of a donation or bequest are shown at valuation less accumulated depreciation. Land is not depreciated.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized.

Library purchases are written off in the year of acquisition.

Depreciation is calculated on the straight-line method to write off the cost/valuation less residual value of each asset over its estimated useful life, as follows:

Buildings	80 to 100 years
Lifts	40 years
Air conditioners and air-conditioner plants	10 years
Gas boilers	10 years
Electric generators	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	4 years
Network and mainframe computer equipment	4 years

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.8 **Property, plant and equipment**

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to income as incurred.

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance sheet date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement. When revalued assets are sold, the amounts included in other reserves are transferred to retained earnings.

Assets that cost less than R15 000 are expensed immediately.

1.9 **Intangible assets**

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of seven years. Costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software products controlled by the University, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software-development employee costs and an appropriate portion of relevant overheads. Computer software development costs recognised as assets are amortised over their estimated useful lives.

1.10 **Accounting for leases**

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments in terms of operating leases are charged to income on a straight-line basis over the duration of the lease.

1.11 **Inventories**

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price, less applicable variable selling costs. Inventories comprises of consumables and study materials.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.12 **Trade receivables**

Trade receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Trade receivables are carried at original amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount, being the present value of expected cash flows, discounted at the market rate of interest for similar borrowers.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the income statement within 'other current operating expenses'. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against 'other current operating expenses' in the income statement.

1.13 **Cash and cash equivalents**

Cash and cash equivalents are shown at fair value and constitute cash on hand and deposits held on call.

1.14 **Provisions**

Provisions are recognised when: the university has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 Accounting policies (continued)

1.15 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to insurance companies or trustee-administered funds, determined by periodic actuarial calculations. The University had both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The RAU Pension Fund, which is a combined defined benefit and defined contribution plan;
- The National Technikon Retirement Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution benefit plan and
- The University of Johannesburg Provident Fund, which is a defined contribution benefit plan.

A defined contribution plan is a pension plan under which the University fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to a disability benefit plan.

These plans cover 100% of the University's employees.

Current contributions to the retirement and disability benefit plans operated for employees are charged to income as they are incurred. The cost of any deficit arising from time to time is charged against income as and when funded.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.15 **Pension obligations** (continued)

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date minus the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in the consolidated statement of changes in funds in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortized on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

1.16 **Post-retirement medical benefits**

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand and Vista University. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the income statement and include the expense of benefits received by employees currently in service and the cost of funding for employees no longer in service. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

1 **Accounting policies** (continued)

1.17 **Current and deferred income tax**

The charge for current tax, where applicable, is the amount of income taxes payable in respect of the taxable profit for the current period. It is calculated using rates that have been enacted or substantially enacted by the balance sheet date.

Deferred taxation is accounted for using the balance sheet liability method in respect of temporary differences, arising from differences between the carrying amount of assets and liabilities in the financial statements and the corresponding taxation basis used in the computation of taxable income.

1.18 **Borrowings**

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

1.19 **Trade payables**

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1.20 **Government grants**

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the income statement over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are included in non-current liabilities as deferred government grants and are credited to the income statements on straight-line basis over the expected lives of the related assets.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007

The loans referred to in note 8 are secured by mortgage bonus over certain of the land and buildings. A register of land and buildings is available at the University's registered office.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

2.1

Property, plant and equipment

	Vehicles R'000	Network & mainframes R'000	Computer hardware R'000	Furniture & fittings R'000	Land buildings R'000	Buildings equipment R'000	Total R'000
Cost							
Cost on 1 January 2006	7 202	10 118	46 042	89 918	762 060	13 537	928 878
Additions during the year	1 753	4 751	2 401	10 842	19 860	145	39 752
Assets capitalised during the year	(29)	-	(6 048)	(6 270)	(5 480)	-	(17 827)
Cost as at 31 December 2006	8 927	14 869	42 395	94 489	776 440	13 682	950 802
Accumulated depreciation							
Accumulated depreciation on 1 January 2006	4 472	5 422	35 273	51 112	172 847	6 095	275 206
Current year depreciation	1 417	2 465	6 033	10 743	1 083	1 637	23 378
Depreciation on disposal made during the year	(29)	-	(5 990)	(5 655)	(2 478)	-	(14 151)
Accumulated depreciation as at 31 December 2007	5 845	-	35 316	56 200	171 452	7 731	284 432
Net carrying amount							
Cost as at 31 December 2006	8 927	14 869	42 395	94 489	776 440	13 682	950 802
Accumulated depreciation as at 2006	5 845	7 887	35 316	56 200	171 452	7 731	284 432
Net carrying amount as at 31 December 2006	3 082	6 982	7 079	38 289	604 988	5 951	666 370

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007**

	Computer software 2007 R'000	Computer software 2006 R'000
2.2 Intangible assets		
Year ended 31 December		
Cost		
Opening cost	24 633	23 805
Additions	4 708	829
	<hr/>	<hr/>
Total cost	29 341	24 633
	<hr/>	<hr/>
Amortisation		
Opening balance	(11 920)	(7 934)
Amortisation charge for the year	(3 184)	(3 986)
	<hr/>	<hr/>
Total accumulated amortisation	(15 104)	(11 920)
	<hr/>	<hr/>
Net carrying amount		
Cost as at 31 December	29 341	24 633
Accumulated amortisation as at 31 December	(15 104)	(11 920)
	<hr/>	<hr/>
Net carrying amount as at 31 December	14 237	12 713
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

3 Available-for-sale investments

	Cost 2007 R'000	Market value 2007 R'000	Cost 2006 R'000	Market value 2006 R'000
Opening balance 01 January 2006/2006	1 213 282	1 662 766	1 219 953	1 558 695
Cost of additions during the year	1 549 932	1 550 947	983 318	989 479
Disposals during the year	(1 516 602)	(1 516 602)	(1 136 529)	(1 136 529)
Surplus/(deficit) on disposals	219 412	219 412	140 540	140 540
Increase in market value	-	(101 798)	-	(111 591)
Closing balance at year end	1 466 024	1 814 725	1 213 282	1 623 776

There were no impairment provisions on available-for-sale financial assets in 2007 and 2006.

Government stocks and bonds	124 911	123 916	184 094	190 613
Listed – Stocks and debentures	123 796	124 967	66 473	67 669
Listed – Shares	850 580	1 193 450	628 408	1 068 581
Fixed deposits	137 745	141 076	128 570	130 538
Endowment policies	43 439	43 439	39 783	39 783
Investment in property	1 010	1 010	1 010	1 010
Other deposits	184 268	186 592	164 586	165 224
Other loans	275	275	358	358
	1 466 024	1 814 725	1 213 282	1 663 776

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values as at 31 December 2007. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rands.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	2007 R'000	2006 R'000
4 Non-current receivables		
Staff loans	1 580	5 046
Payable within one year	(1 580)	(2 523)
Payable after one year	-	2 523
Projects	2 904	-
	2 904	2 523

The current debtors that relate to the items above are shown in Note 6. Loans to employees are payable within four years from the balance sheet date. Projects receivables payable within two years. The weighted average interest rate current and non-current is as follows:

Staff loans at fair value	8%	8%
Projects	0%	0%

All loans granted to employees and students during the year are unsecured.

5 Inventories		
Consumables at cost	3 239	3 279
Study material at cost	(1)	-
	3 238	3 279

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	2007 R'000	2006 R'000
6 Receivables and prepayments		
Student receivables	99 592	97 826
- fully performing	-	-
- past due	39 507	41 396
- impaired	60 085	56 430
Less: Provision for impairment	(60 085)	(56 430)
Student receivables – net carrying amount	39 507	41 396
Advances and pre-paid expenses	6 821	3 018
Staff loans	1 580	2 523
Staff receivables and advances	1 984	1 827
Deposits	136	131
Other receivables	20 059	28 836
- fully performing	13 304	28 836
- past due	4 893	-
- impaired	1 862	-
Less: Provision for impairment	(1 862)	-
Other receivables – net carrying amount	18 197	28 836
Interest and dividend receivable	14 080	15 768
	42 798	52 103
	82 305	93 499

The fair values of student and other receivables approximate their book values as shown above.

Refer to note 18 for disclosure relating to the University's exposure to credit risk.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	2007 R'000	2006 R'000
7 Cash and cash equivalents		
Call deposits, cash in the bank and cash on hand	108 225	50 242
Short term deposits	340 000	361 000
	<u>448 225</u>	<u>411 242</u>
The weighted average effective interest rate applicable to cash and cash equivalents	10.17%	8.09%
8.1 Borrowings		
Long-term borrowings	58 731	61 604
Current portion transferred to current liabilities	(3 637)	(3 725)
	<u>55 094</u>	<u>57 879</u>
<i>Government loans secured by increment guarantees</i>	5 993	6 183
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments is subsidised at a rate of 85%.		
<i>Loans secured by Government guarantees</i>	19 200	21 617
Interest is charged at fixed rates for each loan that range between 7.5% and 17.50% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised at a rate of 85%.		
<i>Other secured loans</i>	33 538	33 804
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings.		
	<u>58 731</u>	<u>61 604</u>

For a register of securities details can be obtained at the University registered office.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

8.1 Borrowings (continued)

The exposure of the University's borrowings to interest rate changes and the contractual repricing dates at the balance sheet dates are as follows:

	2007 R'000	2006 R'000
Up to 1 year	3 637	3 725
Between 1 and 2 years at fixed interest rates that range between 7.5% and 17.5% per annum	3 573	3 667
Between 2 and 5 years	10 115	10 553
After 5 years	41 406	43 659
	<hr/>	<hr/>
	58 731	61 604
Less: current portion	3 637	3 725
	<hr/>	<hr/>
Long term portion	55 094	57 879
	<hr/>	<hr/>

8.2 Government grant

The Minister of education has approved student enrolment plans for all higher education institutions for the period up to 2010. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	2007 R'000	2006 R'000
Government grant received during the year	30 000	-

Refer to note 18 for disclosure relating to the University's exposure to credit risk.

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007**

9 Post-employment benefits/obligations

Non-current

Pension fund liability	12 849	13 116
Provision for leave payments	51 628	56 006
Provision for medical benefits after retirement for certain employees	129 191	116 127
	193 668	185 249

Current

Provision for leave payments	5 737	6 223
Provision for staff bonuses	15 258	12 666
	20 995	18 889

	Leave pay R'000	Bonus R'000	Medical aid R'000
Opening balance at 1 January 2007	62 229	12 666	116 127
Amount utilised during 2007	(27 858)	(12 666)	(3 770)
Amount provided during 2007	22 994	15 258	16 834
	57 365	15 258	129 191

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007**

	2007 R'000	2006 R'000
10 Trade payables, accruals and other liabilities		
Value-added tax	(208)	1 854
Trade payables	68 634	59 072
	<hr/> 68 426 <hr/>	<hr/> 60 926 <hr/>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

11 Personnel costs		
Academic professional	392 290	362 793
Other personnel	391 056	356 026
Pension costs	64 074	60 640
Other post-retirement	13 641	26 207
	<hr/> 861 061 <hr/>	<hr/> 805 666 <hr/>
Average number of persons in service at the University of Johannesburg during the year:		
- Full time	2 706	2 691
- Part time	3 937	4 190

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

12 Post-employment benefits

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. This unfunded defined benefit liability in respect of this obligation is valued by independent actuaries annually. The liability was valued at 31 December 2007.

	2007 R'000	2006 R'000
12.1 Post-retirement medical benefits		
Present value of unfunded obligations	129 191	116 127
Unrecognised actuarial gains/(losses)	-	-
	<hr/>	<hr/>
Liability at balance sheet date	129 191	116 127
	<hr/>	<hr/>

The movement in the defined benefit obligation over the year was as follows:

Present value of obligation: beginning of the year	116 127	89 920
Reclassified fund	-	16 366
Current service cost		
Interest cost	4 872	4 821
Benefit paid	8 833	7 730
Benefit payments for 2007/2006	(3 770)	(3 255)
Actuarial (gain)/loss recognised during the year	3 130	546
	<hr/>	<hr/>
Expected liability: end of year	129 191	116 127
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007**

12 Post-employment benefits (continued)

12.1 Post-retirement medical benefits (continued)

	2007 R'000	2006 R'000
<i>Reconciliation of amounts recognised in the income statement</i>		
Current service cost	4 872	3 385
Interest	8 832	6 497
Actuarial (gain)/loss recognised during the year	-	-
Annual expense	13 704	9 882
Active members (in service)	540	581
Continuation members	215	203
	755	784

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	31 Dec 07	31 Dec 2006
Effective date of assumptions		
Discount rate	8.19%	7.57%
General inflation	5.43%	4.82%
Health care cost inflation	7.93%	7.32%
Real discount rate	0.24%	0.23%
Continuation of membership	100%	100%
Retirement age	60 yrs	60 yrs

The impact of 100 base point decrease in the medical discount rates would decrease the liability by R26.9 million (2006: R24.7 million)

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

12 Post-employment benefits (continued)

12.2 Pension obligations

The University has established post-retirement pension schemes that cover all employees. At present, there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is final-salary defined and is fully funded, whereas the second is also final salary defined but unfunded. The assets of the fund are held in an independent trustee-administered fund, run in terms of the Pension Funds Act of 1956, as amended. The Pension Fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method. The latest full actuarial valuation of the Pension Fund was performed as at 31 December 2006. Contributions to the Provident Fund are charged to the income statement in the year in which they are incurred.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

		2007 Disclosure	2007	2006 Disclosure	2006
	RAU Pension fund R'000	NTRF R'000	R'000	RAU Pension fund R'000	NTRF R'000
12	Post-employment benefits (continued)				
12.2	Pension obligations (continued)				
	Balance at end of the year				
	Present value of funded and unfunded obligations	381 339	394 188	339 005	352 121
	Fair value of plan assets	564 579	(564 579)	522 279	522 279
	Unrecognised actuarial gains/(losses)	(183 240)	(170 391)	183 274	170 158
	Unrecognised surplus	(17 664)	17 664	58 522	58 522
		200 904	200 904	124 752	124 752
	Liability at balance sheet	-	12 849	-	13 116

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	RAU Pension fund R'000	2007 Disclosure NTRF R'000	2007 R'000	RAU Pension fund R'000	2006 Disclosure NTRF R'000	2006 R'000
Post-employment benefits (continued)						
Pension obligations (continued)						
<i>Movement during the year</i>						
Balance at the beginning of the year	(183 274)	1 903	(181 371)	(113 273)	8 122	(105 151)
Contributions paid	(5 909)	(173)	(6 082)	(9 505)	(103)	(9 608)
<i>Other expenses included in staff costs:</i>						
Current service costs	7 282	302	7 584	10 819	606	11 425
Interest cost and prior year adjustment	25 056	162	25 218	23 606	690	24 296
Expected return on plan assets	(44 059)	-	(44 059)	(36 399)	-	(36 399)
Movements in surplus not recognised						
Net actuarial gains recognised during the year	200 904	10 655	211 559	124 752	3 801	128 553
	-	12 849	12 849	-	13 116	13 116

Pension obligations (continued)

Balance at the beginning of the year
Contributions paid

Current service costs
Interest cost and prior year adjustment
Expected return on plan assets
Movements in surplus not recognised
Net actuarial gains recognised during the year

The principal assumption used for accounting purposes were as follows:

Net actuarial gains recognised during the year

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

13 Other operating expenses

The following items were taken into account in the calculation of operating expenses, among other items:

	2007 R'000	2006 R'000
Profit on sale of assets	(4)	(7 097)
Depreciation on property, plant and equipment	23 849	23 378
Amortisation software	3 184	3 985
Repair and maintenance expenses	71 659	66 034
Non-capitalisable assets	38 244	44 819
Expenses relating to library acquisitions written off	26 873	35 370
Operating leases		
- Equipment	8 105	5 875
Auditors Remuneration		
- Audit fees	1 769	1 600
- Other services	1 669	1 983
Bad debts written off	26	214

Certain of the University's desktop computers are subject to an operating lease, and future commitments in terms of the lease agreement are as follows:-

Lease amounts payable within one year	9 168	7 760
Lease amounts payable within one year to five years	13 970	7 172
	<hr/>	<hr/>
Total operating lease amounts payable	23 138	14 932
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	2007 R'000	2006 R'000
14 Income from investments		
Dividend income on available-for-sale financial assets	26 421	26 220
Interest income	107 899	78 521
Profit on the sale of securities	219 412	140 540
	<u>353 732</u>	<u>245 281</u>
15 Financing costs		
Interest expense - loans	7 849	10 827
16 Commitments and contingent liability		
Commitments – approved not contracted	86 077	64 300
This represents capital expenditure budgeted for at balance sheet date, but not yet recognised in the financial statements. This capital expenditure will be financed from designated funds.		
<i>Bank guarantees</i>		
SA Post Office	250	250
Van Graan & Associates	301	301
City Power Johannesburg	110	110
Johannesburg City Council	174	174
ESKOM Central	174	174
17 Cash flows generated from operations		
Net surplus per income statement	302 624	226 862
Adjustments:		
- Depreciation	23 849	23 378
- Amortisation of software	3 184	3 985
- Profit on disposal of property, plant and equipment	(4)	(7 097)
- Working capital changes	58 511	(43 292)
- Investment income and finance income less cost of finance	(349 101)	(241 610)
- Increase in provisions	10 525	7 999
	<u>49 588</u>	<u>(29 775)</u>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18 **Financial risk management**

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance of the University. This is done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments.

Risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures whose results are reported to the Committee. The University has no portfolios that have speculative characteristic and return targets are over long term. For the spread of the various investment types, refer to note 3.

18.1 **Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect in the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk.

i) **Currency risk**

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.1 **Market risk** (continued)

ii) **Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in Note. 7.

A 1% change in the interest rate could have a R3 400 000 interest income influence on an annual basis. This would actually never realize, as the average period of investment is three to nine months and therefore the amount will be a fraction of R 3 400 000.

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in Note. 3.

A 1% change in the interest rate could have a R 5 770 000 interest income influence on an annual basis. The influence of a 1% interest rate change on the market value of the bonds cannot be determined.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.1 **Market risk** (continued)

iii) **Price risk**

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated balance sheet as available for sale investments. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversify its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	2007 R'000	2006 R'000
	±10%	±10
Listed equities	1 193 450	1 068 581

At 31 December 2007, if the FTSE/JSE CAPI index increased/decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index. The non-current investment revaluation amount on balance sheet would be R1 193 million (2006: R1 069 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to asset allocation difference between various fund managers.

18.2 **Credit risk**

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial asset fails to meet its contractual obligations, and arises principally from the University's receivables from students and clients.

The University has no significant concentration of credit risk, due to its wide spread of students and clients. The University has policies to ensure that sales of products and services are made to clients with an appropriate credit history. Derivative counterparts and cash transactions are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.2 Credit risk (continued)

Potential concentrations of credit risk consist mainly of short-term cash, cash equivalent investments, trade receivables and other receivables.

The University places fixed deposits, cash and cash equivalents with reputable financial institutions and a multi-manager approach to the management of investments is followed in order to limit investment risk. Funds are invested in divergent portfolio managers with mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 15% of the available funds abroad. Adjustments to the fair value of investments are recognised in a revaluation reserve until such time as the investment is sold, in which case the adjustment will be recognised in the income statement.

<u>Exposure per credit rating category</u>	2007 %	2006 %
<u>Listed Bonds Domestic</u>		
- AAA (Government guaranteed)	100	100
<u>Fixed Deposits</u>		
- AAA (Prime South African Banks)	100	100
<u>Cash, Bank and Cash Equivalents</u>		
- AAA (Prime South African Banks)	100	100

Receivables comprise of outstanding student fees, student loans and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees, the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Financial assets student and other receivables

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

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.2 Credit risk (continued)

The University's policy with regard to the collection of student receivables states the following:-

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

Details of the student receivables as at 31 December are:-

	2007 R'000	2006 R'000
Student receivables		
- fully performing	-	-
- past due	39 507	41 396
- impaired	60 085	56 430
Less: Provision for impairment	(60 085)	(56 430)
Student receivables – net carrying amount	39 507	41 396

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

The University's credit terms with regard to other receivables are:-

- Full payment is required within 60 from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.2 Credit risk (continued)

The following actions are taken in respect of overdue invoices:-

- *Outstanding for 60 days:* A reminder letter requesting immediate payment is enclosed with the statement of account.
- *Outstanding for 81 days:* The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- *Unpaid debts over 102 days:* When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December are as follows:

	2007 R'000	2006 R'000
Other receivables		
- fully performing	13 304	28 836
- past due	4 893	-
- impaired	1 862	-
Less: Provision for impairment	(1 862)	-
	<hr/>	<hr/>
Other receivables – net carrying amount	18 197	28 836
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.2 Credit risk (continued)

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:-

	2007 R'000	2006 R'000
Student receivables		
At 1 January	56 430	50 421
Provision for receivables impaired	6 168	6 009
Receivables written off during the year as uncollectable	(2 513)	-
Unused amounts reversed	-	-
At 31 December	<u>60 085</u>	<u>56 430</u>
Other receivables		
At 1 January	-	-
Provision for receivables impaired	1 862	-
Receivables written off during the year as uncollectable	-	-
Unused amounts reversed	-	-
At 31 December	<u>1 862</u>	<u>-</u>

The creation and release of provision for impaired receivables have been included in "other current operating expenses" in the income statement. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.2 Credit risk (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University receivables and prepayments are denominated in South African Rands (ZAR).

ii) Financial liabilities-borrowings

a) Non-current borrowings

Non-current borrowings bear fixed interest at rates as detailed in Note 8. All non-current borrowings are denominated in Rand. The carrying amounts of all non-current borrowings approximate their fair value.

	2007 R'000	2006 R'000
Bank loans – secured	33 538	33 804
Private loans – secured	19 200	21 617
Government loans – secured	5 993	6 183
Total	<u>58 731</u>	<u>61 604</u>

b) Current borrowings

The fair value of current borrowings equals their carrying amount, as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. Liquidity risk is minimised by its substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the balance sheet to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 years R'000	Over 5 years R'000
31 December 2007				
Non-current borrowings	3 637	3 573	10 115	41 406
Accounts payable and accrued liabilities	68 426	-	-	-
31 December 2007				
Non-current borrowings	3 725	3 667	10 553	43 659
Accounts payable and accrued liabilities	60 926	-	-	-

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

18 Financial risk management (continued)

18.4 Capital risk management

The University and its subsidiaries objectives when managing capital are to safeguard the ability of the University and its subsidiaries to continue as a going concern 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 are adequately resourced from budget funds.

18.5 Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	2007 R'000	2006 R'000
Trade Receivables		
Counterparties without external credit rating:		
- Current students which will register in 2008.	39 507	41 396
These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2008 registration period.		
- Staff loans, receivables and advances.	3 564	4 350
The University recoups these amounts from the salaries of the respective staff members. These outstanding amounts will be repaid within the next 12 months.		

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	2007 R'000	2006 R'000
18 Financial risk management (continued)		
18.5 Credit quality of financial assets		
- Advances, pre-paid expenses and deposits. This mainly represent amounts paid in advance to suppliers for goods and services to be rendered to the University during 2008	6 957	3 149
- Interest and dividends receivable. This is interest and dividends receivable at year end from the available for sale financial assets which are all invested at AAA rated entities.	14 080	15 768
-Other receivables:		
Group 1 *	13 304	28 836
Group 2 *	4 893	-
Total Trade Receivables	82 305	93 499
Cash at cash equivalents		
AAA ratings:		
- Prime South African Banks	448 225	411 242
Total cash and cash equivalents	448 225	411 242
Available for sales assets		
AAA ratings:		
- Government stocks and bonds	123 916	190 613
- Listed stocks and debentures	124 967	67 669
- Listed shares all top 40 companies	1 193 450	1 068 581
- Fixed and other deposits, prime South African banks	327 943	296 120
- Endowment policies, top 40 South African insurance companies	43 439	39 783
Total available-for-sale financial assets	1 813 715	1 662 766

*

Group 1 – New customers (less than 2 months).

Group 2 – Existing customers (more than 2 months, but not older than 3 months) with no defaults in the past.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	Loans & Receivables R'000	Assets at fair value through the profit and loss R'000	Derivatives used for hedging R'000	Available for sale R'000	Total R'000
18.6 Financial Instruments by Category					
The accounting policies for financial instruments have been applied to the line items below:-					
31 December 2007					
Assets as per balance sheet					
Available-for-sale financial assts	-	-	-	1 663 776	1 663 776
Derivative financial instruments	-	-	-	-	-
Trade and other receivables	85 209	-	-	-	85 209
Other financial assets at fair value through profit or loss	-	-	-	-	-
Cash and cash equivalents	448 225	-	-	-	448 225
Total	533 434			1 814 725	2 348 19

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

	Loans & Receivables R'000	Assets at fair value through the profit and loss R'000	Derivatives used for hedging R'000	Available for sale R'000	Total R'000
18.6 Financial Instruments by Category					
The accounting policies for financial instruments have been applied to the line items below:-					
31 December 2006					
Assets as per balance sheet					
Available-for-sale financial assts	-	-	-	1 663 776	1 663 776
Derivative financial instruments	-	-	-	-	-
Trade and other receivables	95 972	-	-	-	95 972
Other financial assets at fair value through profit or loss	-	-	-	-	-
Cash and cash equivalents	411 242	-	-	-	411 242
Total	507 214	-	-	1 663 776	2 170 990

19 Consolidated entities

ARSA (Pty) Limited
RAU Trust
TWR Trust
STH Foundation Trust
Million Trading Up (Pty) Limited
TWR Business Enterprises (Pty) Ltd.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

20 Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

20.1 Provision for impairment of trade receivables and student debtors

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration for the new academic year has taken place.

20.2 Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2006 were as follows:-

		2007	2006
Discount rate	%	8.19	7.57
General inflation	%	5.43	4.82
Health care cost inflation	%	7.93	7.32
Real discount rate	%	0.24	0.23
Continuation of membership	%	100.00	100.00
Average retirement age	Years	60	60

Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007**

20 Critical accounting estimates and assumptions (continued)

20.3 Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost/valuation less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance sheet date.

21 Payment to members of the council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of members	Attendance at meetings – aggregate amount paid R'000	Reimburse- ments of expenses – aggregate paid R'000
Chair of Council	1	32	-
Chairs of Committees	4	73	-
Members of Council	28	80	1
		<hr/>	<hr/>
		184	1
		<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

Executive remuneration

Designation	Name	Salary R	Allowance R	Employer Contribution R	Total R	Bonus R	Leave sold R	Grand total R	
Vice-Chancellor	Prof IL Rensburg	1 570 974	526 805	267 479	2 365 258	402 475	-	2 767 733	
Pro-Vice Chancellor	Prof D van der Merwe	1 213 455	239 175	226 444	1 679 074	341 288	644 644	2 665 006	
Deputy Vice – Chancellor (Finance)	Prof JH Kriek	941 847	407 043	180 813	1 529 703	300 000	-	1 829 703	
Deputy Vice – Chancellor; Strategic Institutional Planning and Implementation	Prof Aubrey Redlinghuis	639 594	504 702	130 581	1 274 878	-	2 257 458	3 532 335	Resigned 31/12/2007
Deputy Vice – Chancellor (Human Resources & Operation)	Mr A Higgs	524 697	77 594	94 187	696 478	-	650 234	1 346 713	Resigned 31/06/2007
Deputy Vice – Chancellor (Academic)	Prof A Parekh	1 089 940	97 574	209 198	1 396 712	259 569	-	1 656 281	
Deputy Vice – Chancellor (Research & Innovation)	Prof A Habib	345 257	28 426	56 036	429 719	90 000	-	519 719	Appointed 01/09/2007
Deputy Vice – Chancellor (Human Resources & Operation)	Prof N Morgan	243 750	36 191	22 986	302 927	50 000	-	352 927	Appointed 01/10/2007
Registrar	Prof M Muller	691 926	124 758	139 064	955 748	182 660	-	1 138 408	
Executive Dean: Health Science	Prof A Swart	733 771	38 750	134 612	907 133	158 947	-	1 066 080	
Executive Dean: Science	Prof IC Burger	601 900	277 976	102 022	981 898	163 539	-	1 145 437	

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS at 31 December 2007

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Executive remuneration (continued)

Designation	Name	Salary R	Allowance R	Employer Contribution R	Total R	Bonus R	Leave sold R	Grand total R
Executive Dean: Economic and Financial	Prof A Dempsey	731 250	87 014	145 698	963 962	100 000	568 438	1 632 400
Executive Dean: Education	Prof S Gravett	703 528	77 469	119 004	900 000	158 947	-	1 058 947
Executive Dean: Sport	Prof WJ Hollander	523 730	357 668	111 209	992 607	120 722	-	1 113 329
Executive Dean: LAW	Prof JM Otto	578 499	210 290	118 511	907 300	158 947	-	1 066 247
Executive Dean: Humanities	Prof RP Ryan	455 330	513 882	99 671	1 068 882	130 690	-	1 199 572
Executive Dean: Engineering	Prof TN Andrew	772 116	19 875	141 816	933 807	100 000	-	1 033 807
Executive Dean: Management	Prof J Luiz	746 652	68 455	148 319	963 426	163 362	-	1 126 788
Executive Dean: Design and Architecture	Prof M Sauthoff	898 576	12 000	1 424	912 000	100 000	-	1 012 000
Executive Director: Centre for Technology								
Assisted Learning	Prof I Broere	527 846	256 851	89 666	874 362	75 000	86 931	1 036 293
Executive Director: Institutional Effectiveness	Prof GJ Jacobs	523 538	257 020	111 178	891 736	92 670	-	984 406
Executive Director: Library and Information Centre	Ms J Sander	534 378	203 703	113 114	851 195	94 903	-	946 098

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
at 31 December 2007

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**REPORT OF INDEPENDENT AUDITORS
ON FACTUAL FINDINGS**

UNIVERSITY OF JOHANNESBURG

STRATEGIC GOALS AND KPIs

Preamble

The University of Johannesburg (UJ) was established on 1 January 2005. It is the result of the combination of three institutions, each with an own culture, ethos and academic thrust. This, the first strategic plan for the University of Johannesburg, must give direction and create unity of purpose for the new university and its diverse stakeholders. It must ensure that each individual stakeholder of the University, be it a student, be it a staff member, be it an external person with a vested or personal interest in the welfare of this institution will know where the University intends going and what it wants to achieve. It is a document with which internal stakeholders can identify and can use to collectively take the University forward. It tells the outside world what the University stands for and how it wants to be judged.

As a knowledge intensive organisation operating in the knowledge economy the University of Johannesburg is concerned with the dynamics of developing and using knowledge more effectively in its core activities. The development of its knowledge base will affect the University's performance, and hence, its market value. The main objective however is to provide tools and indicators for use within the university to help manage innovation and increase earnings through the management of its intellectual capital. The strategic goals were determined in order to develop the market value¹ and enhance the academic standing and reputation of the University.

This strategic plan must be read in terms of the University's commitment to the transformational objectives as reflected in the Education White Paper 3: A Programme for the Transformation of Higher Education (1997) and summarized in the National Plan for Higher Education (2001): to ensure an equitable, sustainable and productive higher education system that will be of high quality and contribute effectively and efficiently to the human resource skills, knowledge and research needs of the country and which is consistent with the non-racial, non-sexist and democratic values enshrined in the Constitution.

The strategic plan is structured in terms of vision, mission and core values statements followed by a set of strategic goals. The latter are accompanied by key performance indicators (KPI's). Each KPI is augmented with one or more metrics according to which the progress in pursuit of the goal can be measured. These metrics are yardsticks for assessing changes in the KPI. Specific targets in terms of metrics will be set regularly, and actions initiated to meet those targets in a specified time. Progress towards targets will be monitored regularly, and targets will be reconsidered as required. This will ensure that the University proceeds purposefully in the direction it set for itself, and meet the thrust created by the strategic goals. The total Strategic Plan should also be reviewed regularly by the Council and VC.

VISION, MISSION AND VALUES

Vision	A premier, embracing, African city university offering a mix of vocational and academic programmes that advances freedom, democracy, equality and human dignity as high ideals of humanity through distinguished scholarship, excellence in teaching, reputable research and innovation, and through putting intellectual capital to work.
Mission	<p>We are committed to:</p> <p>Quality Education; Leading, challenging, creating and exploring knowledge; Supporting access to a wide spectrum of academic, vocational and technological teaching, learning and research; Partnerships with our communities; Contributing to national objectives regarding skills development and economic growth.</p>
Values	<p>Academic distinction; Integrity and respect for diversity and human dignity; Academic freedom and accountability; Individuality and collective effort; Innovation.</p>

TERMINOLOGY

Baseline	Most recent reading of a metric, used as basis for determining the target value.
Data custodian	Person responsible for ensuring that data regarding the specific metric is made available.
Goal Oversight Principal (GOP)	Person responsible to oversee progress regarding a specific goal.
Metric Indicator	Metrics are indicated in the text as G.K.M where: <ul style="list-style-type: none">• G: Number of Goal• K: Number of Key Performance Indicator (KPI)• M: Number of Metric
Responsible member	Person responsible to oversee progress regarding a specific line item.
Target	Target value to be reached at a predetermined date.

GOAL ONE: A REPUTABLE BRAND

Goal Oversight Principal: PVC

To promote recognition of the University of Johannesburg as a South African institution whose brand is synonymous with:

- ☐ *Excellence in teaching and learning;*
- ☐ *Nationally and internationally competitive and innovative research;*
- ☐ *Contributions to the well-being of its stakeholder communities.*

Brand reputation has multiple dimensions. The descriptor expresses the university's desire to be recognised for delivering on its goals in the core business of teaching and learning (addressed in Goal 2), research (Goal 3) and community engagement (Goal 4). To achieve this goal the University must be in the eye and mind of its stakeholder audiences (brand recall) and they must be amenable to being associated with the brand (brand resonance). It must also be seen to deliver on its promises, notably as listed in the descriptor above (see also Goal 9 in this regard), and to adhere to good corporate governance principles. In the final instance this must lead to stakeholders becoming increasingly loyal to the brand.

KPIs :

- KPI 1: Brand recall
- KPI 2: Brand resonance
- KPI 3: Brand reality
- KPI 4: Brand loyalty

GOAL TWO: EXCELLENCE IN TEACHING AND LEARNING

Goal Oversight Principal: PVC

To promote and sustain excellence in teaching and learning by quality assurance practices and actively developing and implementing innovative teaching, learning and assessment strategies.

Teaching and learning excellence is a sine qua non for any institution which strives to become a premier university.

The extent to which students attain targeted learning outcomes is indicative of learning excellence. Degree credit success rate is one practical way in which to measure the rate of progress towards these goals. It is readily available in the HEMIS database. As such it also allows comparison with other public HE institutions. The extent to which students are enabled to reach their intended learning outcomes is indicative of teaching excellence, the quality of programmes, the availability of well-qualified staff and effective academic development initiatives. The extent to which new graduates and diplomates find employment is one measure of the relevance of programmes. The diversity of programmes is addressed under goal 7 KPI 2.

It is essential that the University recognises the growing trend towards lifelong learning. Participation in lifelong learning programmes are indicative of how teaching and learning at UJ is valued by those who want to progress further in terms of higher education.

KPIs:

- KPI 1: Learning excellence
- KPI 2: Teaching excellence
- KPI 3: Relevance/impact programmes
- KPI 4: Quality of programme offerings
- KPI 5: Lifelong learning
- KPI 6: Quality of academic staff
- KPI 7: Effectiveness of student academic development initiatives

GOAL THREE: INTERNATIONALLY COMPETITIVE RESEARCH

Goal Oversight Principal: PVC

To establish the University of Johannesburg among the top research universities in the country in terms of nationally and internationally accepted research criteria.

UJ has committed itself to become one of the top research universities in the country. Internationally recognised measures of research prowess are the research output of a university and its research capacity, as well as its investment in research.

The University's research output of accredited research publications, and M-and D-graduates generates research subsidy. Non-subsidy research income gives an indication of how effective UJ is at attracting research funding based on its reputation, and diversifies the UJ income stream. The number and level of NRF-ratings of researchers and the number of NRF chairs give an external perspective on the quality of the research of UJ.

Academic qualifications of instruction/research staff members are a proxy measure of the University's research capacity. How this capacity is utilised is approximated by the research output per instruction/research member. Early indicators of the development of a research culture include non-accredited research output such as mentioned in KPI 8, conference papers and income generating innovative initiatives.

Research collaboration not only enhances UJ's research capacity but also reflects its standing in the research community.

KPIs:

- KPI 1: Accredited research output
- KPI 2: Non-subsidy research income
- KPI 3: NRF-rated researchers
- KPI 4: Staff profile in terms of research qualifications
- KPI 5: Active formal research collaboration with national and international partners
- KPI 6: Number of NRF chairs
- KPI 7: Research investment
- KPI 8: Non-accredited research output
- KPI 9: Conference papers
- KPI 10: Income generating innovative initiatives

GOAL FOUR: AN ENGAGED UNIVERSITY

Goal Oversight Principal: PVC

To add value to external constituencies through strategic initiatives and partnerships.

As a knowledge institution, UJ can make a unique contribution to its external constituencies (in the national, SADC and African context) through the utilisation of its knowledge capital. This is typically done through community engagement (CE) projects and public scholarship. Both the number of formal projects and the financial investment in such projects are indicative of the University's commitment to its communities. To ensure consistency and comparability in setting targets, only projects of a pre-defined duration with a pre-determined minimum level of UJ involvement will be considered for inclusion in the metrics below.

A further element of UJ engagement is the forming of partnerships with other HE institutions and with the public and private sector, including BBBEE companies. Not only are such partnerships mutually beneficial, if well thought through by all parties involved, UJ's reputation is enhanced. UJ's reputation is further enhanced through the stature of its partnerships. The extent of such partnerships is measured through the number of such partnerships, while the financial value of such partnerships is used as a proxy for the strength of the partnerships.

KPIs:

- KPI 1: Community Engagement projects
- KPI 2: Rands spent on community engagement
- KPI 3: Active engagement with the challenges of SADC and the African continent
- KPI 4: Stature of strategic partners
- KPI 5: Public scholarship

GOAL FIVE: MAXIMIZING THE INTELLECTUAL CAPITAL

Goal Oversight Principal: DVC: Human Resources & Operations

To create and maintain an environment and institutional climate in which the intellectual capital of the university is actively developed, sustained and utilised in the best interest of the University, the community, the country, and the individual.

Intellectual capital is a broad concept, which can be conceptualised as shown in the diagram in the endnote. A conscious decision was taken to concentrate on human capital for the purpose of this goal.

The qualification and skills level of staff is a measure of the capacity and quality of the human capital of the University. Talent management is an umbrella term covering all actions which the University take to develop and sustain its human resources in the best interest of the University, the community, the country, and the individual. It will include aspects like skills development and management, succession and career planning, and performance management.

The satisfaction of staff with their caring environment will meaningfully contribute to maximising the intellectual capital.

KPIs:

- KPI 1: Qualifications of academic staff
- KPI 2: Talent management
- KPI 3: Staff satisfaction
- KPI 4: Caring environment for staff

GOAL SIX: INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS

Goal Oversight Principal: DVC: Strategic and Institutional Planning and Implementation

To ensure the highest levels of efficiency and effectiveness at all management levels.

Efficiency is interpreted as referring to ***doing things right***, while **effectiveness** is interpreted as referring to ***doing the right things***. Effectiveness is the attainment of goals, such as strategic goals and enrolment goals. Efficiency is fitness for purpose. The HEQC criteria measure this.

Good corporate governance and financial sustainability are emphasised as preconditions for effectiveness and efficiency. Above all, efficiency and effectiveness should not be achieved at the expense of the academic project.

KPIs:

- KPI 1: Effectiveness
- KPI 2: Efficiency and future sustainability
- KPI 3: Progress towards attaining HEQC audit criteria
- KPI 4: Corporate governance
- KPI 5: Enrolment Management

GOAL SEVEN: CULTURE OF TRANSFORMATION

Goal Oversight Principal: VC

To promote the UJ Values and create an institutional culture of responsiveness to national transformation imperatives.

The National Plan for Higher Education (NPHE) (2001) lists the following key goals and objectives as supportive of transformation in SA Higher Education:

1. *To provide increased access to higher education to all irrespective of race, gender, age, creed, class or disability and to produce graduates with the skills and competencies necessary to meet the human resource needs of the country.*
2. *To promote equity of access and to redress past inequalities through ensuring that the staff and student profiles in higher education progressively reflect the demographic realities of South African society.*
3. *To ensure diversity in the organisational form and institutional landscape of the higher education system through mission and programme differentiation, thus enabling the addressing of regional and national needs in social and economic development.*
4. *To build high-level research capacity to address the research and knowledge need of South Africa.*
5. *To build new institutional and organisational forms and new institutional identities through regional collaboration between institutions.*

These goals and objectives form the point of departure when unpacking transformation in terms of KPIs and metrics for UJ. Widening of participation in terms of race, gender and disability addresses NPHE goals 1 and 2. Student and staff equity are the key metrics. Institutional differentiation through programme diversity addresses goals 3 and 5. Programme differentiation is assessed through unique programme offerings, responsiveness to national HR needs and the quality of programmes. NPHE goal 4 is addressed under Strategic Plan goal 3.

The UJ Values are listed at the beginning of this document. The way in which UJ staff members live the values demonstrates UJ's commitment to its values.

KPIs:

KPI 1: Widening of participation in terms of race, gender and disability.

KPI 2: Institutional differentiation through programme diversity and quality

KPI 3: Progress in the promotion of UJ values.

GOAL EIGHT: COMPETITIVE RESOURCING

Goal Oversight Principal: DVC: Finance

To secure the financial resources to develop strategic initiatives and sustain and grow effective operational activities.

UJ needs to expand its income in terms of size and number of sources. Income as KPI measures the financial ability of the University to fulfil its role.

The focus of the second KPI is on expanding other sources of other income, making the University less dependent on a narrow band of contributors, including Government subsidies and student fees.

KPIs:

KPI 1: Size of income

KPI 2: Diversity of income

GOAL NINE: THE PREFERRED STUDENT EXPERIENCE

Goal Oversight Principal: PVC

To promote the holistic development of the student in preparation for the world of work and responsible citizenship

The students must experience that the University offers them a preferred environment and hence it will be necessary to regularly gauge their assessment through student experience surveys. This also links to Goal 1, KPI 5 (stakeholder loyalty). An effective and efficient administrative environment will contribute to a positive assessment of the student experience.

Meaningful attention to the holistic development of students is considered to be a prerequisite for UJ to become the home of the preferred student experience. This prerequisite embraces being on the forefront of teaching and student support, which is supported by an enabling environment. Student wellness and offering a caring and safe environment are other priorities in the holistic (intellectual, social, emotional, physical, spiritual) development of the student.

KPIs:

KPI 1: Student preference

KPI 2: Holistic development

KPI 3: Student wellness

KPI 4: Caring environment

KPI 5: Safe environment

KPI 6: Effective and efficient academic administration

GOAL TEN: FOCUS ON THE GAUTENG CITY REGION

Goal Oversight Principal: DVC: Research, Innovation & Advancement

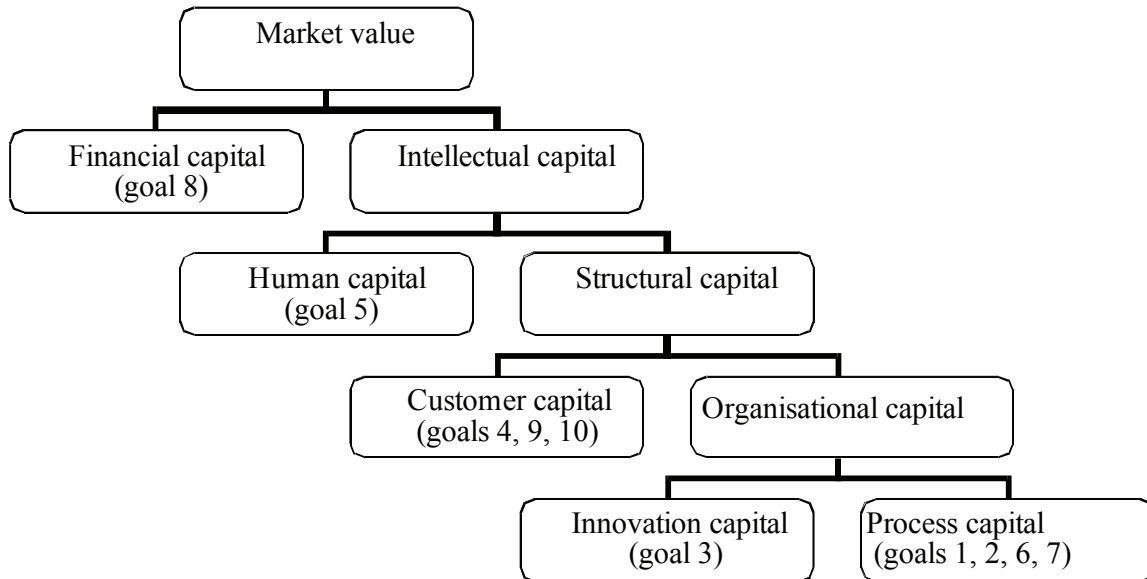
To establish the university as a partner and prime stakeholder in the Gauteng City Region and its development.

UJ is situated in Gauteng, and is committed to contributing to the economic and social development of the province. This can be seen through the scope of its involvement in joint projects in the region.

KPIs:

KPI 1: Joint development projects

The Scandia Intellectual Capital Value Scheme



Source: Roos, J.; Roos, G.; Dragonetti, N.C.; & Edvinsson, L. 1997. *Intellectual Capital: Navigating the new business landscape*. London: Macmillan Press.

It is widely accepted that the market value of an organisation is the sum total of its Financial Capital plus its Intellectual Capital. In various studies of the concept of Intellectual Capital it is concluded that Intellectual Capital consist out of three major components, namely Human Capital, Structural Capital and Relational/Customer Capital. One of the most proliferate writers on this topic is Leif Edvinsson, the ICM Manager of Skandia, and he further subdivides this classification. He came up with the model above and this is widely accepted as the basis for a proper understanding of Intellectual Capital.

These components can be defined as follows:

- **Human capital** refers to employees' competencies and capabilities – the combined knowledge, skill, innovativeness, and the ability of the university's individual employees to meet the task at hand. It also includes the university's values, culture and philosophy. The university cannot own human capital.
- **Structural capital** consists of organisational capital and customer capital:
 - **Organisational capital** includes the systems (hardware, software, databases), networks, policies, culture, distribution channels, organisational structure, organisational capabilities developed to meet market requirements, intellectual property and everything else of organisational capability that supports the employees' productivity – everything left at the office when the employees go home. Unlike human capital, structural capital can be owned by the university and thereby traded.
 - **Process capital** refers to the university's value-creating processes such as the organisational structure, management practices, systems and procedures, infrastructure, computer systems, etc.
 - **Innovation capital** comprises both explicit knowledge and intellectual assets, which are difficult to identify, e.g. positive culture.
 - **Intellectual property** is an expression for documented and captured knowledge such as innovations, operational practices, patents, technology, educational programmes, corporate knowledge bases, designs, specification of products and services.

- **Relational/customer capital** is represented in the value of the university's relationship with its customers. This includes the connections that people outside the university have with it, their loyalty, the market share, the level of back orders, and similar issues.

Primary Pool Drivers

as per actuals at 31 March 2008

as per actuals at 31 March 2008											Dec-01	
Note	Strategic Goal & Number			Source	Wgt	Units	Mar 2008			Mar-08		Score
							Floor	Target	Ceiling	Actual		
	1	Teaching Effectiveness		10%			1	3	5		3.6	
1	2	Student Throughput	Prof A Parekh		%		74.5%	76.0%	78.0%	76.60%	3.6	
	2	Research Output		14%							4.72	
2	1	Accredited research output (UJ aggregate)	Prof A Habib		units		326	359	391	387	4.7	
3	3	Resource Utilization		12%							3.9	
	3	% of self-generated income to State generated Fees	Prof H Kriek		%		43.5%	45.5%	47.5%	46.40%	3.9	
	4	Community Engagement		5%							3	
4	1	Survey amongst Community Stakeholders	Prof A Redlinghuys Prof A Habib (Suggested)		Survey		1	3	5	3	3.0	
5	5	Culture		5%							1	
	5	Staff profile (Demographics) - % Black Academic Recruitment	Prof S Verwey		%		60%	70%	85%	40.50%	1.0	
6	6	Brand		5%							3.58	
7	1	Stakeholder awareness & association of Brand	Prof A Redlinghuys		No		1	3	5	3.5	3.5	
8	2	Extent to which brand delivers on its promise	Prof A Redlinghuys		No		1	3	5	3.5	3.5	
10	4	Stakeholder loyalty to brand	Prof A Redlinghuys		No		1	3	5	3.5	3.5	
11	5	Number of overall applicants (brand score)	Prof M Muller		No		20672	22739	23773	28815	5.0	
12	6	Number of registered/enrolled applicants (brand score)	Prof M Muller		No		7532	8285.2	8661.8	9766	5.0	
13	7	% of applicants that have registered with M scores above 20	Prof M Muller		No		16.6%	18.2%	19.1%	14.70%	1.0	
7	7	Maximizing Intellectual Capital		5%							3.3	
15	2	Turnover of staff	Prof S Verwey		%		1	3	5	3	3.0	
16	4	Staff satisfaction (Survey)	Prof S Verwey		No		1	3	5	3.6	3.6	
8	8	Institutional Efficiency & Effectiveness		12%							4.11	
17	3	Financial Stability (Operating surplus/loss) future sustainability	Prof H Kriek		No		-2%	0%	4%	3%	4.7	
18	6	Project delivery efficiency	Prof A Redlinghuys Prof N Morgan (Suggested)		No		1	3	5	3.5	3.5	
9	9	The Preferred Student Experience		5%							3.6	
19	8	Survey - Student Experience	Prof A Redlinghuys		No		1	3	5	3.6	3.6	
11	11	Governance		14%							4.05	
20	1	Audit Committee Perception	Prof M Muller		No		1	3	5	4.1	4.1	
21	2	Effectiveness of Council (and Sub-committees)	Prof M Muller		No		1	3	5	4	4.0	
12	12	Strategic Thrusts		13%							3.8	
22	1	Brand Extension Campaign	Lesmarie Bentley Steyn		No		1	3	5	4	4.0	
23	2	UJ Differentiation	Prof A Parekh		No		1	3	5	3.5	3.5	
24	3	Campus Programme Profiles	Prof A Redlinghuys		No		1	3	5	4	4.0	
25	4	Higher Institution Audit (2009)	Prof A Redlinghuys		No		1	3	5	4	4.0	
26	5	Efficiency & Caring Institution	Prof H Kriek		No		1	3	5	3.5	3.5	
Total Weight & Score on 1 - 5 rating scale											3.77	

UNIVERSITY OF JOHANNESBURG

COUNCIL PERFORMANCE REVIEW Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council, Council Committee Charters, the meeting agendas and minutes, as well as the outcome of the Council Committee ratings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 22 November 2007

Review criteria Council:	Dysfunctional Poor performance					Highly functional Highly effective					Comments / Recommendations
	1	2	3	4	5	1	2	3	4	5	
1. Adheres to the general principles of governance (Council Charter clauses 5.1-5.15);				✓					✓		
2. Executes its financial governance responsibilities (Council Charter 5.16-5.22);				✓					✓		
3. Executes its auditing governance responsibilities (Council Charter 2.23-5.29);				✓					✓		
4. Executes its governance responsibilities regarding physical assets and related projects (Council Charter 5.30-5.32);									✓		Differentiate between the governance role and project management; the project management has not been adequate this year.
5. Executes its governance responsibilities related to human resources (Council Charter 5.33-5.39);									✓		Dr Rowland's opinion: with the exception of "disability". Annual report: Senate Committee for Persons with Disability to be submitted to Council.
6. Executes its governance responsibilities related to the core business and academic support services (Council Charter 5.40- 5.44);			✓								Not sure as to how this governance responsibility should be exercised. Consider an annual report to be submitted by MEC to Council.
7. Protects the role of the University (Council Charter 5.45-5.46);				✓					✓		Inadequate social engagement. Consider more engagement related to Sport activities.

	1	2	3	4	5	Comments/Recommendations
8. Evaluates its effectiveness/performance (Council Charter clause 6 and self-assessment results of the respective council committees) and the functionality / effectiveness of Council Committee;				✓		The effectiveness of the Institutional Forum is questioned – IF performance to be assessed in 2008. Written council committee reports to be submitted by all chairs in 2008. The council committee schedule for 2008 is more conducive.
9. Adheres to the general principles of good governance (Council Charter clause 7);				✓		
10. Adds value as individuals and collectively as a team.				✓		

General comments and recommendations Section A: Council Governance Performance

Although there is room for improvement, Council's overall performance is good.

Chairperson: _____

UNIVERSITY OF JOHANNESBURG

COUNCIL PERFORMANCE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for items 3 and 12.

Date of operational and administrative performance review: 22 November 2007

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson and deputy chairperson where applicable, are elected and appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓		
3. Special and extraordinary/emergency meetings are called in accordance with the Guide for Meetings and/or the requirements of the SIS and/or Charter;				✓			
4. The Chair, in consultation with the Vice-Chancellor, directs the meetings by giving input into the agenda;				✓			
5. The agenda and subsequent annexures enable informed decision-making by members;					✓		Written reports by all chairs of Council Committee meetings required.

	1	2	3	4	5	NA	
6. Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓		Dr Rowland commended committee administration for the conversion of documents in Braille.
7. The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;					✓		
8. The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;			✓				An update on general declaration of interests will be circulated at the Council meeting today. The agenda-specific declaration of interest will be better controlled by the Registrar.
9. Attendance of meetings is good;				✓			Inadequate attendance by some members.
10. Members adhere to the general principles of good governance related to meetings and meeting procedures;				✓			
11. Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);				✓			
12. Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;				✓			
13. Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;				✓			
14. The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);				✓			
15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken					✓		Committee administration commended for highly professional minuting.

_____ and signed by the chairperson.									
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General comments and recommendations Section B: Operational and Administrative Performance

Operational and administrative performance is satisfactory.

Chairperson: _____

UNIVERSITY OF JOHANNESBURG

COUNCIL EXECUTIVE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Executive Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Executive Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 4 December 2007

Council Executive Committee (Exco):	Dysfunctional Poor performance					Highly functional Highly effective					Comments / Recommendations
	1	2	3	4	5	1	2	3	4	5	
1. Ensures good University governance;				✓							
2. Deals with urgent and confidential matters that cannot be delayed;				✓							
3. Monitors the process of transformation and progress with the merger;			✓								
4. Supports the Vice-Chancellor to ensure good management;				✓							
5. Considers matters of potential or real risk to give a mandate for action/intervention to the Vice-Chancellor;				✓							
6. Considers interventions/strategies that could impact on the University's vision, mission and strategic objectives;				✓							
7. Acts as the Council Membership Committee;				✓							New Council members allocated to committees.
8. Acts as the Council Remuneration Committee (excluding internal council members)					✓						

Review criteria	1	2	3	4	5	Comments / Recommendations
9. Monitors the functionality of Council Exco and the other Council Committees;			✓			
10. General composition, individual and collective value added by members.				✓		

General comments and recommendations Section A: Council Governance Performance

Council Executive Committee’s governance performance was satisfactory in 2007.

Chairperson: _____
 Roy Marcus (Prof)

UNIVERSITY OF JOHANNESBURG

COUNCIL EXECUTIVE COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Executive Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Executive Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for items 3 and 12.

Date of operational and administrative performance review: 4 December 2007

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional		Comments / Recommendations
	1	2	3	4	5	NA		
1. The Chairperson and deputy chairperson where applicable, are elected and appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓			
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓			
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;				✓				
4. The Chair, in consultation with the Vice-Chancellor, directs the meetings by giving input into the agenda;				✓				
5. The agenda and subsequent annexures enable informed decision-making by members;				✓				Verbal reporting on matters arising to be replaced with written reporting.

Review criteria		1	2	3	4	5	NA	Comments / Recommendations
6.	Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓		Timeous distribution of documents dependent on the line manager within the portfolio.
7.	The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;					✓		
8.	The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;			✓				
9.	Attendance of meetings is good;				✓			
10.	Members adhere to the general principles of good governance related to meetings and meeting procedures;				✓			
11.	Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);				✓			
12.	Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;						✓	No filling of vacancies necessary in 2007.
13.	Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;				✓			
14.	The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);				✓			

Review Criteria		1	2	3	4	5	NA	Comments / Recommendations
15.	The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.					✓		

General comments and recommendations Section B: Operational and Administrative Performance

The operational and administrative performance of Council Exco was satisfactory in 2007.

Chairperson: _____
 Roy Marcus (Prof)

UNIVERSITY OF JOHANNESBURG

COUNCIL AUDIT COMMITTEE PERFORMANCE REVIEW Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Audit Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Audit Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 21 November 2007

Review criteria	Dysfunctional Poor performance		Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5
Council Audit Committee:					
1. Executes its governance responsibility regarding accounting and internal auditing and control systems;				✓	
2. Executes its governance responsibilities regarding external auditing;				✓	
3. Executes its governance responsibilities regarding risk management within the University;			✓		Only now to be incorporated
4. Executes its governance responsibilities regarding financial reporting within the University;				✓	
5. Evaluates the University's compliance with legal requirements;				✓	
6. Evaluates whether appropriate and applicable corporate governance principles are applied within the University;			✓		Review to be conducted

Review criteria	1	2	3	4	5	Comments / Recommendations
7. Evaluates and monitors the risks related to information systems within the University;				✓		
8. Monitors the University's financial sustainability;				✓		
9. Evaluates the performance of the Audit Committee and addresses inefficiencies accordingly;				✓		
10. General composition, individual and collective value added by members.				✓		

General comments and recommendations Section A: Council Governance Performance

There is still room for improvement and the Audit Committee's performance will constantly be evaluated and monitored.

Chairperson: Mr J Njeke

UNIVERSITY OF JOHANNESBURG

COUNCIL AUDIT COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Audit Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Audit Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. “Not applicable” only to be considered for items 3 and 12.

Date of operational and administrative performance review _____

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional		Comments / Recommendations
	1	2	3	4	5	NA		
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓			
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓			
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;					✓			
4. The Chair, in consultation with the Deputy Vice-Chancellor: Finance, directs the meetings by giving input into the agenda;					✓			
5. The agenda and subsequent annexures enable informed decision-making by members;					✓			

Review criteria		1	2	3	4	5	NA	Comments / Recommendations
6. Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓			
7. The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;						✓		
8. The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;						✓		
9. Attendance of meetings is good;					✓			
10. Members adhere to the general principles of good governance related to meetings and meeting procedures;						✓		
11. Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);						✓		
12. Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;							✓	
13. Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;						✓		
14. The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);						✓		

Review criteria		1	2	3	4	5	NA	
15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.						✓		

General comments and recommendations Section B: Operational and Administrative Performance

Although there is room for improvement, the Audit Committee functioned well in 2007.

Chairperson: Mr J Njeke

UNIVERSITY OF JOHANNESBURG

COUNCIL FINANCE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Finance Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Finance Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 8 November 2007

Review criteria	Dysfunctional Poor performance					Highly functional Highly effective					Comments / Recommendations
	1	2	3	4	5	1	2	3	4	5	
Council Finance Committee:											
1. Functions in accordance with the principles of applicable corporate governance related to financial and asset management;				✓							
2. Determines the financial delegation of authority within the University and monitors compliance in this regard;				✓							This committee reviewed and updated the delegation of authority document on 2 occasions during the year. The monitoring of the adherence to the document is governed by the Audit Committee via Internal audit reports and forensic investigations.
3. Executes its governance responsibilities regarding the University's financial management and investment practices;				✓							The Investment Committee was mentioned as a delegated activity but the outcome of the Investment Committee decisions are reviewed and ratified by the Finance Committee.

Dysfunctional
Poor performance

Highly functional
Highly effective

Review criteria		1	2	3	4	5	Comments / Recommendations
Council Finance Committee:							
4. Reviews the University's financial objectives and attainment thereof;				✓			The Committee is of the view that it can be more pro-active in designing performance criteria for evaluations that is forward looking as opposed to merely reviewing the latest set of financial results as it is merely evaluating a lag indicator. More strategic outcomes will be determined and monitored in the next year.
5. Considers the University's budget for recommendation to Council;					✓		The Committee felt that the word considers was too limiting as the committee actually reviews the quality and the integrity of the budget process and the results and that they base their recommendation on this.
6. Executes its governance responsibilities regarding financial reporting within the University;					✓		Statutory reporting is a delegated authority of the Audit Committee and reporting within the University is in the domain of the MEC. The committee discussed the fact that we obtain information, that we assess the overall quality and accuracy and that we interrogate to the extent needed. Maybe the question should read "reporting by the University" to make it a more relevant question.
7. Identifies and governs the financial and procurement risks of the University;							Risks are evaluated by the Audit Committee. The Investment Risk side is governed by the Investment Committee and thus investment risk is handled by it.
8. Ensures that the asset base of the University is protected against injudicious spending patterns;					✓		

Review criteria		Dysfunctional Poor performance					Highly functional Highly effective					Comments / Recommendations
		1	2	3	4	5						
Council Finance Committee:												
9. Evaluates the performance of the Finance Committee and addresses inefficiencies accordingly;				✓								This is the first review and formal updates to enhance efficiency have not taken place yet.
10. General composition, individual and collective value added by members.					✓							Members have been participating in an active manner, they come to meetings prepared and the only matter arising that will be carried forward to 2008 is in respect of an outsider that needs to submit to the management more information.

General comments and recommendations Section A: Council Governance Performance

Some comments have been passed to improve on the applicability of the questions raised to the evaluation process and to enhance alignment to the Committee's charter.

We would like to ensure a closer linkage between Investments held, the Enrollment plan, the Annual budget and the Strategic Financial Plan with the intent to have a more forward looking approach in future as opposed to merely reviewing historical data and considering short term and monetary projections.

Chairperson: **Trix Coetzer**

UNIVERSITY OF JOHANNESBURG

COUNCIL FINANCE COMMITTEE REVIEW

Section B: Operational and Administrative Performance

The operational and administrative performance of Council Finance Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Finance Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective. "Not applicable" only to be considered for items 3 and 12.

Date of operational and administrative performance review: 8 November 2007

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional		Comments / Recommendations
	1	2	3	4	5	NA		
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		Answer can only be yes or no - rating scale does not accommodate this.	
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓		See 1 above.	
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;						✓	None needed in 2007, handled all matters in the scheduled meetings.	

		Poor performance Dysfunctional			Highly effective Highly functional			
Review criteria		1	2	3	4	5	NA	Comments / Recommendations
4. The Chair, in consultation with the Deputy Vice-Chancellor: Finance, directs the meetings by giving input into the agenda;						✓		On an ongoing basis.
5. The agenda and subsequent annexures enable informed decision-making by members;					✓			We feel that we can mature the process further; this year the agenda and annexures did support the process more than adequately.
6. Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;						✓		Always timeous and relevant.
7. The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;				✓				The Committee had numerous occasions where the required quorum was not present at the meeting. All matters were dealt with but it was cumbersome to constitute properly at times.
8. The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;				✓				This took place for the first time at the meeting on 8 November 2007 as the required declarations were made at Council meetings before. We would like to propose that we follow an alternative method where a declaration is signed at the beginning of the year and that the member then takes the responsibility to update as and when the contents change.
9. Attendance of meetings is good;				✓				See item 7 above.

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional		
	1	2	3	4	5	NA	Comments / Recommendations	
10. Members adhere to the general principles of good governance related to meetings and meeting procedures;					✓			
11. Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);					✓			
12. Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;						✓		
13. Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;					✓		Members come to the meeting prepared and they execute their duties with due care and diligence.	
14. The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);					✓			
15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.					✓			

General comments and recommendations Section B: Operational and Administrative Performance

Although there is always room for improvement, the Finance Committee functioned well in 2007.

Chairperson: **Trix Coetzer**

UNIVERSITY OF JOHANNESBURG

COUNCIL HUMAN RESOURCES COMMITTEE PERFORMANCE REVIEW Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Human Resources Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Human Resources Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 3 December 2007

Review criteria	Dysfunctional Poor performance					Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5			
Council Human Resources Committee:								
1. Executes its governance responsibilities regarding human resource management within the University;				✓			Due to resignations of external council members in 2006 and the delay in the filling of these vacancies, especially the ministerial appointments, the HR Committee didn't function optimally and Council's HR responsibility regarding governance was therefore not always adequate.	
2. Executes its governance responsibilities regarding employment equity and acts as the University's Employment Equity Committee;				✓			Room for improvement. Will in future consider the University's Equity Plan. A progress report will serve at each meeting in 2008.	
3. Considers and recommends to Council the delegation of authority regarding human resource management within the University;				✓			Considered in 2006.	
4. Considers and recommends to Council the Conditions of Service for employees, including annual salary increases and the performance management system within the University;			✓				Considered the Conditions of Service but not the Performance Management System. A report to be submitted to the HR Committee in future.	

Review criteria		1	2	3	4	5	Comments and recommendations
5. Executes its governance responsibilities regarding senior/executive human resource management within the University;						✓	
6. Monitors compliance with legal requirements related to labour relations and human resource management within the University;				✓			Monitoring of employees suspended and dismissed to be conducted in future. A list of laws to be submitted to the Committee for control purposes.
7. Evaluates and monitors the risks related to human resource management within the University;				✓			Considered the academic retention strategy; more focus on overall risk management required. Reports to be submitted to the HR Committee.
8. Recommends to Council risk management strategies related to human resource management;				✓			Refer to comments above regarding item 7. Talent management strategy in progress – to be submitted to HR Committee in 2008.
9. Evaluates the performance of the Human Resource Committee and addresses inefficiencies accordingly;					✓		Conducted today for the first time.
10. General composition, individual and collective value added by members.					✓		This should improve in 2008 with stabilised composition of external Council members.

General comments and recommendations Section A: Council Governance Performance

Room for improvement of performance due to the turnover of external Council members in the Committee and the time it took for the replacement of Ministerial appointees.

Chairperson: _____

Mr Joel Dikgole

UNIVERSITY OF JOHANNESBURG

COUNCIL HUMAN RESOURCE COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Human Resources Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Human Resources Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for items 3 and 12.

Date of operational and administrative performance review: 3 December 2007

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓		The rescheduling of external members did have an impact. However, performance was still good despite the turnover of members.
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;					✓		
4. The Chair, in consultation with the Deputy Vice-Chancellor: Human Resources and Operations, directs the meetings by giving input into the agenda;					✓		New relationship to be established.
5. The agenda and subsequent annexures enable informed decision-making by members;					✓		Dr Rowland commended committee administration for the conversion of documents when necessary.

Review criteria		1	2	3	4	5	NA	Comments and recommendations
6.	Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓		
7.	The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;					✓		
8.	The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;				✓			The Registrar has introduced the minuting of declaration of interests.
9.	Attendance of meetings is good;			✓				Inadequate due to the turnover of members.
10.	Members adhere to the general principles of good governance related to meetings and meeting procedures;					✓		
11.	Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);				✓			Room for improvement once the committee membership has stabilized.
12.	Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;				✓			The filling of Ministerial appointees took some time.
13.	Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;				✓			
14.	The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);					✓		

15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.							✓		
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General comments and recommendations Section B: Administrative and Operational Performance

The turnover of Council members had a negative impact on the administrative and operational performance of the Committee.

Chairperson: _____

Mr Joel Dikgole

UNIVERSITY OF JOHANNESBURG

COUNCIL PLANNING AND RESOURCE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Planning and Resource Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Planning and Resource Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 21 November 2007

Review criteria	Dysfunctional Poor performance		Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5
Council Planning and Resource Committee:					
1. Executes its governance responsibilities regarding the strategic plan for the physical infrastructure of the University;			✓		During 2007 the emphasis was on providing the University's urgent requirements. Focus more on strategy in 2008.
2. Executes its governance responsibilities regarding project management related to building and maintenance projects of the University;				✓	PRC to ensure that all property transfers and statutory requirements have been addressed without micromanaging the University.
3. Executes its governance responsibilities regarding security and protection;				✓	
4. Executes its governance responsibilities regarding health and safety within the University and surrounding environment;			✓		Monitor and evaluate the University's health and safety process and submit regular reports to Council in 2008.
5. Ensures adequate disaster management;			✓		Monitor and evaluate the University's disaster management and submit regular reports to Council in 2008.

Review criteria		1	2	3	4	5	Comments and recommendations
6.	Considers major building projects and acquisition of physical assets for recommendation to Council;				✓		
7.	Evaluates and monitors the risks related to the infrastructure and physical assets of the University;				✓		To submit regular reports to Council in 2008.
8.	Provides strategic guidance on the sourcing of external funds for major building projects and the acquisition of major physical assets;	✓					PRC to liaise with the DVC responsible and provide strategic guidance on the sourcing of external funds in 2008.
9.	Evaluates the performance of the Planning and Resource Committee and addresses inefficiencies accordingly;				✓		First performance review today.
10.	General composition, individual and collective value added by members.				✓		

General comments and recommendations Section A: Council Governance Performance

The PRC is satisfied that it executed its primary responsibilities in 2007 but more emphasis must be placed on strategic planning, health and safety, disaster management and the sourcing of external funds for building projects in 2008.

Chairperson: C R GEBHARDT 21 November 2007

UNIVERSITY OF JOHANNESBURG

COUNCIL PLANNING AND RESOURCE COMMITTEE PERFORMANCE REVIEW

Section B: Operational and Administrative Performance

The operational and administrative performance of Council Planning and Resource Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Planning and Resource Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. “Not applicable” only to be considered for items 3 and 12.

Date of operational and administrative performance review: 21 November 2007

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		Compliance.
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;				✓			
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;				✓			
4. The Chair, in consultation with the Deputy Vice-Chancellor: Human Resources and Operations, directs the meetings by giving input into the agenda;				✓			
5. The agenda and subsequent annexures enable informed decision-making by members;				✓			Members must ensure that the relevant information is provided timeously

Review criteria		1	2	3	4	5	NA	Comments and recommendations
6.	Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓		
7.	The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;					✓		
8.	The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;					✓		
9.	Attendance of meetings is good;				✓			
10.	Members adhere to the general principles of good governance related to meetings and meeting procedures;				✓			
11.	Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);				✓			
12.	Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;				✓			A turnover of external council members due to resignations.
13.	Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;				✓			
14.	The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);				✓			

Review criteria	1	2	3	4	5	NA	Comments and recommendations
15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.				✓			

General comments and recommendations Section B: Operational and Administrative Performance

Operational and administrative performance is satisfactory.

Chairperson: C R Gebhardt 21 November 2007



PERFORMANCE REVIEW ON MEC CORPORATE GOVERNANCE RESPONSIBILITIES

1. Strategy development and implementation

- 1.1 The development and implementation of strategies, policies, management performance criteria and business plans;
- 1.2 Execution of strategies and plans approved by Council;
- 1.3 Full and timely declaration of conflicts of interest takes place;
- 1.4 Management promotes a culture of motivation that supports enterprise and innovation with appropriate short and long term performance related rewards that are fair and achievable;
- 1.5 Levels of remuneration are sufficient to attract, retain and motivate employees of the required quality;
- 1.6 Management is assessed both individually, and collectively as a team;
- 1.7 Management meetings are productive;
- 1.8 The agenda-setting process for management meetings allow for appropriate issues to be raised as necessary;
- 1.9 Top management is effective as a team;
- 1.10 Management delegates authority effectively to lower levels of management.

2. Risk management strategies and practices

- 2.1 Risk management is practiced throughout the University by all staff in their day to day activities;
- 2.2 Practices are in place and procedures are followed to protect the University's assets and reputation;
- 2.3 Management has introduced a process for the identification and assessment of risk;
- 2.4 Control activities and other mitigation interventions are designed to respond to risks throughout the University;
- 2.5 Regular reporting to Council is taking place regarding the effectiveness of the process;

- 2.6 Generally recognized risk management and internal control models and frameworks are used in order to maintain a sound system of risk management and internal control;
- 2.7 Risk strategy policies are set in liaison with Council;
- 2.8 Reports from management to Council provide a balanced assessment of the significant risks and the effectiveness of the system of internal control in managing those risks;
- 2.9 The internal audit function does not assume the functions, systems and processes of risk management, but provide independent assurance in relation to management's assertions surrounding the effectiveness of risk management and internal control.

3. Effectiveness of internal audit function

- 3.1 Management receives regular reports from internal audit regarding the following:
 - 3.1.1 whether processes to identify and manage risk are adequate;
 - 3.1.2 the effective operation of established internal control systems;
 - 3.1.3 the process of ensuring proper governance;
- 3.2 Management responds timeously to recommendations received from the internal auditors.

4. Organisational integrity related to business ethics

- 4.1 Management supports ethical behaviour, both formally and informally, leading by example;
- 4.2 Management fosters an environment within which ethical business practices is promoted, developed and maintained;
- 4.3 Management ensures compliance with established principles and standards of ethical behaviour and practice;
- 4.4 Commitment to organizational integrity is demonstrated by codifying its standards in a code of ethics;
- 4.5 Commitment to the code of ethics is demonstrated.

5. Responsible citizenship related to corporate governance

- 5.1 The University has clear corporate values, which are stated and enacted;
- 5.2 The legitimacy of interest of defined key stakeholders is recognized. Policies governing relationships with these stakeholders are published;
- 5.3 The University engages in long-term relationships;
- 5.4 Management recognize and differentiate between accountability linkages (to Council and Statutes) and responsibility linkages (to other stakeholders);
- 5.5 The University communicates with key stakeholders and engage with them;
- 5.6 The University is open and transparent in structure, process and disclosure;
- 5.7 The University recognizes the implications of respect for human rights, having a human rights policy, and acting on it;
- 5.8 The University respects the well-being of employees, treating them fairly and with cultural sensitivity, enabling them to develop their potential through skill and knowledge transfer;
- 5.9 Management practice and encourage greater environmental responsibility
- 5.10 The University treats suppliers fairly;

- 5.11 Management promotes collaborative partnerships with communities through donations and staff involvement and support.

6. Management of the University's sustainability

- 6.1 There is an effective and adequate system of internal control in place to manage safety, health and environmental issues;
- 6.2 Formal procurement policies have been developed that take BEE into account;
- 6.3 A HIV/AIDS strategy plan and policies have been adopted to address and manage the potential impact of HIV/AIDS on the University;
- 6.4 The University understands measures and manages the impact of its activities on the environment and other stakeholders.

7. Effectiveness of stakeholder communication

- 7.1 Information is distributed via a broad range of communication channels, including the Internet, having regard for its security and integrity while bearing in mind the need that critical information reaches all stakeholders timeously;
- 7.2 The University reports on an inclusive basis to all stakeholders; including information of a "non-financial" nature dealing with the social, economical and environmental performance of the company.

8. Management of the external audit process

- 8.1 The independence between the auditors (internal and external) and management is maintained;
- 8.2 The auditors, through their audit activities, have an important impact on the quality of internal control systems;
- 8.3 Management aim for efficient audit processes by using the external auditors in combination with the internal audit function;
- 8.4 Management encourages consultation between the internal and external auditors;
- 8.5 Management gives due consideration to the cost/value relationship when considering IT strategy.

9. Compliance with national transformation imperatives

- 9.1 There are strategies and plans to facilitate the execution of national transformation imperatives within the University;
- 9.2 Academic and employee statistics reflect evidence of achieving the transformation goals.

10. Legal compliance and evidence of best practice within the higher education context

- 10.1 Legal compliance with legislation, regulations and policies within the context of a Higher Education Institutions;
- 10.2 Compliance with best practice principles and codes of practice are evident.



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