UNIVERSITY OF JOHANNESBURG

University of Johannesburg

ANNUAL REPORT 2016

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REPORT PROFILE:
Scope and Boundary of the Report

OVERVIEW

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is guided, firstly, by the Department of Higher Education and Training's Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions. Secondly, the principles of integrated and sustainable reporting are taken into consideration for the portfolio and divisional sections of this report.

The Annual Report covers the period from 1 January 2016 to 31 December 2016 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding the UJ Annual Report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

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

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

- The Regulations for Reporting by Public Higher Education Institutions;
- The principles reflected in King III on Corporate Governance, as applied to higher education institutions;
- The institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP);
- The Institutional Risk Register approved by Council.

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

REPORT CONTENT

SECTION ONE

Scope and Boundary of the Report 02

- Overview, scope and boundary of the report
- Report content

SECTION TWO

Performance Report 23

- Chairperson of Council Report
- Vice-Chancellor and Principal Report to Council
- Report on the Annual Performance Plan 2016 of the University of Johannesburg
- Report on the DHET Annual Performance Plan 2016 of the University of Johannesburg
- Summary of the UJ Institutional Performance 2016

SECTION THREE

Statement on Governance 71

- Overview
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report
- Report of the Management Executive Committee (MEC)
- Student Representative Council (SRC) Report
- Student Services Committee (SSC) Report
- Institutional Forum (IF) Report
- Convocation Report
- Conclusion and way forward

SECTION FOUR

Statement on Risk Management 109

- Overview
- Policy framework
- Institutional risks
- Performance
- Report from the MEC Risk Management Committee (RMC)
- Report from the Audit and Risk Committee of Council (ARCC)
- Conclusion and way forward

SECTION FIVE

Transformation 117

- Overview
- Institutional Transformation Plan
- The Transformation Unit
- Theme One: Institutional culture
- Theme Two: Transformational leadership, governance and management
- Theme Three: Academic excellence
- Theme Four: Employment equity (diversity management)
- Theme Five: A student-centred and caring institution
- Focus on health and wellness

- Disability related support and activities
- Conclusion

SECTION SIX

Statement on Environmental Sustainability 137

- Overview
- Energy management
- Water management
- Waste management
- Conclusion and way forward

SECTION SEVEN

Occupational Health and Occupational Safety 147

- Overview
- The UJ health and safety model
- Ethical-legal universe
- UJ health and safety programmes
- Audit types and cycles
- Overarching risk themes and risk mitigation
- Risk reporting
- Strategic focus and targets
- Conclusion

SECTION EIGHT

Academic Teaching and Learning 161

- Overview
- Strategic focus
- Teaching and learning strategy and policies
- Organisational responsibilities and governance
- Institutional academic performance
- Academic Development and Support
  - Overview
  - Academic Development Centre (ADC)
  - Centre for Psychological Services and Career Development (PsyCaD)
  - Centre for Academic Technologies (CAT)
  - Special Projects
  - Conclusion and way forward

SECTION NINE

Research, Postgraduate Studies, Internationalisation and the Library and Information Centre 179

- Overview and Governance
- Research and Postgraduate Studies
  - Overview
  - Operating context and governance
  - Risk management
  - Strategic focus, targets and achievements

- Research profile
- UJ Postgraduate School
- Research capacity development
- The Statistical Consultation Service (STATKON)
- Postgraduate funding
- Postgraduate research fellows
- Youth Development Institute of South Africa
- Conclusion and way forward

- Internationalisation
  - Overview
  - Operating context, governance and risk management
  - Strategic foci and targets: Performance
  - Looking forward
- Library and Information Centre
  - Operating context and governance
  - Risk management
  - Strategic focus and targets
  - Employee profile
  - Community service, stakeholder management and reputation management
  - Resource management and sustainability
  - Leadership
  - Conclusion and way forward

SECTION TEN

Faculty Performance 209

- Overview and Governance
- Faculty of Art, Design and Architecture
- Faculty of Economic and Financial Sciences
- Faculty of Education
- Faculty of Engineering and the Built Environment
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Management
- Faculty of Science

SECTION ELEVEN

Community Engagement 305

- Overview
- Operating context, governance and risk management
- Community engagement policy guidelines, principles, ethos
- Role and activities of the Community Engagement Unit
- Looking forward

SECTION TWELVE

Stakeholder Engagement and Institutional Advancement 313

- Overview
- Stakeholder engagement during #FeesMustFall

- Institutional Advancement
- Strategic focus and targets
- Additional stakeholder engagement
- Conclusion and way forward

SECTION THIRTEEN

Student Life 327

- Overview
- Student Affairs
- Arts and Culture
- Sport

SECTION FOURTEEN

Management and Administration: Human Resources 345

- Overview
- Resourcing to build an organisation fit for purpose
- Diversity of academic staff and employment equity
- Management, leadership and staff development
- Institutional culture
- Risk management
- Policy development
- Way forward

SECTION FIFTEEN

Management and Administration: Support Services 351

- Overview
- Governance
- Policy framework
- Registrar's Portfolio
  - Academic Administration
  - Unit for Quality Promotion
  - Central Administration
  - Corporate Governance
  - Occupational Health Practice
  - Primary Healthcare Service
  - Institutional Office for HIV and AIDS (IOHA)
- Office of the General Counsel
- Information Communication Systems
- Institutional Planning, Evaluation and Monitoring
- Operations

SECTION SIXTEEN

Financial Sustainability 401

- Overview
- Policy framework
- Governance framework
- Financial risks and risk management
- Focus

- Financial performance
- Financial governance and revenue
- Finance expenditure
- Compliance with the B-BBEE Act
- UJ Trust
- Technology Transfer Office and Commercialisation
- Strategic Financial Projects
- Resolution Circle
- Report: Chairperson of the Finance Committee of Council

Audited Financial Statements 433

- Consolidated and Separate Financial Statements
  - Statement of responsibility of the Members of Council
  - Report of the independent auditors
  - Consolidated statement of financial position
  - Consolidated statement of comprehensive income
  - Consolidated statement of changes in equity
  - Consolidated statement of cash flows
  - Notes to the consolidated annual financial statements
  - Supplementary consolidated and separate statement of comprehensive income

Kinta Burger (Prof)
Registrar

LIST OF ACRONYMS AND INITIALISMS

AAMP	Accelerated Academic Mentorship Programme
AAT	Association of Accounting Technicians
ABASA	Association for the Advancement of Black Accountants of Southern Africa
ABLU	Annual Banking Law Update
ACCA	Association of Chartered Certified Accountants
ACT	Arts and Culture Trust
ACT	Against Crime Together
ACTSA	Association of Corporate Treasurers of Southern Africa
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADR	Alternative Dispute Resolution
ADS	Academic Development and Support
AED	automated external defibrillator
AIDS	Acquired Immune Deficiency Syndrome
AL	assistant lecturer
AP	Academic Partnerships
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APP	Annual Performance Plan
APQC	Academic Planning and Quality Committee
APRM	African Peer Review Mechanism
APS	Admission Point Score
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARP	Academic Recovery Plan
ARS	Application Rating System
ARWU	Academic Ranking of World Universities
ASSAf	Academy of Science of South Africa
AU	African Union
AULAI	Association of University Legal Aid Institutions
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
BASA	Biokinetics Association of South Africa
B-BBEE	broad-based black economic empowerment
BCEA	Basic Conditions of Employment Amendment Act
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BET	Bachelor of Engineering Technology
BHF	Board of Healthcare Funders

BI	business intelligence
BMS	Building Management System
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
BYOD	Bring Your Own Device
CA	chartered accountant
CAA	Central Academic Administration
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPP	Council Committee Annual Performance Plan
CAPS	Curriculum and Assessment Policy Statement
CARINBE	Centre of Applied Research and Innovation in the Built Environment
CASE	Council for the Advancement and Support of Education
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBL	Centre for Banking Law
CBR	Community Based Research
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CDIO	Conceiving – Designing – Implementing – Operating
CE	Community Engagement
CEAB	Community Engagement Advisory Board
CEB	Central Executive Board
CEE	Council for Economic Education
CENLED	Centre for Local Economic Development
CEP	Continuing Education Programme
CEPR	Centre for Education Practice Research
CERT	Centre for Education Rights and Transformation
CESM	Classification of Educational Subject Matter
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFMS	Computerised Facilities Management System
CfT	Centre for Telecommunications
CGSAPD	Central Gauteng Sports Association for Physically Disabled
CHE	Council for Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CIC	Commercial Investment Committee
CICLASS	Centre of International Comparative Labour and Social Security Law
CIF	Community Innovation Fund
CIMA	Chartered Institute of Management Accountants

CIMERA	Centre of Excellence of Integrated Mineral and Energy Resource Analysis
CIPS	Chartered Institute of Purchasing and Supply
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLASA	Corporate Lawyers Association of South Africa
CMC	Council Membership Committee
CO2	carbon dioxide
COBE	College of Business and Economics
CORE	Centre for Operations Research and Econometrics
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CSDA	Centre for Social Development in Africa
CR	Community Research
CSESE	Centre for Social Entrepreneurship and Social Economy
CSBD	Centre for Small Business Development
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online
CSR	Centre for Sociological Research
CSRC	Central Student Representative Council
CTS	Central Technical Services
DATP	Digital Ambassadors Training Programme
DBE	Department of Basic Education
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
ECT Act	Electronic Communications and Transactions Act, 2000
ED	executive director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EDRMS	Electronic Document and Records Management System
EE	employment equity
EEA	Employment Equity Amendment Act

EI	Education International
ELG	Executive Leadership Group
ELI	Education Leadership Institute
EME	exempted micro enterprises
EMS	emergency medical services
ER	Employment Relations
ERC	East Rand Campus
EPR	Enterprise Resource Planning
ESM	Executive Strategy Manager
ESPC	Faculty Engineering Science Programme Committee
EU	European Union
EUNIC	European National Institute for Culture
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FASSET	Finance and Accounting Services Sector Education and Training Authority
FATC	Forgotten Angle Theatre Collaborative
FCC	Finance Committee of Council
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
FELMC	Faculty of Education Leadership and Management Committee
FES	First Year Seminar
FET	Further Education and Training
FELMC	Faculty of Education Leadership and Management Committee
FHDC	Faculty Higher Degrees Committee
FPI	Financial Planning Institute of Southern Africa
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FSCC	Financial Sustainability Committee of Council
FTE	full-time equivalent
FYE	First Year Experience
FwCI	field-weighted citation impact
GAJ	Global Academy Jobs
GCRO	Gauteng City Regional Observatory
GDoH	Gauteng Department of Health
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
GSA	Graduate School of Architecture
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing
HEAIDS	Higher Education HIV and AIDS Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association

HEI	higher education institution
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Quality Standards Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education
HICC	Higher Institutional Central Council
HIV	Human Immunodeficiency Virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HR	human resources
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HTC	Health Training Clinic
IABC	International Association of Business Communicators
IACLEA	International Association of Campus Law Enforcement Administrators
IAEA	International Atomic Energy Agency
IAESB	International Accounting Education Standards Board
IALS	International Association of Law Schools
IAS	Institute for Advanced Study
ICS	Information and Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	International Criminal Court
ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda
IDEP	Institute for Economic Development and Planning
IEDC	International Economic Development Council
GBV	gender-based violence
IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
IGD	Institute for Global Dialogue
ILMS	Integrated Library Management System
IMSSA	Institute of Mine Surveyors of South Africa
IoDSA	Institute of Directors in Southern Africa
IOHA	Institutional Office for HIV and AIDS
IP	intellectual property
IPDE	Initial Professional Development of Educators
IPET	Institute of Professional Engineering Technologists
IPM	Institute of People Management

ISA	International Standards on Auditing
ISPL	International Survey of Peer Leadership
ISS	Institute for Intelligent Systems
IT	Information Technology
ITC	Initial Test of Competence
ITE	Initial Teacher Education
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JBS	Johannesburg Business School
JCPMT	Journal of Construction Project Management and Innovation
JDA	Johannesburg Development Agency
JIAS	Johannesburg Institute for Advanced Study
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KIC	Knowledge Interchange
KNUST	Kwame Nkrumah University of Science and Technology
KPA	key performance area
KPI	key performance indicator
LEAD	Legal Education and Development
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LMS	Learning Management System
LRAA	Labour Relations Amendment Act
LSA	Long Service Award
MACE	Council for Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAPS	Mastering Academic and Professional Skills
MCTS	Metal Casting Technology Station
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MEC RMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MISiS	Russia National University of Science and Technology
MOOC	massive online open courses
MOU	memorandum of understanding
MQC	Mining Qualifications Authority

MRC	Medical Research Council
MSDS	material safety data sheets
NAFSA	National Association of Foreign Student Advisors
NASDEV	National Association of Student Development
NDP	National Development Plan
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
NFVF	National Film and Video Foundation
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NIPMO	National Intellectual Property Management Office
NMMU	Nelson Mandela Metropolitan University
NMOP	New Manager Orientation Programme
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NTU	Nanyang Technological University
NWU	North-West University
OAU	Organisation of African Unity
OGC	Office of General Counsel
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OMIGSA	Old Mutual Investment Group of South Africa
OO	organised outreach
O:PwD	Office: People with Disabilities
OROSS	Online Research Output Submission System
OSD	Occupational Safety Department
PAIA Act	Promotion of Access to Information Act 2 of 2000
PanSALB	Pan South African Language Board
PARAGOS	Principles and Rules Addressing Gatherings of Students
PAR-Q	Physical Activity Readiness Questionnaire
PASD	Professional Academic Staff Development
PCE	Portfolio Committee on Energy
PCT	Patent Cooperation Treaty
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PED	Provincial Education Department
PEERC	Public and Environmental Economics Research Centre

PET	positron emission tomography
PFS	Postgraduate Funding Section
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGWF	Postgraduate Writing Fellows
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioners
PISA	Plastics Institute of South Africa
PLATO	South African Council for Professional and Technical Surveyors
PLHIV	People Living with HIV
PMS	Performance Management System
POPI Act	Protection of Personal Information Act, 2013
POSA	Privately Owned Student Accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
PRP	Peer Review Panel
PRR	Peer Review Report
PsyCaD	Centre for Psychological Services and Career Development
PTC	Professional Test of Competency
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PVMAC	Property Valuation and Management Advisory Committee
PWD	People with Disabilities
PWG	Programme Working Group
QE	Qualifying Examination
QEP	Quality Enhancement Project
QEPTT	Quality Enhancement Programme Task Team
QSE	Qualifying Small Enterprises
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
QWG	Quality Working Group
RAA	residence academic advisors
RAPDASA	Rapid Product Development Association of South Africa
RAU	Rand Afrikaans University
RC	Resolution Circle
RCD	Research Capacity Development
RDG	Research Development Grant
REC	regional economic communities
REPEC	Research Papers in Economics
RFP	request for proposal
RICS	Royal Institute of Chartered Surveyors

RIMS	Research Information Management System
RLS-F	Rule of Law Stabilisation – Formal
RMC	Risk Management Committee
ROSC A&A	Report on the Observance of Standards and Codes, Accounting and Auditing
RSB	risky student behaviour
SA	South Africa
SAAHC	South African Accounting History Centre
SAAIR	Southern African Association for Institutional Research
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACAP	South African Council for the Architectural Profession
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners
SACQSP	South African Council for the Quantity Surveying Profession
SACVP	South African Council for the Property Valuers Profession
SADC	Southern African Development Communities
SAFEFE	South African Foundation for Economics and Finance Education
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institute of Civil Engineers
SAIDS	South African Institute for Drug-free Sport
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANRC	South African National Resource Centre
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SARL	Student Accommodation and Residence Life
SAQA	South African Qualifications Authority
SARChI	South African Research Chairs Initiative
SARS	South African Revenue Services
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASPEN	Southern African Social Protection Experts Network
SAULCA	South African Universities Law Clinic Association
SAVUSA	South African Vrije University Strategic Alliance
SCEBE	School of Civil Engineering and the Built Environment
SDC	Student Disciplinary Committee
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SeTAR	Centre for Sustainable Energy Technology and Research

SETAs	Sector Education and Training Authorities
SHDC	Senate Higher Degrees Committee
SHECASA	Safety, Health and Environmental Association of South Africa
SHRM	Society for Human Resources Management
SL	service learning
SLA	service level agreement
SLG	Student Life and Governance
SLP	short learning programme
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	small, medium and micro enterprises
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SQP	Staff Qualifications Programme
SRC	Student Representative Council
SRSA	Sports and Recreation South Africa
SSC	Soweto Science Centre
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
STAND	Scholarly Teaching and Art, Architecture and Design
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SVCP	Student Volunteer Champion Programme
SWC	Soweto Campus
SWD	Students with Disabilities
SWUFE	South-Western University of Finance and Economics
SYE	Senior Year Experience
TCTI	total cost to institution
TFST	thin-film solar technology
THE	Times Higher Education
THE WUR	Times Higher Education World University Rankings
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TM	talent management
TMF	Transformation Managers' Forum
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group

TTO	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWR	Technikon Witwatersrand
U21	Universitas 21
UCCF	University Chairs of Council Forum
UCT	University of Cape Town
UFS	University of the Free State
UG	undergraduate
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJCE	UJ Centre for Entrepreneurship
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UJWiCEEP	UJ Women in Community Engagement Empowerment Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UNAM	Autonomous National University of Mexico
UNECA	United Nations Economic Commission for Africa
UNIDROIT	International Institute for the Unification of Private Law
Unisa	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
URC	University Research Committee
US	University of Stellenbosch
USAf	Universities South Africa
USSA	University Sport South Africa
UVP	Ulster Volunteer Force
VANSA	Visual Arts Network of South Africa
VIAD	Visual Identities in Art and Design Research Centre
VUT	Vaal University of Technology
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WHRC	Water Health Research Centre
WID	writing in the discipline
WIL	work-integrated learning
Wits	University of the Witwatersrand
WRC	Water Research Commission
YDISA	Youth Development Institute of South Africa

MADIBENG

Chairperson of the Council Report

2016 OVERVIEW

2016 heralded another year when the South African tertiary education system was under severe pressure. Throughout the year, universities were faced with increasing pressures from activists under the #FeesMustFall umbrella. While there is sympathy for the call for reducing costs of tertiary education, the increase in violence and destruction of property has had a significant impact not only on those institutions that have been subjected to such incidents but also on the global stature of the academic environment within South Africa. There is now increasing evidence of concerns being expressed by academics and universities around the world who are thinking twice about accepting visiting, temporary and full-time posts at South African universities. Further, there are increasing signs of concerns being expressed by the global academic fraternity about the ability of South African universities to maintain standards. These concerns must be seen in the light of several South African universities being pushed to limits where they have had to change timetabling and methods of assessment.

The Council of the University of Johannesburg has watched these developments with growing concern and has once again been extremely impressed with the way in which the Vice-Chancellor and his executive management have been able to handle this most precarious situation. The Council fully supports the notion of 'tough love', in which the University has gone out of its way to support students, both financially and morally, while at the same time not tolerating disruptive elements who have flaunted the University's rules and regulations.

It is pleasing to note that UJ was one of the few institutions in the country that managed these precarious situations such that there was no disruption in either the academic or examination timetables. This is a significant achievement and is indicative of a well-managed institution, which has been able to pre-empt serious disruptions, while at the same time lending a helping hand to thousands of students who under normal circumstances would not have been able to afford tertiary education.

During the year, the University continued to play a role in working alongside other universities, the Department of Higher Education and Training as well as other stakeholder groupings to find a way forward. While UJ has been able to navigate its way through these turbulent waters, there is no doubt that the tertiary education landscape will never be the same again. The view taken by the Chairperson of Council and the Vice-Chancellor is that there is now an urgent need for a complete redesign of the higher education system. The constant introductions of amendments to the Higher Education Act are simply tinkering with a system that requires a complete overhaul.

It is pleasing to note that the Executive Leadership Group under the direction of the Vice-Chancellor decided to revisit the University's 2025 Strategy. This decision was based on a recognition of the changing landscape. The group dedicated much time and energy in looking at which of the key issues embedded in the 2025 Strategy would need to be re-visited. To this end, the group identified several 'wicked problems' that the University would need to take into consideration, as it moves towards implementing the various components of the 2025 Strategy.

Council at its November annual strategy session was presented with a comprehensive outline as to how the executive management intends to craft the way forward. These recommendations, which included several 'game changer projects', were wholeheartedly supported by Council.

Despite the challenges, 2016 was once again a highly successful year for the University of Johannesburg. In every facet of its performance management agreement with Council, management was able to achieve, and in some cases overachieve on its agreed performance criteria. From both a financial and an academic and research point of view the University has once again reaffirmed its position as a leading African university and a highly respected academic institution in the global context.

Council wishes to place on record its indebtedness to the UJ community who have gone out of their way to make sure that this institution continues to drive excellence in every facet of its undertakings. The role played by the Vice-Chancellor cannot be underestimated. Once again, he has demonstrated a unique leadership style that has ensured that UJ has continued to make important strides. Council acknowledges the additional work of the Executive Leadership Group in ensuring that the University would meet its stated objectives. The pressure of being constantly on the lookout for potential uprisings has played a heavy toll on this leadership group. To achieve the stability, which was the hallmark of UJ during 2016, this team had to meet every morning to receive intelligence reports to identify what needed to be done to mitigate any potential disruption. This team has gone way beyond the call of duty to achieve what can only be described as a stellar performance.

OVERSIGHT

The Council of the University exercises a strict oversight responsibility. There are several forums used by Council to gain an insight into the critical issues facing the University. Both at Council level and through the various Council subcommittees, councillors explore with executive management those factors pertaining to maintenance of high academic standards, adherence to the University's roles and procedures, the identification and mitigation of risks, racial and gender issues and, above all, the financial integrity of the University.

Concomitant with the activities of Council and its various subcommittees, Council in consultation with executive management has developed a performance management system that now pervades throughout the University. On an annual basis, the performance criteria for the year ahead are negotiated between the executive management and Council. A detailed set of key performance areas are identified. Each member of the executive enters into a compact with Council in terms of their particular performance criteria. Each year in May and in November, a detailed interview is conducted between the Chairperson of Council, the Vice-Chancellor and each member of the executive management team. The interview explores the individual's performance against their compact agreement. Efforts are made to identify areas where the individual might require support as well as ensuring that there is adherence to the agreed performance measures. Unfortunately, there were some areas of non-performance that required corrective action on the part of the University.

ALIGNMENT OF COUNCIL

In anticipation of the approval of a new University statute, Council deliberations were realigned. A key driver in the realignment has been the linking of Council and Council subcommittee agendas to the 2025 Strategy. This is an important development in as much as each Council committee now focuses on key elements of the 2025 Strategy. These elements in turn are aligned to the performance requirements as agreed upon between Council and executive management. During the annual review of its performance, Council noted the effectiveness of the realignment process and its ability to perform its oversight role.

At each Council meeting the performance of University is reviewed, not only in terms of its own performance criteria but also in terms of alignment and progress made towards meeting the criteria as determined by the Department of Higher Education and Training.

FINANCIAL INTEGRITY

The financial sustainability of the University is deemed to be one of the key oversight roles played by Council. The current reality facing university funding must be seen in the light of the #FeesMustFall agenda. While government has gone out of its way to reduce the financial burden of deserving students, the funding provided to universities to meet the growing expectations of both academic and research needs is diminishing. There is no doubt that all universities are now under severe financial pressure.

The University of Johannesburg is no exception and is now focusing its energies on opportunities to expand its financial income through third-stream funding activities. In this regard, the University has realigned some of its portfolios to identify ways in which a number of its unique technologies can be commercialised.

The University has taken note of global trends in third-stream income generation. The lessons learnt from international experiences dictate the need for universities to handle third-stream income generation based on using external agencies that are properly resourced to identify opportunities for the commercialisation of university intellectual property. Currently, several opportunities are being explored with a view to providing the University with annuity income. In particular, significant progress has been made in solar energy, aquaculture, biometric identification and some mining related technologies.

In addition to identifying other potential sources of income, Council has recognised the judicious way in which management has been able to meet all the University's growth expectations, while at the same time taking considerable care to reduce costs. The overall financial performance of the University exceeded the budget expectations.

RACIAL AND GENDER TRANSFORMATION

Council places emphasis on the way in which the University is meeting its commitment towards a more equitable racial and gender profile. Council, in agreement with management, has set targets for both racial and gender transformation. During the year under review, the University met all Council's expectations in this critically important area of transformation. The climate in South Africa for the recruitment and retention of highly qualified black academics is very tight. There is no doubt that all universities are trying their best to improve their performance in this area. The result is heavy competition and open 'poaching' between universities to meet their transformation agendas. UJ is not immune to these challenges. In this regard, it is pleasing to note that both the attraction and the retention of black and female academics have been impressive. While there has been a significant improvement in this area, Council will continue to work with management to identify ways in which the disproportion of black and female senior academics can be rectified.

LOCAL AND GLOBAL RECOGNITION

Any university of stature subjects itself to various international academic rating agencies. In this regard, the University of Johannesburg has grown in stature. Both locally and internationally, the University has been able to improve on its rankings. Its position within the various rating agencies must be seen in the light of a university that is little more than a decade old. The University of Johannesburg is now a globally recognised institution in all facets of its operations, and is now in a position where some of the most prestigious academic institutions have willingly entered into collaborative arrangements with UJ.

2016 also saw increased activity on the part of executive management to exploit partnering arrangements with international universities. In this regard, Council recognises the untiring effort on the part of the Vice-Chancellor to ensure that UJ features prominently in some of the most important global university deliberations. It is worthwhile noting that the Vice- Chancellor was invited to make presentations on global trends in higher education at several important forums around the world.

The research output for 2016 surpassed all expectations. UJ is now rated as one of the top universities in South Africa. This fledgling institution is pitching itself against some of the most prestigious academic institutions in South Africa. Council has noted with extreme pleasure the increase in publication outputs. Not only has there been a significant increase in outputs, but also the quality of outputs has surpassed all expectations. It is important to note that UJ has achieved all of this in the absence of a medical school! This University is now making its mark and in so doing, has been able to attract and retain some key academic leaders in various fields.

UCCF AND USAf

The Vice-Chancellor and the Chairperson of Council continue to play an active role in the University Chairs of Council Forum (UCCF) and Universities South Africa (USAf). These are important chambers where the critical issues facing universities are debated. Council acknowledges the important role played by the Vice-Chancellor. He has been instrumental in steering the thinking of USAf around the key challenges of funding, student accommodation, and the transformation of university curricula in terms of these being more aligned to an Afrocentric way of thinking.

SUCCESSION PLANNING

As a result of discussions in respect of the term of office of the current Vice-Chancellor, Council agreed to institute a process to recruit a suitable replacement for Prof Ihron Rensburg. Council agreed to find an incumbent to take over the running of the institution with effect from 2018. Council appointed a selection committee who has set about the process of identifying suitable candidates for consideration. Considerable time was spent in identifying the profile of a suitable replacement. In this process, councillors took note of the significant progress of the University since its inception in January 2005. While it was recognised that it would be impossible to find a clone of Prof Rensburg, Council nevertheless identified those key attributes that a new incumbent would have to meet in terms of taking the University to its next stage of growth. In terms of the timetable as identified by Council, it is hoped the new incumbent will be identified towards the end of June 2017.

APPRECIATION

Even under exceptionally trying conditions, the University of Johannesburg has been able to soldier on and has made significant strides in 2016. The Executive Leadership Group is to be commended in the way it has managed the institution under these difficult conditions. At no time did this team deviate from its energy, passion and professionalism, in ensuring that UJ surpass all expectations. The Council wishes to place on record its extreme gratitude to the Vice-Chancellor for his stewardship and to his team for their ongoing commitment towards the betterment of UJ. The University of Johannesburg is blessed with an outstanding group of councillors. Due gratitude must be expressed to all our Councillors for their sage advice and their continued interest in the well-being of this very special institution.

Roy D Marcus (Prof)
Chairperson of Council

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Vice-Chancellor and Principal Report to Council

I write this report with great pride at the strides that the University – amidst the turmoil of often violent student activism – has made during 2016 towards its 2025 Strategic Plan, and I am confident that UJ will continue to exceed expectations. I am deeply grateful to the Council, under Professor Marcus' guidance, for its passionate stewardship, Senate for its principled companionship and academic wisdom, the Institutional Forum for enabling us to maintain our internal cohesion, the Student Representative Council (SRC) and the Convocation for their vital and robust partnerships, and to my colleagues on the Management Executive Committee (MEC) and the broader Executive Leadership Group (ELG) of executive deans, executive directors and senior directors for their partnership within, investment in and commitment to the UJ vision and mission and to our national and global goals for a far more inclusive, transformed, caring and responsive higher education. Our progress is made particularly prominent by the continued passion and dedication of our Chancellor, Prof Njabulo Ndebele, and also that of our vice-deans, heads of academic schools and departments, directors and senior managers of our professional and support divisions, our staff, students, and the leaders of our student and staff labour organisations.

In this Vice-Chancellor's overview, I reflect on the University management's shift to a far more activist, continuously and strenuously engaged, leadership stance, which was itself prompted by escalating student protests for free decolonised university education, and the fruitful outcomes of this vigorous leadership stance. Thereafter, I review progress on a number of vitally important developments. First, prompted by changes in our internal and external environments, the revision of the UJ 2025 Strategic Plan. Second, University achievements against our Council approved Annual Performance Plan. Third, enrolment changes precipitated by the successes of student protests for a free university education, and my reflections on and review of the call for the decolonisation of knowledge and of our universities. Fourth, I review the University's stellar research performance. Fifth, I report on our plans to re-catalyse the University's research-innovation-commercialisation ecosystem. Sixth, I report on the University's ever-expanding global reputation for excellence as reflected in global university ranking systems. Seventh, I report on the developments to further modernise the University's academic administration. Eighth, I report on our ongoing programme to nurture a staff complement that is capable of, and committed to, achieving the University's 2025 Strategic Plan.

Ninth, I report on the significant improvements that were achieved in the University's Student Affairs portfolio and how vital this has proved to the University attaining stability during student protests. Tenth, I report on the establishment of the Office of the General Counsel and how equally timely this has proved to be during the period of student protests. Eleventh, I report on significant enhancements in the University's Operations portfolio and the important consequences thereof. Twelfth, I report on changes to the University's executive leadership group (the ELG). Thirteenth, I report on the University's financial status that – notwithstanding the risk to the fee payment situation associated with student protests for a free university education – remains on a firm footing. Fourteenth, I review the significant risks experienced and managed by the University. Fifteenth, I report on how the University is, responsibly and assiduously, stewarding environmental sustainability. Sixteenth, as required by the Department of Higher Education and Training, and as agreed with the Chairperson of Council, I review my personal contribution, comprising eighteen specific goals, to the progress of the University. And, finally, seventeenth, I reflect on the imperatives facing the University in the immediate period ahead.

The University continued to focus all of its efforts, and to the very best of its abilities, on making good progress towards the Council-approved 2025 Strategic Plan, and towards this end, and as is reflected in the Council-approved Annual Performance Plan for 2016, excellent progress was recorded. Understandably, we pursue our work within a context, and as was the case in 2015, the year 2016 proved extraordinarily challenging with heightened and even violent student protests dominating our higher education landscape. These protests were aimed at securing free university education, and the decolonisation of our universities and of knowledge.

In order to respond far more effectively to the student protests that materialised during 2016, the University management shifted its leadership approach of 2015 from a focus primarily on the protection of staff and property, and on the non-disruption of the academic programme, to include a focus on the active and sustained engagement of our students, staff, parents and alumni on the critical issues of advancing towards free university education and on making meaningful progress on the decolonisation of the University and of knowledge. Naturally, the University management also focused much attention on the protection of staff and property, and on the non-disruption of the academic programme, and these efforts consumed significant investment of time, effort and financial resources. The University did suffer considerable damage due to arson associated with student protests, to one of its properties, the Auckland Park Campus Auditorium, and as a consequence had to move its graduation ceremonies to the much smaller Auckland Park Campus Theatre.

Considerable and unplanned costs were also expended on six – in our opinion, frivolous – yet urgent legal court applications that were aimed at interdicting the University management from fully executing its legal responsibilities to the University and its communities. Notwithstanding the challenging environment, the University management was able to sustain the academic programme without interruption and, as a consequence, during 2016, the University did not lose a single academic day due to student protests.

Notwithstanding fervent shutdown efforts, and frivolous court efforts to do so, completing our academic programme without a single academic day being lost, was largely due to a combination of reasons that reflect the significance and vitality of every decision we make and every step we take, as well as their cumulative and confidence-building consequences.

Eleven of these reasons are highlighted. First, we were firm in our commitment to completing the academic programme without interruption so that our academics could continue their work in the very best circumstances possible and so that our graduating class of students could graduate and all other students make good academic progress. Even during days in which efforts at disruption were at their peak, all staff were united in the determination to fulfil our academic responsibilities.

Second, we sustained an active, pragmatic and results-oriented engagement with the UJSRC and influential student leaders. These took the form of regular cycles of private and public meetings.

Third, and related to the second, a resilient, purposeful, pragmatic and dependable UJSRC, who alongside a cluster of influential student leaders, were equally committed to the academic success of the students that

they lead. Their robust challenges to management decisions were always respectful, and they took shared responsibility in protecting the academic programme.

Fourth, a resilient and determined staff and students. Strikingly, during this period when our mettle was put to the test, our students and staff stood tall and firm – as they did during the 2015 year-end examinations – in their call for a free decolonised university education and for the non-interruption of the academic programme.

Fifth, well-intentioned, cohesive, focused, decisive and shared executive leadership and management. In order to stay abreast of the turmoil in the university sector and within the University, and to provide far more timely and effective stewardship of the University, daily Special Management Executive Committee meetings were instituted. These meetings, in addition to special consultative meetings between the MEC and the Deans, enabled the University executive management to provide effective, continuous and cohesive institutional leadership and management. This included a continuous – often daily – security risk assessment and risk management plan.

Sixth, we maintained a transparent and 'follow-through' approach to the implementation of agreements, for example, the on-time implementation of significant parts of the agreements reached during November 2015 regarding the insourcing programme for outsourced services, and the successful implementation of financial support for 'missing middle' students. Management honoured its agreements, on time, thereby demonstrating our negotiations were carried through in good faith.

Seventh, we maintained a principled commitment to facilitating gatherings within the University's new and protest-favouring rules, while adopting a pragmatic and situation-contingent approach to unapproved gatherings.

Eighth, we maintained a visible embrace and support of the plight of our poor and 'missing middle' students as reflected in several initiatives, notably through funding the UJSRC Trust Fund by means of which the registration fees of 3 858 'missing middle' students in the amount of R20 million were financed; providing meals twice daily to 3 800 needy students and, most notably, having raised R101 million towards the 'missing middle' students fund which, coupled with an additional R10 million for the UJSRC Trust Fund, provided full financial support to fund the tuition fees of all 3 858 'missing middle' students.

Ninth, we sustained our results-oriented commitment to achieving accessible Pan-African and global excellence, on the one hand, and equity and transformation, on the other.

Tenth, the state's pragmatic and tactically sound subvention of fee increases for 2016 (and for 2017) enabled universities to cap fees at 2015 levels, while the state is considering medium-term solutions to call for free university education. This response from the state has also resulted in a substantial increase in the funds allocated to the NSFAS.

Eleventh, active and sustained crisis and strategic communications. In this manner, through our weekly Vice-Chancellor's letter to staff, students, parents, alumni and University councillors, and our proactive external media stance, we were able to keep all of our stakeholders abreast of the evolving situation at our University, and to reassure them of our collective commitment to stability in the academic programme.

As a consequence of the student protests for free university education, our financial sustainability came under considerable pressure, as debt increased due to the increasing non-payment of tuition fees. University finance executives, under the leadership of DVC Jaco van Schoor, performed well under the circumstances to enable the University to achieve a better than break-even budget outcome. They also played an active national role, notably in the development of the new NSFAS Student Centred model, and the development of the state's Fee Increase Grant model, and they invested great effort in assisting NSFAS to improve its considerable inefficiencies. Perhaps, even more importantly, under the stewardship of the Vice-Chancellor, finance executives, alongside senior managers in Advancement, raised an astonishing R101 million towards the UJ 'Missing Middle' Fund. As noted earlier, these funds coupled with an additional R10 million for the UJSRC Trust Fund provided full financial support to fund the tuition fees of all of our 3 858 'missing middle' students.

Protests and challenges: Reviewing the UJ 2025 Strategic Plan

Prompted by the various protest actions in 2015 and 2016, and our efforts to better understand the new challenges in university education for and at UJ, the UJ Senior Leadership Group – comprising all heads of academic departments and schools, vice-deans and executive deans, senior managers, directors and executive directors responsible for professional and support services, and the Management Executive Committee – during May 2016 began the journey of reviewing the 2025 Strategic Plan.

The important first step on this journey of discovery, rethinking and redesign of the future UJ identified 'wicked' problems that, if left 'undissolved' or 'untamed', would result in the slow demise of UJ. The SLG also considered the design elements of the ideal future UJ. Subsequently, five task teams designed detailed solutions and plans to 'dissolve' or 'tame' the top five 'wicked' problems, and also advised on revisions to the UJ 2025 Strategic Plan, which were subsequently considered and approved for action by the University Council.

The specific design elements of the eight game changers subsequently developed – aimed to 'dissolve' the 'wicked' problems – were to: catalyse the University's 2025 Strategic Goal of Pan-African and Global Excellence and Stature in order to give effect to the idea of establishing UJ as the Pan-African epicentre of intellectual inquiry; advocate a caring, service-oriented, collegial, transformative institutional culture; advocate and create conditions for a happy and productive staff; advocate and establish far more integrated and effective institutional processes and systems; optimise our assets and facilities; innovate in teaching and learning, in particular online learning and blended learning; and, internationalise our top curricular programmes. Furthermore, successful implementation of these game changers are anticipated to contribute enormously to driving up our staff's confidence in the University and assist in building the University's reputation. When all of these objectives – individually and in their combination – are achieved, they will set UJ on a significantly higher plane within the next three years.

Accordingly, eight game changers are being implemented under the direct stewardship and management of individual MEC members, namely, (1) reconstituting and dynamising the research, innovation, technology transfer, incubation and commercialisation ecosystem; (2) implementing a virtual library with Gauteng-based university peers; (3) accelerating online and blended learning; (4) significantly reducing temporary appointments; (5) building a single-touchpoint integrated and effective business process and system; (6) establishing the University as the Pan-African epicentre of critical intellectual inquiry; (7) driving financial sustainability; and, (8) achieving a significantly enhanced institutional cohesiveness and institutional culture.

2016 University achievements against Annual Performance Plan

As provided in detail elsewhere in this report, the Annual Performance Plan (APP) of the University replaces what was formerly known as the UJ Institutional Scorecard and can be seen as a subset of the institution's much larger Strategic Plan 2025. From the Six Strategic Objectives and their related Key Performance Areas and Key Performance Indicators, which provide the framework for the Strategic Plan 2025, the University Council has selected a number of Key Performance Indicators considered critical to the short- to medium-term success and sustainability of the University, and these from the Annual Performance Plan.

In summary, the University achieved or surpassed performance targets in the instances of 21 of the 26 Key Performance Indicators. In the instances of the remaining five, one was within 98% of target, one was within 96% of target and two reached 93% of target.

Highlights include the following:

- KPI 2: PG enrolments (honours, master's and doctorates). Enrolment levels for 2016 were 612 (9,2%) above target and have exceeded the ceiling by 562.
- KPI 3: Percentage permanent and fixed-term academic staff with doctorates. More than 46% of the academic staff at UJ now have doctoral qualifications.
- KPI 5: Annual citations in Scopus. Both the target (4 000) and the ceiling (4 100) were substantially exceeded with an outcome of 6 307.

- KPI 9: Undergraduate dropout rate in Year 2. The dropout in 2016 (of the 2015 cohort) of 15,5% is a 5% improvement on the dropout rate of 20,5% for 2015.
- KPI 10: Number of international students. Achievement on this indicator shows an enrolment total of 320 over target, and 220 above the ceiling.
- KPIs 15 and 16: UG and PG student satisfaction surveys. For both surveys, the outcome has shown higher levels of student satisfaction than anticipated, despite the student unrest at the end of 2015.
- KPI 18: Annual operating surplus or loss. The operating surplus achieved of R137 million is remarkable in a context where a deficit of R31 million was budgeted.
- KPI 19: Council-controlled reserves. At R1 329 million, the level of Council-controlled reserves is substantially above target.
- KPI 20: Third-stream income (unencumbered). Both the target and the ceiling had already been exceeded in the first quarter, and the level of income now stands at over R99 million above target and R96 million over the ceiling. This is more than three times the projected ceiling.
- KPI 22: Percentage black permanent and fixed term academic staff. The achievement on this indicator sees an increase to 39,54%, bringing it a full percentage point above the target of 38,5%.

On the other hand, disappointments include the following:

- KPI 1: Total postgraduate outputs (N-1). The level of postgraduate output for 2015 settled at 2 597. The achievement is therefore 203 lower than the set target.
- KPI 8: Percentage first-time entering UG students with APS≥35. While the numbers of students in this qualifying category increased from 3 337 in 2015 to 3 432, the proportion has declined to 32,8% (as a consequence of higher than planned enrolment in 2016), which is below the target of 36%.
- KPI 7: Undergraduate output. The graduate output for 2015 for undergraduates stabilised at 9 552, which is 40 headcounts or 0,42% below target.
- KPI 26: Culture Survey. The outcome for this indicator is marginally higher than the 2015 baseline, but 4% lower than target. The Culture Survey was conducted in the second semester of 2016 in the context of considerable student unrest and in a climate that may very well have had an impact on the outcomes, since climate is seen as a significant factor influencing the outcome of surveys of this nature.

Enrolments spike amidst calls for a free decolonised university education

In response to significant increases in state funding for qualifying students' historic debt and for NSFAS, our University's student enrolments spiked beyond our approved enrolment plans, with undergraduate enrolment increasing by 4,3% to 43 481 students. Our postgraduate enrolments increased by 10,3% to 8 046. Thus, overall enrolment increased by 5,2% to 51 527, placing considerable pressure on University resources. During the 2017 enrolment process, under the leadership of DVC Angina Parekh, far greater effort will be invested to ensure that the University remains within the approved enrolment and enrolment range (of 2% either way of target). On a far more positive note, undergraduate student module success increased to a new peak of 85,5%, which demonstrates that the University's First Year Experience programme – with its all year round monitoring and support for our first-year students, comprehensive tutor support, and renovated and inviting libraries – is working, and working extremely well. Importantly, graduate output reached 12 169 graduates.

The University responded proactively to the calls for the decolonisation of the University and of knowledge. As a result, the University has facilitated workshops and seminars, analysed and supported faculty decolonisation initiatives, developed Guidelines for Curriculum Reform, and drafted a UJ Charter on Decolonisation. The Charter will be formalised in 2017 following wider consultation with all stakeholders. To further catalyse the University's decolonisation programme, a new first-year undergraduate module, African Insights, was developed. The module is broad and dynamic and provides, through the Great Books of Africa, a gateway to the rich intellectual and creative African traditions and practices. The module will also set out to introduce and develop more complex understandings of culture, identity and the challenges of globalisation that face societies in contemporary Africa, and will be a compulsory requirement for all undergraduate students.

These actions are of course long overdue. Our University continues to make excellent progress on the vitally important national questions of equity and diversity in our staff and student bodies. In this regard, our black student body has now grown to 92,5%, of whom 31% come from Quintile 1 and 2 schools, which serve the poorest in our nation, and our graduates are transforming the make-up of their professions and vocations. Consider for example that the University contributes annually 21% of all black chartered accountants. Our academic staff body is also undergoing significant planned diversification, and black academic staff now constitute 39% of all academic staff. Furthermore, the University's efforts to urgently remedy the low level of the seniority of black academic staff – black associate and full professors at UJ constitute 15,9% of senior academic staff – through our Accelerated Academic Mentorship Programme (AAMP) are laudable. These are all vitally important actions with considerable national implications. These dovetail with the imperative to proceed with the crucially important Africanisation of our universities, knowledge and our public life. Our universities remain largely untroubled by the march of democracy and the creation – contradictions and all – of the post-colony.

It is self-evident that Western hegemony has over centuries now successfully elevated – to the status of fact – the myth of the undisputed superiority of its philosophy and thought. That this continues largely undisturbed at this time, as our universities, academics and other intellectuals outdo each other to think, sound, behave and speak, thus live out, in front of our eyes and those of their peers, students and publics, this self-fulfilling myth. In this myth, African thought and philosophy has long been devalued and neglected, beginning with the proposition that Africans are invalids, are less than human, are The Dark Other from the Dark Continent who require to be enlightened and civilised. As Edward Said reminds us, this practice of myth-making and diminution was well established in the treatment of so-called Orientals: "Every single empire in this official discourse has said that it is not like all the others, that its circumstances are special, that it has a mission to enlighten, civilise, bring order and democracy, and that it uses force only as a last resort. And, sadder still, there always is a chorus of willing intellectuals to say calming words about benign or altruistic empires, as if one shouldn't trust the evidence of one's eyes watching the destruction and the misery and the death brought by the latest *mission civilisatrice*".

Said is equally forthright when he addresses the tragedy of those intellectuals who practise a philosophy of pure textuality, who advocate a critical non-interference, and those who remain silent about the historical and social world in which the classics, liberal education and literature take place. And, I say ditto for those intellectuals of the natural sciences, and of its offspring, such as the engineering and the medical sciences. And these patterns of misrepresentation (as Ali Mazrui called it), continue unabated. Consider some of these myths: Africa was 'discovered' during the period of colonisation circa 1500, and actually the land was vacant; Africa is one village or more generously, Africa is one country smaller than the United States of America with one spoken language; Africans are simply lazy and lack entrepreneurial traits and that is why they are in the state that they are in; it is because of Africans' outdated belief systems of spirits, ancestor worship and polygamy that they more regularly suffer droughts and famine, and HIV/AIDS. The list of myths simply goes on and on. It is these matters that decolonisation must engage critically and discursively, and our actions should be urgent and speak louder than words.

Informed by the international faculty reviews of the Faculties of Management, and Economic and Financial Sciences, the University made good progress towards the establishment of the new merged College of Business and Economics. Equally so, and also informed by the international faculty review of the Faculty of Health Sciences, the University, with its partner, the Gauteng Provincial Department of Health, has made good progress with developing a business plan, for consideration by the state's Joint Health Sciences Education Committee, for the establishment of a new Medical School at UJ.

The admirable and numerous successes of the University derive principally from academic rigour, and the spirit of innovation and pioneering zeal that is characteristic of its programme offerings. During 2016, we reviewed and evaluated 92 programmes, including 51 short learning programmes. Extraordinarily long approval lead times in the DHET-CHE-SAQA ecosystem have prevented us from introducing many pioneering and innovative programmes, and we continue with our peers to argue for alternative approval processes, including for its devolution to universities. The University is taking important next steps in the offering of online programmes, and we expect to offer the first set of these new online programmes during 2017.

Stellar research performance

Our stellar progress on the research front continues to impress, and even surprise. Research output, as measured by the DHET accreditation process, reached a new peak of 1 280 research units (2015 output), which is up 19% over the previous year and which now constitutes just under 8% of national output. The forecast for the 2016 research output is close to an extraordinary 1 600 research output units. This outstanding growth in research publications is equally reflected in our Scopus-listed publications, an important global benchmark of the significance and impact of our research. Scopus-listed publications have grown steadily from 1 046 publications in 2012 to 1 661 in 2016, resulting in total output over this five-year period (2012-2016) of 6 397 publications. Moreover, and also in respect of our Scopus-listed publications, citations for the period 2012-2016 reached 35 500 citations or 5.6 citations per publication, while our average citation impact has now reached a new peak of 1.4 times that of the Scopus global average. Noticeably, 14,5% of publications are ranked within the top 10% of the world's most cited publications, while the greatest global research impact – significantly above the Scopus global average impact ?is made in Physics and Astronomy, followed by Chemical Engineering and by Earth and Planetary sciences.

This stellar performance, stewarded by Deputy Vice-Chancellor, Tshilidzi Marwala, is the result of our focused efforts to improve the calibre of our academic staff. Thus, for example, our NRF-rated academic staff improved by 12,8% to 176, our academic staff with doctoral qualifications improved to 46,2%, and we now have 205 active postdoctoral fellows. Additionally, and through our Global Excellence and Stature programme, 36 renowned distinguished visiting professors have now been appointed, and they are adding not only lustre to our reputation, but also making significant contributions to supervising postgraduate students, and to our research output. The Research Development Grant from the Department of Higher Education and Training contributed significantly to enhancing our research capacity development programme.

UJ academics and staff continue to be recognised for their excellent research and expertise in South Africa and beyond, and during 2016, 24 prestigious awards were bestowed on UJ staff. For example, the prestigious (NSTF) TW Kambule-National Science and Technology Award was bestowed on Professor Bheki Twala, the Director of the GES Flagship Institute for Intelligent Systems, while Professor Esther Akinlabi from the Faculty of Engineering and the Built Environment and Professor Catherine Ngila from the Faculty of Science were respectively awarded the Young and the Established Women in Science Awards in the category Physical and Natural Sciences.

Remobilising the research-innovation-commercialisation ecosystem

The MEC approved the restructuring and rebranding of its innovation hub, Resolution Circle. The company will in future focus on the incubation of University staff- and University student-led innovation, and the creation of tech start-ups. The focus will be to ensure that innovative research performed by the University in tech innovation is incubated into start-ups. UJ is aiming to be an innovative university with a trajectory into the next decade. To achieve and execute this strategy – which is not new – the complete research, TTO and innovation value-chain within the University is being reimagined and reinvented to be able to produce a critical mass of quality tech solutions for Resolution Circle to incubate and process to start-up stage. A major milestone in this strategy is to secure the necessary funding and value chain capital to finance the incubation and start-up process.

Growing global reputation for excellence reflected in rising global university rankings

Arising from our considerable efforts to cultivate our global reputation, principally through our rising research output and impact, through our growing global reputation for excellence in teaching and learning, as well as through our reputation building university leadership conferences, the University continues to make good progress in various world university rankings. Examples of stellar collaborations include the co-hosting – with Nanyang Technology University (NTU) of Singapore – of the QS World Class Conference in Singapore, the co-hosting (as co-founder of) the Times Higher Education Africa Conference at Ghana-Legon University in Accra, and the hosting of the Times Higher Education BRICS and Emerging Economies Universities Summit in Johannesburg, all of which were held in 2016.

In the instance of the QS BRICS Rankings, which rank universities in this economic bloc, UJ moved up four positions to now be ranked at 63 among this economic bloc's 6 200 universities and attained fifth position nationally. UJ and the University of the Witwatersrand were the two South African universities that have improved their overall scores the most since 2013.

Regarding the QS World University Rankings, the University retains its position in the 600-650 ranked university grouping. UJ has also moved up nationally from 7th position in 2015 to 6th position in 2016, overtaking the University of KwaZulu-Natal (UKZN). The University's achievement of retaining its ranking position must be seen against those of our peers: the top three South African universities (Universities of Cape Town, Witwatersrand and Stellenbosch) all fell by twenty places or more, while the Universities of Pretoria and Rhodes fell from category 501-550 to 551-600.

In the Times Higher Education (THE) World University Rankings, with its strong emphasis on research, the University has now debuted and has been ranked in the grouping 600-800, alongside the University of Pretoria. This first ranking in the THE rankings also places UJ in a credible joint fifth position in South Africa.

This year, for the first time, we have been ranked in the QS Top 100 Universities Under 50, the only university in Africa to be placed in this ranking. The criteria applied are that the institution must have been ranked by QS in its World University Rankings, and have been established for less than 50 years. This ranking ranks 'young challenger' universities that do not have centuries of established reputations. Our ranking acknowledges the astonishing progress achieved at UJ over the past decade since our founding.

In the QS Subject Rankings, which evaluates the performance of universities in subject fields that are grouped into five major subject areas, UJ was ranked in four subjects – Development Studies, Geography, English and Education – and was placed in the top 100 globally for Development Studies. Scores improved in twenty subjects and the University was also ranked in the broad subject area of Arts & Humanities. UJ rose from 6th to 5th place, ahead of UKZN and Rhodes.

Within the URAP Rankings, UJ's progress over the last six years reflects a phenomenal move of 507 places – from being ranked 1 183 in 2010/2011 to 676 in 2015/2016 – causing some analysts to call UJ a 'challenger' university that by 2030 will be among the world's top 200 universities. UJ is ranked 8th in Africa, one position better than a year ago. URAP is a ranking that focuses only on research outputs, impact and global research publishing that discount the historical drag effect of reputation.

Regarding the US News & World Report Best Global Universities, which ranks universities according to research performance and ratings by members of the academic community around the world and the region, we improved our global ranking by 12 places resulting in us achieving a new high of 550. This is our best ranking across all reputable global rankings. In regards to Africa, we have now achieved a new high being ranked at number 7 and, notably, all six universities that are ranked higher than us are long established universities with medical schools.

In order to reach our full potential, our task is to remain agile and responsive, as we reach our full performance and output within the next five years across our academic and professional and support services, and as we find solutions and actions to 'dissolve' our 'wicked' problems.

Next-stage enhancements in Academic Administration and Council effectiveness

Academic Administration, under the stewardship of Registrar Kinta Burger, made excellent progress with the next-stage transition of the University's systems to online, technology-led and automated processes. As a result, online applications for the University's 10 500 first-year undergraduate programme places – that require no application fee – spiked to 135 540 from 124 081 in 2015. Included among these applications were 1 879 from straight-A students.

Our new academic calendar was introduced in 2016. In line with our 2025 strategic goal of Pan-African and Global Excellence and Stature, the new calendar makes provision for extended open periods during January and June-July, which allow for more uninterrupted research time for our academics as well as more open space for outbound and inbound international studies.

During 2016, we introduced new advanced security for our graduation certificates. These advances enable significantly enhanced fraud protection and significantly improve the University's reputation and the integrity of our qualifications.

Amendments to the University's statute were discussed in detail by Council, Senate and the Institutional Forum. Should the amendments be approved by the Minister of Higher Education and Training, one of the significant consequences will be a reduction in Council membership from 30 members to an equally inclusive and representative yet more economical body of 21 members.

Council performance was significantly enhanced with the development of seven Council committee-specific, cross-cutting directives, namely, strategy, policy, risk, transformation, sustainability, innovation, and performance monitoring and evaluation. Additionally, a new online performance evaluation system was implemented.

Following the prescribed consultations with Senate and the Institutional Forum, Council approved the appointment of the Chancellor, Prof Njabulo Ndebele, for a second term of office.

Nurturing a staff complement capable and committed to achieving our 2025 Strategic Plan

Focused on making good progress towards our 2025 Strategic Plan, the University invests significant effort and resources into achieving a staffing complement that is fit for purpose. As a result of these efforts, under the stewardship of Deputy ViceChancellor Tumi Mketi, our academic staff complement grew by 2,7% to 1 158 members, while our diversification efforts resulted in our black academic staff complement growing to 452 members or 39% of all permanent academic staff. The University's senior academic staff complement of associate professors and professors grew by 16 new members to 258 members, of whom 15,9% are black and 37% are female. Staff with doctorates grew to 535 members or 46,2% of permanent academic staff. Through our Accelerated Academic Mentoring Programme (AAMP), our attention is now also focused on elevating the seniority of especially our black and women staff, and we expect the full effect of this programme to result, within the next five years, in significant changes in the diversity profiles of our senior academic staff. It is noteworthy that our staff turnover has now settled at 6,8%, which is similar to that for 2015.

During 2016, we undertook our biennial staff culture audit, albeit from a new baseline, and, under the stewardship of the Senior Leadership Group, remedial actions will be undertaken during 2017 in those areas that do require our dedicated attention. In order to enable senior leaders to continuously learn and excel in their leadership, the University completed another 360-degree Senior Leadership Group survey.

Following an intensive programme of consultation, our naming and renaming programme reached a climax with the launch of the new names, logos and change management programmes for our student residences. Our naming and renaming programme also resulted in the naming of several venues across our libraries, in which regard, we specifically adopted an inclusive Pan-African naming tradition.

As a result of the insourcing of protection and gardening service staff – that correctly resulted in incomes doubling for these staff members – the University's permanent support staff complement grew by 23% to 2 526 members. With cleaning support service staff scheduled to be insourced in 2017, the permanent support staff complement is expected to grow by a further 700 members.

Through our Institutional Office for HIV and AIDS (IOHA), we undertook a mass counselling and testing campaign that resulted in the participation of 8 887 staff and students, and which showed an HIV prevalence of 1,2%, which is similar to that for 2015, and below the 3,4% HIV prevalence for the higher education sector.

Significant improvements in Student Affairs portfolio prove vital to University's stability during protests

The unrelenting and often violent student protests in the university sector placed Student Affairs staff at the centre of events, and UJ's Student Affairs, under the stewardship of Deputy Vice-Chancellor, Tumi Mketi, and the management of the new Senior Director for Student Affairs, Godfrey Helani, rose admirably in response to these circumstances. The team provided, on a 24/7/365 basis, outstanding support to both the University's executive

management, the UJSRC and the broad student body. The team was also closely involved in the 'Missing Middle' fundraising campaign, stewarded the UJSRC Trust Fund and managed the student meal assistance programme. They also invested considerable time and effort in conducting and concluding the broad range of student disciplinary actions.

Through our Primary Healthcare Service, the University provided our students with 24 484 consultations, and organised several health promotion campaigns focused on sexual health and responsibilities, tuberculosis awareness, influenza vaccination, gender-based violence, breast cancer, men's health, and drug and alcohol related abuse.

Timely establishment of the new Office of the General Counsel

With the University's phased insourcing of outsourced services, and with many legal complexities associated with this decision, it was vital that the University received the very best legal advice in order to achieve the best possible outcome for the University and for insourced staff. Moreover, complex business and educational transactions coupled with frivolous yet urgent court applications to interdict the University management from fully executing its responsibilities during student protests, meant that the newly established Office of the General Counsel, headed by General Counsel Patrick O'Brien (the immediate past Executive Dean of Law), was more than fully preoccupied. The Office also provided legal support to the Student Affairs Division as the latter was tackling complex student disciplinary matters arising especially from student protests.

Significant enhancements in the Operations Portfolio

Significant changes in the stewardship of the Operations Portfolio resulted in the elevation of alertness and awareness of the critical nature of the portfolio to the success of the University. So for example, considerable success was achieved with enhancing the state of University residences. Under the stewardship of Special Projects Advisor, Denice Manganye, a new prioritisation model and a new portfolio management approach with project performance charters were implemented, while Central Technical Services was re-allocated to the Project Management Office and risk management was elevated. While efficiencies were improving, these changes resulted in a significant slowdown in project implementation, which will be remedied in 2017 within the new stewardship and management model. Significant attention to repeat audit findings resulted in their elimination from audit findings. While 2016 saw us concluding our work on the reinvention of our libraries, the period 2017-2019 will see focus shifting to the revamping of all our lecture facilities so that these are modernised and brought into alignment with modern teaching and learning methodologies.

Executive movements

A number of executive changes occurred during the course of 2016. New appointments made were Ms Tumi Mketi, Deputy Vice-Chancellor: Employees and Students (1 August, 2016), Mr Denice Manganye, Advisor: Special Projects (1 January 2016), Prof Patrick O'Brien, General Counsel (1 January 2016), Prof Letlhokwa Mpedi, Executive Dean: Faculty of Law (1 January 2016), Dr Carol Nonkwelo, Executive Director: Research and Innovation (1 April 2016), and Ms Sarah Makinta, Executive Director: Expenditure (15 November 2016).

Executives who during the course of 2016 left the employ of the University were: Ms Mpo Letlape, Deputy Vice-Chancellor: Strategic Services (1 June 2016), Mr Milcho Damianov, Executive Director: Advancement (1 July 2016), Mr Sinethemba Mpambane, Executive Director: Operations (1 September 2016), and Dr Rose Laka-Mathebula, Executive Director: Student Affairs (1 October 2016).

University finances continue to be on a firm footing

University finances continue to be on a firm footing, with the financial operating outcomes representing good stewardship of our resources. Specifically, the University has achieved its budgeted income for 2016, with the actual income, including investment income, reaching 106% of budget (budget: R3.096 billion vs actual: R3.274 billion).

The budgeted expenses were on target at 100,9% (budget: R3.126 billion vs actual: R3.153 billion). This means that the operating surplus reached R137 million, which is better than the budgeted operating deficit of R31 million.

In respect of the comprehensive and consolidated operating results – of both the budgeted and the non-budgeted cost centres – and including interest income, income from investments, finance income and costs, share of profit/loss, other gains/losses, other comprehensive income, fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on defined benefit plans, the actual outcome is a surplus of R329 million.

Significant focus on managing risk

It is important to draw attention to those risks that are impinging on the medium- and long-term financial sustainability of the University and the higher education sector. These risks will have a serious impact on the income, expenses and capital asset base of the University and of the sector. Some of these critical risks are:

- Increasing trend of non-payment of tuition and residence fees and the consequently increased doubtful debt on the balance sheet, in which regard, the University experienced a material increase in outstanding debt for 2016. This is a direct result of the #FeesMustFall actions and students advising the University that they await the outcomes of the Presidential Commission on fee-free university education.
- Also, should the outcome of the Presidential Commission on fee-free university education not satisfy the demands of the #FeesMustFall movement, there could be further protests, disruptions to academic programmes and financial uncertainty in the university sector.
- Continued uncertainty around the 2018 university fee increases that arise from the fact that the Council on Higher Education (CHE) has not yet finalised its report to the Minister on the framework for a future regulated fee dispensation.
- Qualified academic and professional staff are in high demand and are a scarce national resource, resulting in an extreme competition for top talent among universities, which in turn results in sharp increases in staffing costs, which itself could lead to a growing fixed cost base that could cripple the university sector.
- The financial impact of the ratings downgrade on universities' cost base, especially foreign exchange based costs. The downgrade could also, eventually, impact negatively on the level of disposable income of our student's parents, which could, in turn, reduce their ability to pay tuition and residence fees.
- There could be long-term financial consequences associated with the insourcing of outsourced services and staff, since insourced staff could precipitate a new wave of demands for much higher salaries.
- The shortage in student residence spaces in the university sector and the lack of capital on universities' balance sheets to build student residences are major risks to the stability of the sector.
- The inability of universities – due to the lack of reserves on their balance sheets – to adequately maintain their facilities, equipment and student residences will reduce the ability of universities to provide appropriate quality education and a superior student experience.

Responsible environmental sustainability and stewardship

We continue to maintain our focus on the responsible and sustainable stewardship of our environment in which regard we pay particular attention to the reduction of our carbon footprint, electricity and water consumption, and the expansion of waste recycling. Consequently, during 2016, we reduced our carbon footprint by 3%, our electricity consumption by 1,3% – notwithstanding a significant increase in our student residence places and our academic facilities – our water consumption by 14,3%, and we increased recycled waste to 28,2%.

Personal performance contract

Annually, the Vice-Chancellor agrees with the Chairperson of Council his performance contract and, in this regard, the performance contract of the ViceChancellor provides for two areas of achievement.

Firstly, it provides for the Vice-Chancellor to steward the University towards achieving the institutional goals as specifically codified in the Institutional Scorecard, now known as the Annual Performance Plan, which is an extract of 26 performance indicators from the University's 2016 Strategic Plan of 125 performance indicators – and which is determined annually by Council. A review of performance against the 2016 Annual Performance Plan is provided earlier in this report.

Secondly, the Vice-Chancellor's performance contract for 2016 provides for the Vice-Chancellor to take personal responsibility for achieving the following 18 goals for which performance is reported below:

- Secure university campuses, in tandem with implementing an active programme of strategic, tactical and timely engagements with students, staff and outsourced workers in order to achieve a successful academic year;
- Secure effective and successful late application and registration processes;
- Secure the effective implementation of agreements reached in November 2015 with students and outsourced workers, and medium- and long-term planning in this regard with particular reference to accelerating transformation (within the new Integrated Post-Durban Transformation Programme), decolonisation of the university, and of learning, teaching, research and community engagement, and insourcing of outsourced services;
- Lead, initiate and catalyse culture change to one of demonstrable engagement, dialogue and collegiality;
- Nurture a responsive executive leadership group (ELG), with particular focus on the timely closing out of matters raised for action at all university forums, including Council, MEC, Senate, IF, SAC/SRC, Convocation, campus visits with staff and students, and faculty engagements;
- Given significant shift in the higher education and political landscape, facilitate and conclude a review and alignment of the UJ Strategic Plan 2025; Mobilise funding for our 'missing middle' students given the target of R40 million (which is in addition to the UJ contribution of R20 million to the UJSRC Trust Fund);
- Mobilise a new funding stream through advertising on our available online and outdoor platforms;
- Secure the implementation of a Dropout Mitigation Plan to significantly reduce the dropout rate;
- Secure excellent progress towards the implementation of the Johannesburg Business School and the UJ Medical School;
- Ensure that effective measures are in place and actively implemented to retain, attract and nurture our top talent, especially our academic top talent;
- Secure the continued and effective implementation of our Global Excellence and Stature (GES) catalytic projects, with a focus on securing identified quick wins, and mobilising new external funding for UJ's Global Excellence and Stature (GES) initiative;
- Support and nurture the executives on the MEC and the ELG so that we are individually and collectively able to accomplish agreed progress;
- In light of my own retirement scheduled for 2018, agree a succession programme with Chairperson of Council;
- Secure an effective working relationship with Council, Senate, SRC and Convocation;
- Provide national leadership within higher education, with particular reference to the fee-free university education debate and the contentious issue of fee increases for 2017;
- Cultivate our Global Reputation; and
- Provide National and Global Thought Leadership.

Secure university campuses, in tandem with implementing an active programme of strategic, tactical and timely engagements with students, staff and outsourced workers in order to achieve a successful academic year. The year 2016 required even greater vigilance throughout the year, commencing with the late application and registration periods of January/February, during the March/April SRC elections period, and during the last academic term and examinations of September/November. Our excellent team effort resulted in the University not losing a single academic day due to protest action nor disruption of the September graduation series, that saw 12 335 students graduate. Damage to property due to student protests included arson and led to the decommissioning of the APK Auditorium. The estimated refurbishing cost was R100 million with recommissioning due on 1 March 2017 in time for the March/April 2017 graduation series. Other arson-related damage was estimated at between R1 million to R2 million. Under my direct and sustained stewardship, many colleagues who have gone beyond the call of duty during this trying period, and who are commended are Profs Marwala and O'Brien, Ms Mketi, Profs Sinha and Swart (Executive Deans on the Doornfontein campus), Mr Helani (Acting ED Student Affairs) and Mr Arendse (Director Protection Services). A balance was achieved between firm stewardship, the role of protection services, and robust yet productive engagement with the

UJSRC, other influential student leaders, staff and outsourced workers. Importantly, and in order to provide sustained oversight, to learn and to refine our operational protection services and engagement plans, the MEC met every morning in a special meeting. Based on my initial model, the MEC collectively developed a unique risk management instrument that is enabling it to track and influence critical risks that could cause the University to shut down and result in significant damage to our reputation, academic integrity, lives and property.

Secure effective and successful late application and registration processes. The 2016 late enquiry and registration processes went exceptionally well. Interventions put in place – such as having only online 'off-campus' registrations and the security vetting marquees at every campus – mitigated any registration disruptions created by the #FeesMustFall campaign. As a result, enrolment targets were reached earlier than in previous years. The mitigation strategies put in place to assist students to register 'off campus' enhanced the University's ability to effectively and efficiently service students with a 'no walk-in' strategy. This was assisted by online registrations and a significantly enhanced Call Centre and Online Chat facility (the latter was introduced for the first time in 2016). The security vetting marquees came into operation on 13 January 2016 to direct legitimate enquiries onto campuses for assistance in certain cases where these could not be resolved via the Call Centre or Online Chat facility (for example, first-year students collecting their student cards). The student registration satisfaction survey yielded an 86% satisfaction rating, which was in line with previous years.

Secure the effective implementation of agreements reached in November 2015 with students and outsourced workers, and medium- and long-term planning in this regard with particular reference to accelerating transformation (within the new Integrated Post-Durban Transformation Programme), decolonisation of the university, and of learning, teaching, research and community engagement, and insourcing of outsourced services. Following my consideration of the situation at the University and across our sector, I advised Senate to establish the Senate Ad Hoc Committee to mobilise the University community in constructive and progressive dialogue, and to inform and advise Senate and the MEC on four key matters arising from the #FeesMustFall and decolonisation of university movements, namely (1) decolonise knowledge and the university; (2) accelerate transformation; (3) revise University rules and regulations on student protests; and, (4) provide access for poor and 'missing middle' students. This has been a highly successful intervention that has enabled constructive and progressive dialogue and focus on developing progressive yet pragmatic solutions to the confounding and widening universities crisis. On decolonising knowledge and the university, the Ad Hoc committee held four university-wide seminars, one on each campus, which provoked robust engagements and which were well attended by staff and students. Faculties have also instituted a series of intra-faculty engagements and although progress is uneven across faculties there is evidence of a gradual shift of mind-set, embracing the need for progressive change of curriculum and pedagogy. To this end, a set of guidelines has been formulated to help academic departments think through curriculum transformation. In addition, work is currently under way on developing a university-wide charter to frame and influence the decolonisation project. And, as reported earlier, and in far more detail elsewhere in this Annual Report, the Africa Insights module was developed as a catalytic initiative for undergraduate education.

Excellent work on the other three foci has seen, first, Council adopt the *Procedures and Guidelines on Student Gatherings and Protests*, which has the aim of promoting peaceful gatherings and protests; second, the development of faculty charters to frame and facilitate transformation – our special focus is on institutional culture and the accelerated promotion of black and women academics into the senior academic leadership as professors and heads of schools and departments; and, third, ongoing dialogue on the best models to facilitate free university access for the poor and financial support for the 'missing middle', and how the University's experiences can inform the development of relevant national policies.

Moreover, the new Institutional Transformation Plan was developed taking into account the trajectory and emerging priorities from various consultative forums and working groups, and the following seven themes constitute the key pillars of the Institutional Transformation Plan: (1) Institutional Culture: Create an institutional culture that is transforming, Pan-African, diverse, caring and values-driven. (2) Employment Equity: Implement an employment strategy that ensures representivity of the country's population groups, gender and people

with disabilities. (3) Staffing and Leadership Profile: Implement a Talent Management Strategy that will ensure that the University has the 'right people with the right skills in the right jobs at the right time'. (4) Governance and Management: Implement Systems, Procedures and Structures that secure efficiency and effectiveness in terms of people, processes, systems and technology. (5) Teaching, Learning and Knowledge Production: Advance Decoloniality, curriculum reform and modernised modes of delivery. (6) Relationships with Students: Improve services to students, implement effective communication with students, and address student hunger. (7) Financial Sustainability: Secure the financial sustainability of the University.

Importantly, following extensive consultation during 2015, new names, values and brands for 33 university residences and day houses reflecting the University's identity and values system (grounded in our striving to be the Pan-African epicentre of critical intellectual inquiry) were finalised and announced during the first half of 2016. This is obviously a significant achievement and significantly preceded the emergence of the decolonisation movement.

Regarding the insourcing of outsourced workers, work is now concluded on the insourcing, induction and integration of 420 workers comprising gardening (insourced on 1 June 2016) and, after an extensive vetting exercise, protection services staff (insourced on 1 October 2016). The result is that these workers' incomes have, immediately, more than doubled to R78 000 per annum and that this was achieved within the financial values of the previously outsourced contracts. There is risk in the period ahead: future demands are expected to include a minimum R120 000 per annum salary, and even further, for the University to pay equal salary for equal work. The MEC has developed a proactive plan if such eventualities arise. The insourcing of the cleaning services (comprising 750 workers) during 2017 will be even more complex since we are seeking to terminate the two extant contracts a year early. We have appointed a specialist to confer with the two service providers so that we can make judicious decisions based on financial considerations, and arising therefrom the legal issues will be addressed. It is important to note that from a legal perspective we opted to take a different – and less expensive and risky – insourcing route than other universities. We did not follow the Section 197 LRA route, but the common law route. Overall, we have dealt successfully with the rather complicated legal issues pertaining to a common-law insourcing.

Lead/initiate/catalyse culture change to one of demonstrable engagement, dialogue and collegiality. A primary role of mine was to continue my efforts to steward the evolution of the University culture to one that engages its evolving essence: Pan-African, inclusive, cosmopolitan, transformational, conversational and collegial, imaginative, regenerating, and ethical, while simultaneously being vision-, mission-, values- and goals-driven, and yet firmly committed to its core academic mission. This work has been undertaken in various university structures and fora, and in direct conversations with all executives. On staff motivation, the strategic focus continues to be to affirm and motivate staff, and to publicly acknowledge their achievements and contributions to the institution's success in fora such as graduation ceremonies, long-service staff awards, campus visits, Senate, and through awards functions, such as the annual Vice-Chancellor's Awards. The Executive Leadership Group is an active contributor to the making of the University – it is also the forum for annual reporting and planning, the former to the university community, and the latter undertaken in committee, while the Senior Leadership Group (comprising the Executive Leadership Group and the heads of academic schools and departments, and heads of professional and support divisions) provides important opportunities to communicate with and to listen to the next layer of coalface-level heads and managers as, together with them, we take the institution forward. I also actively make use of all fora, especially the regular Vice-Chancellor Campus visits, Senate meetings and meetings with the Senior Leadership Group to motivate a shared institutional leadership culture. In this regard, our regular campus visits now include walkabouts to and conversations with staff of various departments and divisions.

Taking into consideration that universities are hubs of collegiality, and mindful of the value, and possible pitfalls of the practice of performance management, I continue to nurture at UJ a vibrant and active culture of performance development, support and management at Executive and Senior Leadership Group levels, a programme that is now extended to 98% of all members of staff. The success of my leadership efforts and leadership style is reflected in the excellent progress that we have made with the implementation of the 2016

Annual Performance Plan and the more comprehensive 2025 Strategic Plan, as well as in the implementation of the Global Excellence and Stature Plan initiative.

Under my stewardship, the University management is continuing with its active and extensive programme of engagements with the UJ students, and staff, within Faculty Board settings, and at campus levels. Campus visits, including visits to University residences, are ongoing, including successful campus meetings with staff and students concluded as per schedule at all campuses. The last round of campus meetings of 2016 was focused on debating and considering solutions to the inter-linked challenges of the sustainable funding of teaching, learning and research excellence, and, fee-free university education. In this regard, important proposals were put forward by staff and students, and where appropriate these are included within the University's strategic and operational plans. All of these efforts of engagement are aimed at unearthing and tackling key strategy and operations concerns, strengthening internal communications, facilitating staff and student ownership of the affairs of the University and of our university system, while nurturing a far more actively engaged university, and a responsive and accountable university leadership. Weekly engagements were also held with the UJSRC during which their key concerns were debated and solutions discussed and implemented. Student leaders' main concerns were for: first, a possible 2017 fee increase; second, securing additional funds to finance the debt of the remaining 'missing middle' students; third, inadequate on- and off-campus security; fourth, expansion of the student meal assistance programme (beyond the current level of support of 3 800 students); fifth, expansion of the inter-campus bus shuttle service (beyond the current level of 16 buses); and, sixth, non-compliance by University accredited off-campus student residences with University regulations. All of these matters were receiving our combined and dedicated attention and action.

Nurture a responsive executive leadership group (ELG), with particular focus on the timely closing out of matters raised for action at all university forums, including Council, MEC, Senate, IF, SAC/SRC, Convocation, campus visits with staff and students, and faculty engagements. Regular engagements are conducted with the ELG and Senior Leadership Group, and in order to assist with timely strategy execution, Action Lists were introduced for Council, Senate and the MEC and its Committees. The review of the Action Lists is now a standing item on the agendas of all of these committees.

Given significant shifts in the higher education and political landscape, facilitate and conclude a review and realignment of the UJ Strategic Plan 2025. At my initiative, and in partnership with Prof Roy and Mrs Dee Marcus, we initiated with the Senior Leadership Group a vitally important review process of idealised institutional redesign. As reported, this process took account of the ever-widening and prevailing national university crisis precipitated by the #FeesMustFall and decolonisation movements, and related state and university responses, that impact reputation, stature, teaching, learning and research, staff, students, alumni, future students and staff, academic and institutional integrity, institutional culture and traditions, and future sustainability. And, as reported earlier, in this report, the important first step in this journey of discovery – rethinking and redesign of the future UJ – was the successful Design Workshop that identified 'wicked' problems that, if left 'undissolved', would result in the slow demise of UJ. The workshop also considered the design elements of the ideal future UJ. As a result of the work of the five task teams, eight game changers are being implemented under the direct stewardship and management of individual MEC members, namely, (1) reconstituting and dynamising the research, innovation, technology transfer, incubation and commercialisation ecosystem; (2) implementing a virtual library with Gauteng-based university peers; (3) accelerating online and blended learning; (4) significantly reducing temporary appointments; (5) building a single-touchpoint integrated and effective business process and system; (6) establishing the University as the Pan-African epicentre of critical intellectual inquiry; (7) driving financial sustainability; and; (8) achieving a significantly enhanced institutional cohesiveness and institutional culture.

Mobilise funding for the 'missing middle', given the target of R40 million (in addition to the UJ contribution of R20 million). This highly successful campaign is the largest ever South African university-led fundraising initiative, and it raised R101 million, significantly exceeding expectations. Donations have come from councillors, university executives and senior university leaders, academics, professional and support staff, the UJSRC and the Student Advisory Council, convocation and alumni, business and industry (notably university suppliers and bankers), and the public sector. This is a most remarkable achievement as we aimed to raise R60 million by year-end. Importantly, these funds enabled the University to fully fund the outstanding fees of the 3 858 students

who in February 2016 were supported with the payment of their registration and minimum initial payment through the R20 million UJSRC Trust Fund.

My personal and family contribution to this fundraising drive was R200 000.

Vitally important work is now being undertaken at a national level on the development of a new funding model for the National Student Financial Aid Scheme (NSFAS) and for the funding of the 'missing middle', and this work is advancing with plans for a pilot implementation in 2017 and with possible full implementation in 2018. The main line of thinking here is for the current NSFAS programme – which is aimed at those with annual family incomes of less than R120 000 – to become a grant scheme, and for a loan scheme for the funding of the studies of the 'missing middle' to be established alongside it. The 'missing middle' is defined as those with annual family incomes between R120 000 and R600 000.

Mobilise a new funding stream through advertising on our available online learning and outdoor platforms. A workgroup consisting of Finance, Advancement and Property Management is analysing outdoor proposals and is comparing these with a draft strategy prepared by the Division of Institutional Advancement for submission to the MEC for possible implementation. Work on online advertising is regrettably incomplete but continuing.

Secure the implementation of a Dropout Mitigation Plan to significantly reduce our dropout rate. The dropout rate for 2016 was lower than previous years: 15,5% in 2016 compared to 20,5% in 2015. This is a consequence of a far more focused attention on early identification of students at risk and the offering of intensive revision programmes during the semester breaks. Also, the threshold for supplementary exam entrance was amended from 45% to 40%, while amendments to the rules applicable to the allocation of an F7 status (academic exclusion) to first years after their first semester were implemented in order to make it less stringent in this critical and difficult transition period. Several amendments regarding the lifting of unnecessary and academically unfounded prerequisites were also approved by Senate. Moreover, the increase in NSFAS grants – from 8 989 in 2015 to 11 473 in 2016 – allocated to University students resulted in fewer students dropping out for financial reasons.

Secure excellent progress towards the implementation of the Johannesburg Business School and the UJ Medical School. With the enthusiastic assistance of Prof Rory Ryan, we were able to bring to a conclusion the long-delayed approvals by the faculty boards, Senate and Council relating to the merger of the Faculties of Management, and of Economic and Financial Sciences, which will now take effect on 1 July 2017. As reported earlier, the merger results in the establishment of the College of Business and Economics, and the creation/continuation of six schools, namely, first, the Johannesburg Business School; second, the School of Accounting; third, the School of Tourism and Hospitality; fourth, the School of Public Governance and Management; fifth, the School of Economics; and, sixth, the School of Consumer Intelligence and Information Systems. The new structure provides for the significant elevation of the new College and the University's offerings and stature in the fields of business and economics, as well as opportunity for the recruitment and appointment of top talent, and top leaders.

Following approval during 2016, by Senate and Council, the proposal to establish a medical school at the University received the full endorsement of the Gauteng Provincial Government, and was scheduled to be presented on 31 January 2017 to the joint forum of the DHET, Department of Health, National Treasury, the CHE and the South African Medical and Dental Council.

Ensure that effective measures are in place and actively implemented to retain, attract and nurture our talent, especially our academic talent. Here our efforts have focused specifically on revising the present scarce and top talent retention and recruitment initiatives, and to consolidate these into a far bolder policy. This is especially critical given the enormous risks to the university system posed by the ongoing and more violent forms of the #FeesMustFall movement. Accordingly, new proposals have been put forward to, and have been approved by, the Council REMCO. The new policy provides for significant and bold incentives directed at the top 2,5% of UJ academic staff who perform and sustain performance at an exceptional level over three-year cycles, and the top 30% of the Senior Leadership Group who perform and sustain performance at an exceptional level while achieving mission-critical and game-changing roles over rolling three-year cycles.

A further important part of this work – initiated by me in 2015 – focuses, through the Accelerated Academic Mentorship Programme, on the accelerated promotion of black and women academics. The programme is now in full force, with close on 250 academic staff participating across the three levels. Level 1 focuses on the completion of doctoral studies as a platform for promotion into the senior academic ranks; Level 2 focuses on providing support to enable the accelerated promotion of senior lecturers to achieve promotion to associate professor, while Level 3 focuses on enabling the accelerated promotion of associate professors to the rank of full professor. Success of the AAMP is defined in terms of successful promotion applications. Promotions thus far facilitated through the AAMP are: (1) During 2015, a total of 13 AAMP candidates were promoted: 3 from lecturer to senior lecturer; 8 from senior lecturer to associate professor; and 2 from associate professor to professor; and (2) during 2016, there were 15 promotions of AAMP candidates: 9 from lecturer to senior lecturer; 3 from senior lecturer to associate professor; and 3 from associate professor to professor. A further round of applications was considered at the final Senex meeting of 2016, which brought the total promotions of AAMP candidates to around 22-23 during 2016.

Secure the continued and effective implementation of our Global Excellence and Stature catalytic projects, with a focus on securing identified quick wins, and mobilising new external funding for UJ's Global Excellence and Stature (GES) initiative. The University has an active programme to establish itself as the Pan-African epicentre of critical intellectual inquiry, and this programme is catalysed within key GES flagship initiatives. The mid-term review of the GES programme undertaken during 2016, notes that, "although the GES Initiative is in its infancy it has already made a significant contribution towards positioning UJ as the Pan-African epicentre of critical intellectual inquiry. The injection of world-class thinkers is showing multiple benefits through increasing research outputs, broadening and deepening international connections and nurturing the next generation of academics". The interim review also notes that, "in the main, 2014, the first year of the GES Initiative, was spent laying the groundwork by finding and contracting directors, distinguished professors and distinguished visiting professors to head up the flagship programmes. In some instances, this took longer than expected. As a flagship programme can only start once it has leadership in place, the programmes started at different times".

The interim report further notes that, "the four flagship programmes that started in 2014 (Childhood Education, Centre of Excellence in Integrated Minerals and Energy Resource Analysis, International Commercial Law and the Johannesburg Institute for Advanced Study) have generated impressive results. Five programmes (Graduate School of Architecture, Confucius Institute, Nanotechnology and Water, Pan-African Thought and Conversation, and Intelligent Systems) have recently started and are still setting the groundwork – but are showing promising results. Allocations of GES postdoctoral research fellowships exceeded the annual target, postgraduate scholarships missed target by three awards by the end of the year. The talent pipeline programmes which groom senior tutors and assistant lecturers into permanent academic posts is working well. By the end of 2016, 71 assistant lecturers had been appointed, 77% of whom are black South Africans, and 16 of whom were promoted to permanent lecturer positions. Eleven senior tutors were promoted: ten to assistant lecturer and one to lecturer positions. As only some flagship programmes were active, some posts and scholarships are issued to faculties and the multiplier effect of a focused critical mass of intellectual enquiry has not been fully realised in all flagship programmes. The Childhood Education programme proves that the concept of consolidating various programmes under the same focus area works. UJ's Department of Childhood Education, UJ's Centre for Education Practice Research (including a SARChI Chair) and the Funda UJabule Teaching School are collectively doing far more than they could individually".

Importantly, the programme has created the conditions for the University to achieve benefits outside of the catalytic initiatives such as the five NRF chairs awarded to the University during 2015 – the result of its ambitious GES programme – and also the improved module completion and graduation rates, as well as the significant and sustained improvements in research outputs, resulting in significant financial benefits accruing directly from the GES programmes and indirectly from enhanced accomplishments outside of the GES programmes.

Support and nurture the executives on the MEC and ELG so that we are individually and collectively able to accomplish agreed progress. Through my regular monthly meetings with members of the MEC, and biennially with members of the ELG, I provided active support, as well as explicit and implicit coaching and

mentoring, and these actions have contributed immensely to the cohesion and focus of the MEC and ELG, as well as to the excellent results achieved.

In light of my own retirement scheduled for 2018, agree a succession programme with Chairperson of Council. The roadmap leading to the Council appointing the second Vice-Chancellor of the University at its June 2017 meeting and to the assumption of office of the second Vice-Chancellor no later than 1 April 2018 was finalised with the Chairperson of Council, the Council HRSEC and the full Council. Regarding succession planning, mentoring and executive coaching, I continue to coach and mentor internal candidates on the understanding that they will compete on an equal footing for the position of Vice-Chancellor with other candidates who are expected to present themselves for consideration for the position of Vice-Chancellor. Agreement was also reached with the Chairperson of Council that my postponed sabbatical will commence no later than 1 April 2018 and conclude on 31 December 2018.

Secure an effective working relationship with Council, Senate, SRC and Convocation. Much effort was focused on sustaining effective working relationships with Council, Senate, the SRC and Convocation. With regard to Council and its alignment to UJ's Pan-African and Global Excellence and Stature goal, my efforts, with the support of the Chairperson of Council, Prof Marcus, and the Council Membership Committee, have focused on moving Council and its committees, with councillors' consent and participation, to a far more deliberative and comprehensive focus on policy, strategy, risk, transformation, performance monitoring, innovation, and sustainability. This work is making excellent progress and divides labour, correctly, between the Vice-Chancellor and his Executive Management, and the Chairperson of Council and councillors.

Similar committee revision work is being undertaken within Senate, albeit slower than in the instance of Council. Importantly though, and arising from the #FeesMustFall movement related protests, and the University's response, Senate has comprehensively risen to its role of providing for robust and constructive deliberations among the University's most senior scholars on the state and future of the University. The Senate Ad Hoc Committee also meets more regularly than Senate in order to dialogue and resolve matters linked to the #FeesMustFall movement related protests.

Regarding the UJ Student Advisory Council, that was in office between January and April 2016, and the UJSRC that took office from May 2016 (concluding April 2017), these vital organisations struggled to find their footing between advancing the academic programme and ambitions of the University's 52 000 students, and the violence-bent #FeesMustFall movement. The UJSRC has historically been highly successful in advancing inclusion and transformation, albeit below the surface and without fanfare. For example, since 2007, its robust engagements with the University management have yielded many gains for students, such as the annual top-up of NSFAS as a result of the NSFAS shortfall that reached R20 million in 2016; the R16 million required for the free inter-campus buses that ferry thousands of students daily from their downtown accommodation to the University's four city-wide campuses; the R20 million UJSRC Trust Fund that funded the registration and minimum initial payment of 3 850 'missing middle' students; and, the R12 million on meal assistance programme that funds meals twice daily for 3 800 needy students. Additionally, working with the UJSRC, the University Council and Management was able to raise a further R101 million to support 3 358 academically deserving 'missing middle' students who were simply unable to partially or fully fund their university fees. Equally important an accomplishment for the UJSRC is the University's extensive tutor system of 3 500 tutors costing R35 million – the largest such programme in the southern hemisphere. This programme supports undergraduate student success. Regrettably, due to the risks associated with violent student protests, the UJSRC elections had to be postponed and will now be run in early 2017.

Regarding Convocation under the stewardship of Mr Mbali Mkhonto, the working relationship is excellent as we continue to work towards achieving our shared goals.

Provide national leadership within higher education, with particular reference to the fee-free university education debate and the contentious issue of fee increases for 2017. I have actively contributed to finding pragmatic solutions to the issues that are confounding our national university system, notably providing advice on an interim solution on the fee increase matter, until such time that work was well advanced on revising NSFAS and on constructing the new 'missing middle' focused loan and grant programme as well as on the fee-free

feasibility investigation of the Presidential Higher Education Commission. I have also actively advised peer Vice-Chancellors as they faced paralysing protests, while my advice has also actively been sought by others: Chairs of Council, civil society and religious leaders. I am also actively advocating progressive yet pragmatic solutions to the fees crisis matter at the Vice-Chancellor's Forum, Universities South Africa.

Cultivate our global reputation and provide national and global thought leadership. Arising from our considerable efforts to cultivate our global reputation, principally through our rising research output and impact, through our growing global reputation for excellence in teaching and learning, as well as through our thought leadership and reputation-building university leadership conferences such as the co-hosting, with Nanyang Technology University (NTU) of Singapore, of the QS WorldClass Conference in Singapore, co-hosting (as co-founder of) the Times Higher Education Africa Conference at Ghana-Legon University in Accra, and hosting of the Times Higher Education BRICS and Emerging Economies Universities Summit in Johannesburg, the University continues to make good progress in various world university rankings, that I have reported on earlier. In recognition of my global thought leadership, I am regularly invited to be a keynote speaker or panel chair at important global peer thought leadership conferences.

LOOKING AHEAD

Informed by the deliberations of the Senior Leadership Group on the state of the University within the national system, and the development of an understanding of the most important 'wicked' problems facing the University, and the development of game changers to tame these 'wicked' problems, we can make decisive progress towards our 2025 Strategic Plan, when we, in 2017:

- Reconstitute and dynamise the research, innovation, technology transfer, incubation and commercialisation ecosystem;
- Implement a virtual library with Gauteng-based university peers;
- Accelerate online and blended learning;
- Significantly revise downward unwarranted temporary appointments;
- Build a single-touchpoint integrated and effective business process and system;
- Make decisive progress towards establishing the University as the Pan-African epicentre of critical intellectual inquiry;
- Drive financial sustainability; and,
- Achieve a significantly enhanced institutional cohesiveness and institutional culture.

Many challenges lie ahead. However, our many accomplishments combined with our shared commitment to nurturing an even more inclusive, transforming, caring, engaged and responsive Pan-African university intent on global excellence and stature will serve us well in reaching new heights and realising new milestones. At UJ, challenges galvanise our energies, spur our imaginations, reinvigorate our commitment to social transformation, and bring us closer together.

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Report on the Annual Performance Plan 2016 University of Johannesburg

INTRODUCTION

The Annual Performance Plan (APP) of the University replaces what was formerly known as the UJ Scorecard and can be seen as a subset of the institution's much larger Strategic Plan 2025, which was first developed towards the end of 2013. From the six strategic objectives that provide the framework for the Strategic Plan, a select number of performance indicators have been derived to constitute the APP. These are the core indicators seen as pivotal to providing an overview of performance relating to all portfolios in the Management Executive Committee. In the following report, actual achievement is analysed against the targets set in the UJ Annual Performance Plan 2016, for the period 1 January to 31 December.

MONITORING AND EVALUATION

The 2016 UJ APP was drawn up towards the end of 2015 using the fourth quarter achievements of 2015 as the baseline and deriving from these the targets and ceilings for 2016 performance. Progress towards targets is monitored on a quarterly basis and provides an opportunity for intervention (where appropriate) if progress is slow. The key performance indicators (KPIs) are numbered from 1 to 26 for ease of reference and grouped under the strategic objective to which they relate in the full UJ Strategic Plan 2025. Here, and in quarterly reports, a bar graph is presented for each indicator showing the baseline, the level of achievement for the quarter, and the targets and ceilings set for 2016. The targets and ceilings are shown in lines, while the actuals are reflected in the bars. A brief narrative evaluation accompanies each graph.

For output indicators (graduate and research), complete data are only available for the previous year, which is indicated as (N-1) on the indicator, which in this case will be 2015. For these indicators there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. For some indicators, a single measurement is taken towards the end of the year as in the case of the results of student surveys that were conducted in the second semester. In these instances, there is a single result outcome and therefore no progress across quarters. HEMIS data for this report were drawn on 17 February 2017.

SUMMARY RESULTS

Twenty-one of the 26 targets were achieved or surpassed. Of the remaining five targets, one was within 98% of target, one was within 96% of target, and two reached 93% of target.

Highlights include the following:

- **KPI 2: PG enrolments (honours, master's and doctorates)**
  Enrolment levels for 2016 were 612 (9,2%) above target, which exceeded the ceiling by 562.

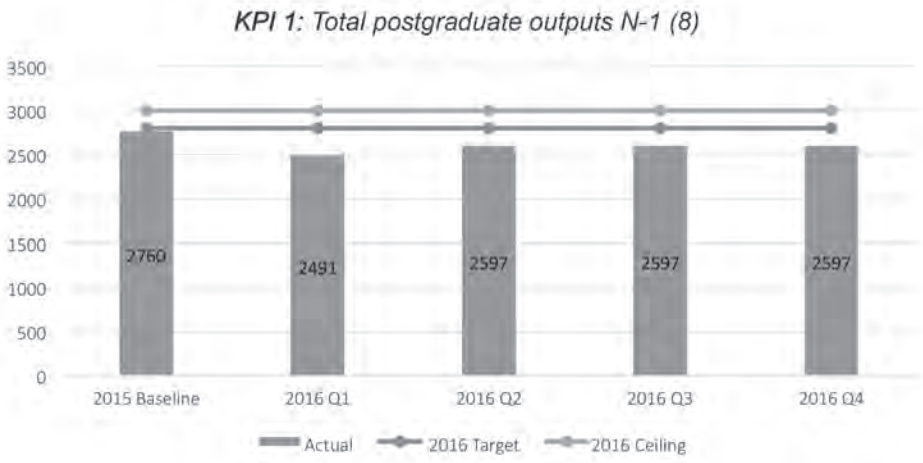
- **KPI 3: Percentage permanent and fixed-term academic staff with doctorates**
  More than 46% of the academic staff at UJ now have doctoral qualifications.
- **KPI 5: Annual citations in Scopus**
  Both the target (4 000) and the ceiling (4 100) were substantially exceeded with an outcome of 6 307.
- **KPI 9: Undergraduate dropout rate in Year 2**
  The dropout rate in 2016 (of the 2015 cohort) of 15,5% is a 5% improvement on the dropout rate of 20,5% for 2015.
- **KPI 10: Number of international students**
  Achievement on this indicator shows an enrolment total of 320 over target, and 220 above the ceiling.
- **KPIs 15 and 16: UG and PG student satisfaction surveys**
  For both surveys, the outcome has shown higher levels of student satisfaction than anticipated, despite the student unrest at the end of 2015.
- **KPI 18: Annual operating surplus loss**
  The operating surplus of R137 million is remarkable in a context where a loss of R31 million was anticipated.
- **KPI 19: Council-controlled reserves**
  At R1 329 million, the level of Council-controlled reserves is substantially above target.
- **KPI 20: Third-stream income (unencumbered)**
  Both the target and the ceiling had already been exceeded in the first quarter, and the level of income now stands at over R99 million above target and R96 million over the ceiling. This is more than three times the projected ceiling.
- **KPI 22: Percentage black permanent and fixed-term academic staff**

The achievement on this indicator sees an increase to 39,54%, bringing it a full percentage point above the target of 38,5%.

STRATEGIC OBJECTIVE ONE:
EXCELLENCE IN RESEARCH AND INNOVATION

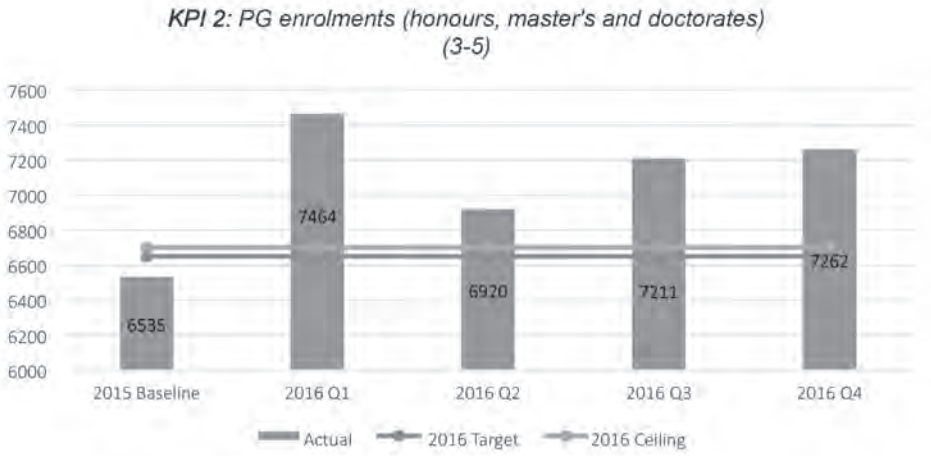
Research and innovation

1. Total postgraduate outputs N-1 (8)



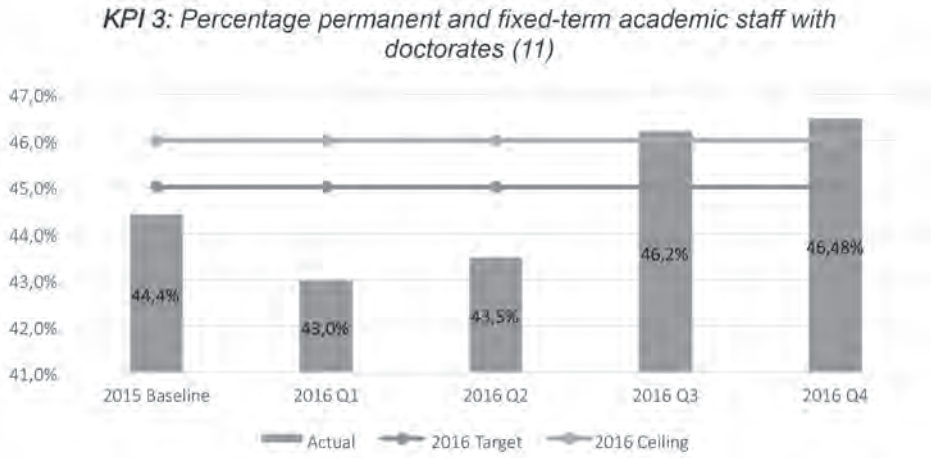
The level of postgraduate output for 2015 settled at 2 597. The achievement is therefore 163 graduates lower than the graduate output for 2014, which was the source for the baseline, and 203 lower than the set target. It should be borne in mind that graduate output is subject to enrolment levels in earlier years and highly varied time-to-completion rates in postgraduate programmes. As it stands, the postgraduate output is 7,3% below target, but only 5,9% below the baseline.

2. PG enrolments (honours, master's and doctorates) (3-5)



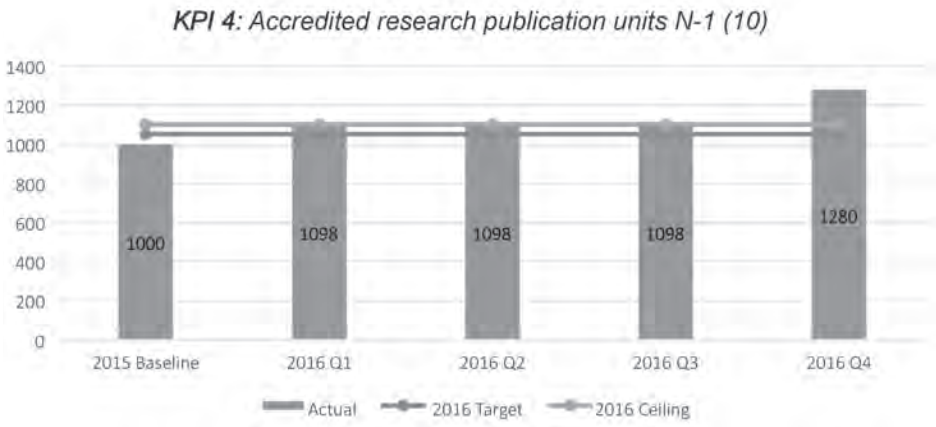
This indicator measures enrolments in the primary postgraduate qualifications, (honours, master's and doctoral, excluding other PG programme types) and shows a marked drop from Quarter 1 to Quarter 2 due to cancellations. At their lowest point, at the end of Quarter 2, enrolments were nonetheless above both target and ceiling, while new enrolments in the second semester pushed enrolments to 612 (9,2%) above target.

3. Percentage permanent and fixed-term academic staff with doctorates (7)



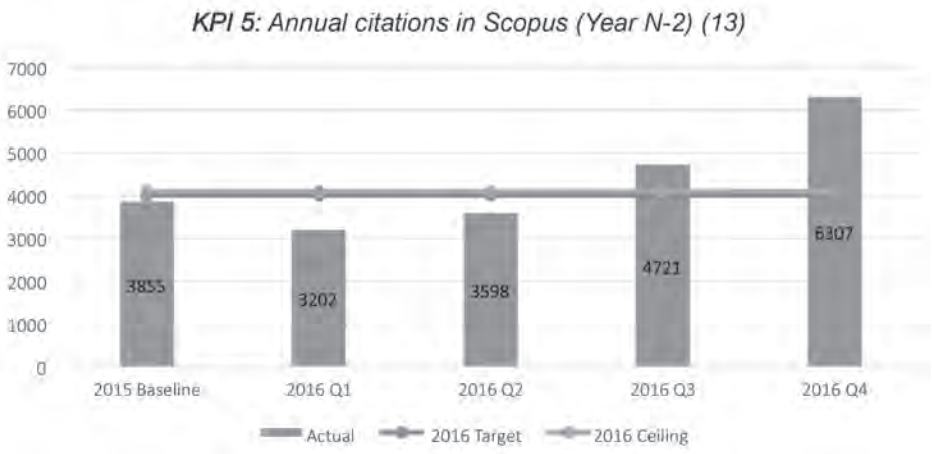
The proportion of academic staff with doctoral qualifications dropped in the first quarter of 2016 from the level achieved at the end of 2015, but has picked up steadily since then and now exceeds the target by 1,48%. This reflects existing staff achieving higher qualifications and new appointments having higher qualifications.

4. Accredited research publication units N-1 (10)



The accredited research publication units reflected here are the 2015 UJ publications accredited by DHET. This is a very pleasing achievement that exceeded both the target and the ceiling.

5. Annual citations in Scopus (Year N-2) (13)

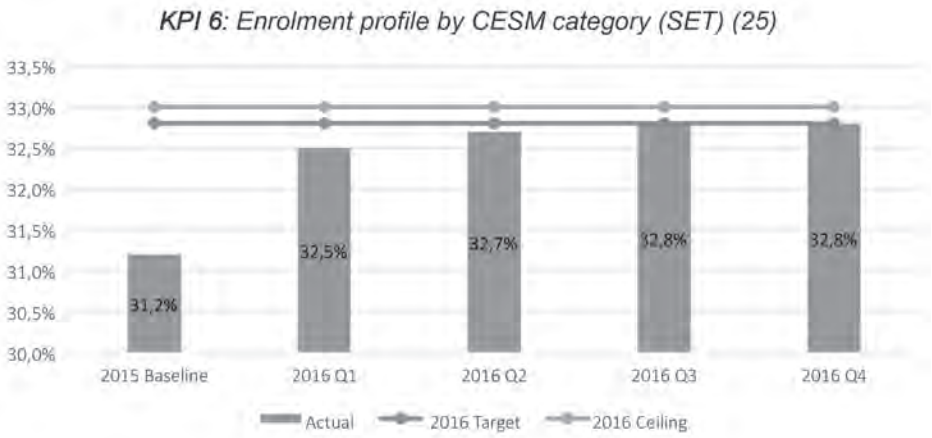


This indicator measures citations captured in the bibliographic database Scopus, which is used widely as a resource by the international academic community and by the major ranking systems. Because there is always a time lag between publication of research and the attraction of citations, the measure is taken two years prior to the current year (N-2). Citations are accumulated over time and this is clearly illustrated in the growth from Quarter 1 to Quarter 3 with a massive increase of more than 1 000 citations from Quarter 2 to Quarter 4. This means that both the target (4 000) and the ceiling (4 100) have been exceeded and this result may improve even further. The result on this indicator is testimony to the very high quality of published UJ research and its international impact.

STRATEGIC OBJECTIVE TWO:
EXCELLENCE IN TEACHING AND LEARNING

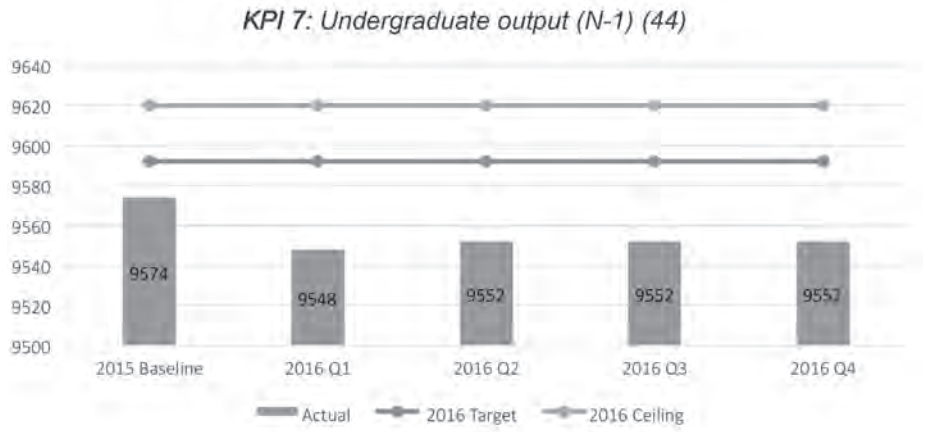
Teaching and learning

6. Enrolment profile by CESM category (SET) (25)



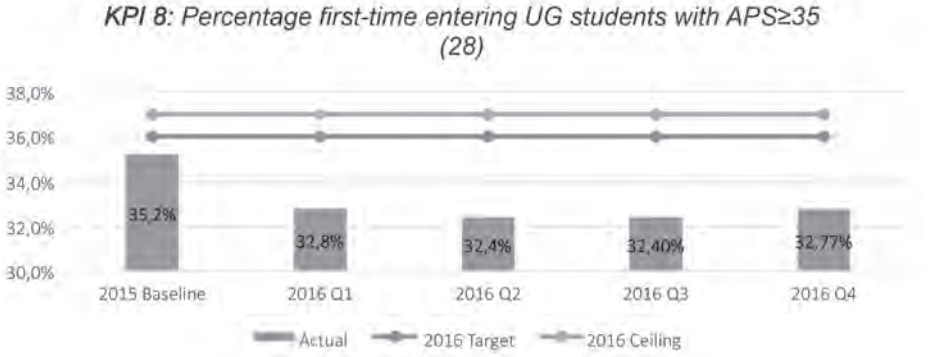
This indicator addresses the University's objective of increasing enrolments in the science, engineering and technology (SET) disciplines. As a proportional measure, it is susceptible to increases in the size of the other primary CESM groups (BUS/MAN, EDU and Other HUM) and can show a decline even when the headcount enrolments have increased. In 2016, however, the SET proportion of enrolments met the target of 32,8%.

7. Undergraduate output (44)



The graduate output for 2015 for undergraduates stabilised at 9 552, which is 40 headcounts or 0,42% below target. Graduate outputs are the product of various complex factors, including enrolment patterns in the past, dropout rates, and time-to-completion rates. They are unlikely to follow a simple linear trajectory.

8. Percentage first-time entering UG students with APS≥35 (28)



The proportional measure used for this indicator can be misleading, and in the corresponding indicator in the Strategic Plan, it has been modified to reflect numbers as well as proportions. In this instance, the numbers have actually increased from 3 337 in 2015 to 3 432 in 2016, while the proportion has declined as a consequence of high enrolment in 2016.

9. Undergraduate dropout rate in Year 2 (42)

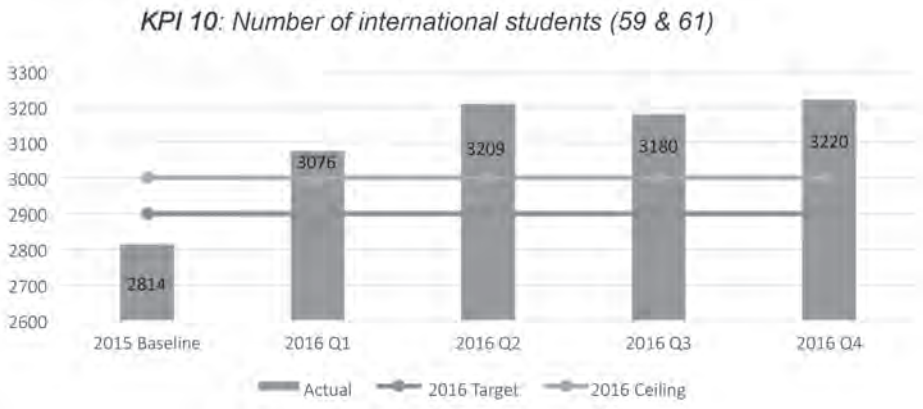
This indicator is a measure of those undergraduate students who had registered in 2015, but did not return in 2016 and did not complete their qualification. The outcome when measured relatively early in the year,

was subject to marginal change at a later stage when senior students returned to complete outstanding modules. It is a very pleasing outcome, which is better than the target of 17% and well below (5%) the dropout rate of 20,5% for 2015. The different financial dispensations for students in 2016 may well have contributed to this outcome.

STRATEGIC OBJECTIVE THREE:
INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

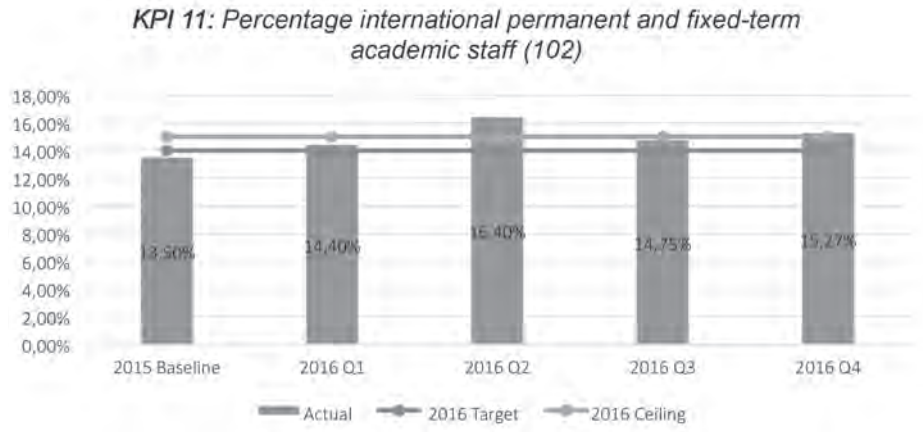
International profile

10. Number of international students (59 & 61)



On this indicator, the slight drop from Quarter 2 to Quarter 3 was amply recovered by the end of Quarter 4. The outcome was 320 above target and 220 above the ceiling. This is a commendable outcome in a context where it has been difficult to reach international student enrolment targets and it may indicate that strategies in this area are beginning to bear fruit.

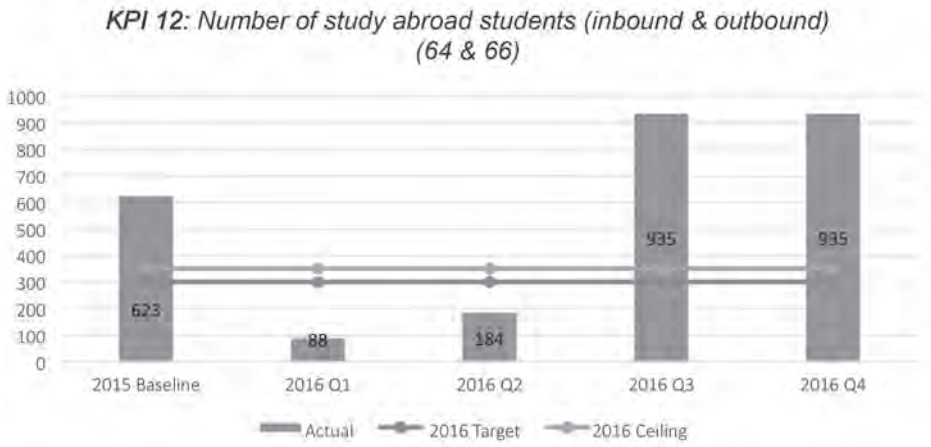
11. Percentage international permanent and fixed-term academic staff (102)



The achievement against this indicator exceeded both target and ceiling, settling at 15,27%. This was 1,77% higher than the 2015 achieved level of 13,5% and exceeded the target by 1,27%.

12. Number of study abroad students (inbound & outbound) (64 & 66)

The result for this indicator moved dramatically from Quarter 2 to Quarter 3 with an increase of 751 students. This pushed the result substantially above the target that had been set at a modest 300 in the context of student protests, which were seen potentially as having a negative impact on international enrolments. The 2016 achievement was 312 above the 2015 level and showed a commendable increase.

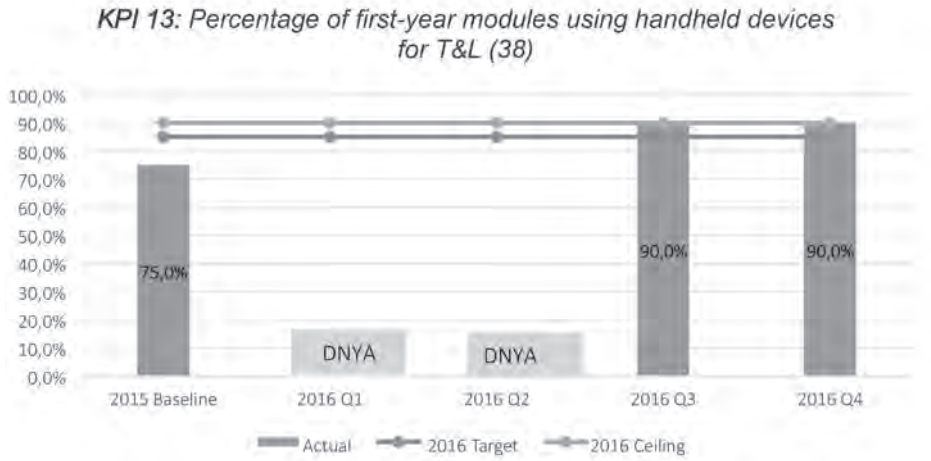


STRATEGIC OBJECTIVE FOUR:

ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

Student experience

13. Percentage of first-year modules using handheld devices for T&L (38)



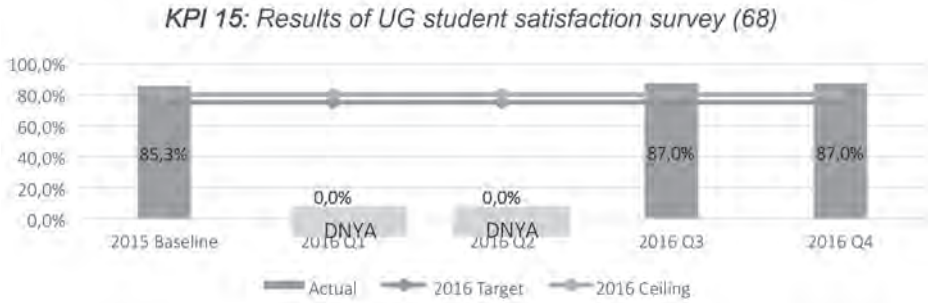
Results for this indicator were not available earlier in the year, as this is the outcome of a survey conducted in the second semester. The target was exceeded and the ceiling of 90% was achieved. This illustrates far greater use of Internet-based technology in the classroom context.

14. Percentage progress on library upgrade project (actual)

This indicator measures progress on a specific project (the upgrade of UJ libraries), which has a finite life, and therefore does not have a corresponding indicator in the Strategic Plan. The target and ceiling have both been

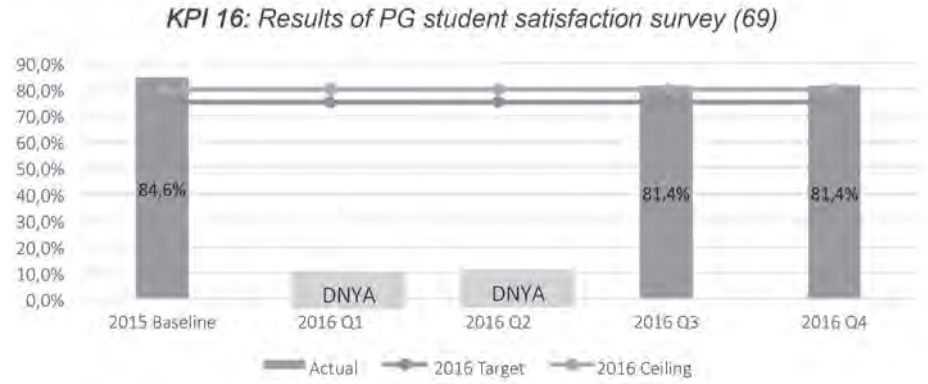
set at 100% (i.e. completion of the project within 2016) and there has been steady progress through the three quarters of the year to the point that the project is now 100% complete.

15. Results of UG student satisfaction survey (68)



The result for this indicator was not available earlier in the year, as it is the outcome of an annual survey conducted in the second semester, which would not change for the fourth quarter. The target of only 75% and the ceiling of 80% were set in the context of the student unrest at the end of 2015 when it was anticipated some levels of dissatisfaction might be reflected in the outcomes of this survey. Interestingly, this was not the case, and the overall level of satisfaction expressed by respondents to the survey exceeded the 2015 level by 1,7%.

16. Results of PG student satisfaction survey (69)

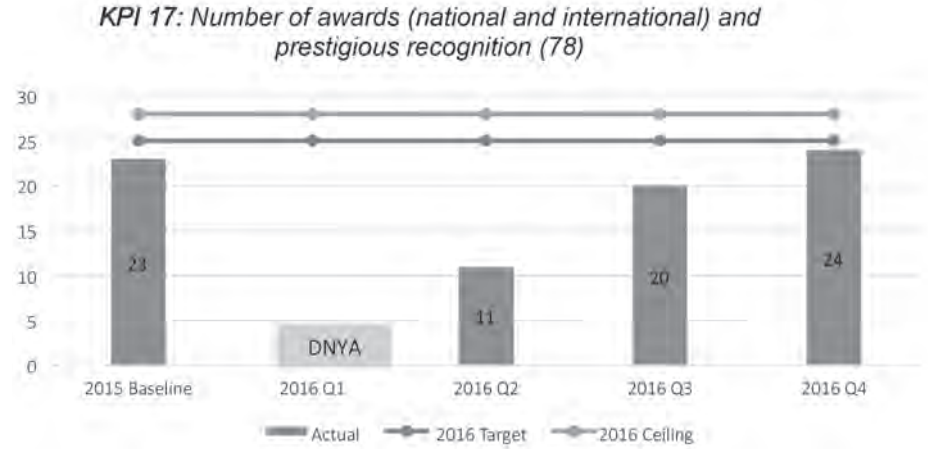


The result of the 2016 postgraduate student satisfaction survey showed a drop from 2015 levels, but still exceeded the target of 75% by a comfortable margin and was 1,4% above the ceiling.

STRATEGIC OBJECTIVE FIVE:
NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

17. Number of awards (national and international) and prestigious recognition (78)

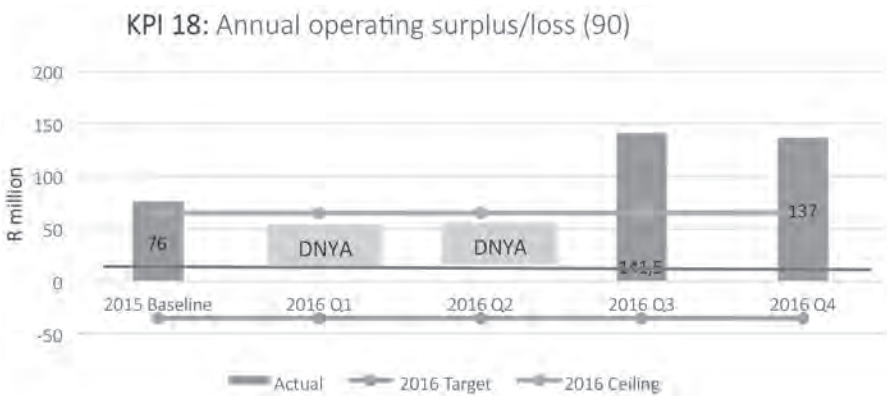


This indicator was modified slightly to include both research and teaching awards to link with a change to the corresponding indicator in the Strategic Plan. The baseline and other values were changed accordingly, but this result still fell marginally short of the set target of 25.

STRATEGIC OBJECTIVE SIX:
FITNESS FOR GLOBAL EXCELLENCE AND STATURE

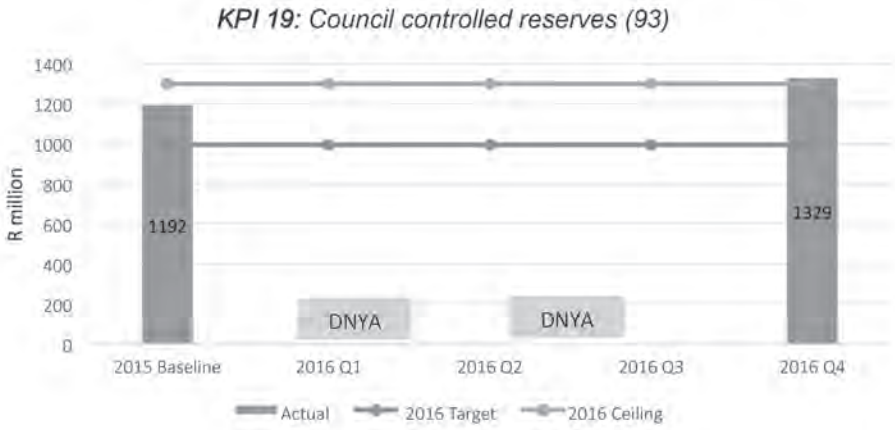
Fitness for purpose

18. Annual operating surplus/loss (90)



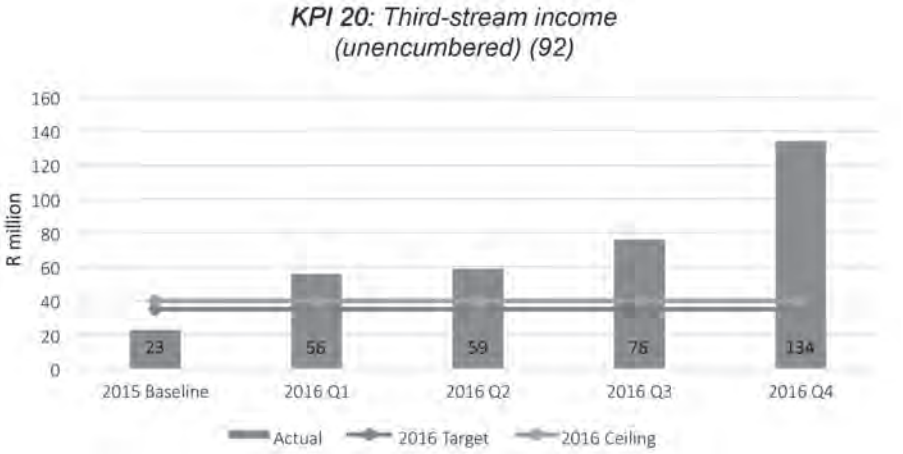
The information for this indicator was first made available at the end of Quarter 3. The high operating surplus of R141.5 million reported at that time did not reflect the cash flow already committed for the final quarter of the year. With the subsequent outflow of funds, the surplus has now settled at R137 million. Original forecasts projected an operating loss of R31 million, with the best case scenario (the ceiling) set at a surplus of R65 million. Under current contextual circumstances, the actual achievement is remarkable.

19. Council controlled reserves (93)



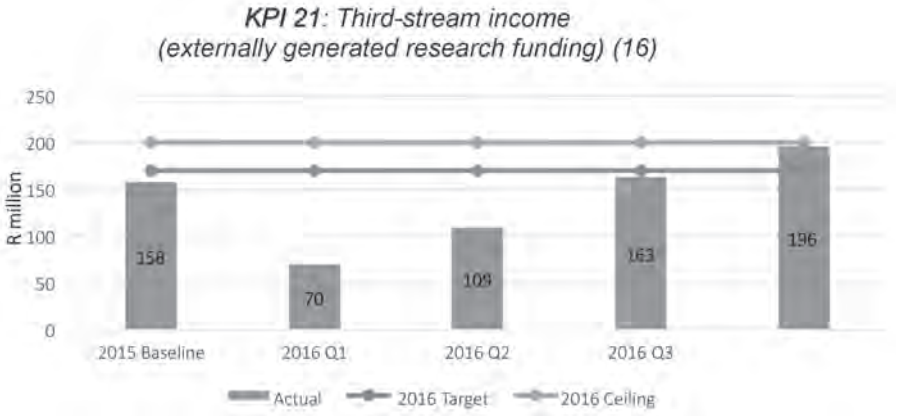
The outcome for this indicator was comfortably above target and ceiling, which indicates healthy reserve levels.

20. Third-stream income (unencumbered) (92)



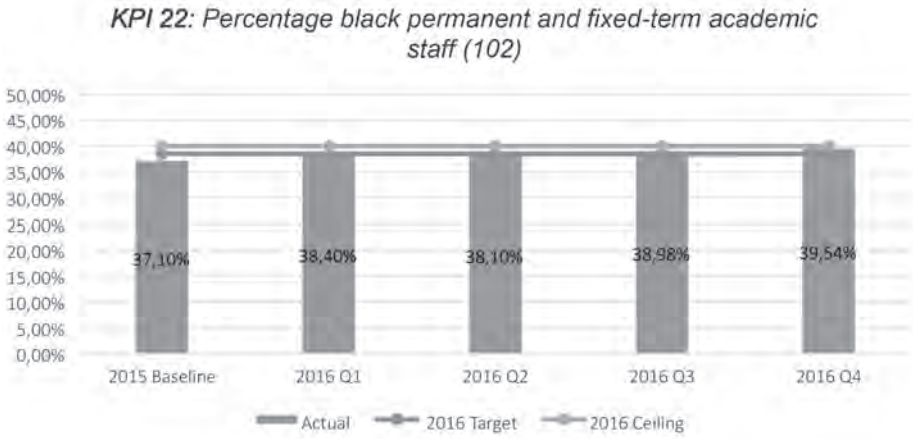
Unencumbered third-stream income has grown very pleasingly throughout the year. Both the target and the ceiling had already been exceeded by the end of the first quarter, and the level of income now stands at R99 million above target and R96 million above the ceiling. This is more than three times the level of the projected ceiling.

21. Third-stream income (externally generated research funding) (16)



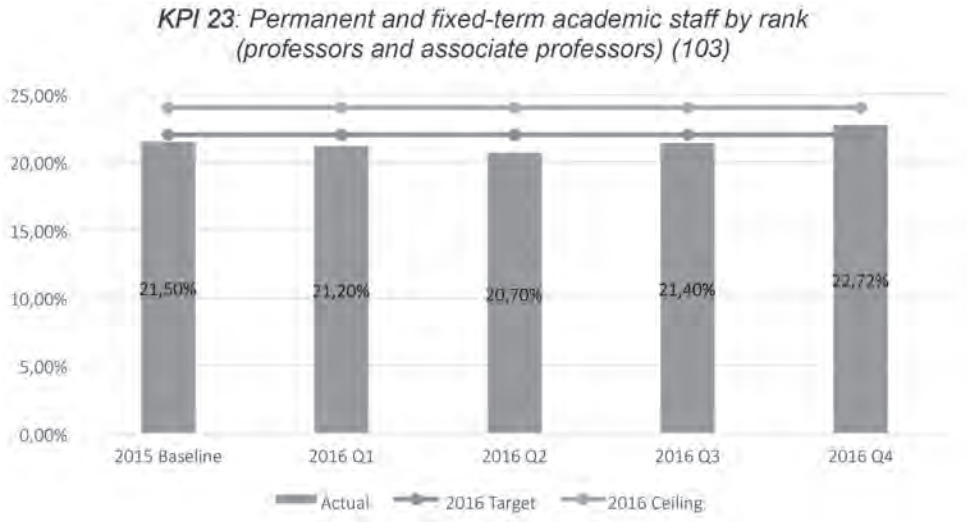
Externally generated research funding has grown steadily over the four quarters and has surpassed the target, falling just R4 million short of the ceiling.

22. Percentage black permanent and fixed-term academic staff (102)



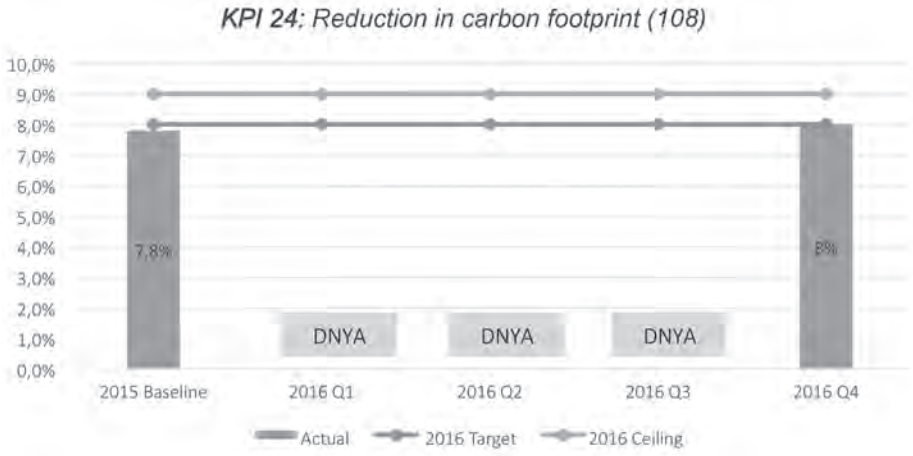
Mobility of staff makes results for this indicator fairly fluid. The highest point for the year was achieved at the end of the fourth quarter with a slight increase from Quarter 3 levels, bringing it above the target of 38,5%. The achievement of 39,54% is very close to the ceiling set for this indicator.

23. Permanent and fixed-term academic staff by rank (professors and associate professors) (103)



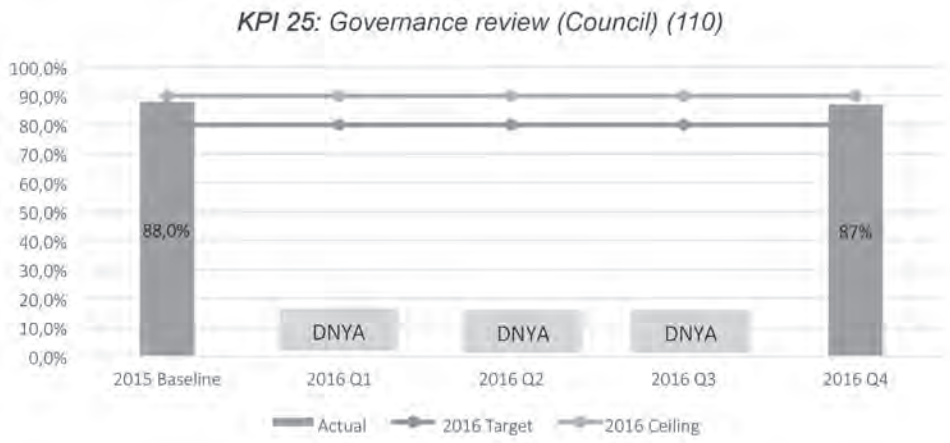
On this indicator, the proportion of associate professors and professors on the academic staff increased from 21,5% in 2015 to 22,72% at the close of 2016.

24. Reduction in carbon footprint (108)



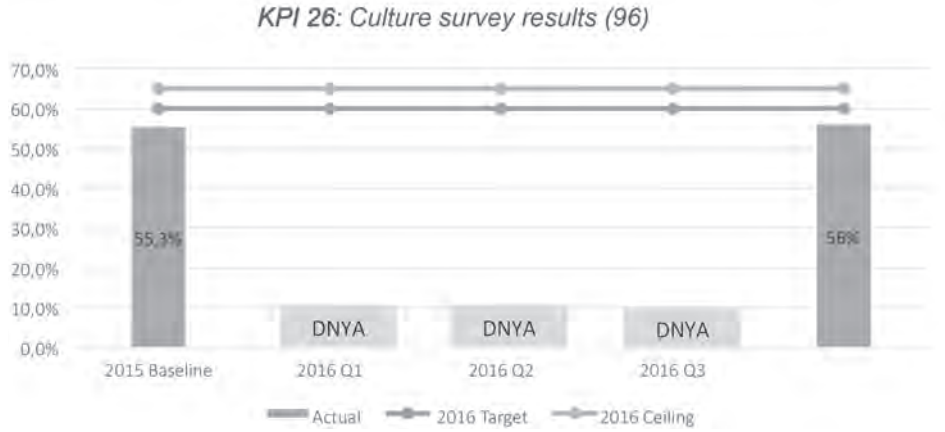
The outcome for this indicator is only measured once a year. The goal was to achieve an 8% reduction in carbon footprint, taking into account the expansion of buildings and facilities on the various UJ campuses, and this was achieved.

25. Governance review (Council) (110)



This is another indicator measured annually and the outcome was well above the target of 80%.

26. Culture survey results (96)



The outcome for this indicator was marginally higher than the 2015 baseline, but 4% lower than target. The culture survey was conducted in the second semester of 2016 in the context of considerable student unrest and in a climate that may very well have had an impact on the outcomes. Climate (how things are experienced at a particular moment) is seen as a significant factor influencing the outcome of surveys of this nature.

CONCLUSION

In what was a difficult year for the institution, and the system as a whole, the University performed extremely well, achieving and surpassing 21 of its targets. Fifteen of these were at 102% of target or more.

On the academic front, what these outcomes reveal is that UJ is becoming an increasingly attractive university for postgraduate study, and the results of student surveys show high levels of satisfaction with the experience UJ offers students at all levels. Research output has increased dramatically, while the very high citations count is indicative of both quality and impact. This is also reflected in significantly increased externally generated research funding. A related factor is the improved level of qualification of academic staff, and an excellent outcome in terms of diversity, with designated academic staff reaching just under 40% of the total.

Sound financial management is revealed in the exceptional performance against financial indicators, where outcomes have greatly exceeded targets, and good governance is rewarded with an 87% result.

ADDITIONAL KPIs REQUIRED BY DHET

The table below shows a summary of the additional indicators required for reporting to the Department of Higher Education and Training (DHET). The full DHET Annual Performance Plan is also included. Aside from the three enrolment indicators, these are all output indicators and are therefore the measure of achievements for the previous year (N-1), in this case 2015, which were only finalised in 2016.

The planned headcount for 2016 was 48 989, and the achieved headcount enrolment was 51 669, which is 5,47% above target. The University exceeded the planned enrolments by approximately 2 680 headcounts, of which 1 771 were at UG level and 762 in PG programmes with 147 occasional students. The freeze on fee increases and different financial dispensations contributed significantly to this over-enrolment.

Table 1: Additional indicators required for reporting to DHET

KPI	Baseline	Target	Outcome
Percentage UJ publications in international journals	73%	74%	71%
Publication units per permanent academic staff	0.8	1.0	1.16
Total headcount enrolment	**49 288**	**48 989**	**51 669**
Proportion of UG to PG	86:14	85:15	84.39:15.61
First-time entering undergraduates	10 455	10 500-11 000	11 562
Degree credit success rates	83,5%	84%	84,2%
Total graduation rate and output	**24,8% 12 334**	**25% 12 247**	**24,6% 12 149**

Report on the DHET Annual Performance Plan 2016 of the University of Johannesburg

INTRODUCTION

This year-end report covers achievement in relation to the targets set in the University of Johannesburg Annual Performance Plan 2016 as submitted to DHET, and covers the period January to December 2016.

A table showing details of the overall performance is attached at annexure B. Key performance indicators have been re-numbered in simple numerical sequence from 1 to 28 for ease of reference.

Factors considered during the data analysis

The purpose of the analysis was to determine to what extent the targets have been met for each of the four strategic objectives. In considering the data provided, the following classification of achievement level was used, and a traffic light model adopted:

- **Green** (Achieved – within 97.5%-100% of target)
  – *Grayscale colour code: 10% black background with black lettering*
- **Amber** (Good progress)
  – *Grayscale colour code: 50% black background with white lettering*
- **Red** (Not achieved)
  – *Grayscale colour code: 85% black background with white lettering*

Achievement

Below are the details of performance for each strategic objective, covering the period January to December, 2016.

The Annual Performance Plan 2016 is informed by four (4) of UJ's six overall strategic objectives, i.e. objectives one, two, three and six. It covers eight (8) related key performance areas, with a total of 28 key performance indicators. The following summary should be noted when reading the section on achievement as reported under each strategic objective. Note that output indicators refer to achievement in year (n-1) and not the reporting year (n). The baseline is derived from the final result for the previous year.

Out of the 28 KPIs, a total of 19 have been achieved and a further seven are close to target. Only two can be considered not achieved, and these relate to the over-enrolment experienced by the University in 2016. Research performance has been exceptional, and despite over-enrolment, almost all of the targets set for the proportional distribution of enrolments across CESM categories and qualification types have been achieved. Academic staff at UJ have pleasingly improved their qualification levels, and contrary to the expectation that the University would see a deficit budget in 2016, a healthy surplus has been achieved.

The following sections provide performance details for each strategic objective.

STRATEGIC OBJECTIVE ONE:
EXCELLENCE IN RESEARCH AND INNOVATION

Key Performance Area: Research productivity (year n-1)				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
1. Total number of accredited research output units.	1000	1050	**1294 submitted (2015)**	**1280**
2. Percentage of publications in International Journals.	73%	74%	**71% (submitted 2015)**	**71%**

Performance against the first indicator has exceeded expectations and speaks to the considerable resources and strategies that UJ has put in place to advance research. On the second indicator, the level of achievement fell just 3% below target.

Key Performance Area: Research productivity (year n-1)				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
3. Publication units per permanent academic staff.	0.8	1.0	**1.17 (submitted 2015)**	**1.16**

UJ has succeeded in engaging many of its academics in research activities and this is reflected in the very pleasing outcome for this indicator.

STRATEGIC OBJECTIVE TWO:
EXCELLENCE IN TEACHING AND LEARNING

ENROLMENT PROFILE BY CESM

Key Performance Area: An enrolment profile across all primary disciplinary areas with growth in Education and SET fields				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
4. BUS/MAN	39.20%	39.38%	**40.80%**	**40.65%**
5. EDU	7.40%	7.30%	**7.20%**	**7.20%**
6. SET	31.20%	32.83%	**32.70%**	**32.82%**
7. OTHER HUMANITIES	20.40%	20.50%	**19.30%**	**19.34%**

Target enrolment proportions for the broad CESM categories of EDU and SET have been very close to achievement in EDU (within 0.09%), and fully achieved for SET. The over-enrolment in BUS/MAN had the effect of reducing the proportional share of Other HUM. CESM proportions are very difficult to manage directly as they are in part a consequence of student choice within programmes. The introduction of some new academic programmes, and increasing infrastructure capacity on our Doornfontein and Auckland Park Bunting Road Campuses, enabled

UJ to accommodate more students in SET. In this respect, student numbers in the priority fields of SET and Education, are very pleasing.

Enrolment planning for 2017 is designed to correct the disproportional share in BUS/MAN as part of a longer term plan to reduce overall enrolment in the CESM category.

Key Performance Area: Increased enrolment in postgraduate studies				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
8. Proportion of UG:PG	86:14:00	85:15:00	**85:15:00**	**84.39: 15.61**

UJ has experienced increased demand for its postgraduate programmes, particularly at Master's and doctoral level, and this is manifest in clear movement in the UG to PG ratio. The establishment of a Postgraduate School, the award of a number of SARChI Chairs and increasing numbers of researchers with NRF ratings have had a positive impact.

Key Performance Area: Enrolment by qualification type				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
9. Total headcount enrolment (n)	49288	48989	**51 166 (including 135 occasional)**	**51 669 (including 149 occasional)**
10. Unweighted FTE totals	37 523. 185	37232	**40 140.027**	**39 850.60**
11. First time entering under-graduates	10 455	10 500	**11 562**	**11 562**
12. UG: Dip & certificates	31.70%	31.20%	**31.30%**	**30.99%**
13. UG: Degrees	53.30%	53.94%	**53.60%**	**53.14%**
14. PG: Below Masters	7.90%	7.77%	**8.00%**	**7.98%**
15. Masters	5.40%	5.41	**5.40%**	**5.72%**
16. Doctors	1.70%	1.71%	**1.70%**	**1.91%**
17. PG Total	15.20%	15.30%	**15.10%**	**15.61%**

Total headcount enrolment exceeded expectations and this was almost certainly a consequence of much easier financial conditions for student, including but not only because of the freezing of fee levels. Unlike many institutions that experienced under-enrolment in 2016, UJ was favoured by students possibly because it had experienced greater stability than many others in the context of student protest. Increases above planned figures were seen for both new students and in higher numbers of returning senior students and resulted in an outcome that was 5.5% above target. This meant that the result for indicator 10 (unweighted FTE totals) was also considerably over target, as these two indicators are inter-related.

The positive outcome from this level of enrolment was that the University provided access for an additional 811 first-time entering students as seen for indicator 11.

In relation to the distribution of enrolments across qualification types, the outcome was very close to the planned proportional distribution. The greatest deviation from target is seen in the slightly lower proportion achieved for UG degrees and this can be attributed in part to the upwards shift in PG proportions.

STRAGETIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

OUTSTANDING ACHIEVEMENTS ACROSS OUR DIVERSE STUDENT BODY

Key Performance Area: Excellent student success rates, retention and graduate output				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
18. Degree credit success rates	83.5% (n-1)	84%	**84.20%**	**84.20%**
19. Total graduation rate and output (n-1)	24.8% 12334 (n-1)	25 % (12247)	**24.60%**	**24.6% (12 149/ 49355)**
20. UG graduation rate and output (n-1)	22.5% 9574 (n - 1)	23 % (9592)	**22.80%**	**22.80% (9552/ 41882)**
PG Output:				
21. PG to Masters	2127 (n-1)	2150	**1991**	**1991**
22. Masters	527 (n-1)	540	**501**	**501**
23. Doctoral	106 (n-1)	110	**105**	**105**
24. Total PG Output (n-1)	TOTAL = 2760	TOTAL = 2800	**TOTAL= 2597**	**2597**

Over the past decade UJ has placed considerable emphasis on student success rates and throughput, at both undergraduate and postgraduate levels. These efforts have clearly paid off, with very satisfactory achievements against indicators 18, 19 and 20. Postgraduate outputs fell below target by just over 200 or 7.25 %. Most of this occurred at the PG below Master's level and relates to a decline in enrolments the previous year. At the Master's and doctoral level there is often significant variation in time-to-completion rates and UJ is now establishing an online tracking system to help PG students attain milestone progress within acceptable timelines.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

FINANCIAL STABILITY AND SUSTAINABILITY TO SUPPORT THE GLOBAL EXCELLENCE AND STATURE DRIVE

Key Performance Area: Financial sustainability				
KPI	**BASELINE**	**2016 TARGET**	**MID YEAR REVIEW**	**2016 ACTUAL**
25. Balanced annual budget and five-year financial plan	R7,7m surplus	R45m deficit	**R47 m**	**R137m surplus**

The budget for 2016 has been very well managed and has resulted in a surplus of R137m even though a deficit was anticipated. Regular budget meetings ensure financial stability. Given the general fiscal constraints experienced in the course of the year, this is an outstanding achievement.

A series of initiatives are in place to support staff in the process of attaining a doctorate such as the Staff Qualifications Programme and the Accelerated Academic Mentorship Programme. Steady progress has been

Key Performance Area: Staff qualifications				
KPI	BASELINE	2016 TARGET	MID YEAR REVIEW	2016 ACTUAL
26. Staff with PhD	44.40%	45%	43.51%	46.48%
27. Staff with Masters	42%	40%	42.24%	43.31%
28. Staff with other qualifications	15.02%	15%	14.25%	10.21%

made and for indicator 26, the proportion of academic staff with doctorates now exceeds that in 2015 despite the fact that staff with doctorates are highly mobile.

The outcome for indicator 27, staff with Master's qualifications, is especially pleasing. This leaves the University with just over 10% of its academic staff with qualifications lower than a Master's degree.

Summary of performance

Key Performance Indicators	
1	Total number of accredited research output units
2	Percentage of publications in international journals
3	Publication units per permanent academic staff
4	BUS/MAN
5	EDU
6	SET
7	OTHER HUM
8	Proportion of Undergraduate: Postgraduate
9	Total Headcount enrolment
10	Unweighted FTE totals
11	First time entering undergraduates
12	UG: Dip & Certificates
13	UG: Degrees
14	PG: Below Masters
15	Masters
16	Doctoral
17	PG Total
18	Degree credit success rates
19	Total graduation rate and output (n-1)
20	UG graduation rate and output (n-1)
21	PG Output: PG to Masters
22	Masters
23	Doctors
24	Total PG
25	Balanced annual budget and five year financial plan
26	Staff with PHD
27	Staff with Masters
28	Others

APPENDIX B:

DHET Annual Performance Plan, University of Johannesburg

STRATEGIC OBJECTIVE ONE: EXCELLENCE IN RESEARCH AND INNOVATION					
KPA	**KPI**	**BASELINE – CURRENT POSITION (2015)**	**ANNUAL TARGET (2016)**	**MID YEAR REVIEW**	**2016 ACTUAL**
Research productivity (year N-1)	1. Total number of accredited research output units.	1000	1050	**1294 submitted (2015)**	**1280**
	2. Percentage of publications in International Journals.	73%	74%	**71% (submitted 2015)**	**71%**
Per capita research output per permanent academic staff member (year N-1)	3. Publication units per permanent academic staff.	0.8	1	**1.17 (submitted 2015)**	**1.16**
STRATEGIC OBJECTIVE TWO: EXCELLENCE IN TEACHING AND LEARNING					
KPA	**KPI**	**BASELINE – CURRENT POSITION (2015)**	**ANNUAL TARGET (2016)**	**MID YEAR REVIEW**	**2016 actual**
An enrolment profile across all primary disciplinary areas with growth in Education and SET fields	4. BUS/MAN	39.20%	39.38%	**40.80%**	**40.65%**
	5. EDU	7.40%	7.30%	**7.20%**	**7.20%**
	6. SET	31.20%	32.83%	**32.70%**	**32.82%**
	7. OTHER HUMANITIES	20.40%	20.50%	**19.30%**	**19.34%**
Increased enrolment in postgraduate studies	8. Proportion of UG:PG	86:14:00	85:15:00	**85:15:00**	**84.39: 15.61**
Enrolment	9. Total Headcount enrolment	49288	48989	**51 166 (including 135 occasional)**	**51669 (including 149 occasional)**
	10. Unweighted FTE totals	37 523. 185	37232	**40 140.027**	**39 850.60**
	11. First time entering under-graduates	10 455	10 500	**11 562**	**11 562**

	12. UG: Dip & certificates	31.70%	31.20%	**31.30%**	**30.99%**
	13. UG: Degrees	53.30%	53.94%	**53.60%**	**53.14%**
	14. PG: Below Masters	7.90%	7.77%	**8.00%**	**7.98%**
	15. Masters	5.40%	5.41	**5.40%**	**5.72%**
	16. Doctoral	1.70%	1.71%	**1.70%**	**1.91%**
	17. PG Total	15.20%	15.30%	**15.10%**	**15.61%**
STRATEGIC OBJECTIVE THREE: INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE					
KPA	**KPI**	**BASELINE – CURRENT POSITION (2015)**	**ANNUAL TARGET (2016)**	**MID YEAR REVIEW**	**2016 ACTUAL**
Excellent student success rates, retention and graduate output	18. Degree credit success rates	83.5% (year n-1)	84%	**84.20%**	**84.20%**
	19. Total graduation rate and output (n-1)	24.8% 12334 (n-1)	25 % (12247)	**24.60%**	**24.6% (12149)**
	20. UG graduation rate and output (n-1)	22.5% 9574 (n - 1)	23 % (9592)	**22.80%**	**22.80% (9552)**
	PG Output:				
	21. PG to Masters	2127 (n-1)	2150	**1991**	**1991**
	22. Masters	527 (n-1)	540	**501**	**501**
	23. Doctoral	106 (n-1)	110	**105**	**105**
	24. Total PG Output	TOTAL = 2760	TOTAL = 2800	**TOTAL= 2597 (as at 19 June 2016)**	**2597**
STRATEGIC OBJECTIVE SIX: FITNESS FOR GLOBAL EXCELLENCE AND STATURE					
KPA	**KPI**	**BASELINE – CURRENT POSITION (2015)**	**ANNUAL TARGET (2016)**	**MID YEAR REVIEW**	**2016 ACTUAL**
Financial stability	25. Balanced annual budget and five-year financial plan	R7,7m surplus	R45m (deficit as per Council approved 5 year financial plan)	**R47 m**	**R137m surplus**
Staff qualifications	26. Staff with PhD	44.40%	46%	**43.51%**	**46.48%**
	27. Staff with Masters	42%	40%	**42.24%**	**43.31%**
	28. Staff with other qualifications	15.02%	14%	**14.25% (as at 10 June 2016)**	**10.21%**

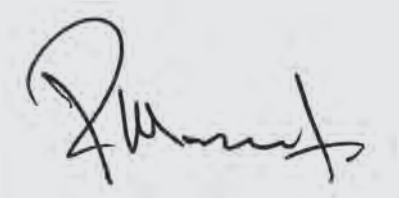
Summary of the UJ Institutional Performance 2016

UJ Institutional Performance 2016			
	Strategic Objectives	**Target**	**Outcome**
	Excellence in Research and Innovation		
1	Total postgraduate outputs	2 800	2 597
2	PG enrolments (honours, master's & doctorates)	6 650	7 262
3	Percentage permanent and fixed-term academic staff with doctorates	45,0%	46,48%
4	Accredited research publication units (Year N-1)	1 050	1 280
5	Annual citations in Scopus (Year N-2)	4 000	6 307
	Excellence in Teaching and Learning		
6	Enrolment profile by CESM category (SET)	32,8%	32,8%
7	Undergraduate output	9 592	9 552
8	Percentage first-time entering UG students with APS≥35	36,0%	32,77%
9	Undergraduate dropout rate in Year 2	17%	15,5%
	International Profile for Global Excellence and Stature		
10	Number of international students	2 900	3 220
11	Percentage international permanent & fixed-term academic staff	14,0%	15,27%
12	Number of study abroad students (inbound & outbound)	300	935
	Enriching Student-friendly Learning and Living Experience		
13	Percentage of first-year modules using handheld devices for T&L	85,0%	90,0%
14	Percentage progress on library upgrade project	100%	100%
15	Results of student satisfaction survey UG	75,0%	87,0%
16	Results of student satisfaction survey PG	75%	81,4%
	Global Reputation Management		
17	Number of awards (national & international) and prestigious recognition	25	24
	Fitness for Global Excellence and Stature		
18	Annual operating surplus/loss	R31 million deficit	R137 million surplus
19	Council controlled reserves	R996 million	R1 329 million
20	Third-stream income (unencumbered)	R35 million	R134 million
21	Third-stream income (externally generated research funding)	R170 million	R196 million
22	Percentage black permanent and fixed-term academic staff	38,5%	39,54%
23	Permanent and fixed-term academic staff by rank (professors & associate professors)	22,0%	22,72%
24	Reduction in carbon footprint	8,0%	8,0%
25	Governance review (by Council)	80,0%	87,0%
26	Culture Survey results	60,0%	56,0%

Table 2: UJ Annual Performance Plan

Table 3: Additional KPIs required by DHET

KPI	Target	Outcome
Percentage UJ publications in international journals (Year N-1)	74%	71%
Publication units per permanent academic staff (Year N1)	1.0	1.16
Total headcount enrolment	48 989	51 669
Proportion of UG to PG	85:15	84,39:15,61
First-time entering undergraduates	10 500 – 11 000	11 562
Degree credit success rates (Year N-1)	84%	84,2%
Total graduation rate and Total output (Year N-1)	**25% 12 247**	**24,6% 12 149**



Roy D Marcus (Prof)
Chairperson of Council

ENOCH SONTONGA

Statement on Governance

OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: pre-determined objective
- Declaration of interests and positions of trust
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report to Council
- The Vice-Chancellor's report on the governance related to the MEC and its committees
- The Student Representative Council's (SRC) Report to Council
- The Student Services Council's Report to Council
- The Institutional Forum
- The Convocation Report to Council

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

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2016 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – a target of 80%, with a baseline of 88% and a ceiling of 90%. An average score of 87% was allocated, thus reflecting sustained excellence in this regard.

Declaration of interests and positions of trust

The following has reference:

- The principle of declaring interests and positions of trust by members of Council and members of the MEC has been in place since 2007. A Register reflecting the general interests and positions of trust declared by members of Council is compiled by the Registrar and updated annually. The Register serves at the first Council meeting of the year. The MEC Register reflecting the members' declaration of general interests serves at the second MEC meeting.
- The principle of declaring agenda-based interests has also been in place for all structures/committees since 2007. A report on agenda-based interests declared by members of Council is compiled by the Registrar for submission to the external auditors annually.

Roy Marcus (Prof)
Chairperson of Council

Council and Council Committees' Governance Report

OVERVIEW

The following has reference:

- Council membership status
- Qualifications and skills of external members of Council
- Declarations of interests and position of trust
- Attendance of Council and Council Committees
- Council and Council Committees' governance and performance
- Matters of significance discussed, considered, approved or noted by Council
- Council annual review session

COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the 2012 Institutional Statute, is reflected in the following table. Mr M Mkhonto was elected to serve on the Council (one of the three members of the Convocation).

The UJ Council comprises 18 external members (i.e. 60% of the Council membership out of a total of 30 members).

The UJ Institutional Statute of 31 March 2012 is applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute. The procedure developed for the appointment of members of Council for a further term of office was operational in 2015.

Table 4: UJ Council membership status 2016

Statute requirements (Clause 10-22)	Member status	Term of office
Five external persons appointed by the Minister	**Prof RD (Roy) Marcus** **Dr DSS (Simo) Lushaba** **Mr G (Godwin) Khosa** **Ms S (Sinenhlanhla) Dlamini** *Vacant*	1 July 2014 – 30 June 2019 (3rd term) 1 July 2012 – 30 June 2017 (2nd term) 1 July 2012 – 30 June 2017 (1st term) 1 August 2015 – 31 July 2020 (1st term)
Three members of the Convocation	**Mr JP (Johan) Burger** **Ms BJ (Totsie) Memela-Khambule** **Mr M (Mbali) Mkhonto**	1 August 2012 – 31 July 2017 (1st term) 1 July 2014 – 30 June 2019 (1st term) 1 March 2016 – 30 June 2017 (term as President of the Convocation expires) (1st term)

Ten members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	**Mr TJ (Joel) Dikgole** **Dr P (Phil) Mjwara** **Mr MJN (JJ) Njeke** **Dr WP (William) Rowland** **Mr KB (Khulu) Sibiya** **Mr CR (Cyril) Gebhardt** **Mr F (Frans) Baleni** **Mr M (Mike) White** **Mr MS (Mike) Teke** **Prof D (Diane) Hildebrandt**	1 July 2013 – 30 June 2018 (3rd term) 1 July 2014 – 30 June 2019 (3rd term) 1 July 2014 – 30 June 2016 (term extended until 31 December 2016) (3rd term: 2 years) 1 August 2013 – 31 July 2018 (3rd term) 1 July 2013 – 30 June 2018 (3rd term) 1 August 2013 – 31 July 2018 (3rd term) 1 August 2014 – 31 July 2019 (2nd term) 1 January 2016 – 31 December 2020 (2nd term) 1 July 2012 – 30 June 2017 (1st term) 1 February 2014 – 31 January 2019 (1st term)
Vice-Chancellor and Principal	**Prof IL (Ihron) Rensburg**	1 April 2006; membership by virtue of office
Two Deputy Vice-Chancellors	**Prof A (Angina) Parekh** **Mr JA (Jaco) van Schoor**	1 October 2011; by virtue of office (2nd term) 1 October 2013; by virtue of office (1st term)
Two members of Senate	**Prof H (Heidi) Abrahamse** **Prof C (Chris) Landsberg**	1 August 2013 – 31 July 2018 (1st term) 1 August 2013 – 31 July 2018 (1st term)
Two academic employees	**Mr K (Kevin) Thomas** **Prof A (Ahmed) Mohammadali-Haji**	1 September 2013 – 31 August 2018 (1st term) 1 October 2012 – 30 September 2017 (1st term)
Two non-academic employees	**Dr J (Joe) Manyaka** **Mr D (Derrick) Bvuma**	1 September 2013 – 31 Aug 2018 (1st term) 1 September 2013 – 31 Aug 2018 (2nd term)
Two students – SRC	**Mr H (Hassan) Abdullahi** **Mr M (Mfuneko) Mnyele**	2016 SRC Interim President 2016 SRC Secretary-General
Registrar (Secretariat)	**Prof IC (Kinta) Burger**	1 January 2014; by virtue of office

QUALIFICATIONS AND SKILLS OF MEMBERS OF COUNCIL

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

Table 5: Qualifications and skills/experience of Council members December 2016

Name	Qualifications	Experience and skills
Prof H Abrahamse	BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (University of Stellenbosch); MSc (Medical Biochemistry) (University of Stellenbosch); PhD (Biochemistry/Molecular Biology) (University of the Witwatersrand); BSc (Hons) (Psychology) (Unisa); GIBS Executive Leadership Program (University of Pretoria)	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees.
Mr FM Baleni	BA (Development Studies); Diploma in Political Science and Trade Unionism; Alumnus of the International Institute for Management; Build on Talent; Various certificates	Executive Management: NUM; Involvement in NUM's Development Projects, Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and collective bargaining and dispute resolutions.)

Name	Qualifications	Experience and skills
Prof IC Burger	BA (Mathematics and Psychology), *cum laude* (RAU); Postgraduate Teaching Diploma, *cum laude* (RAU); BA Honours (Mathematics), *cum laude* (RAU); MA (Mathematics), *cum laude* (RAU) and PhD (Mathematics) (RAU)	Academic and management.
Mr JP Burger	BCom (Hons), CA (SA)	Graduated from the Rand Afrikaans University now known as the University of Johannesburg in 1983 and qualified as a Chartered Accountant after serving articles with PricewaterhouseCoopers. Joined Rand Merchant Bank in 1986 and was appointed an Executive Director in 1995. He was appointed as Chief Financial Officer to FirstRand Ltd in 2002. In January 2009 he was appointed to the board of FirstRand Ltd as Financial Director and assumed the additional role of Group Chief Operating Officer in June 2009. He was appointed as Deputy CEO in October 2013.
Mr D Bvuma	National Professional Diploma in Education (Unisa); Emergency Pre-Hospital Care Course Level 3; Security Course Grade (A)	Student development practitioner; Leadership skills; Chairperson of NEHAWU at the University of Johannesburg.
Mr TJ Dikgole	BCompt; Management Advancement Programme; Executive Director Programme; MBA; Financial and Accounting	Management; Governance; Leadership; Teaching; Strategy development and implementation; Business administration; Internal auditing; Human resource management; People development.
Ms S Dlamini	Bachelor of Business Science (UCT 2007); Programme in Investment Analysis and Portfolio Management (Unisa 2012)	Strategy formulation and implementation; Investment analysis; Marketing/ branding; Business development; Project management; Presentations/Public speaking.
Mr CR Gebhardt	National Diploma (Chemical Technology) (TWR); National Diploma (Production Engineering)	Successful entrepreneur in chemical and glass industry; Project and construction management; Quantity surveyor.
Prof D Hildebrandt	BSc (Chemical Engineering) with distinction (University of the Witwatersrand); MSc (Chemical Engineering) (University of the Witwatersrand); PhD (Chemical Engineering) (University of the Witwatersrand)	Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory; Process Engineer (Sastech, SASOL); Senior Lecturer, Department of Metallurgy (Potchefstroom University for Christian Higher Education); Senior Lecturer (Department of Chemical Engineering) (University of the Witwatersrand); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (University of the Witwatersrand); Professor of Process Synthesis (20% appointment) (University of Twente, the Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (University of the Witwatersrand); SARChI Professor of Sustainable Process Engineering (University of the Witwatersrand); Director MaPS (A Research Unit at Unisa).

Name	Qualifications	Experience and skills
Mr G Khosa	BA (Education); BA Hons (Geography); Postgraduate Diploma in Public and Development Management; Master's in Management	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher.
Prof C Landsberg	BA (Hons) (RAU); MA (International Studies) (Rhodes); DPhil (International Relations) (Oxford); Hamburg Fellow (Stanford University)	Senior Lecturer; Professor; HOD; SARChI Chair; Visiting Lecturer; Editor; Member of a number of Boards.
Dr DSS Lushaba	BSc (Hons) (UZ); MBA (Wales); DBA (UKZN); Postgraduate Diploma in Company Direction (GMIT and IOD)	Divisional Executive (NSB); Assistant Regional Manager (Spoornet); Commercial Manager (Spoornet); Executive Manager (Spoornet); General Manager (Spoornet); Chief Executive (Rand Water); Vice-President (Lonmin); Managing Director (Talent Growth Partners); Facilitator (Institute of Directors); Director of a number of companies.
Dr J Manyaka	BA (Ed) (Vista University); BA (Hons) (Unisa); MA (Vista University); PhD (Vista University)	Language expertise; Facilities management; Project management.
Prof RD Marcus (Chairperson)	BSc (Eng); MSc (Eng); PhD (University of the Witwatersrand).	Dean of Engineering (Wits); Honorary Professor (UP) and (UJ); Business Consultant; Chief Executive of several companies; Founder and Chairman of Da Vinci Institute for Technology Management; Chairperson UJ Council.
Ms BJ Memela-Khambula	BA (Social Science) (Swaziland); Master in Public Administration (Zimbabwe); Management Advanced Program: WITS Business School; Advanced Diploma in Banking (RAU); Executive Development Program: Graduate School of Management & Urban Policy (USA); Senior Executive Program: Harvard Business School	Business Development and growth in various institutions where she served as an executive; People management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee member of Cadiz; Finance and Audit Committee member of International Partnerships for Microbicides, a NGO focusing on HIV/AIDS research for a prevention solution.
Dr P Mjwara	PhD	Executive Management and Leadership in Government (Director-General); Former Secretary-General Academy of Sciences of South Africa; Former lecturer and researcher on Solid State Physics.
Mr M Mkhonto	Certificate in Local Municipality and Governance (UJ); National Diploma in Banking (UJ); BA (Developmental Studies) (UJ); BA (Hons) (Public Management and Governance) (Unisa)	Senior Manager: Rifuwo Construction; Board Member: Mashatile Foundation; President of the UJ Convocation.
Prof A Mohammadali-Haji	BCom (Accounting); BCom (Hons); MCom (Accounting) all *cum laude*	Technical Financial Accounting; IFRS; Financial Reporting; Management Accounting; Lecturing; Management; Financial statement analysis; Training and Development; Accounting research; Directorship.

Name	Qualifications	Experience and skills
Mr MJN Njeke	BCom, BCompt (Hons); CA (SA) HDip in Tax	Previously partner of PricewaterhouseCoopers. Managing Director at Kagiso Trust Investments (1 June 1994-30 June 2010); Serves as Director of SASOL, MTN, Serengethi Properties (Pty) Ltd, Sameh Properties (Pty) Ltd and Chairman of SAQA and MMI Holdings; Executive Chairman of Silver Unicorn Trading 33 (Pty) Ltd.
Prof A Parekh	BA (Psychology and Philosophy) (UKZN); MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN)	Deputy Vice-Chancellor: Academic at UJ; Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology.
Prof IL Rensburg (Vice-Chancellor and Principal)	B Pharmacy; MA (Political and Organisational Sociology); PhD International Comparative Education	Vice-Chancellor and Principal of the UJ; Chief Executive: Strategic Corporate Services SABC and President Southern Africa Broadcasters Association (2001-2006); Deputy Director General DoE (1995-2001); Commissioner National Planning Commission; Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation; Chairperson of READ Education Trust.
Dr WP Rowland	BA, BA (Hons), MA (Unisa); PhD (UCT)	National Executive Director of SA National Council for the Blind; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at World Bank and World Health Organisation.
Mr KB Sibiya	Diploma in Journalism	Personnel Officer, Journalist, Editor, Editor-in-Chief, Unionist in the media industry; Director of companies, Chairman of M-Net and SuperSport International (Pty) Ltd; Chairman of Supersport United Football Club; LeSad Director of MultiChoice; Chairman of Litha Healthcare Ltd; Travelled extensively and guests of many governments, i.e. Germany, UK, USA, Japan, Australia, Denmark, France, Norway, Sweden and China.
Mr MS Teke	BA (Ed); BEd; BA (Hons); MBA	HR background; General management; Leadership; Business Management.
Mr K Thomas	BCom (Accounting) (University of the Witwatersrand); B Accountancy (University of the Witwatersrand); MCom (Financial Management) (University of Johannesburg) CA (SA) (SAICA)	Lecturing in the area of Financial Management and/or Financial Strategy.

Name	Qualifications	Experience and skills
Mr JA van Schoor	BCom (Accounting); BCom (Hons) (Accounting); CA (SA)	Finance; Tax; Innovation.
Mr M White	BCom (Accounting); CISA	15 years' experience in Profession Services Environment, focusing on matters relating to IT, the strategic application of IT to business, internal controls, IT governance as well as ERP systems.

DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

Register declaration of interests and positions of trust

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

ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES

Council had four ordinary quarterly meetings. The Council functions within sections 10 to 22 of the UJ Statute. Council held four meetings: 17 March 2016, 9 June 2016, 29 September 2016 and 25 November 2016. The Council annual review session took place on 25 November 2016.

The overall attendance of Council meetings was very good, reflecting an attendance rate of 78% (absenteeism of 26 cases during the reporting year). Despite this excellent attendance rate, the quorum requirements for Council as reflected in the Institutional Statute (that at least 60% of those present must be external members of Council), has become a challenge.

The attendance of the Executive Committee of Council was also very good (78%). The attendance of other Council committee meetings was very good.

GOVERNANCE PERFORMANCE COUNCIL AND COUNCIL COMMITTEES

The following Council committees were operational:

- Audit and Risk Committee of Council (ARCC)
- Council Membership Committee (CMC)
- Executive Committee of Council (also serving as Remuneration Committee of Council)
- Ellen Kuzwayo Council Awards Committee
- Financial Sustainability Committee of Council (FSCC)
- Human Resources and Social Ethics Committee of Council (HRSEC)
- Naming Committee of Council
- Projects and Resourcing Committee of Council (PRCC)

The Honorary Degrees Committee is a joint Council and Senate Committee. In addition to the above, the Investment Committee and the UJ Trust are operational.

The meetings of all structures and committees are reflected in the University Year Programme. Each committee has an approved Charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by Council.

Performance Review: Council and Council committees

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

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

The performance review results are as follows:

- Council: Organisation of the committee: 4.1, Execution of functions: 4.3, Role of members and Chairperson: 4.4, and Administration: 5.0.
- Executive Committee of Council: Organisation of the committee: 4.5, Execution of functions: 4.3, Role of members and Chairperson: 4.8, and Administration: 5.0.
- Audit and Risk Committee of Council: Organisation of the committee: 4.3, Execution of functions: 4.0, Role of members and Chairperson: 4.6, and Administration: 4.9.
- Financial Sustainability Committee of Council: Organisation of the committee: 4.3, Execution of functions: 4.3, Role of members and Chairperson: 4.8, and Administration: 5.0.
- Human Resources and Social Ethics Committee of Council: Organisation of the committee: 4.5, Execution of functions: 4.6, Role of members and Chairperson: 4.7, and Administration: 5.0.
- Projects and Resourcing Committee of Council: Organisation of the committee: 4.4, Execution of functions: 4.5, Role of members and Chairperson: 4.6, and Administration: 4.9.
- Ellen Kuzwayo Council Awards Committee: Organisation of the committee: 4.8, Execution of functions: 5.0, Role of members and Chairperson: 4.7, and Administration: 5.0.
- Honorary Degrees Committee: Organisation of the committee: 4.8, Execution of functions: 4.8, Role of members and Chairperson: 4.9, and Administration: 5.0.

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

- Council Governance:
  - Approving the draft Process for the reappointment of the Chancellor for a second and final term of office.
  - Approving the reappointment of Prof NS Ndebele for a second and final term of office as UJ's Chancellor.
  - Approving the following recommendations of the Council Membership Committee:
    - The new Convocation representative on Council (i.e. the President of the Convocation, Mr M Mkhonto, as approved by the Convocation on 29 February 2016) be appointed as external Council member on the Projects and Resourcing Committee of Council, replacing Mr Manganye.
    - Mr M Teke be appointed as external Council member on the Council Membership Committee, replacing Mr Manganye.
    - Mr J Dikgole be appointed as external Council member on the Institutional Forum, replacing Mr Manganye.
    - Mr M Mkhonto be appointed to serve as the Convocation representative on the Institutional Forum.
    - Mr M Teke be appointed as interim Chair of the Human Resources, Social and Ethics Committee of Council (HRSEC) for the next 12 months.
    - Mr MJN Njeke, whose Council term of office will expire on 30 June 2016, continue as member of Council and Chairperson of the Audit and Risk Committee of Council until a replacement had been found.
    - The MEC member responsible for Advancement should become a member of the Alumni Dignitas Awards Committee.
    - Mr M Mkhonto be appointed as external Council member (who is also a Convocation representative on Council) on the Naming Committee of Council.
    - Ms T Mketi be appointed as second MEC member on the Naming Committee of Council, in addition to the Vice-Chancellor.

- Staff of the SWC to elect a new SWC representative on the Naming Committee of Council.
- In order to address gender requirements, the Chairperson of either the Audit and Risk Committee of Council or the HRSEC should be female.
- Approving the recommendation that Ms Z Matlala be appointed to replace Mr MJN Njeke as external member of Council in the category 'Ten members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies' and the recommendation that she be appointed as chairperson of the Audit and Risk Committee of Council as from 1 January 2017.

- Approving the reorganisation of MEC Portfolios and the recommendation of the Human Resources, Social and Ethics Committee of Council that Ms Mketi's position title be aligned with the other Deputy Vice-Chancellors' position titles, and that Ms Mketi be confirmed as Deputy Vice-Chancellor: Human Resources, Student Affairs, Sport, and Institutional Planning and Monitoring.
- Approving the amended Annual Performance Plans and Schedules of Business of the following Council committees;
  - Council Exco
  - ARCC
  - HRSEC
  - PRCC
  - FSCC
- Approving the following revised Council and Council Committee charters:
  - For the interim, the Exco Charter be adjusted to *"A majority of external Council Exco members must be present at any meeting of Exco"*.
  - HRSEC.
  - ARCC.
  - The recommendation that the third Deputy Vice-Chancellor position, as provided for in par. 3.1.5 of the Honorary Degrees Committee Charter, *'One additional Deputy Vice-Chancellor, nominated by the Management Executive Committee'* be omitted from the composition of the Honorary Degrees Committee, and that this amendment be reflected in the Honorary Degrees Committee Charter.
- Approving the revised Council and Council Committee Performance review instruments.
- Approving the revised Rules for Effective Meetings.
- Approving the revised Strategic Plan, 2017 to 2025.
- Approving the UJ Strategic Plan 2025 Key Performance Indicators: Changes from 2015 to 2017 and UJ Strategic Plan 2025 (Revised Tracking Tables).
- Approving the revised 2016 UJ Annual Performance Plan.
- Approving the 2017 UJ Annual Performance Plan.
- Approving the 2017 DHET Annual Performance Plan.
- Approving the 2016 Mid-Year Report on the DHET Annual Performance Plan and the 2016 Mid-Year Financial Progress Report to DHET, for submission to DHET.
- Approving the Principles and Rules Addressing Gatherings of Students at UJ.
- Approving the UJ Budget 2017.
- Approving the Capex Budget 2017.
- Approving the requests for funding from UJ's reserves for DFC developments and for refurbishing Habitat and Sivebeek residences.
- Approving the 2017 Enrolment Plan.
- Approving the proposal for the merger of the Faculty of Management with the Faculty of Economic and Financial Sciences.
- Approving the following new ELG appointment:
  - Ms SM Makinta, Executive Director: Expenditure for a five-year term of office.
- Approving the extension of the term of office of Prof A Dempsey, Executive Dean of the Faculty of Economic and Financial Sciences, for a period of six months from 1 January 2017 until 30 June 2017.

- Approving the 2015 Audited Annual Financial Statements.
- Approving Going Concern Consideration for 2015.
- Approving the Revised Institutional Risk Register.
- Approving the Integrated Assurance Model.
- Approving the reappointment of PricewaterhouseCoopers as external auditors for statutory reporting to the Department of Higher Education and Training for 2016.
- Approving the UJ's Employment Equity Report to the Department of Labour, as recommended by the Human Resources and Social Ethics Committee of Council.
- Approving the UJ Employment Equity Plan for 2016-2018.
- Approving the proposed addition to Section 7 of the UJ Conditions of Service, to include a clause on the non-compliance and verification of staff qualifications enrolled for or obtained.
- Approving the amendment to the admission requirements of the Faculty of Health Sciences.
- Approving the revised Human Resources Delegation of Authority.
- Approving the revised Financial Delegation of Authority.
- Ratifying the proposed changes to the Constitution of the School of Tourism and Hospitality Board.
- Approving the proposed amended Statute for submission to the Department of Higher Education and Training.
- Approving the proposal for postponement of the October 2016 Elections for the 2017 SRC and change of the election period.
- Approving the amended SRC Constitution reflecting the changes in respect of the SRC election period.
- Approving the following policies:
  - Revised Policy on Retirement
  - Policy on Authorisation and Delegation of Authority
- Approving the recommendation of the Honorary Degrees Committee, supported by the Senate, to confer Honorary Degrees on the following individuals:
  - Prof Quarraisha Abdool Karim
  - Dr Dambisa Moyo
  - Prof Mongane Wally Serote
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
  - Dr Osman Ebrahim
  - Mrs Joyce Piliso Seroke
  - Mr Trueman Goba
- Approving the recommendation that the Alumni Dignitas Award be awarded to the following individuals:
  - Mr Arthur Gillis (CEO: Platinum Hospitality Holdings)
  - Judge BH Mbha (Judge of Appeal, Supreme Court of Appeal)
  - Ms Lerato Shadi (artist)
- Approving the following recommendation of the Naming Committee of Council in respect of the naming and/or renaming of the following building:

Campus	Venue/Space	Recommended Name
DFC	Perskor Building	Qoboza/Klaaste Building ('QK Building')

- Approving the UJ Annual Report for 2015 for submission to the Department of Higher Education and Training.

Matters of significance noted by the Council

- Noting the Vice-Chancellor's quarterly overview reports and additional information, including the following:
  - **Council meeting of 17 March 2016**: Student protests, UJ had achieved this stability through engagement with students, staff and outsourced workers on all levels and on all campuses, programme was in place to start de-escalating the additional security measures deployed on UJ's campuses, UJ aimed to raise R60 million to fund the so-called 'missing middle', i.e. academically deserving students whose family income exceeded the NSFAS means criteria limit and therefore did not qualify for bursaries,

but whose family income was insufficient to finance their studies through loans. R32 million had been raised via the fundraising function on 25 February 2016.

- **Council meeting of 9 June 2016**; research output, Missing Middle Fundraising Campaign, Principles and Rules Addressing Student Gatherings (PARAGOS), torching of the APK auditorium, possible tuition fee increase for 2017, Dropout rates of Honours students.
- **Council meeting of 25 November 2016**; UJ's roadmap towards 2019, dealing with the national question of fee-free and decolonised Higher Education; UJ's plans for the registration and late application processes for 2017; Performance of the University; Private student accommodation was receiving attention; Faculty Reviews; the Postgraduate Student Experience and the Undergraduate Student Experience surveys were conducted during the second semester of 2016.

- Noting the progress reports on evolving the structure, functions and appraisal of Council and its committees.
- SRC Elections 2016: Progress Report.
- Noting the agreement reached on the 2016 general remuneration increase.
- Noting the mandate and progress reports on the annual salary negotiations for 2017.
- Noting the concerns by three Senate members regarding the PARAGOS document.
- Noting UJ's position in the University Ranking Systems.
- Noting the Universities SA (USAf) resolution on tuition fee increase for 2017.
- Noting the quarterly progress reports on the UJ Annual Performance Plan (last quarter of 2015 and first three quarters of 2016).
- Noting UJ's submission to the Presidential Commission of Inquiry into Higher Education Funding.
- Noting the Report on Undergraduate Success Rates and Graduate Outputs 2015.
- Noting the research and postgraduate outputs 2015.
- Noting the Enrolment Management Report.
- Noting the reports of the Senate Ad Hoc Committee (on Student Protests and the University's Response).
- Noting the Higher Education Amendment Bill.
- Noting the progress report on the expected outputs of the Accelerated Academic Mentoring Programme.
- Noting the reports on the filling of executive positions.
- Noting the report on student disciplinary cases.
- Noting the quarterly Management Accounts.
- Noting the quarterly Council Membership Status reports.
- Noting reports from the Council committees.
- Noting reports from the Senate.
- Noting reports from the Institutional Forum.
- Noting reports from the UJ Trust.
- Noting security reports.
- Noting the quarterly HIV and AIDS reports.
- Noting the quarterly UJ Occupational Health Cumulative Report.
- Noting the progress reports of the UJ's Ombud's Office.
- Noting the UJ SRC President's/UJ Student Advisory Council President's reports.
- Noting the Declaration of General Interest of Council members.
- Noting the Register of Qualifications and Skills/Experience of Council members.
- Noting the 2016 year-to-date attendance of Council and Council committees.
- Noting the report on the Council Annual Review and Planning Session for 2015.
- Noting the overview of the registration process.
- Noting the 2016 Management Overview.
- Noting the Registration Statistics.
- Noting the UJ risk profile during student protests.
- Noting the report on private student accommodation.
- Noting the schedule for the 2017 SRC elections.

COUNCIL ANNUAL REVIEW SESSION

The Council annual review session on 25 November 2016 focused on:

- An overview of the current developments at the UJ and in the higher education landscape, with a discussion session at the conclusion of the presentation.
- An overview of the institutional performance in 2016, as at 31 October 2016, with reference to the UJ Strategic Plan 2025, by focusing on the six strategic objectives. A discussion session was held at the conclusion of the presentation.
- Presentations were delivered on the following five Wicked Problems identified from the Design Thinking Workshops, with proposed solutions:
  - Wicked problem 1: Financial Sustainability.
  - Wicked problem 2: Staffing and Leadership Profile (Flexibility and Resilience).
  - Wicked problem 3: Teaching, Learning and Knowledge Production (Relevance, Social Impact and Empowerment).
  - Wicked problem 4: Systems, Procedures and Structures (Responsiveness and Empowerment).
  - Wicked problem 5: Relationships with students (Mismatch of Expectations).
  - Panel discussions of each of the wicked problems were held at the conclusion of the presentations, with additional solutions and ideas being proposed.

Roy Marcus (Prof)
Chairperson of Council

Senate and Senate Committees' Governance Report to Council

OVERVIEW

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

SENATE AND SENATE COMMITTEES

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

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

An Ad Hoc Committee of Senate was constituted in November 2015 to address the state of Higher Education and UJ in particular. The Ad Hoc Senate Committee continued to reflect in 2016 on the following critical matters:

- Decolonisation of Knowledge
- Diversity, Institutional Culture and Traditions
- Protests, Academic Freedom
- Funded Access

DECLARATION OF INTERESTS

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

ATTENDANCE OF MEMBERS OF SENATE AND SENATE COMMITTEES

- Four meetings of Senate were held: 14 March 2016, 1 June 2016, 15 September 2016 and 17 November 2016.

The Senate had 245 members in 2016. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was very good in most cases, varying between 71% and 91%, with the exception of the Senate Academic Freedom Committee, which had an attendance of 58%.

PERFORMANCE REVIEW SENATE AND SENATE COMMITTEES

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

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

The performance review results are as follows:

- Senate: Organisation of the committee: 3.7, Execution of functions: 4.0, Role of members and Chairperson: 4.0 and Administration: 4.0.
- Senex: Organisation of the committee: 4.8, Execution of functions: 4.6, Role of members and Chairperson: 4.6 and Administration: 5.0.
- Senate Academic Freedom Committee: Organisation of the committee: 3.4, Execution of functions: 3.8, Role of members and Chairperson: 4.1 and Administration: 4.0.
- Senate Higher Degrees Committee: Organisation of the committee: 4.3, Execution of functions: 4.4, Role of members and Chairperson: 4.0 and Administration: 5.0.
- Senate Teaching and Learning Committee: Organisation of the committee: 4.3, Execution of functions: 4.0, Role of members and Chairperson: 4.1 and Administration: 5.0.
- University Research Committee: Organisation of the committee: 4.1, Execution of functions: 3.6, Role of members and Chairperson: 4.1 and Administration: 4.9.

MATTERS OF SIGNIFICANCE CONSIDERED, APPROVED AND NOTED BY SENATE

- The Vice-Chancellor's quarterly reports focusing on inter alia the following:
  - Improving internal communication, facilitating active staff and student participation in the engagements on the affairs of the University and the national university system, while nurturing a far more actively engaged university, and a responsive and accountable University leadership.
  - Reviewing and reinventing the UJ's 2025 Strategic Plan.
  - The torching of the main auditorium on the APK Campus.
  - Progress with the insourcing of Garden Services workers, Protection Services workers and Cleaning Support workers.
  - UJ 'Missing Middle' Fundraising Campaign.
  - The 2017 Tuition Fee increase and the #FeesMustFall protest cycle.
  - Illustrious Awards/Honours, such as:
- Prof Bhekisipho Twala, received the TW Kambule-NSTF Award for research excellence over a period of up to 15 years.
- Prof Catherine Ngila, Head of Applied Chemistry Department received the award for Distinguished Women Researcher in Physical and Engineering Sciences.
- Prof Esther Akinlabi, Head of the Mechanical Engineering Science Department received the Distinguished Young Women Researcher in Physical and Engineering Sciences.
  - Global Recognition and University Rankings.
  - UJ submission to the Presidential Commission of Inquiry into Higher Education Funding and other issues.
  - The proposal on the merger of the Faculties of Management and Economic and Financial Sciences.
  - Faculty reviews of the Faculties of Education, Art, Design and Architecture, and Science.
  - Suspended students and student disciplinary hearings.
  - The climate in Higher Education.
- Approving, subject to Council's approval, the following:
  - Amendments to the Admission Requirements in the Faculty of Health Sciences.
  - Amendment to the Human Resources Delegation of Authority at UJ.
  - The conferral of an honorary doctoral degree on the following candidates:
- Dr D Moyo in the Faculty of Economic and Financial Sciences
- Prof QA Karim in the Faculty of Health Sciences

- Prof MW Serote in the Faculty of Humanities
  - The recommendation of the Executive Committee of Council to re-appoint Prof NS Ndebele as Chancellor was supported.
  - The revocation of an undergraduate qualification conferred on a student.
  - The revocation of the Master's in Commerce (Business Management) Degree conferred on a student.
  - The proposal for the merger of the Faculty of Management with the Faculty of Economic and Financial Sciences.
  - The UJ's 2017 Enrolment Plan.
  - The Principles and Rules addressing Gatherings of Students (PARAGOS).
  - The possible establishment of an Independent Commission of Inquiry.
- Approving the following:
  - The draft Guidelines for Considering Memoranda of Agreement with International Institutions.
  - Amendments to the UJ's Point System for Academic Promotion and Amendments to the Promotion Application Form.
  - The Academic Calendar 2017.
  - Amendment(s) to Qualifying Requirement for a Supplementary Assessment Opportunity.
  - Amendment(s) to the Construction of Timetables.
  - The Online Policy Framework.
  - The correction in the naming of the Department of Mining Engineering and Mine Surveying.
  - The relocation of the Biokinetic Clinic from the Sport Bureau to the Department of Sport and Movement Studies in the Faculty of Health Sciences.
  - The application to change the name of the *Centre for Sociological Research* to the *Centre for Sociological Research and Practice* in the Faculty of Humanities.
  - The application to change the name *Bachelor in Construction* to *Bachelor of Science in Construction* in the Faculty of Engineering and the Built Environment.
  - The application for changing the site of delivery of the Postgraduate School of Engineering Management from Auckland Park Campus to the Auckland Park Bunting Road Campus.
  - Amendments to the Academic Regulations.
  - The Cooperation Agreement with the University of Lucerne and the UJ in respect of the enrolment of Mr GJ Bouwers as a student for a joint doctoral degree.
  - The establishment of the following Research Centres and the approval of related Charters:
    - Public and Environmental Economic Research Centre
    - Nanjing Tec-UJ Joint Centre on Sustainable Materials and Manufacturing
    - Africa Centre of Evidence
  - Amendments to the following charters:
    - Charter of the UJ Centre of Entrepreneurship (Faculty of Management)
    - Charter of the Senate Higher Degrees Committee
    - Charter of the Academy of Distinguished Teachers
    - Charter of the Academic Freedom Committee
    - Charter of the Centre for Social Change
    - Charter for the Centre for African European Studies
    - Charter of the Centre for Applied Research and Innovation in the Built Environment
    - Charter of the Senate related to its composition
  - The accelerated internal approval process for new programmes.
  - Amendments to the following policies:
    - UJ Higher Degrees Policy Administration: Structures and Processes
    - Academic Programme Policy
    - Assessment Policy
    - Policy on Learning Resources

    - Policy on Tutoring and Tutors
    - Policy on Teaching and Learning
    - Policy on the Admission of Students via Senate Discretionary Conditional Exemption
    - Policy on Academic Certification
    - Policy on Graduation Ceremonies
    - Policy on Admission and Selection
  - UJ Lecturing Timetable Format.
  - The phasing out of Opscanners at UJ.
  - Examination Process and Appointment of Examiners in the Graduate School of Architecture (GSA).
- Approving the following formal subsidised academic programmes (to be submitted for external approval):
  - To be offered by the Faculty of Economic and Financial Sciences:
    - Online BCom (International Accounting)
  - To be offered by the Faculty of Education:
    - Online Postgraduate Diploma in Inclusive Education
    - Online Advanced Diploma in Remedial Education
    - Postgraduate Diploma in Research Supervision
    - Advanced Diploma in School Leadership and Management
    - Online Advanced Diploma in School Leadership and Management
    - Online Master of Education in Childhood Education
    - Online Postgraduate Diploma in Education Leadership and Management
    - Online Bachelor of Education Honours in Education Leadership and Management
    - Online Doctor of Education in Educational Psychology
  - To be offered by the Faculty of Engineering and the Built Environment:
    - Master of Cognitive Science
    - Master of Sustainable Mining (*Research*)
    - Master of Sustainable Mining (*Coursework*)
    - Master of Mineral Resource Governance by Research
    - Addition of two new CESM categories to the PhD qualifications, namely Quantity Surveying and Construction Management
    - Master of Micro- and Nanoelectronic Engineering
  - To be offered by the Faculty of Health Sciences:
    - Bachelor of Health Sciences in Sport and Exercise Sciences
    - Doctor of Nursing in Advanced Midwifery
    - Doctor of Philosophy in Health Sciences
    - Advanced Certificate in Medical Rescue
    - Higher Certificate in Emergency Medical Care
    - Postgraduate Diploma in Acupuncture
    - Postgraduate Diploma in Phytotherapy
    - Doctorate in Complementary Medicine
  - To be offered by the Faculty of Management:
    - Advanced Diploma in Marketing
    - Diploma in Logistics Management
    - Advanced Diploma in Hospitality Management
    - Advanced Diploma in Tourism Management
    - Advanced Diploma in Logistics
    - Advanced Diploma in Transportation Management
    - Online Advanced Diploma in Logistics
    - Online Advanced Diploma in Transportation Management
- To be offered by the Faculty of Science:
    - Advanced Diploma in Analytical Chemistry

    - Advanced Diploma in Biotechnology
    - Advanced Diploma in Food Technology
    - Master of Science in Water Supply, Sanitation and Management
- Approving, via the Senate's VC's Circular, the offering of the following Continuing Education Programmes (CPD):
  - To be offered by the Division: Academic Development and Support:
    - UJ English Language Programme (credit bearing but not towards a UJ qualification, dual purpose)
  - To be offered by the Faculty of Art, Design and Architecture:
    - Introduction to User Experience Design (non-credit bearing)
  - To be offered by the Faculty of Economic and Financial Sciences:
    - Internal Auditing and Financial Control (CPD Programme in association with a professional body)
    - Compliance Audit (CPD Programme in association with a professional body)
    - Performance Management and Measurement (CPD Programme in association with a professional body)
    - Risk Management (CPD Programme in association with a professional body)
    - Supply Chain Management Auditing (CPD Programme in association with a professional body)
    - Public Sector Accounting (CPD Programme in association with a professional body)
    - Training for Accounting Technicians (non-credit bearing)
  - To be offered by the Faculty of Education:
    - Current and Emerging Issues in Postgraduate Supervision (credit bearing towards a UJ qualification)
    - Assessment for Learning in Higher Education (credit bearing towards a UJ qualification)
    - Postgraduate Research Supervision (credit bearing towards a UJ qualification)
    - Computer Skills Development and Educators (non-credit bearing and dual purpose)
    - Teaching and Learning in Higher Education (credit bearing towards a UJ qualification)
  - To be offered by the Faculty of Engineering and the Built Environment:
    - Advanced Centrifugal Pump Design and Operation (non-credit bearing and CPD Programme in association with a professional body)
    - Leadership for Young Engineers (credit bearing but not towards a UJ qualification and CPD Programme in association with a professional body)
    - Creo Mechanism Simulate (non-credit bearing and CPD Programme in association with a professional body)
    - Creo Simulate (non-credit bearing and CPD Programme in association with a professional body)
    - Introduction to Creo Parametric (non-credit bearing and CPD Programme in association with a professional body)
    - Mathcad Prime (non-credit bearing and CPD Programme in association with a professional body)
    - Mechanism Design using Creo Parametric (non-credit bearing and CPD Programme in association with a professional body).
    - Participatory Technology Design (non-credit bearing and CPD Programme in association with a professional body)
    - Modern Technologies and Pathways for Energetic Use of Biomass (non-credit bearing and CPD Programme in association with a professional body)
    - Tank Design, Construction and Installation (non-credit bearing and CPD Programme in association with a professional body)
    - Technical Communication and Report Writing (non-credit bearing and CPD Programme in association with a professional body)
    - Workplace Upskilling for Technical Environments (non-credit bearing and CPD Programme in association with a professional body)
    - Analogue and RF Microelectronics Design and Simulation (credit bearing towards a UJ qualification and CPD Programme in association with a professional body)
    - Digital and Memory Design and Synthesis (credit bearing towards a UJ qualification and CPD Programme in association with a professional body)

    - Engineering Research Proposal Writing (credit bearing towards a UJ qualification and CPD Programme in association with a professional body)
    - Advanced Project Management (credit bearing but not towards a UJ qualification and CPD Programme in association with a professional body)
    - Project Management (credit bearing towards a UJ qualification and CPD Programme in association with a professional body)
    - Data Science and Big Data (non-credit bearing)
    - Online Chemical Engineering Technology (credit-bearing towards a UJ qualification)
    - Online Urban Sustainability Management (non-credit bearing)
- To be offered by the Faculty of Health Sciences:
    - Clinical Reasoning in Spine Pain and Primary Spine Practitioner (non-credit bearing)
    - Diagnostic Privileges for Optometrist (CPD Programme in association with a professional body)
    - Clinical Skill Refresher for Emergency Care Providers (CPD Programme in association with a professional body)
    - Research Methodology Nursing (non-credit bearing)
- To be offered by the Faculty of Humanities:
    - Basic Mandarin (credit bearing but not towards a UJ qualification)
    - Intermediate Mandarin (credit bearing but not towards a UJ qualification)
    - Advanced Mandarin (credit bearing but not towards a UJ qualification)
    - Business Mandarin (credit bearing but not towards a UJ qualification)
    - Tourism Mandarin (credit bearing but not towards a UJ qualification)
- To be offered by the Faculty of Management:
    - Computational Intelligence for Industry (credit bearing towards a UJ qualification)
    - Business and System Analysis (non-credit bearing)
    - Training for Practitioners in Policy Studies (non-credit bearing)
- To be offered by the Faculty of Science:
    - Basic Map Work Skills (credit bearing but not towards a UJ qualification and dual purpose)
    - Advanced Map Work Skills (credit bearing but not towards a UJ qualification and dual purpose)
    - Online Certificate in Cyber Security
    - Approving, via the Senate's VC's Circular, the applications for Senate Discretionary Admission for School of Tomorrow students.
    - Approving, via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/rules/regulations.
    - Noting the following matters:
- The relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates and NSFAS.
- The outcomes of the 2015 performance review of Senate.
- The report on the 2015 performance of Senate and Senate Committees performance reviews.
- Mid-Year Report on the Annual Performance Plan with the DHET.
- Mid-Year Financial Report to the DHET (Unaudited).
- Universities SA resolution on the tuition fee increase for 2017.
- Accelerating Transformation and the Accelerated Academic Mentorship Programme.
- Student disciplinary cases.
- UJ Annual Performance Plan 2015.
- UJ's Budget for 2017.
- Undergraduate Success Rates and Graduate Outputs for 2015.
- Research and Postgraduate Outputs for 2015.
- Higher Education Amendment Bill.
- Privately-owned student accommodation.
- The 2016 Student Experience Surveys.

- Information Security Policy.
- Report on the offering of a New Programme: Bachelor of Health Sciences in Sport and Exercise Sciences in the Faculty of Health Sciences.
- Inquiry into allegations of plagiarism in the Faculty of Management.
- Interventions to prevent students from dropping out.
- Revised Policy on Retirement.
- Presentations presented as Senate themes for 2016:
  - Graduation Rates and Research Output
  - Decolonisation of Knowledge
- The reports of the Senate Committees.
  - Conducting the 2016 electronic Senate performance review.

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

Report of the Management Executive Committee (MEC)

OVERVIEW

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

COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE

- Vice-Chancellor and Principal (Chairperson)
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Deputy Vice-Chancellor: Finance
- Deputy Vice-Chancellor: Strategic Services (until July 2016)
- Deputy Vice-Chancellor: Employees and Student Affairs
- Registrar
- Senior Executive Director in the Office of the Vice-Chancellor (until July 2016)
- Advisor to the Vice-Chancellor (Special Projects)

DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

MEC COMMITTEES

The following MEC Committees were operational in 2016:

- Management Executive Committee Academic (MECA)
- Management Executive Committee Operations (MECO)
- MEC People with Disabilities Committee
- MEC Risk Management Committee
- MEC Enrolment Management Committee
- HIV/AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS)

ATTENDANCE OF MEMBERS OF THE MEC AND MEC COMMITTEES

A total of 10 ordinary MEC meetings were held on the following dates in 2016: 21 January 2016 (continued on 27 January 2016), 23 February 2016, 22 March 2016, 19 April 2016, 17 May 2016, 12 July 2016, 26 July 2016, 23 August 2016, 13 September 2016, 25 October 2016 and 29 November 2016.

A total of 68 special MEC meetings were held on the following dates in 2016: 5 February 2016, 17 February 2016, 18 February 2016, 1 March 2016, 8 March 2016, 15 March 2016, 5 April 2016, 6 April 2016, 14 April 2016, 21 April 2016, 26 April 2016, 16 May 2016, 25 May 2016, 2 June 2016, 1 August 2016, 11 August 2016, 18 August 2016, 13 September 2016, 27 September 2016, 28 September 2016, 29 September 2016, 30 September 2016, 3 October 2016, 4 October 2016, 5 October 2016, 6 October 2016, 7 October 2016, 10 October 2016, 11 October 2016, 13 October 2016, 14 October 2016, 17 October 2016, 18 October 2016, 19 October 2016, 20 October 2016, 21 October 2016, 24 October 2016, 25 October 2016, 26 October 2016, 27 October 2016, 28 October 2016, 31 October 2016, 1 November 2016, 2 November 2016, 3 November 2016, 4 November 2016, 7 November 2016, 8 November 2016, 9 November 2016, 10 November 2016, 11 November 2016, 14 November 2016, 15 November 2016, 16 November 2016, 17 November 2016, 18 November 2016, 22 November 2016, 23 November 2016, 24 November 2016, 28 November 2016, 29 November 2016, 30 November 2016, 1 December 2016, 2 December 2016, 5 December 2016, 6 December 2016, 7 December 2016 and 9 December 2016.

Nine Vice-Chancellor's MEC Circulars were circulated in 2016, on the following dates, to approve and/or note matters in between scheduled meetings: 14 January 2016, 9 February 2016, 19 February 2016, 6 May 2016, 14 June 2016, 10 August 2016, 21 September 2016, 4 October 2016 and 22 November 2016.

One round robin decision was taken on 7 September 2016.

The overall attendance of the MEC meetings was excellent, reflecting an attendance rate of 92%. The attendance of the MEC committees was satisfactory and all of the meetings were quorate.

PERFORMANCE REVIEW MEC AND MEC COMMITTEES

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

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

The performance review results are as follows:

- MEC: Organisation of the committee: 4.9, Execution of functions: 5.0, Role of members and Chairperson: 4.4 and Administration: 5.0.
- MECA: Organisation of the committee: 4.3, Execution of functions: 4.0, Role of members and Chairperson: 4.2 and Administration: 4.9.
- MECO: Organisation of the committee: 4.4, Execution of functions: 4.0, Role of members and Chairperson: 4.3 and Administration: 4.7.
- MEC PWD: Organisation of the committee: 3.8, Execution of functions: 4.0, Role of members and Chairperson: 4.0 and Administration: 4.1.
- MEC RMC: Organisation of the committee: 4.3, Execution of functions: 4.2, Role of members and Chairperson: 4.3 and Administration: 4.7.
- MEC Enrolment Management Committee: this committee commences meetings in November and continues during the registration period in January and February, with the final meeting taking place in March. No performance review is conducted.

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

- Reviewing the situation in the higher education environment and at the UJ at the special MEC meetings to proactively address any issues.
- Supporting the UJ Statement on the Current Situation in Higher Education.
- **Governance and related matters**:
  - Supporting and recommending to Council Exco, for support and recommendation to the Council, for consideration, the revised UJ Statute.

- Supporting and recommending to Council Exco, for support and recommendation to the Council, for consideration, the proposed Process for the Reappointment of the Chancellor for a Second and Final Term of Office.
- Supporting and recommending to Council Exco, for approval, the honoraria payable to external Council members for attending and participating in meetings during 2016.
- Supporting and recommending to Council Exco for support and recommendation to the Council, for consideration, the revised Rules for Effective Meetings.
- Supporting and recommending to Council Exco for support and recommendation to the Council, for consideration, the revised Charter for the Honorary Degrees Committee.
- Supporting and recommending to the Council committees for support and recommendation to the Council, for approval, the performance review instruments for the Council and its committees.
- Supporting and recommending to the Council committees for support and recommendation to the Council, for approval, the Committee Annual Performance Plans.
- Supporting and recommending to the Council Membership Committee for support and recommendation to the Council, for consideration, potential candidates to fill the vacant position in the category, five external persons appointed by the Minister of Higher Education and Training.
- Recommending to the Ellen Kuzwayo Council Award Committee, for consideration, the two DVCs to serve on the committee.
- Supporting and recommending to the Senate, for consideration, the revised SAFC Charter.
- Approving the 2017 Year Programme.
- Approving amendments to the Charter for MEC Operations.
- Approving the 2016 annual report template for faculties and for support divisions.
- Discussing and noting the 2015 Council Workshop report and initiate appropriate actions, as and when required.
- Discussing and noting the UJ's 2015 Annual Report, for submission to the Council, for consideration.
- Determining the programmes for the Executive Leadership Group (ELG) Strategic Breakaways and discussing and noting the reports thereof, and initiate the appropriate actions, as and when required.
- Discussing and noting the campus visit reports and initiate appropriate actions, as and when required.
- Discussing and noting the report on the VC Consultation with the Senior Leadership Group and initiate appropriate actions, as and when required.
- Discussing and noting the reports of the 2015 performance reviews of the Senate and its committees and the MEC and its committees.
- Discussing and updating the cumulative MEC action list.
- Discussing and noting the action lists from Council (and its committees) and the Senate (and it committees), and initiate appropriate actions, as and when required.
- Completing the online MEC performance review for 2016.

Planning related matters

- Approving the key priorities for each MEC portfolio for 2016.
- Supporting and recommending to the Council, for approval, the revised Strategic Plan 2020/25.
- Supporting and recommending to the Council Exco for support and recommendation to the Council, for consideration, the quarterly progress report with the implementation of the UJ Annual Performance Plan for 2016.
- Supporting and recommending to the Council Exco for support and recommendation to the Council, for consideration, the 2017 UJ Annual Performance Plan (APP) and the 2017 DHET APP.
- Supporting and recommending to the Council, for approval, the Mid-Year Report on the Annual Performance Plan, for submission to DHET.
- Supporting and recommending to the FSCC for support and recommendation to the Council, for consideration, the mid-year financial report, for submission to DHET.
- Supporting and recommending to the Council Exco for support and recommendation to the Council, for consideration, the Quarterly Progress Report on the Annual Performance Plan (January to December 2015).

- Approving the recommendation to adopt the ESM Strategy Managers as KPI tracking system for the UJ.
- Initiating an ideal design thinking process and establishing working groups to design solutions for the identified wicked problems.
- Discussing and noting the process and timeline for the appointment of the new VC.
- Discussing and noting the game changers arising from the Council workshop of November 2016, which should be linked to the UJ's Strategic Plan, 2017 to 2025 and for which roadmaps will be developed in 2017:
  - Renewing research, innovation, the Technology Transfer Office, incubation and commercialisation system.
  - Virtual library concept with the University of the Witwatersrand.
  - Online learning.
  - Temporary appointments.
  - Integrated business process management (including the Call Centre, automation of processes and workflow management).
  - Pan-African Epicentre of Critical and Intellectual Inquiry/decolonisation/ transformation (including transforming the following, among others: (i) curriculum, (ii) teaching, (iii) graduates, (iv) professoriate and (v) research).
  - Financial sustainability (including the coordinated mobilisation to significantly increase funding and efficient management of infrastructure).
  - Cohesiveness and institutional culture.
- Agreeing on the transitioning of the UJ Brand to global excellence and stature.
- Discussing and noting feedback from Universities South Africa meetings.

Policies and processes

- Supporting and recommending to the HRSEC for support and recommendation to the Council, for consideration, the revised Policy on Retirement.
- Supporting and recommending to the HRSEC for support and recommendation to the Council, for consideration, the proposed Policy on Authorisation and Delegation.
- Supporting and recommending to the FSCC for support and recommendation to the Council, for consideration, the revised Financial Delegation of Authority.
- Supporting and recommending to the HRSEC for support and recommendation to the Council, for consideration, the revised Human Resources Delegation of Authority.
- Supporting and recommending to the Senex, the revised Policy on the Construction of Timetables.
- Supporting and recommending to the Senex for support and recommendation to the Senate, for consideration, the draft Online Policy Framework.
- Supporting and recommending to the Senate and the Council, for consideration, revised draft Principles and Rules Addressing Gatherings of Students.
- Approving the revised Policy for the Management of Staff, Students and Patients who are exposed to Infectious Agents.
- Approving the Building Space Management Policy.
- Approving the recommended amendment to the Relocation Expenses Policy (contained in the Conditions of Service) to be in accordance with the SARS Guide for Employers in respect of Employees Tax (2016 tax year).
- Approving amendments to the Policy on Resourcing.
- Approving the revised Policy on Incapacity Management.
- Approving the Conditional Appointment Guidelines.
- Approving the revised Policy on Standby and Call-out Duty.
- Approving the draft Policy for Benefits of Student Leaders.
- Approving the revised Policy on Privately-owned Student Accommodation.

Academic, research, and academic administration-related matters

- Supporting and recommending to Senex for support and recommendation to Senate, for consideration, the DHET-UJ Enrolment Plan Revision, 2017 to 2019.

- Supporting and recommending to Senex for support and recommendation to Senate, for consideration and recommendation to Council, for approval, the proposed merger of the Faculty of Management and the Faculty of Economic and Financial Sciences.
- Supporting and recommending to Senex, for support and recommendation to Senate, for consideration, the adjusted 2017 Academic Calendar.
- Supporting and recommending to Senex, for support and recommendation to Senate, for consideration, the recommended relocation of the Biokinetic Clinic from UJ Sport to the Faculty of Health Sciences.
- Supporting and recommending to Senate, for consideration, the recommendation by an Ad Hoc Committee established by the STLC in respect of the revocation of an undergraduate qualification.
- Supporting and recommending to Senate, for consideration, the recommendation from the SHDC in respect of the revocation of an postgraduate qualification.
- Supporting the applications for the following research centres/flagship research institutes: Centre in Ecological Genomics and Wildlife Management.
- Supporting the Charter on Decolonisation.
- Approving the 2017 Registration Risk Mitigation Strategy.
- Agreeing that the UJ should continue to participate in the QS ranking system, with the advice that more work should be done to improve the UJ's ranking.
- Determining themes for the 2016 Senate meetings.
- Discussing and noting the implementation roadmap for the College of Business and Economics.
- Discussing and noting the progress reports on decolonisation.
- Discussing and noting the proposal on the decolonisation modules to be included in the undergraduate curriculum.
- Discussing and noting the 2017 work programme relating to the decolonisation interventions in the research environment.
- Discussing and noting the Analysis of QS BRICS Rankings and the 2016 QS WUR outcomes.
- Discussing and noting the Scenarios for Offering Online Programmes.
- Holding a discussion with representatives of the Senate Academic Freedom Committee on the roles and responsibilities of the Committee.
- Discussing, reviewing and noting the following reports:
  - The overview of the Late Enquiry and Registration Process for 2016
  - The 2016 Registration Report
  - The Report on the 2016 Graduation Sessions
  - The 2017 application statistics
  - Statistics on Graduation Rates and Research Output

Finance and risk related matters

- Supporting and recommending to the FSCC, for support and recommendation to the Council, for consideration, the proposed budget for 2017.
- Supporting and recommending to the FSCC, for support and recommendation to the Council, for consideration, the proposed CAPEX budget for 2017.
- Supporting and recommending to the FSCC, for discussion and noting, the 2015 Preferential Procurement Report and the 2015 Tender Report.
- Discussing and recommending to the FSCC, for discussion and noting, the provisional review of the draft 2015 Financial Results.
- Discussing and recommending to the FSCC, for discussion and noting, the quarterly 2016 Year-to-Date Management Accounts.
- Supporting and recommending to the ARCC, for support and recommendation to Council, for consideration, the Institutional Risk Register.
- upporting and recommending to the ARCC, for consideration, the Overview of the Integrated Assurance at the UJ as at August 2016 and the Integrated Risk and Assurance Register.

- Supporting and recommending to the ARCC, for consideration, the Development of a Control Framework for Fixed Assets and the Control Framework for Fixed Assets.
- Considering and approving tenders above R10 million, for recommendation to the FSCC and the PRCC, for ratification (in line with the Financial Delegation of Authority).
- Approving the recommendations in respect of the UJ student funding bursary awards.
- Discussing and noting the cash flow projection for December 2016 to January 2017.
- Discussing the NSFAS Student Centred Model and the manner in which to address potential risks.
- Discussing and noting the Status Update on the Missing Middle Funds.
- Discussing and noting the progress with implementation of Business Continuity Management.
- Discussing and noting the internal audit reports.
- Discussing and noting the external auditors' report to Management.
- Discussing and noting the Internal Audit Coverage Plan.

Infrastructure development, ICT, security and related matters

- Supporting and recommending to the PRCC, for consideration, the Capital and Maintenance Strategy (2016 to 2018).
- Supporting and recommending to the FSCC and the PRCC, for consideration, the proposed allocation of funds for the upgrading of Habitat and Sivebeek residences at DFC.
- Supporting and recommending to the FSCC and the PRCC, for consideration, the proposed budget for infrastructure development to facilitate the creation of sufficient and suitable space to accommodate primarily the FEBE BET academic programme, but to also address the future space requirements of other DFC stakeholders.
- Supporting and recommending to the PRCC, for consideration, the DHET Funding and Capital Projects Allocation.
- Supporting and recommending to the PRCC, for consideration, the full replacement of the APK Library HVAC equipment, located on the upper, top floor roof of the APK Library as well as the installation of new waterproofing.
- Approving the recommended reinstatement process for D3 Lab Level 2 and for the APK Auditorium.
- Supporting Phase 1 of the Nooks and Crannies Project.
- Supporting the following principles of the Capital and Maintenance Strategy:
  - A portfolio-based approach, which included the following portfolios: Academic Accommodation and Office Space; Compliance; Infrastructure; Occupational Health and Safety; Project Management; Research, Internationalisation and Innovation; Security; Student Experience; Student Residential Accommodation; Sustainability; Teaching and Learning, and Universal Access and Disability Access Improvement Plan.
  - Budgets linked to each portfolio.
  - Project management and governance.
  - Segregation of duties and functions.
- Supporting the Plan for the UJ residences to comply with the norms and standards set out in the Policy on the Minimum Norms and Standards for Student Housing at Public Universities.
- Supporting the Desktop Computer Strategy proposal.
- Approving the recommendation that the current staff email system, based on the Microsoft Exchange technology, which was hosted and maintained internally within ICS, be migrated to the offshore Microsoft Office365 cloud system.
- Approving the Security Deployment Plan.
- Approving the Microsoft Softspot Proposal for a coffee shop at the QK Building at DFC.
- Discussing and noting the following reports:
  - The reports on the project progress for the D3 Lab Fire and the APK Auditorium Rehabilitation Projects
  - The report on the DFC Consolidation Project
  - The report on APK Consolidation Project
  - The report on SWC Residence Project

- The report on Library Upgrade Project
- The report on Academic Accommodation Project (BC Court)
- The report on Building and Development Costs
- The report on Security Enhancement Project
- Operations Risk Register
- The Occupational Safety Report
- The Protection Services Report
- The Earthing Compliance Report
- The Electricity Consumption Report
- The Fume Cupboards and Chemical Storage Report
- The Property Management Report
- The lessons learnt and appropriate remedies from the procurement and construction of the second SWC residence
- The progress report on the Access Audit for People with Disabilities
- The report on Privately-owned Student Accommodation
- The Annual Report on Capital Development and the Maintenance Budget

Human resources and related matters

- Supporting and recommending to the HRSEC, for consideration, the Annual Employment Equity Report to the Department of Labour.
- Supporting and recommending to the Institutional Forum, for input, and to the HRSEC, for consideration, the Employment Equity Plan, 2016 to 2018.
- Approving the Adjudication Panel's nominees for the VC Distinguished Awards (teacher excellence and research).
- Considering the nominations for the VC's Distinguished Award ? Beyond the Normal Call of Duty and approving a nominee.
- Considering the nominations for the VC's Distinguished Award for Global Excellence and Stature and approving two nominees.
- Approving and recommending to the Senex, for ratification, the Selection Panel's recommendations in respect of the appointment of Distinguished Professors and Distinguished Visiting Professors.
- Approving the proposal that the position of Executive Director: Student Affairs should be revised to Senior Director: Student Affairs, on the understanding that it might be reinstated at Executive Director Level at an appropriate time in the future.
- Approving the Selection Committees' recommendation in respect of the appointment of a number of House Wardens on three-year contracts.
- Approving the questionnaires for the 360-degree leadership assessment and for the Culture Survey.
- Approving the recommended appointment of the Vice-Deans of the following faculties:
  - Faculty of Law
  - Faculty of Art, Design and Architecture
  - Faculty of Humanities (Teaching and Learning)
  - Faculty of Humanities (Research)
- Approving the following appointments:
  - Senior Director: Student Affairs
  - Senior Director: School of Postgraduate Studies
  - Director: Shared and Support Services (LIC)
  - Director: Protection Services
  - Director: Treasury and Revenue
  - Director: Academic Administration
  - Director: Academic Services (Division of Internationalisation)
  - Head of Faculty Administration: Faculty of Education
  - Senior Manager: Strategic Communication

    - Senior Manager: Solutions Delivery
    - Senior Manager: Development and Fundraising
    - UJ Chair of Teaching and Learning
    - Deputy Chairs in the following areas: Integrated Studies of Learning Language, Mathematics and Science in the Primary School; Indigenous Plant Use; Pan-African Thought and Conversation; International Law; Welfare and Social Development; South African Art and Visual Culture; and Laser Applications in Health.
  - Approving the recommendations relating to the proposed Review of the Vice-Dean Allowances.
  - Approving the abolishment of positions vacant for 12 months and beyond, with no resourcing activity, as at 30 June 2016.
  - Approving the abolishment of positions vacant for 18 months and beyond, with resourcing activity, but for which no offer had been made, as at 30 June 2016.
  - Approving the revised budget and the timeline for the delivery of the first UJ Women's Leadership Development Programme.
  - Approving the proposed reorganisation of the Operations Division.
  - Reviewing and moderating the 2016 performance review of the executive deans and the executive directors.
  - Discussing and noting the outcome of the 2016 performance reviews of faculties and divisions and agreeing on the norm for staff with performance scores of 4 and above.
  - Discussing and noting the progress made with recruiting and shortlisting of candidates for vacant ELG positions.
  - Discussing and noting the Talent Leadership Plan.
  - Discussing and noting the proposed incentives for academic and professional and support staff.
  - Discussing and noting the reports on the Insourcing Project at the UJ.
  - Noting the Provisional Legal Framework for dealing with the Insourcing of Cleaners, Gardeners and Security Guards Rendering Services through External Service Providers at the University of Johannesburg.
  - Discussing and noting the following reports:
    - The quarterly Employment Equity Reports (2015)
    - The quarterly and annual reports on Staff and Remuneration Management
    - The quarterly and annual reports on Non-designated Appointments
    - The progress reports on Human Resources Efficiency and Effectiveness
    - The report on the review of the 2015 Performance Management System
    - The annual and quarterly reports on the Downward Management of Remuneration
    - The annual and quarterly reports on Academic Promotions
    - The annual and quarterly reports on Absenteeism Management
    - The bi-annual reports on the ELG Leave Status
    - The annual and quarterly reports on Peromnes 5 and Peromnes 6 Support and Service Appointments
    - The Staff Establishment figures.
- **Student related matters**
  - Agreeing on the accreditation/de-accreditation of large service providers of privately-owned student accommodation.
  - Discussing and noting the report on the Accreditation of Privately-owned Student Accommodation.
  - Discussing and noting the feedback from the engagement with the UJSRC and other student bodies.
  - Discussing and noting the annual and quarterly reports on student disciplinary cases.
  - Agreeing that a zero tolerance approach should be followed in respect of gatherings not complying with the Principles and Rules Addressing Gatherings of Students, on the understanding that disciplinary proceedings would be case dependent.
  - Reviewing the 2016 SRC elections.
- **Issues arising from special meetings relating to student protest action**
  - Approving the Security Risk Management Plan, and reviewing and updating it on a regular basis.

- Approving the November 2016 Exam Risk Management Plan, and reviewing and updating it on a regular basis.
- Reviewing the key lessons learnt from the management of the 2016 student protest action, for future use and implementation.
- Introducing heightened access control measures, reviewing and updating it, when appropriate.
- Agreeing on the process for investigating the APK Auditorium arson of May 2016.
- Agreeing on the alternative arrangements for the graduation sessions after the APK Auditorium arson.
- Approving the recommendation that anti-pass back for entering and exiting the UJ's campuses should be instituted.
- Approving the Strategic Communication Crisis Plan for November to December 2016.
- Monitoring the security deployment budget.
- Reviewing communication arrangements during protest.
- Noting feedback on engagement with the SRC on the 2017 fee increment and encouraging that the signing of the agreement on the 2017 fee increment should be finalised.
- Agreeing on the manner in which to deal with any protest action.
- Revising the operating hours for the Library and the study areas during the protest action.
- Reviewing the progress being made with the daily year-end exams and addressing any potential risks relating to them.

Other matters

- Discussing the quarterly GES project progress reports and approving the revised GES budget.
- Discussing and noting the quarterly reports on marketing and communication activities.
- Discussing and noting the quarterly reports on Alumni Relations activities.
- Discussing and noting the annual and quarterly reports on the following:
  - Occupational Health Practice
  - Primary Health Care
  - HIV and AIDS

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Student Representative Council (SRC) Report

OPERATING CONTEXT

The 2016 SRC was elected during the SRC elections of 13 to 15 April 2016. This was after the postponement of the 2016 SRC elections from 21 to 23 October 2015 due to the disruptions of the SRC elections. A total of 48 SRC members were elected (10 members per campus and 8 members of the central SRC); of these, 40% were females and 60% males. The term of office of the 2016 SRC, regardless of the postponement of the elections, was twelve months, from 1 May 2016 to 30 April 2017.

Eight of the 48 SRC members were replaced by their respective organisations for various reasons. However, the UJSRC continued across all campuses to advocate for the interests and rights of students. The main focus of the SRC was to support the initiatives of the University in providing support to deserving students with tuition fees and meals.

ACTIVITIES OF THE SRC

- **SRC induction and training**:
  - Members of the SRC attended the induction programme from 22 to 24 June 2016.
  - The induction introduced the SRC members to UJ policies and procedures, structures of the University, including governance processes, reporting on essential standing decisions, professional etiquette and development of a Programme of Action.
- **SRC Trust Fund**:
  - Having noted that the number of students needing financial assistance was high and that NSFAS funding was limited, the UJSRC, after engaging the University Management, supported the decision that the SRC Trust Fund should assist with only the initial first payment (generally known as registration fee) of deserving students, so that the fund could assist more students.
  - A total of 3 857 students were assisted with the SRC Trust Fund.
- S**tudent Meal Assistance Programme**:
  - The Student Meal Assistance Programme for 2016 started on 1 February 2016. Gift of the Givers was contracted to provide two meals a day to 3 000 deserving students for 278 days. However, the number of students approved and receiving meals was 3 879 at the end of the year. The value of the contract was R12 000 000.
- **SRC Leadership Development and Training**:
  - A number of student leadership and development opportunities were available for student leaders. These ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.
  - A Leadership Skills Development Programme for the Student Representative Council, which included

conflict resolution, negotiation and mediation, was conducted by the Department of International Relations and Cooperation from 20 to 24 June 2016; another programme, which included perspectives and constructive and inclusive communication channels, was conducted by the Circuit organisation from 30 to 31 March 2016.

2016 SRC ELECTIONS

- The 2016 SRC elections were planned and organised according to the amended SRC Constitution and Electoral Policy, in terms of the decision of Council of 17 September 2015, and with pending matters arising from the amended SRC Constitution and Electoral Policy to be resolved with SRC.
- Voting took place on 13 to 15 April 2016 and the elected SRC took office from the beginning of May 2016.

CONCLUSION

The UJSRC conducted its business with support from the University to both the collective and individual members, to ensure that it fulfilled its mandate and that the individual members would succeed academically.

Godfrey Helani (Mr)
Executive Director: Student Affairs (Acting)

Tumi Mketi (Ms)
Deputy Vice-Chancellor: Employees and Student Affairs

Student Services Council (SSC) Report

OVERVIEW

The Student Services Council (SSC), an advisory body to the Management Executive Committee and the UJ Student Representative Council, operated within and in accordance with the provisions of the Charter for Student Services Council, which was approved in 2009. The membership of the SSC is drawn from employees and students from the various student stakeholder bodies. Representatives from Student Affairs; Finance: Revenue and Governance; Operations; Sport; Academic Development and Support; Library and Information Services; Information and Communication Services; and Campus Directors are expected to attend the meeting, while student representatives are drawn from house committees; day houses; recognised societies; Sport; RAG and the SRC.

The SSC was expected to meet at least quarterly; however, in 2016 not all meetings were able to take place, as the quorum as set in the SSC Charter of 50% plus one member, and subject to the majority of members present being student members, could not be reached. Only two meetings were held.

The meetings of the Student Services Council were co-chaired by the Deputy Vice-Chancellor of Employees and Student Affairs as the MEC responsible for Student Affairs and the UJSRC President. The Office of the Executive Director of Student Affairs provided the administrative and secretariat support for the SSC.

MATTERS CONSIDERED OR NOTED BY THE SSC

The Student Services Council considered the proposal that the Support Divisions of the University should hold frequent meetings with student leaders to ensure that operational issues were attended to and dealt with timeously. Furthermore, it considered the proposed amendments to the Student Regulations with regard to the Regulations of Student Gatherings at the University.

The SSC considered the challenges encountered with regard to the maintenance of residences, particularly Ulwazi Residence, and safety and security of students on and off campus.

The Student Services Council also took note of the following progress reports presented on the 2016 SRC elections, which had to be postponed from late 2015 to 13 to 15 April 2016 due to disruption, and the 2017 SRC elections, which were subsequently postponed to take place in 2017; student funding (a number of students were assisted with NSFAS and the SRC Trust Fund); Residence Renaming Project; Student Experience Project including Student Welfare and Communication Strategy; Student Disciplinary Cases and Residence Occupancy Rates (which considered whether residences met their admission targets).

CONCLUSION

With only two meetings held in 2016, the SSC meetings were not very effective as student attendance was disappointing. Student Affairs has since put in place a plan for 2017 to encourage other support divisions to place agenda items on the SSC, to enhance student participation.

Furthermore, a proposal would be made to the University to consider providing secretariat support to the SSC through the University Secretariat, given that the Student Services Council is a statutory body.

Godfrey Helani (Mr)
Executive Director: Student Affairs (Acting)

Tumi Mketi (Ms)
Deputy Vice-Chancellor: Employees and Student Affairs

Institutional Forum (IF) Report

OVERVIEW

The IF held four ordinary meetings, as well as two special meetings in 2016 to consider recommendations from selection committees on the appointment of executive management to advise the Council on such recommended appointments.

Attendance at these meetings was satisfactory.

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

- Supporting the recommendation from the Council Exco that Prof NS Ndebele should be re-appointed for a second and final term of office as the UJ's Chancellor.
- Supporting the Principles and Rules Addressing Gatherings of Students.
- Advising the Council on the appointment of the following Executive Leadership Group members:
  - Ms K Mketi into the restructured position of Deputy Vice-Chancellor: Human Resources, Student Affairs, Sport, and Institutional Planning and Monitoring. The job title has been subsequently amended to Deputy Vice-Chancellor: Employees and Student Affairs.
  - Executive Director: Expenditure, for a five-year term of office.
- Discussing the need to manage possible complaints of racism made by staff members and students.
- Noting the outcomes of the performance review of the Institutional Forum for 2015.
- Noting the outcomes of the performance review of the MEC Corporate Governance Responsibilities for 2015.
- Noting the comments from the UJ's General Counsel and the submission by the Universities South Africa to the Portfolio Committee on Higher Education and Training regarding the Amendment Bill.
- Noting the quarterly reports on the appointments and terminations of academic and support services.
- Noting the Report on Employment Relations Matrix (Staff Dismissals).
- Noting the HIV and AIDS 2015 Annual Report.
- Noting the Employment Equity Plan 2016 – 2018.
- Noting the UJ's Employment Equity Report to the Department of Labour for the period 01 September 2015 to 31 August 2016.
- Noting the quarterly Language Unit Reports.
- Noting the Report on Transformation for 2015.
- Noting the feedback on policies that drive Transformation.
- Noting the Institutional Transformation Plan: 2016 – 2021.
- Noting the Report on the work of the Transformation Working Committee.
- Noting the Report on the UJ Women's Leadership Development Programme.
- Noting the Report of the Ad Hoc Senate Committee and its Task Teams.
- Noting the Report on the Profile of Postgraduate Students who were disciplined in 2015.
- Noting the Report of Student Disciplinary Cases.
- Noting the Report on the Design-Thinking Workshop.

- Noting the report on the Renaming and Rebranding of Residences Project.
- Noting the 360-degree Leadership Development Assessment for the Senior Leadership Group.
- Noting the Regulation of Student Gatherings at the University of Johannesburg.
- Noting the Transitional Plan for the Departure of the Vice-Chancellor.
- Noting the display of the Basic Conditions of Employment Act and the Employment Equity Act at strategic points on all four campuses.
- Noting the quarterly Primary Health Care Practice Report.
- Noting the quarterly Occupational Health Practice Report.
- Noting the quarterly report of the Institutional Office for HIV and AIDS (IOHA).
- Conducting an online IF performance review for 2016.
- Conducting an electronic performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2016.

Kinta Burger (Prof)
Registrar

Convocation Report

The Convocation continued its upward spiral in 2016 and has been extensively involved in raising funds for the financial support of our students.

The President was able to conclude benchmarking visits to the undermentioned sister higher education institutions, which had been arranged for October and November 2015, but which could not take place because of the #FeesMustFall campaign and the associated security issues:

- University of Cape Town
- Cape Peninsula University of Technology
- University of the Western Cape
- Stellenbosch University
- Durban University of Technology
- Mangosuthu University of Technology

Lessons learned from the benchmarking visits include best practice regarding the composition, terms of office and functions of the Executive Committee of Convocation.

A special General Meeting of the Convocation was held on 29 February 2016. The Annual General Meeting was held on 9 November 2016. At this AGM, Mr Xavier Earl Knight was elected as an additional member of the Executive of Convocation, since the term of Mr Xulu had expired.

A special task team of the UJ Convocation was convened to consider the contribution of the Convocation to the UJ projects of Transformation and Culture and Climate Change. The report from this task team was handed to the Chairperson of the Senate Ad Hoc Committee on Transformation.

The Constitution of Convocation was amended as follows:

- The President of Convocation serves as a representative of Convocation on the Council of the University.
- The Registrar and the Vice-Chancellor serve on the Executive of the Convocation.
- Elected Executive Convocation members on UJ Council hold office for a period as determined in the UJ Statute.
- All other elected office-bearers hold office for a period of five years.

The fact that the President and the Deputy President of Convocation have been allocated permanent office space at the Doornfontein Campus in close proximity to the Alumni Office ensured close cooperation between the Alumni Office and the Executive of Convocation. This has led to close cooperation between Convocation and the Alumni Office and led to enhanced participation of the Convocation in relevant Alumni Relations Programmes as evidenced by the creation of a separate web page for the Convocation with a link to the Alumni web page. The Convocation Newsletter now also forms part of the monthly Alumni Newsletter and there are regular meetings between the Alumni Office and the President of Convocation.

In conclusion it can be stated that 2016 was, once again, a successful year for the Convocation in that the President and his Deputy were very active in establishing relationships with relevant stakeholders in an attempt to take the Convocation forward.

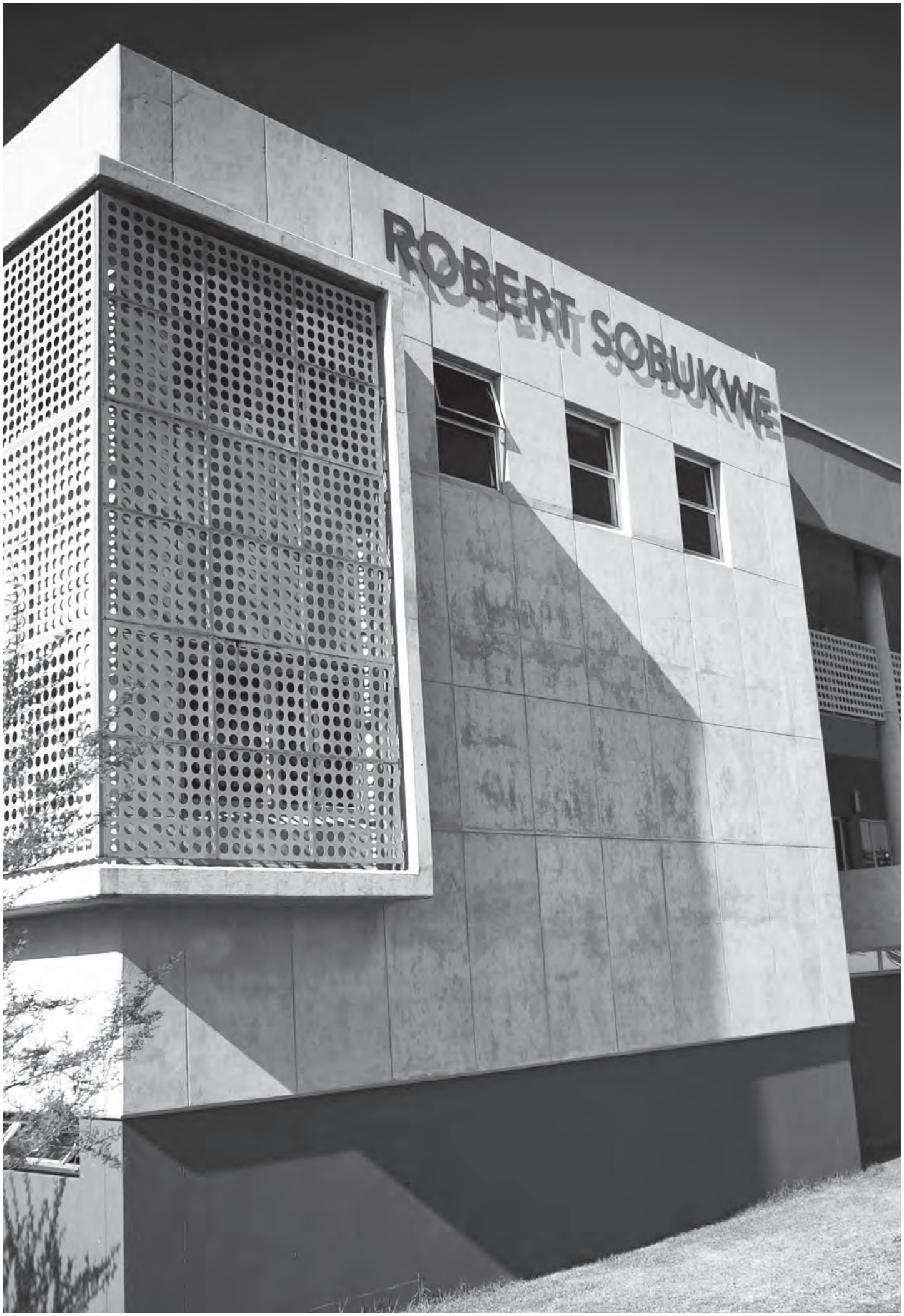
M Mkhonto (Mr)
President: Convocation

CONCLUSION AND WAY FORWARD

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

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Roy Marcus (Prof)
Chairperson of Council


ROBERT SOBUKWE

Statement on Risk Management

OVERVIEW

The higher education sector in South Africa operates in a risk environment of growing uncertainty. To assist the University of Johannesburg and its academic and administrative leadership in visualising, assessing and mitigating risks that threaten its mission, the Risk Management Office was created within the Financial Governance and Revenue Division and was tasked with creating a sustainable process to identify, assess, and manage risks across the enterprise to ensure achievement of strategic objectives and avoid surprises.

Since the first risk assessment in 2007, the University has institutionalised the risk management process and each faculty and non-academic/professional support service division is required to analyse, assess, evaluate and rate its operational and strategic risks on a continual basis. In line with integrating and institutionalising a culture of risk management, the Risk Management Office plays a crucial role and informs key decisions taken by management. Comprehensive risk registers are maintained and presented quarterly to the MEC Risk Management Committee (RMC). The internal and external auditors also evaluate the listed risks and the risk ratings during each audit. Any amendments suggested by the auditors also serve at the MEC RMC for consideration.

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

Risk management is also an integral part of the annual performance criteria of the Executive Leadership Group. The University's risk management process requires each member of the Executive Leadership Group to formally consider and evaluate his/her respective identified risks, the related ratings, internal controls and mitigating strategies throughout the year, in order to ensure that the risks are still valid and up to date, and to maintain an effective risk management and internal control environment. Each environment is required to present its risk register on a rotational basis to the MEC RMC. The MEC RMC reviews the risk registers and scrutinises key risks facing the University and considers whether those risks are appropriately managed. The process also allows a manager to evaluate the risks in an environment when circumstances change.

The Risk Management Office facilitates ongoing emerging risk reviews and management discussions by compiling relevant information from both internal and external sources. Emerging risks that are identified and considered material are further assessed and monitored.

Integrated Assurance

In line with the University's objectives and business strategy, an Integrated Assurance Model was implemented during the course of 2016 in conjunction with the Risk Management Policy, to facilitate optimal assurance

coverage obtained from management, corporate functions and independent assurance providers on the risks and exposures affecting the University. Findings, risks and progress updates are presented at the RMC on a quarterly basis.

A robust integrated assurance model supports the guidelines recommended in the King Code on Corporate Governance to evidence and provide appropriate assurance of good corporate governance, and specifically, the introduction and evidencing of integrated assurance.

This framework is used for the purposes of planning and recording the outcome of assurance provided by management, corporate functions, and internal and external assurance providers across business processes associated with identified business risks and exposures. In addition, it is utilised in conjunction with the University's Strategy and Risk Management Policy.

POLICY FRAMEWORK

The updated institutional risk management policy, strategy and methodology were developed, considered and approved by the MEC and consist of the following:

- Risk Management Policy;
- Risk Management Strategy;
- Risk Management Objectives;
- Risk Management structure and subsequent roles and responsibilities;
- Scope of authority with reference to the MEC Risk Management Committee, Management Executive Committee, Audit and Risk Committee of Council, and Council;
- Framework for risk identification and risk categories;
- Definitions and descriptions of the various risk categories;
- The risk management cycle and updating of this cycle;
- Performance management processes, that is, identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.;
- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

INSTITUTIONAL RISKS

The following material institutional risks were listed on the University of Johannesburg's Risk Register for 2016 (with a residual rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

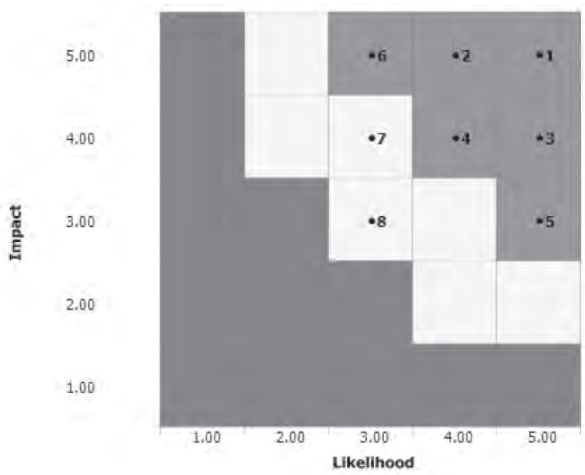
Table 6: Identified institutional risks

Risk Area	Risk Details	Mitigating Actions
Academic risks	• Student protest; • The fall-out rate of students from year one to year two; • Increasing criminal occurrences; • Insufficient and/or inappropriate, safe and functional learning and teaching spaces; • The protection of research and data.	• Continuous engagement with students, the availability of mediation services, a high level of security, access to emergency services, and the monitoring of social media have been implemented to reduce the risk of further student protest and to ensure a safe and secure learning environment. • Encryption of data, where applicable, and creating more awareness among staff and students with respect to the protection of data.
Institutional planning and business disaster recovery	• Lack of a Business Intelligence (BI) system incorporating a central data warehouse for integrated knowledge management and data collection and analysis.	• The development and implementation of an improved BI system is in progress.

Compliance	• Contracts not being concluded throughout the University to regulate legal relations and when concluded, not often managed properly.	• Various policies and procedures are in place.
Financial risks	• Financial sustainability of the University going forward due to the changes in the tuition fee landscape and the real decline in government subsidy. • Financial and other uncertainties UJ is facing with the current ineffective administration processes at City of Johannesburg (CoJ). • NSFAS shortfall and the shift in the socioeconomic means of the University's students that may impact financial sustainability over the long term. • Students not qualifying for NSFAS and not able to afford total cost of study. • Possible financial loss due to unpaid debt. • Insourcing.	• Review and evaluation of fees and residence fees in order to investigate options of additional revenue. • A five-year financial plan, taking into account declined revenue and subsidies, has been developed. • Continuous engagement with NSFAS and student leaders to assist in the funding administration and application processes. • Cost and contract management strategies are being developed to improve and curb expenditure. • Considerable effort to increase the third-stream income to supplement the decline in subsidy.
Infrastructure	• Poor indoor air quality at the UJ.	• Multi-campus air quality assessment and remedial action to comply with Occupational Health and Safety (OHS) and South African National Standards (SANS) have been planned.

The heat map below indicates the overall evaluation of the institutional risks identified during 2016, the inherent risk identified and the potential impact prior to the implementation of the necessary controls and mitigating action plans.

Figure 1: Heat map showing evaluation of institutional risks



Point 1: Includes the areas of financial sustainability and student protest.
Point 2: Includes the issue of student enrolment targets, a safe learning environment and accommodation.
Point 3: NSFAS funding, accommodation and contract management.
Point 4: Business Continuity, Business Intelligence and Indoor air quality.
Point 5: The protection of data and reliability of power supply.
Point 6: Reliability and availability of water supply.
Point 7: General skills in the supporting sector.
Point 8: Transformation culture.

PERFORMANCE

Management of academic risks

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

Management of other risks

Potential risks are regularly identified, reviewed, evaluated and reported to the RMC in order to highlight any potential focus areas. Each portfolio report reflects the management of the institutional risks, as well as the management of operational risks.

Ensuring business continuity

Business continuity plans for all faculties and divisions are incorporated within the Risk Management Framework. Suitable and cost-effective Business Continuity Plans were developed as a result of business impact analyses and strategy workshops. These plans are readily available for use in the event of a disaster or major disruption to business activities and are informed by an approved Business Continuity Policy and Procedure. The Policy requires that all Business Continuity Plans across the University be updated at least twice a year, or when material changes to the business occur.

Business Continuity Plans were further refined and updated during 2016, with component testing, utilising a hypothetical situation to validate the recovery of individual components of the plans. In this way, UJ continues to ensure that all stakeholders remain prepared and up to date with the process and have capability and capacity to deal with disasters or major disruption to business activities.

Fraud prevention

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

The independently managed UJ Ethics Hotline was established in 2013 with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices to the attention of management. The hotline operates 24 hours a day for 365 days a year. The University receives regular analysis of the calls and investigations are launched where necessary.

During 2016, the University commenced the implementation of a Fraud Prevention Strategy, which outlines the University's focus on and commitment to the reduction and possible eradication of incidences of fraud and misconduct. It also confirms UJ's commitment to legal and regulatory compliance.

The Fraud Prevention Strategy includes the roll-out of a Fraud Risk Register to identify and assess potential fraud and corruption risks and related mitigation controls and action plans.

Insurance

The University manages the insurable risks relating to all aspects of the University by way of a comprehensive insurance programme. This includes the insurance of assets, property and public liability. Insurance cover required, likely exposure and the risk profile are reviewed annually and the necessary adjustments included in the renewal evaluation. A quarterly claim report is distributed to the MEC RMC and the Executive Leadership Group in order for them to assist with the process of managing and mitigating the risk pertaining to loss or damage to assets.

Internal audit

The University uses an outsourced internal audit function, which complies with the principles of King III. The internal audit function provides independent, objective assurance designed to add value and improve the University's operations.

Internal audits are performed on various divisions throughout the University on a regular basis in order to verify the effectiveness of the overall institutional and operational risk mitigation processes and controls and to assist in identifying impending areas of concern. The ARCC approves the scope of work pertaining to the Internal Audit Plan on an annual basis and provides an oversight role in this respect.

Succession planning

The management of this risk is addressed in the Human Resources report in Section Fourteen.

Financial risks

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

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

Four ordinary MEC RMC meetings were held during the last financial year.

Significant decisions approved, noted by the MEC RMC were:

- Supporting and recommending the Overview of the Integrated Assurance at the UJ and the Integrated Risk and Assurance Register to the MEC, for discussion and recommendation to the Audit and Risk Committee of Council (ARCC), for consideration and recommendation to the Council, for approval;
- Supporting and recommending the Development of a Control Framework for Fixed Assets to the MEC, for discussion and recommendation to the Audit and Risk Committee of Council (ARCC), for consideration and recommendation to the Council, for approval and implementation in 2017;
- Supporting and recommending to the MEC, for consideration, the Report on the BBBEE Certification;
- Enhancing the risk registers of the various divisions/departments by adding numerous new risks that were identified and that must be managed in future;
- Resolving that a process should be instituted to initiate awareness campaigns in respect of information security within the University;
- Holding informal briefing sessions for newly appointed executive deans and heads of departments on the risk management process to ensure continuity of the risk management process;
- Noting the Insurance Claim Statistics on a quarterly basis, which included a motor claims analysis, an analysis for portable electronic devices, a non-motor property claims analysis and a report on repudiated claims;
- Noting the risk registers of various business units/areas, with appropriate action(s) to be taken, where applicable;
- Noting the outcomes of Internal Audit Reports received on various processes;
- Conducting an online MEC RMC Performance Review for 2016; and
- Noting the outcome of the 2015 Performance Review.

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

Composition

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

Meeting dates

Audit and Risk Committee of Council convenes three times per year.

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

- The Audited Financial Statements for 2015;
- The Institutional Risk Register;
- The Revised Annual Performance Plan of the ARC;
- The Overview of the Integrated Assurance Framework and the UJ Integrated Risk and Assurance Register;
- The re-appointment of PwC as external auditors for a further one-year term from 1 January 2016 to 31 December 2016;
- The Going Concern of the University as at conclusion of the 2015 audit;
- The PwC Client Service Plan for the year ending 31 December 2016;
- Approving the Request for Proposal for External Audit Services;
- The Three-Year Strategic Internal Audit Plan;
- The External Audit Plan for the UJ Subsidiaries and Agreed Upon Procedure Audits;
- Confirming the conditions for the re-appointment of the selected audit firm for the 2017 UJ Statutory Audit;
- Agreeing that a work plan should be drafted to ensure that risks were obviated regarding the submission of the UJ Annual Performance Plan and the audited Institutional Scorecard to the ARC, for consideration, before submission to the Council, for approval;

- Agreeing that Mr Sibiya be appointed as Chairperson of the UJ Subsidiaries Audit and Risk Committee and that the minutes of this committee be submitted to the ARC for discussion and noting;
- Discussing and noting the following internal audit management reports:
  - Internal Financial Control Review
  - Library Data Review – Data Analytics
  - Supply Chain Management Review as at April 2015
  - Supply Chain Management Review as at June 2015
  - Supply Chain Management Review as at October 2015
  - Supply Chain Management Review – Phase 4
  - Facilities Management and Security Review
  - Academic Administration: Application, Admission and Registration
  - Active Directory Management and Configuration Review
  - Capital Projects Planning and Execution Follow-up Review
  - IT Risk and Control Assessment
  - Network Design and Security Review
  - Management Projects Review
- Discussing and noting the Internal Audit Progress Report;
- Discussing and noting the reports of the MEC Risk Management Committee meetings;
- Conducting an MEC Corporate Governance Review for 2016;
- Conducting an ARC Performance Review for 2016.

CONCLUSION AND WAY FORWARD

Based on the information provided in the report above, it is evident that Risk Management is an integral part of the strategic and operational activities of the University and not a stand-alone process driven by the MEC Risk Management Committee. We will continue to strive to further enhance the risk management capabilities at UJ to ensure that risks are adequately managed.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

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

Roy Marcus (Prof)
Chairperson of Council

NEW RESIDENCE LOGOS APRIL 2016

Abeilles

Afslaan

Akanani

akani

AZANIA

CORNERSTONE

FALCONS

Gauta

Goudstad

habitat

Hector Pieterson

HORIZON

ikhayalethu

IMPUMELELO

JABALI

KARIBU-JAMII

KILIMANJARO

KOPANO HOUSE

LEBONE

Lesedi

MAGNOLIA

MAQHAWE

Mayine

Mošate Heights

ndlovukazi

Oppiepif

PHUMLANI

PISHON OF SOWETO

RobinCrest

Sophia Town

Takalani

THOMAS SANKARA

ULWAZI

YMCA

YWCA

UNIVERSITY OF JOHANNESBURG

Proudly presented by the UJ Transformation Unit and the Graphic Design Studio.

Transformation

OVERVIEW

The University, notwithstanding the extraordinary challenges of the epoch-making protests of 2016, managed to complete the academic year on a very positive note, building on the transformation imperatives identified as a result of the Higher Education Summit on Higher Education in 2015 and the #FeesMustFall student protests during 2015-2016.

On 11 November 2015 Senate constituted a Senate Ad Hoc Committee to provide a forum to reflect and advise on transformation matters at the UJ in the next decade. The Senate Ad Hoc Committee commenced its work during 2016 with great commitment, and the four task teams deliberated and advised Senate on the following matters:

1. Diversity, institutional culture and traditions;
2. Decolonisation of the curriculum, teaching and learning;
3. Protest and academic freedom;
4. Funded access to the university system and how UJ should position itself.

The recommendations made will be implemented during 2017.

UJ's response to the continued #FeesMustFall campaign

The University Management, also taking into account the changed higher education context as a result of the #FeesMustFall movement, recognised the need to revisit the UJ's 2025 strategy and to determine the relevancy of the strategy within the changed context. This was interrogated through a Design Thinking process during two workshops that took place, firstly from 7-18 May 2016 with a follow-up on 20 July 2016. The purpose of the workshops was to identify the "wicked problems" and to find ways in which UJ could re-orientate its offerings and services to meet the changed circumstances in the local and global higher education arena. Relevant issues included: the decolonisation of knowledge; advancing academic freedom and a democratic culture; providing affordable access; providing an enabling environment to staff and students to flourish; being agile in terms of new opportunities (e.g. online-learning).

The outcomes of the workshops led to the establishment of the following working groups:

1. Financial sustainability;
2. Staffing and leadership profile – flexibility and resilience;
3. Teaching, learning and knowledge production – relevance and social impact – empowerment;
4. Systems, procedures and structure – responsiveness and empowerment;
5. Relationships with students – mismatch of expectations.

From the recommendations made by the working committees, five priority areas were identified at the Executive Leadership Group Strategic Breakaway during August/September 2016:

1. Organisational citizenship behaviour;
2. Enabling leadership;

3. Technology for (a) organisational performance, (b) teaching and learning, (c) research and (d) online learning opportunities;
4. Efficiency and effectiveness;
5. Communication with staff and students.

These priority areas will receive dedicated attention during the 2017 academic year.

Insourcing of workers

In terms of the insourcing of service workers, 414 Protection and Gardening Services employees were insourced during 2016, and the remaining cleaning staff will be insourced by April 2017.

Transformation at UJ is coordinated by the Transformation Unit, which has reported to the Executive Director: Human Resources since August 2016. However, transformation is woven into the social, intellectual and structural fabric of the University of Johannesburg, and many other divisions and units contribute substantially. The institutional activities for 2016 will be reflected under the five themes of the Institutional Transformation Plan, and subsequently through a focus on Health and Wellness at UJ, and on Disability Related Support and Activities.

INSTITUTIONAL TRANSFORMATION PLAN

Even though the Institutional Transformation Plan (ITP), initially approved in 2011, had been aligned to the new Strategic Objectives 2025 in 2015, the Institutional Forum at their first meeting in 2016 recommended that the ITP be re-evaluated to set the agenda for the next five years, taking cognisance of the outcomes of the Higher Education Transformation Summit of 2015 and the #FeesMustFall campaign. A consultative approach was followed and a first draft of the revised ITP was submitted to the MEC in October 2016. Their recommendation was that further engagement should take place and that the revised ITP be resubmitted to the MEC and IF in 2017 for final approval by Council. Taking into account the trajectory and emerging priorities from various consultative working groups, the following seven themes were identified as key pillars of the future Institutional Transformation Plan:

- Institutional Culture – Create an institutional culture that is transforming, Pan-African, diverse, caring and values-driven;
- Employment Equity – An employment strategy that ensures representivity of the country's population groups, genders and people with disabilities;
- Staffing and Leadership Profile – A Talent Management Strategy that will ensure that the University has the "right people with the right skills in the right jobs at the right time";
- Governance and management systems, procedures and structures – efficiency and effectiveness in terms of people, processes and systems and technology;
- Teaching, learning and knowledge production – decolonisation, curriculum reform and mode of delivery;
- Relationships with students – improving services to students, effective communication with students and addressing student hunger;
- Financial sustainability – securing financial sustainability of the UJ.

However, reporting for 2016 will still be on the following themes in terms of the current ITP:

1. Institutional culture
2. Transformational leadership, governance and management
3. Academic excellence
4. Employment equity
5. A student-centred and caring institution

These will be presented in detail below, following on a brief report on the institutional Transformation Unit.

THE TRANSFORMATION UNIT

The Transformation Unit has been in existence for the past six years. Prior to the establishment of the Unit, the Head of the Unit, together with the DVC Strategic Services, had been responsible for the Cultural Integration

Project. The work of this project showed the necessity of establishing a dedicated unit responsible for transformation. The Management Executive Committee (MEC) approved the proposal submitted in 2010 and the Unit started operating in January 2011. The first task was to develop the Institutional Transformation Plan, which was approved by Council on 22 September 2011.

Purpose

The purpose of the Unit is to coordinate institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision, mission, values and strategic objectives and the achievement of global excellence and stature. This is achieved by promoting the transformation agenda of the University of Johannesburg, which seeks to endorse and foster a multiplicity of values, beliefs, intellectual and cultural viewpoints.

Strategic objectives

In responding to the UJ Strategic Objectives 2025, the Unit identified the following five strategic objectives for its work:

- Facilitating the implementation of the Institutional Transformation Plan (which is aligned to the UJ Strategic Objectives 2025);
- Navigating a cultural transformation that is inclusive and where people from all over the world and of diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust;
- Fostering a leadership culture that creates a shared direction, shared values and alignment and commitment to transform the institutional culture in ways that will support global excellence and stature (GES);
- Advancing the transformation agenda in all UJ environments through creating awareness and playing an advocacy role;
- Supporting DHET and HESA projects and significant days/events to promote social cohesion and inclusion, and to promote human rights. (See events and projects under Institutional Culture).

In the following, initiatives aligned to the five themes from the Institutional Transformation Plan will be presented.

THEME ONE: **INSTITUTIONAL CULTURE**

Since its inception, UJ has committed itself to creating an enabling institutional environment and culture that is inclusive and affirms diversity by reflecting the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis. Its students and employees are as diverse as the society it serves. UJ believes that innovation is best nurtured within the institution when people from diverse cultures, perceptions, convictions and opinions meet in a spirit of mutual understanding and trust. The result is an unleashing of the potential inherent in the very diversity of its student, academic and administrative profile, to achieve sustained excellence in the execution of its core functions.

Much of the work being done by the Transformation Unit deals with this institutional culture, which covers the following broad range of aspects.

Institutional surveys

Institutional Culture Survey

During 2016, the University conducted its fifth biennial Culture Survey. In preparation for the 2016 Culture/Climate Survey, the Transformation Unit used a two-pronged approach to conduct focus group discussions. Firstly, sessions were held on all four campuses (13-15 July 2016) with general support staff. Secondly, JFKS Consulting (Pty) Ltd was contracted to assist with facilitating focus group discussions (FGDs) at each campus (26-29 July) for support and academic staff.

The Survey was launched on 5 October 2016 and after several reminders to staff to participate, closed on 4 November 2016. A total of 1 603 questionnaires were filled in, either partly or in full; 1 254 (60%) of these questionnaires were considered 'useable' for further analysis of the provided data.

The same questionnaire (with a few minor alterations) and methodology used in 2014 were used in 2016. The 2014 Survey and the 2016 Survey focused on the existing "Culture".

A preliminary report was submitted to the MEC on 21 November 2016 and the full report with an improvement plan will be submitted in January 2017 for implementation.

Some key preliminary findings indicated the following:

- In terms of the UJ Culture (collective values, norms, customs, beliefs and principles according to which people behave), people responded positively. Employees support the UJ vision, mission, values and strategic objectives. They also view UJ as an employer of choice – although there has been a decline in this perception since 2014.
- Areas for concern (climate issues):
  - Workplace relations aspects, such as victimisation, verbal abuse, bullying, harassment, etc.
  - Trust –
    - Lack of a culture of trust in UJ;
    - Lack of trust in line management;
    - Lack of trust among races.
  - Fairness –
    - Application of the Performance Management System;
    - Remuneration (*i.e. equal pay for equal work*) is not seen as fair.

These findings will be further investigated during 2017.

Student Satisfaction Surveys

The Division of Institutional Planning, Evaluation and Monitoring (DIPEM) annually conducts undergraduate and postgraduate student satisfaction surveys to provide insight into how students experience a range of aspects of student life. Analysis of responses helps to pinpoint processes, services and performance in both academic and service or support domains where improvement is called for. Proposed future action in this regard is to ask faculties and divisions to provide feedback about actions that have been taken in response to issues raised by students, and to publicise these institutional responses on the website.

The outcomes of the two surveys show that UJ students, in general, experience the University as being positive and addressing their academic needs. The only real concern is that postgraduate students hold the view that more can be done in terms of supportive supervision.

Creating a University that is characterised by dialogue

The University provides many opportunities for dialogue to take place, and all faculties and divisions organise such events throughout the year in collaboration with the UJ Library, which has created adequate spaces for these to take place.

Open conversations

Women's Month – AIDS Talk – 17 August 2016

The UJ Library, together with the Faculty of Health Sciences and the Transformation Unit, was honoured to host Prof Quarraisha Abdool Karim at APK Library during Women's Month. Quarraisha Abdool Karim is the Associate Scientific Director of CAPRISA (Centre for the AIDS Programme of Research in South Africa). Her latest achievement is the 2016 L'Oréal-UNESCO "For Women in Science" Laureate for Africa and the Arab States Award.

The title of her talk was 'Preventing HIV infection in young women in Africa'. The event was well attended (approximately 170 participants). The realities for South Africa were sobering and the message very clear that we need to do much more to stop HIV infections.

Seminar on embracing multidisciplinary approaches to address diverse problems facing the family in today's hyper-complex society

The Transformation Unit collaborated with UJ Strategic Communication, the Faculty of Law and Unisa to host a seminar in the APK Library auditorium on 14 September 2016, to facilitate multidisciplinary collaboration on the topic of 'Challenges facing the family in today's hyper-complex society'. The collaboration between UJ and Unisa started in 2014 when the UJ Department of Strategic Communication and the Transformation Unit hosted a "Getting Conversation Going" event that was also attended by the Faculty of Law. Unisa presented the following event in 2015, at the first conference celebrating the Convocation of the Rights of the Child. This year it was UJ's turn, and the Steering Committee decided to host a seminar on the challenges that face the family in today's hyper-complex society. The main sponsor for this event was the Faculty of Law, supported by the UJ Transformation Unit, with sponsorships from Old Mutual and Romans Pizza.

Staff Day 2016

The primary aim of the annual UJ Staff Day is to promote diversity and encourage social inclusion among the staff of the University of Johannesburg. It is also to foster collaboration between both academic and support units in order to broaden UJ-wide transformation and diversity initiatives. The event saw collaboration with various environments in the University, which were requested to showcase selected projects, activities and practices from their environments. The aim was to ensure that there would be something for everyone, be it health and well-being, mind and body, sports and games (both formal and informal), fundraising activities, information stands, massages and fun games, etc.

The theme fitted very well with the celebration of Africa Day (i.e. 25 May 2016), which "presents an opportunity for South Africans to reconnect and recommit themselves in developing a better Africa and a better world". Staff Day was originally scheduled for 27 May, but due to unforseen circumstances, it had to be rescheduled and took place at the West Sports Field (Kingsway Campus) on Friday, 26 August 2016. It was attended by more than 1 500 UJ staff members.

International Day

The Division of Internationalisation hosted its annual International Festival on Friday, 16 September 2016.

Diversity Week 2016

In celebration of Heritage Month, the four campuses of UJ reverberated with lively activities during UJ's Diversity Week, which was held from 12-16 September 2016. Each campus was allocated a day to celebrate diversity.

In addition to celebrating the uniqueness of each UJ campus, Diversity Week festivities were also dedicated to embracing the warmth of our unity and our diverse cultures, as reflected in our University values: imagination, ethical foundation, regeneration and conversation. Diversity Week weaves these values together, guiding our journey in creating a University of choice, anchored in Africa, dynamically shaping the future.

Projects

Renaming and rebranding of residences and day houses

This process consisted of three phases, with the Transformation Unit managing the project of the renaming and rebranding of UJ residences and day houses. The first phase, the renaming process, was concluded at the end of 2015. During January 2016, the old names were removed from the residences and new name plaques were mounted at residences and day houses on all four campuses. These plaques do not only provide information on the new names and their meaning, but also reflect the previous names of the residences and the meaning of those names. This was done to preserve the history of the different residences.

The second phase consisted of the rebranding of the residences, which included the development of a brand story, brand manifesto, slogan and logo for every residence and day house. The residence House Committees (HC) and House Wardens (HW) were instrumental in this process, contributing towards building a unique residence brand and ethos. This process included various workshops to assist the HCs and HWs on developing logos and brand manifestos. The proposals submitted were handed over to the UJ Graphic Design Studio to develop professional designs. This was a consultative process, and the final products were completed on 1 April

2016 and handed over to the residence HCs. The new logos were unveiled at the Residence Academic Awards Ceremony on 25 May 2016.

Culture Change Management was the third phase of the project. Various workshops focused on creating awareness among students, and specifically the House Committee members, on aligning their residence cultures, practices and traditions to the universally accepted human rights as part of the rebranding process. The key aims of the workshops were:

- Developing an understanding of the principles of human rights and values;
- Developing an understanding on how to effectively implement values and human rights within the residences;
- Challenging residence student leaders to rethink their culture in the context of human rights and values.

The service provider engaged the House Committee members in a series of conversations, which included topics such as: labelling within a residence context; discovering a framework that guides behaviour; understanding the dangers of emotionally driven decisions; implementing human rights within the South African context and within residences; and reviewing residence traditions and practices in the context of human rights.

A brochure is under development containing information on all named and renamed spaces at UJ since 2008 and is already available in first draft. The brochure will be updated when and if necessary to retain the historical progression in terms of the naming and renaming of UJ spaces.

Transformation Unit Newspaper – The Transformer

The second edition of the newspaper was launched at the end of 2016. A total of 2 500 hard copies were made available on all four campuses. *The Transformer* is also available online.

Transformation Unit Facebook page

The Facebook page is used to promote awareness and to keep followers informed on priority projects. The Unit's Facebook page received very positive feedback in the recent social network audit done by the Advancement Division. The audit panel commended the Unit for good content. The page has close to 10 000 followers and receives daily reviews.

THEME TWO: **TRANSFORMATIONAL LEADERSHIP, GOVERNANCE AND MANAGEMENT**

360° Senior Leadership Group Development Assessment

The results of the 2014 Culture Survey indicated that more attention should be given to the development of UJ leaders. One of the recommendations made in the 2014 Culture Survey Improvement Plan was to conduct a 360° Leadership Development Assessment in 2016.

A total of 182 leaders from the faculties and support domains were nominated by their line managers to take part in a leadership development programme at the University of Johannesburg. This programme has been designed to support managers in their role as leaders within the University, with specific focus on the values and leadership competencies UJ would like to cultivate in its leaders.

The 360° Leadership Development Assessment was concluded in October 2016 and included 182 participants and 2 246 respondents. Individual feedback sessions were scheduled with the 182 participants, but will only be concluded in 2017. Feedback will also be given to line managers. A comprehensive report will be available in 2017.

Women's Leadership Development Programme

A pilot Women's Leadership Development Programme (UJWLDP) was approved by the MEC and commenced during July 2016 with ten participants representing women academics from various faculties. The outcome of the selection process has resulted in a stratified group of women who span levels from emerging academic leaders, new HODs, and those already serving as HODs and Vice-Deans. This stratification of leadership levels assisted women in learning from each other, but also served to highlight the varied levels of exposure to

University structures, customs and practices. The pilot programme consists of the following components:

- **Workshops – July 2016 to February 2017**
  The programme includes three workshops: two were conducted in 2016 and the final workshop is scheduled for February 2017.
- **Coaching – August to March 2017**
  Each participant selected a coach from a coaching panel to support her in her journey for the duration of the programme. Coaching was to focus on the participant's personal agenda and challenges, as these emerged during the programme.
- **Line manager and sponsor engagements**
  The programme aims to make a systemic impact; hence, it is important to include line managers and sponsors from the broader institution in the process, in an inclusive manner.
- **Project development and presentation to ELG**
  Participants identified projects that related to women's issues at UJ, and these projects will be presented to the ELG during 2017.

THEME THREE: **ACADEMIC EXCELLENCE**

In its Strategic Objectives 2025, the University of Johannesburg highlights the importance of achieving academic excellence at UJ. This theme is obviously addressed by all faculties and divisions that support the academic project. The Division for Institutional Planning, Evaluation Monitoring (DIPEM) scrutinises all proposed new academic programmes to ensure their quality, relevance and appropriateness. The Division is engaging substantially with a project to transform existing curricula for a postcolonial era and a sustained focus on national and continental priorities. The Division for Academic Development and Support (ADS) works closely with the faculties to provide innovative, effective teaching and learning opportunities.

During 2016, ADS coordinated a multi-faceted strategy to enhance and enrich teaching and learning with technology. One prominent component has been the development of fully online programmes for launch in 2017 and 2018. This includes four coursework master's programmes, high-enrolment undergraduate degrees and diplomas and advanced diplomas. UJ will thus be providing high-quality online programmes for students who prefer to balance the worlds of work and further study. In addition, academic staff have received training opportunities to ensure the maximum use of technology in their programmes to enrich the learning environment. These projects, designed to integrate technology into academic programmes, will be further developed in 2017. The e-textbook project in 2016 included the provision of e-textbooks to all first- and second-year students in the Faculties of Law and Education, free of cost, and this was successfully completed. The e-textbook project will be extended in 2017 to include priority e-textbooks in eight faculties, at a cost of approximately R15 million to the University. The tablet roll-out project in 2016 provided tablets free of cost to NSFAS qualifying students. In total, 2 600 tablets were distributed.

The Accelerated Academic Mentorship Programme (AAMP), begun in July 2015, is designed to accelerate the transformation of the academic cohort and to develop a new generation of academic leaders. During 2016, 28 academics participating in the AAMP were promoted; nine to senior lecturer, 13 to associate professor and six to professor. The Assistant Lecturer Programme, also coordinated within ADS, is another programme designed to accelerate transformation within the academic cohort. By the end of 2016, 71 assistant lecturers were appointed, 77% of whom are black South Africans.

The New Generation of Scholars Programme, a DHET initiative also designed to transform and develop the academic cohort, resulted in UJ receiving a further four nGAP posts in 2016, three of which were filled by the end of 2016, with the fourth post to be filled in early 2017.

Success rates

UJ's objective of giving students access to excellence, no matter what their background, has been enacted through significant investment in a variety of strategies to support students upon entry into the University

and throughout their studies. The success of these strategies is borne out by the dramatic increase in module completion rates (success rates) for undergraduate (UG) students from 74,9% in 2009 to 85,5% in 2016. In particular, UJ has committed to giving poor students access to the best possible educational opportunities, and its success in this endeavour is borne out by analyses that show that undergraduate students with NSFAS awards are generally performing at a higher level than all other UG students.

Dropout

The use of cohort analyses has enabled the Academic Development and Support Division to provide Deans and HODs with information about dropout trends for different qualification types over a number of years. The highest levels of dropout occur from Year 1 to Year 2, and it is here that interventions are likely to be most effective. The institution is now able to identify students who are struggling academically and, even more critically, those who are academically successful, but in danger of cancelling their studies because of financial difficulties.

The Academic Development and Support Division's transformation efforts in terms of addressing dropout issues are done through intensive research and resulting interventions. During 2016, the Intensive Revision Programme (IRP) was first implemented. The IRP provides a week-long intensive revision of the syllabus to all students who failed but qualified for a supplementary assessment opportunity. The IRP will be held at the end of each semester, and will increase the module pass rate.

ADS partners with UJ faculties and other support divisions to ensure that our students have an enriching and rewarding higher education experience and that staff are supported and developed to fulfil their important role in the process.

Further associated interventions include:

- The UJ English Language Programme – conceived as a means of assisting international students in adapting to the demands of using English for academic purposes, and in its new guise providing a varied level of support to these students;
- The First Year Experience and Senior Student Experience initiatives and their university-wide committees;
- The development of distance education offerings in conjunction with academic partners.

THEME FOUR: **EMPLOYMENT EQUITY (DIVERSITY MANAGEMENT)**

UJ is committed to both equity and diversity and ensures, through the implementation of its Employment Equity Plan, that the body of employees increasingly reflects the demographics of the Gauteng region and the country, and that UJ at the same time acquires the skills and expertise to uphold the culture of excellence it is known for. This is achieved by:

- Primarily recruiting well qualified employees from the designated groups;
- Providing employees with real opportunities to learn, grow and develop in a supportive and nurturing environment;
- Ensuring that the principles of equity, anti-discrimination and diversity are embedded in all employment policies and procedures as enshrined in our Constitution and in the Employment Equity Act;
- Creating an accessible and accommodating environment for employees living with disabilities. This also includes enhanced recruitment of people living with disabilities.

Employment equity profile

The following 2016 achievements in terms of employment equity targets are worth noting:

- The target set for overall new black appointments was 60% and was surpassed with an achievement of 88,41%.
- The ambitious target for a black academic staff complement of 38,50% was also surpassed with an achievement of 39,03%.
- The target set for newly appointed black academic staff was 70% and was almost achieved with 68,75%.
- The quantum leap in this regard is reflected in the progress made in moving the composition of black academic staff from 32,93% in 2012 to 39,03% in 2016.

- The target set for foreign nationals was 15% and UJ surpassed this target with 15,37%.
- The overall target set for employees with disabilities was 1%, with a result of 0,98%. It is worth noting that the faculties jointly achieved 1,05%. This may actually reflect an underreporting because some members of staff are reluctant to disclose their disability despite several awareness campaigns.

Table 7 below highlights the overall employment equity headcount profile.

Table 7: Permanent and fixed-term EE profile of faculties and divisions as at 31 December 2016

Emp Category	Black		White		International		Total Employees	
	Head-count	Percent-age	Head-count	Percent-age	Head-count	Percent-age	Head-count	Percent-age
Academic and support staff in faculties	820	48,01%	699	40,93%	189	11,07%	1 708	46,36%
Support staff in divisions	1 620	81,98%	341	17,26%	15	0,76%	1 976	53,64%
Total	**2 440**		**1 040**		**204**		**3 684**	**100.00**
Percentage of Institutional Total	**66,23%**		**28,23%**		**5,54%**		**100%**	

An area of concern is the fact that although the overall staff complement indicated an increase in the appointment of black and international staff in 2016, the staff turnover for black academic employees also increased year-on-year. Targets not met were African academic appointments, female academic and black and female associate professors and professors. However, the margins are small and achievable.

Based on the current number of professors and associate professors (258), the current number of black professors and associate professors (41) must increase to 47 to achieve 18% (2017). To achieve the target for female professors and associate professors (96), the number must increase to 99 to reach the 2017 target of 18%

Table 8: 2016 Targets in terms of female and black appointments on associate professor and professor levels

Female Professors and Associate Professors	38%	37,21%
Black Associate Professors and Professors	18%	15,89%

During the period under review, 49 academic promotions were made. Four nGAP positions were approved, funded and filled during 2016 and an additional four nGAP positions have been approved for placement in 2017.

THEME FIVE: **A STUDENT-CENTRED AND CARING INSTITUTION**

This theme is addressed at various levels within the institution and the aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and will encourage a positive lifelong relationship with the University.

A Task Team established in 2015: Student Experience Project – Transforming UJ systems, processes and spaces to provide the preferred student experience, met several times during 2016 and considered the student life cycle from the recruitment phase right through to graduation and how the alumni interact with the University. Some of the recommendations made by the project team have also been included in the Institutional Transformation Plan 2017.

Contributions by Student Affairs Division

The Annual Report by Student Affairs provides comprehensive information on achievements made in 2016. This report highlights some of these achievements, with a specific focus on its contributions to transformation.

Enhanced placement of first-year students in University residences

In an effort to support the University's strategy to improve student success rates and student retention, Student Accommodation and Residence Life (SARL) made strides in implementing the targets set by the Admissions and Placement Policy in terms of accommodating first-year students within University residences.

- The capacity of the residences (including approved Privately Owned Student Accommodation) was 40% of the enrolled students and had an occupancy rate of 99,6%.
- First-year students occupied 30% of the beds, while 55% were for senior students, excluding postgraduate students who accounted for 15%.

Student demographics at UJ in 2016 were as follows: black students accounted for 83%, while 4% were Coloured, 4% were Indian and 9% were white. The racial distribution of students in residences reflected a comparable demographic pattern, though with a higher proportion of black students: 94% black, 2% Coloured, 1% Indian and 3% white students in residence.

After a lengthy and inclusive process of renaming, all 28 residences and seven day houses implemented their respective new identities (logos) and started a process of aligning their practices and cultures to these identities.

Training and development opportunities for student leaders

Several student leadership and development opportunities were available for student leaders. These ranged from the elected positions in the Student Representative Council (SRC), to the leadership positions in recognised student organisations.

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

- Induction programmes for the Student Representative Council and RAG were conducted in June and August 2016 respectively. The induction programme of the House Committees was postponed to 2017.
- A Leadership Skills Development Programme for the Student Representative Council, thematising Conflict Resolution, Negotiation and Mediation, was conducted by the national Department of International Relations and Cooperation from 20 to 24 June 2016, and a programme, entitled Perspectives, Constructive and Inclusive Communication channels, was conducted by the Circuit Organisation from 30 to 31 March 2016.
- A Financial Literacy Programme for student leaders took place on 26 May 2016.
- The induction of societies was conducted on 6 and 16 May 2016.
- A Youth Life Skills Seminar and Academic Skills Workshop were conducted on 20 and 21 May 2017 respectively.
- House Committee members and House Wardens attended at least two workshops on Change Management in March and October 2016.

International students enrolled in UJ were also encouraged to participate in organised student activities. Approximately 400 international students participated in student societies, such as Golden Key, the International Association for International Students in Science and Economics (AIESEC), and Angolan, Congolese, Kenyan and Zimbabwean student associations. In 2016, 541 international students were accommodated in UJ residences.

Student Affairs hosted 12 students from Arcadia University in the United States on the Soweto Campus on 27 May 2016. Furthermore, four of UJ AIESEC society students attended a training workshop at the University of Nairobi from 16 to 23 June 2016. Fourteen UJ students attended the conference of the Model United Nations South African Universities at the University of Pretoria on 12 July 2016.

In addition, Student Affairs staff members provided one-on-one coaching for a number of students. For example, those students who were facing disciplinary and/or court cases with regard to the unlawful protest that had taken place were advised of the best way to resolve the matter with the University.

In addition, members of the SRC were provided with guidance, advice on their respective academic and leadership role challenges, and fee discussions. The SRC was assisted in writing reports for the University Council and the Student Services Council.

Risks identified

Student Affairs identified some of the following risks and developed mitigating strategies to address some of these issues:

- **Squatting and sub-letting** – Regular raids were conducted in UJ residences by Student Accommodation and Residence Life (SARL), assisted by Protection Services.
- **Lack of adequate accommodation on campus forcing students to stay in Privately Owned Student Accommodation that does not meet UJ standards** – Approval for the construction of another residence at Soweto was obtained and secured. The accreditation process of Privately Owned Student Accommodation was conducted according to the newly amended policy. One administrative staff member of Student Ethics and Judicial Services (SEJS) was redeployed to SARL to augment the Office of Privately Owned Student Accommodation.
- **Safety of students** – Collaboration with Protection Services and the local police station continued. Regular safety and security awareness campaigns were conducted.
- **Student protest disrupting University business** – The biggest risk of disruption of the University business arose through the #FeesMustFall campaign, which had a negative impact on the 2017 SRC elections and posed a threat to the 2016 end of the year examinations. Student Affairs regularly and extensively engaged with student leaders from various student organisations that were contesting for space within student leadership and governance, to ensure that matters were resolved before they escalated into student protests. Student leaders were also advised of the procedure to follow when staging protests. Student Affairs worked extremely hard to prevent the collapse of the student governance system and facilitated meetings between various student representatives, divisions and management. Student disciplinary procedures were also applied where necessary to deal with misconduct that occurred during the student protests.
- **Disregard of legitimate student structures** – The strict application of the SRC Constitution and the SRC Electoral Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.
- **Disruption of SRC elections** – The elections of the 2016 SRC took place on 13-15 April 2016 (having been postponed from 21-23 October 2015 due to disruption). Student Affairs then proposed the postponement of the election of the 2017 SRC from 19-21 October 2016 to early 2017, and furthermore made a proposal to Council that the term of office of the SRC should be changed from January to December of the respective year and should rather run each year from May to April of the following year. Council approved the proposal.
- **Delay in finalising the operational details of the amended SRC Constitution and Electoral Policy** – The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC; however, the student organisations and SRC continued to contest the amendments that had been approved by the Council, and this delayed the implementation of the revised SRC Constitution and Policy. The amendments were implemented progressively with two amendments being put in abeyance until the Management resolves the matter with the SRC.

Contribution by UJ Arts & Culture

Arts & Culture's full report is contained in the report of the Faculty of Art, Design and Architecture in this Annual Report.

UJ Arts & Culture, too, contributes substantially to the preferred student experience as a means of transformation. UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future.

A range of arts platforms are offered on all four campuses. Students, staff, alumni and the general public experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

Facilities include the UJ Arts Centre located on the Kingsway Campus comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms; the Experimental Theatre Space also located on the Kingsway Campus; the 150-seater Con Cowan Theatre and dance studios on the Bunting Road Campus and cultural offices on the Soweto and Doornfontein Campuses. Venues are both producing and receiving houses in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. All events (both internal and external) are offered to students either free of charge or at a significantly reduced rate.

The DFC Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs and the residences and day houses, to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts & Culture provided input and support to the SRC cultural groups and societies

The SWC Cultural Office worked closely with the campus faculties, the Memorial Services Committee (HR), SRC, UJ Language Unit, Student Accommodation and Residence Life, UJ Sport, Alumni Affinity Group and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, for example, Soweto high schools, Maponya Mall, and the Soweto Theatre.

Open classes

A range of open classes are free and available to all staff and students. SWC offers classes in drama, hip-hop dance and flash mobbing. DFC offers Latin and Ballroom dance, hip-hop dance and poetry. Ballet and contemporary dance is offered on APB and APK.

Performing arts

"If not us, then who? If not now, then when?" – The conversations that emerged from those questions inspired the theme that framed the programme. LIBERAT!ON comprised a bold and provocative line-up of productions, exhibitions and concerts. "Against the backdrop of the new wave of student activism across the country, these works did not seek to offer answers to those questions, per se, but rather, collectively sought to provoke conversation and discussion around our pursuit of individual freedoms and the desire for collective emancipation. In addition to this public-facing programme, a robust range of arts platforms were offered on all four UJ campuses for students, staff, alumni and the general public to experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

Choirs

A total of 238 students auditioned for the 2016 choir of which 60 members were finally selected to make the choir complement. The choir performed at 16 graduation ceremonies reaching an audience of approximately 12 000 people during March and April. Due to a lack of space, the Choir did not perform in the Arts Theatre venue when the graduation ceremonies were moved.

Outside of the Alumni Choir (choristers comprising 60 UJ students with an additional 40 alumni complement), which played to a record 800-person audience, the music highlight of the year was performing on the Guy Butler stage as part of the Main Programme at the National Arts Festival in Grahamstown.

The UJ Choir has extensive experience on the international stage and made its national television debut on the reality TV and kykNET (DSTV) initiative – *Varsity Sings*. UJ came in second place and won R45 000 with a total viewership – as taken from kykNET, YouTube and SAfm's voting public of approximately 3 570 500 hits.

The Unijoh Chorale based on the Soweto Campus complements the Kingsway-based choir. Together they ensure that a range of events including graduations ceremonies, campus lunch-hour concerts and performances in the local community fly the UJ flag.

Exhibitions

A total of 166 artists exhibited 633 works to the value R3 285 370.00, which were seen by 2 341 individual gallery visitors; 12 walkabout/lectures were presented; two external curators and 42 external/internal assistants were involved with the setting up of the exhibitions.

Value and impact

The cost of all these activities is low compared to the incredible impact in terms of student experience, community outreach and branding of UJ. The theatre and precinct have seen some fantastic productions and events. UJ Arts & Culture remains well known in the arts and culture community. It is increasingly an important part of student life and is seen as perhaps more beneficial to some students than sports or other extracurricular activities because the nature of the engagement is so much more intensive.

Students, stakeholders and patrons report exciting content, great physical spaces and places. Findings from an internal review process during 2016 shows that UJ Arts & Culture annual programme and activities are perceived to be of great value to students, especially students who participate in dance, drama and the choirs. There are also very clearly articulated wishes that emerged from the research, notably the desire for more dance and movement opportunities and the tweaking of logistics and communication from UJ Arts & Culture.

Contributions by UJ Sport

UJ Sport, too, contributes to enriching the student-friendly learning and living experience of students through the residence leagues; these enabled students to experience fun, relaxation and recreation in the same space and environment where they study. The sport activities and events hosted allowed all students to be involved, either as participants or supporters.

Internal leagues and recreational sport

Through internal leagues, UJ Sport was able to promote mass participation among students while identifying talent for our competitive sport teams. This has led to an increase in participants across all four campuses. In total, 16 different sporting codes are being hosted, including recreational codes such as bowling, table tennis and chess. All four campuses have biokinetic clinics to attend to student injuries and the rehabilitation process.

In the residence leagues, sport residences of the year were Benjamijn Ladies Residence and Oppierif Male Residence.

Sports days were held at both Soweto and APK Campuses.

A particular focus of UJ Sport is on Sport for Students with Disabilities (SSD), which is dealt with later in this report.

Further information on UJ Sport is found in their main report in Section Thirteen of the Annual Report.

FOCUS ON HEALTH AND WELLNESS

A number of units contribute to ensuring the health and wellness of UJ students and employees.

Occupational Health Practice

This Unit, which focuses primarily on employee health, responded to the following mandates during 2016:

- Occupational Health Risk Assessments (legal mandate).
- Medical Surveillance Programme of at-risk employee groups (legal mandate).
- Administration of vaccinations, including the annual Influenza campaign.
- Food safety monitoring (legal mandate): an annual average total Food Safety score of 92% was achieved in 2016. Given these continued high levels of compliance, a gap audit was done in anticipation of HACCP certification for the four UJ vendors in 2017.
- Event *medical risk* assessment and resource allocation (legal mandate).
- Disaster *medical risk* management (*Triage Plan* in the UJ Emergency Operations Plan).
- Travel health governance.

Particular challenges in terms of resources were presented by the need to accommodate the necessary baseline assessments required for the insourcing of large numbers of service staff; these assessments, totalling 258, were successfully accomplished.

In addition, comprehensive medical planning was required with regard to the ongoing protest action. Events during the second semester were assessed for medical risk in the context of protest action risks and hazards. Daily monitoring of developing situations was followed on two-way radio and through site visits. Netcare was placed on high alert and kept informed. Medical casualties – staff and students – were treated at the clinics.

Primary Healthcare

Primary Healthcare Service focuses on student health and wellness, with the services offered at no cost to the patient. The service is available at all campuses and managed by primary healthcare nurse practitioners (PHCNP) who are certified to carry out physical examinations on patients and prescribe medication as legislated in the Nursing Act 33 of 2005 and the Medicines and Controlled Substances Act 101 of 1966. The medical doctor provides clinical services to all clinics and provides support to nursing staff. Higher level care patients are referred to clinics and hospitals as preferred by the patient or to the nearest hospital.

During 2016, the Service focused on the following issues:

- Sexual Reproductive Health (SRH) Services: Various methods of Family Planning were provided to 8 498 clients, with an increased uptake.
- HIV Testing Services: A total number of 4 055 clients were tested for HIV, of whom 73 tested positive.
- Health Promotion (in collaboration with the Library, IOHA, Student Affairs, SRC, UJFM, residences and day houses, and external partners) focused on the following areas: sexual reproductive health programmes; tuberculosis awareness; a vaccination drive; drug and alcohol abuse; gender-based violence; breast cancer; and men's health.
- Travel health; events medical risk; and emergency medical care.

The total number of consultations provided by healthcare practitioners at the clinics was 27 773.

Employee Assistance Programme (EAP) Department in HR

The UJ Integrated Employee Wellness Programme focuses on behavioural capabilities of employees that ensure individual and organisational success. The programme offers a comprehensive and multidisciplinary solution with the aim to promote, improve, and optimise health, well-being, and high performance of UJ employees. UJ uses the combined service delivery model where some of the services are outsourced to an external service provider, ICAS, and other services are rendered internally by the Wellness team. The focus is on the general health and well-being of all employees of the University. The Wellness Programme also includes the Disability Services for employees, which forms part of the overall wellness strategy aligned to the UJ strategy.

The Institutional Office for HIV and AIDS (IOHA)

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and provides holistic service for PLHIV (People Living with HIV) within the UJ community. The core operational functions include HIV prevention through: sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV.

Key focus areas during 2016 included the following:

- HIV Counselling Service (HCS): implementation of residence wellness programmes, taking wellness services to UJ gyms, active case finding at Primary Healthcare where students who come for general consultations can be offered HCS as well, and decreasing HCS consultation time from 30 minutes to 15 minutes without compromising the quality of service. A total of 8 887 clients were tested in 2016.
- HIV care and support: A total of 107 clients tested HIV positive. Institutional prevalence remained at 1%.
- Barrier methods distribution; male condoms, female condoms; lubrication – all with increased uptake.

- Peer education via the Link programme for student involvement.
- Curriculum integration, research and innovation (with growing collaboration with and engagement by Faculties);
- Events and awareness campaigns (by means of strengthened partnerships with internal and external partners): several First Things First Testing campaigns; TB and HIV screening; Zero Discrimination; May Care Month; Candlelight Memorial; stigma Knockout and Challenge; World AIDS Day.

DISABILITY RELATED SUPPORT AND ACTIVITIES AT UJ

The University of Johannesburg recognises that addressing disability is central to its ambitions with regard to full access to higher education and to transformation, and therefore disability related issues form part of its policy and broader constitutional mandate. The Department of Higher Education and Training (DHET) is currently working towards a National Disability Policy and Strategic Framework, which will seek to create an enabling and empowering environment across the system for staff and students with disabilities. Not only will institutions be encouraged to customise the Policy in line with their institutional plans and strategies, but the Policy will also serve as a benchmark for good practice in HEIs.

While this is being developed, the UJ has long been seeking to create an enabling and empowering environment for staff and students with disabilities. Its current policy positions the University as being committed to aligning its institutional plans and strategies to allow for this.

In addressing and supporting disability, the UJ emphasises a holistic approach that moves beyond the built environment and the use of assistive devices. It also supports the integration and adaption of teaching and learning methodologies, coupled with the building of capacity to address disability at all levels of the institution through reasonable accommodation and best practices.

Operating context and governance

UJ aims to provide an integrative and inclusive approach to managing and developing issues associated with disability. Therefore, the governance of support for people with disabilities lies with the Committee for People with Disabilities (CPWD), which is a subcommittee of the MEC.

The CPWD understands issues of disability in terms of the Constitution as a human rights issue, and therefore it encourages all UJ stakeholders, employees and students to have a vested interest in promoting principles of equity, access and universal design.

To focus and drive this support, there are established structures that directly support the overall strategic commitment towards issues of disability within the University. These include:

- The Disability Unit within PsyCaD (which is located within the Academic Development and Support Division);
- The Wellness Office (which is located within the Human Resources Division);
- Sports for Students with Disabilities (which is located within the Sports Division).

These structures work closely with other stakeholders, such as the Operations Division, especially when it comes to University infrastructure required to promote an accessible environment for staff and students with disabilities.

Accessible environment

To provide an accessible environment for person with disabilities, the institution places importance on the principles of universal design and accessibility that extend beyond the built environment. Therefore teaching and learning environments as well as curriculum, living communities, sporting opportunities, web design and technological systems all are understood to be areas that require accessibility.

- A full accessibility audit of all campuses, facilitated by experts in Universal Design and submitted to DHET for the provision of funding;
- Collaboration with the Operations Division to prioritise areas that require immediate accessibility adaptations, e.g. adapted residences on all campuses;

- Ergonomic adaptations made in the workplace for staff with disabilities where required;
- Separate funding at campus level for infrastructural adaptations;
- The provision of adapted transport and a dedicated driver for students and staff to meet work and academic commitments;
- Accessible spaces, equipped with assistive devices, in the Library and Information Centres to allow for access to databases/journal articles;
- Awareness created around accessible web design and online activities.

Recruitment and retention of persons with disabilities

The University of Johannesburg is committed to providing employment opportunities to previously disadvantaged groups. As such, the UJ has made some inroads regarding the recruitment of people with disabilities. The University continues to strive to be the employer of choice through focused recruitment and retention strategies for current and prospective staff with disabilities – implemented through the development of a standard operating procedure for the University.

There was active marketing of disability-related support services to staff, with the aim of increasing uptake and utilisation of the dedicated support structures. Twenty-two information sessions and disability sensitisation sessions were held with line managers and newly insourced security personnel participating, during the induction of new employees.

A mock lecture was also organised at DFC where the lecturer interacted with students in a classroom setup. The objective was to prepare the students and the lecturer for real lectures and to ascertain if students would be reasonably accommodated as a result of the employee's disability.

Five meetings were held with line managers to discuss disability issues related to reasonable accommodation of their direct reports.

The standard operating procedure for the recruitment of people with disabilities is in place and implementation monitored. Vacant positions have been advertised within the institution through inclusive strategies to a wider audience. To this end, there was an increase in the number of employees with disabilities from 29 in 2015 to 36 in 2016.

The retention of employees with disabilities has been optimised and no employees exited in the year under review. The UJ provides funds for staff with disabilities to acquire assistive devices, software or technology and these funds have been used optimally.

A database of potential employees with disabilities has been created. The Resourcing Office also has the database for students with disabilities who have graduated from UJ. Most temporary employees were undergraduate students working as tutors in the respective faculties. Candidate information from the database is utilised when this matches the minimum criteria advertised. In order to optimise the headhunting of staff with disabilities, the current recruitment service providers on the preferred supplier list of the University are utilised in instances where skill sets for positions are considered critical skills, as with Engineering, Science and hard to fill vacancies.

Support for students with disabilities: PsyCaD

The Disability Services Unit within PsyCaD concerns itself with the academic, technological, psycho-social and psychological support of students with disabilities. This requires the Unit to be equipped with not only specialised assistive technologies and devices, but also personnel who are highly skilled and trained in the support that students with disabilities require. In 2016, there were 354 students with disabilities registered with the institution. During this period, 290 students with disabilities were directly supported by the Disability Services Unit in various ways. This amounted to 603 appointment-based, consultative sessions consisting of academic, psycho-social, assistive device, and access-driven support. In addition, 704 walk-in queries were also facilitated.

In addition, PsyCaD offered the following support:

- Extended first-year orientation included 20 assistive device training sessions;

- Concession applications: 276 applications were processed by the UJ Concessions Committee;
- Bursaries: 50 academically deserving students received the NFSAS DoL bursary (this amounted to R3 million in financial support), and 14 first-year DoL bursary recipients received assistive devices;
- Adapted test support: 101 students were supported in 478 semester tests and 188 students were supported in 571 exams during the June/November period.

Collaborative projects with other divisions

- Collaborative projects with the Operations Division sought to identify priority areas for infrastructural adaptations and access;
- Intercampus accessible transport: 798 passengers with disabilities were transported to 532 destinations in 2015 – this is comparable to 536 passengers to 498 destinations in 2015, and highlights the increasing use of this vital service;
- The DARE student society facilitated various disability related projects with the focus on raising awareness;
- Intercampus library support: there are designated, equipped spaces on the DFC and APK libraries, with plans for the same support at SWC and APB. A total of 947 student visits to these spaces were recorded across UJ, as compared to 282 visits in 2014. Three tutors assisted with the required support in these spaces.

One of the main achievements for 2016 was a R2.2 million grant that was received from the Fuchs Foundation for a community project in Soweto. The grant will go towards establishing a resource centre for people with disabilities, assisting learners with visual impairments with mathematics, and psychometric assessments of learners with barriers to learning.

Sport for Students with Disabilities

UJ is among the very few universities that provide organised sport for students with disabilities. In line with the University Strategic Objective "student-centred and caring institution", the Sport for Students with Disabilities (SSD) Club provides students with opportunities to participate and compete in local, national and international sporting codes.

The Club works closely with the Gauteng Department of Sport, UJ's Committee for People with Disabilities (CPWD), various Sport Federations and the Central Gauteng Sports Association for Physically Disabled (CGSAPD).

2016 was Paralympics year and UJ had ten athletes representing South Africa at the Paralympics in Rio.

Rowing

Arms and Shoulders Scull	
Sandra Khumalo	Club member[1]
Legs Trunk and Arms Mixed Coxed Four	
Dieter Rosslee	Student
Dylan Trollope	Club member
Willie Morgan	Club member
Shannon Murray	Club member
Lucy Perold	Club member

Athletics

Andrea Dalle Ave (T37 Long Jump)	Student
Chenelle van Zyl (T38 Shotput)	Club Member

Wheelchair Tennis

Lucas Sithole	Club Member
Kagiso Montjane	Club Member
Evans Maripa	Club Member

[1] *In order to be able to field adequate teams, SSD supports participants with disabilities who are either registered students, or affiliated club members.*

NATIONAL CHAMPIONSHIPS

Athletics

Student athlete: Christiaan Schultz

Men 20 100 m (T44)	0:12.59 (SA Record)
Men 20 200 m (T44)	0:25.34 (SA Record)
Men 20 400 m (T44)	0:56.11 (African Record)
Club athlete: Pieter du Preez	
Men Open 400 m (T51)	1:26.59 (SA Record)
Men Open 400 m (T51)	1:26.59 (African Record)
Men Open 1500 m (T51)	05:53.01 (African Record)
Club athlete: Maria Combrink	
Women Open Shotput (T44)	09.15 (African Record)
Women Open Discus (T44)	25.57 (African Record)

Development and innovation project

In 2016, the Club took a step beyond simply providing playing opportunities for students with disabilities. A development and innovation project was initiated with the support of the Gauteng Department of Sport.

Developmental initiatives

We successfully hosted:

- Boccia Classification Course in July 2016;
- Athletics (Adapted Coaches course) in November 2016;
- HP Sport Science Testing Sub Elite Athletics in November 2016.

Innovation

In 2015, a project for wheelchair training rollers was initiated in partnership with Resolution Circle and the Mechanical Engineering Department. This project gained considerable momentum in 2016.

The design and development of wheelchair training rollers will enable wheelchair athletes to train indoors, and assist coaching staff and selectors to measure fitness, heart rate, flexibility and stroke correction. Lightweight racing chairs will incorporate composite material and aluminium components. A Sports Design Engineer, Mr Mike Baker, now acts as the project manager. UJ Sport (SSD Club) transferred an amount of R150 000.00 to the UJ Technology Transfer Office for basic drawing design, software and prototype costs.

The way forward in support of persons with disabilities

At the Transformation Summit held in October 2015, the following statement firmly placed disability on the CHE's agenda:

> *"Transformation should also improve the learning experience for students with disabilities – one of the most marginalised and under-served constituencies. Attitudinal and environmental barriers preventing students and staff members with disabilities from participating fully in the teaching and learning process should come under appropriate scrutiny and lead to a barrier-free environment. Transformed higher education institutions would respond to the challenge by creating an enabling institutional culture sensitive to diversity and social inclusion, with conditions that stimulate development, and which result in providing lifelong learning opportunities for all students and staff…"*

The UJ will continue to commit itself to directly supporting and driving the above transformation objectives within the University.

CONCLUSION

Transformation has a long history at UJ, from the founding of the merged institution, and has become increasingly embedded in activities across all campuses. Under the leadership of the Vice-Chancellor and the

Executive Leadership Team, the University has made enormous progress in transforming itself into a leading South African, Pan-African, and international institution of learning and teaching open to all.

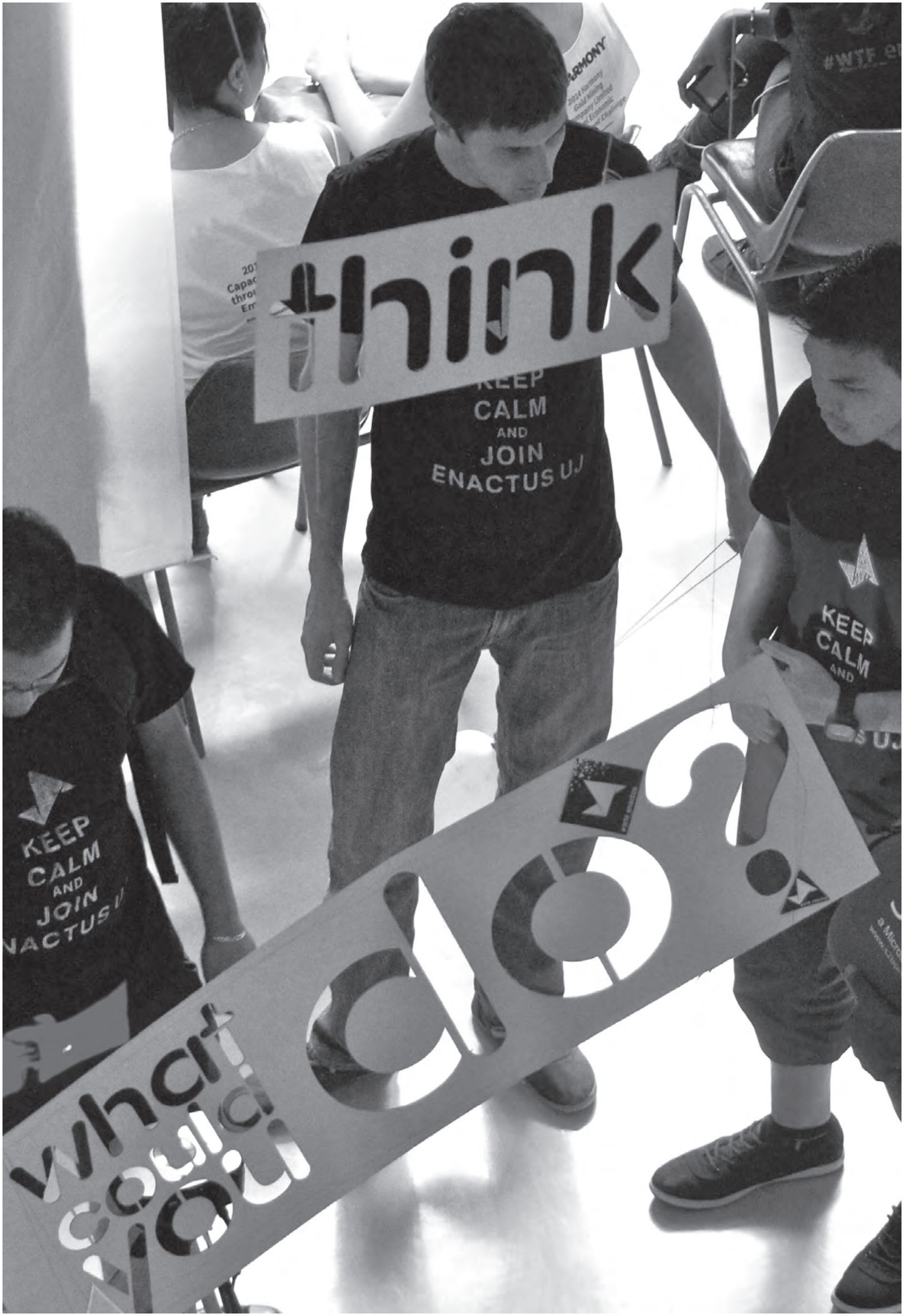
The numerous activities of UJ's Transformation Unit are well supported by a range of other divisions and units: Human Resources, Student Affairs, Arts & Culture, UJ Sport, Academic Development and Support, Health and Wellness, and the Disability Services Unit and Wellness Office. In addition, the Transformation Unit has been particularly successful in engaging staff from across the institution in its programmes, and particularly in Diversity Week and Staff Day.

The five themes on UJ's Transformation Plan indicate the breadth of transformation activities at UJ – ranging from a very active focus on institutional culture, through transformational leadership and employment equity, to academic excellence and a student-centred and caring institution. The breadth of this understanding of transformation offers opportunities to all members of staff at UJ to engage with transformation from their particular perspective.

Regardless of the continued impact that the student #FeesMustFall campaign had on institutions across the country in 2016, UJ continued to do exceptionally well in 2016. This is due to the fact that UJ has responded to the challenging context in various manners and has established a range of interventions, such as the interventions of the Senate Ad Hoc Committee and the Ideal Design Thinking workshops. The working groups that were established to develop interventions for the five wicked problems identified will continue to take this work ahead in 2017 with energy and commitment.

UJ continues to achieve well beyond expectations: this is a result of the contributions and commitment of our academics and professional support staff, under the leadership of our senior and executive leaders, and what each brings to the UJ. UJ continues to confirm that, in the face of difficulties and uncertainties, we collectively rise to the challenge, by providing a caring, world-class university experience for our students and staff and thereby contributing to the Higher Education Transformation imperatives as articulated at the National Higher Education Summit in October 2015.

Tumi Mketi (Ms)
Deputy Vice-Chancellor: Employees and Student Affairs


think
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Statement on Environmental Sustainability

OVERVIEW

UJ has committed itself to improving on its sustainable practices in all of its activities at the University. The development of the 2025 Strategic Plan, anchored in the single strategic goal of Global Excellence and Stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

Strategic Objective Six

Fitness for Global Excellence and Stature. *"We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship."*

UJ has seen a growing commitment towards the goal of being a sustainable institution that strives to implement improvements and actions across all spheres of its campus activities. UJ firmly believes that sustainable development is a long-term commitment, and aims to contribute to sustainability by reducing its environmental footprint, while enhancing its contributions to the social and economic development of South Africa.

This report highlights some of the specific focus areas as well as improvement areas during 2016.

ENERGY MANAGEMENT

Carbon footprint

UJ's carbon footprint analysis was based on its 2016 energy consumption. The total carbon footprint for 2016, based on the energy consumption from various sources, is approximately 53 164 tons of CO_2 (see Table 9) compared to 54 832 tons (see Table 10) as reported during 2015. This indicates a reduction of 3,04%. The carbon footprint includes the main UJ campuses where the main sources of energy are consumed.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 7% as from 2013.
- The Auckland Park Campus continued to contribute significantly to the overall carbon footprint with 29 346 tons of CO_2 compared to the overall University footprint of 53 164 tons.
- Additional infrastructure to the main campuses feeding from the main power supplies are included in the consumption figures.
- The methodology of measuring carbon footprint is based on absolute consumption on main campus areas.

Table 9: Carbon footprint based on 2016 actual consumption

Equivalent CO_2 emissions						
Emission Source	**Kingsway Campus (APK)**	**Bunting Road Campus (APB)**	**Doorn-fontein Campus (DFC)**	**Soweto Campus (SWC)**	**Total CO_2**	**Total tons of CO_2**
Electricity	27 567 453	8 275 040	8 703 410	5 779 918	50 325 821	50 326
Natural Gas	1 100 231	462 328	242 989	0	1 805 548	1 806
Catbot	166 973	0	0	0	166 973	167
Petrol (Fleet)	195 158	26 864	81 481	70 371	373 874	374
Diesel Fleet	252 059	7 533	52 974	46 962	359 528	360
Diesel generators	63 824	0	0	68 669	132 493	132
Total kg of CO_2	**29 345 699**	**8 771 765**	**9 080 854**	**5 965 920**	**53 164 238**	**53 164**
Total Tons of CO_2	**29 346**	**8 772**	**9 081**	**5 966**	**53 164**	

This shows a reduction of 3,04% as compared to the usage in 2015 (see Table 10 below).

Table 10: Carbon footprint based on 2015 consumption

Emission Source	**Kingsway Campus (APK)**	**Bunting Road Campus (APB)**	**Doorn-fontein Campus (DFC)**	**Soweto Campus (SWC)**	**UJ Island**	**Total CO_2**	**Total tons of CO_2**
Electricity	29 182 033	8 290 400	8 688 374	5 493 476	0	51 654 284	51 654
Natural Gas	1 262 743	528 657	278 962	0	0	2 070 362	2 070
Catbot	500 920	0	0	0	0	500 920	501
Petrol (Fleet)	212 162	42 447	74 772	38 946	0	368 327	368
Diesel Fleet	103 428	8 069	43 719	12 076	0	167 292	167
Diesel generators	41 912	0	5 077	24 311	0	71 299	71
Total kg of CO_2	**31 303 198**	**8 869 574**	**9 090 903**	**5 568 809**	**0**	**54 832 484**	**54 832**
Total Tons of CO_2	**31 303**	**8 870**	**9 091**	**5 569**	**0**	**54 832**	

The 2016 carbon footprint breakdown is as follows:

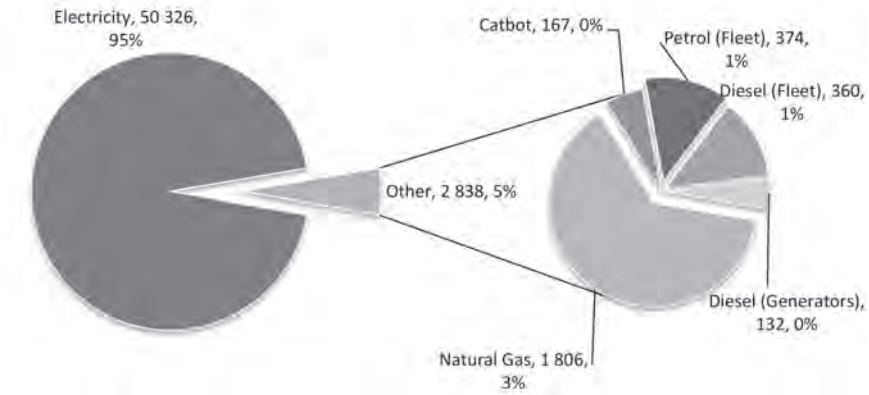


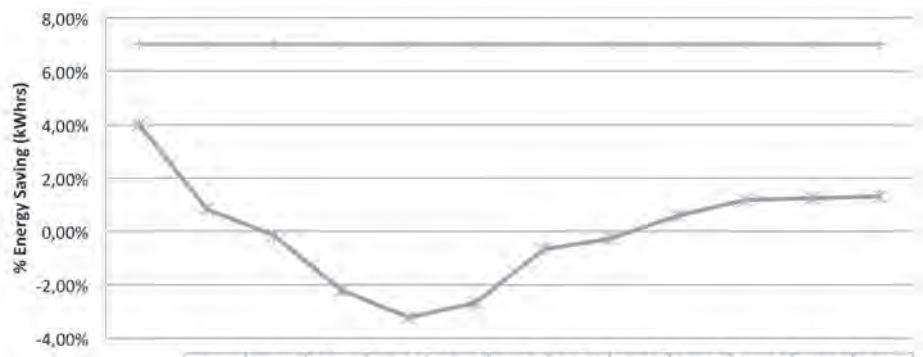
Figure 2: Tons of CO_2 YTD – September 2016

Electricity

Electricity consumption for UJ has ended with a cumulative savings of 1,31% compared to the 2015 baseline for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes, student or staff numbers, etc. The first half of 2016 came under considerable pressure due to the addition of additional infrastructure, such as the Ulwazi Residence at SWC as well as increased consumption at APB. A recovery was made in the latter part of 2016 due to the LED lighting project, optimisation of building management controllers at APK, and the installation of load controllers at the DFC John Orr Building.

Electricity reflected a 95% contribution to the carbon footprint for 2016 with the balance being made up of natural gas, petrol, diesel and Catbot fuel (used to fire boilers for water heating). UJ draws its energy from the City Power distribution system. City Power has issued above inflation annual increases in electricity tariffs over the last couple of years and this has been a key driver to institute measures to increase energy efficiency and to reduce demand. The electrical energy consumption on the University's main campus (APK) amounted to 48 860 020 kWh. This indicates a reduction of 2,6% in absolute terms on main campus consumption from the 2015 usage of 50 149 791 kWh

While APK has shown a decrease in consumption, APB, DFC and SWC have shown increases in consumption. This increased electrical consumption has come mainly from infrastructural changes and consumption behaviours at the various campuses. The graph below shows a graphical representation of the total electrical energy usage compared to the 2015 target.



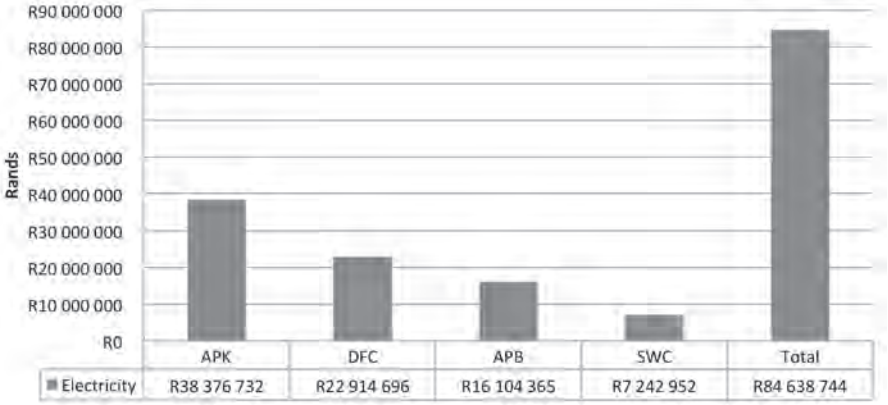
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
2016 Cumulative	3,99%	0,84%	-0,16%	-2,21%	-3,22%	-2,67%	-0,67%	-0,28%	0,58%	1,18%	1,25%	1,31%
2015 Target	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%

Figure 3: Energy savings 2015 target vs 2016 cumulative (All UJ properties)

Electricity costs

The average cost of electricity at UJ was R1.55/kWh, with the tariff increase for all City of Johannesburg (CoJ) services coming into effect on 1 July annually. The total 2016 electricity cost for UJ was slightly lower than in 2015.

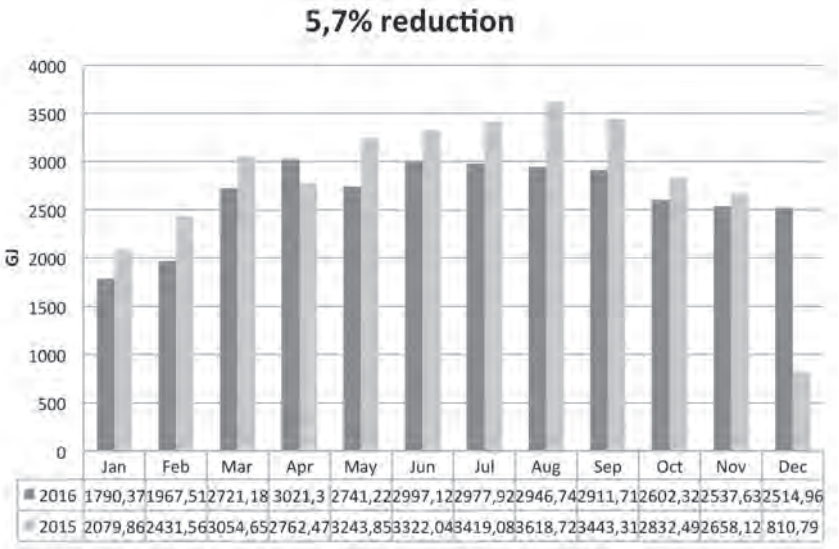
Table 11: Electricity cost per campus 2016



Natural gas

Sasol natural gas is supplied through the Egoli Gas infrastructure to various points of use within the campus environments. Gas contributes only 3% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation as well as in residences for the generation of hot water. Currently, natural gas is consumed at APK, APB and DFC only, and not at SWC. Gas consumption reduced by 5,7% across all campuses during 2016.

Table 12: UJ gas consumption 2016/2015



The bulk of the Sasol gas supply is used at APK Campus, which consumes 61% of total gas. The breakdown of gas usage during 2016 per campus is as follows:

Figure 13: Annual gas consumption 2016

Petrol and diesel

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 56 generators installed at various points within UJ infrastructure. Petrol and diesel make a low contribution to the total carbon footprint.

Catbot fuel

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant at the APK Campus. The Catbot fuel is used to run two hot water generators for the generation of hot water, which is distributed and circulated through the air conditioning system of the APK Campus. Catbot fuel makes a low contribution to the total carbon footprint.

WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. A reduction of 14,3% was noted for 2016 usage compared to 2015. This was primarily achieved by ceasing all forms of daytime irrigation where municipal water was used. As far as possible, borehole water is used on all campuses. The CoJ also instituted strict Level 2 water restrictions during 2016, and UJ kept to these. A project is currently being scoped to harvest the underground water at the DFC Qoboza/Klaaste Building for the purpose of irrigation.

The water cost was below budget for 2016. This is mainly due to billing discrepancies on the part of CoJ.

Table 13: UJ total water consumption (2016/2015)

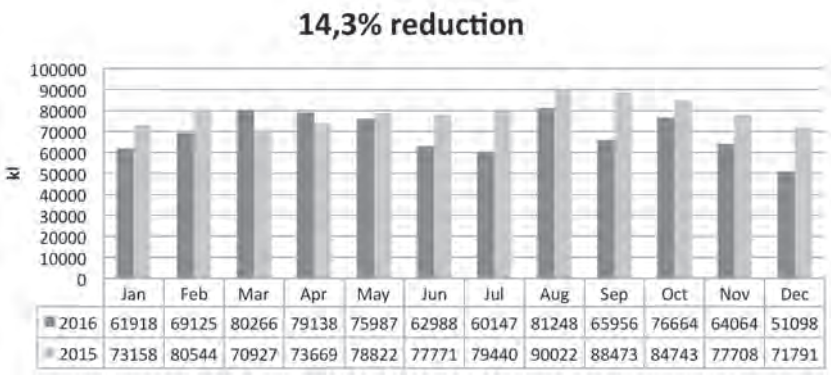
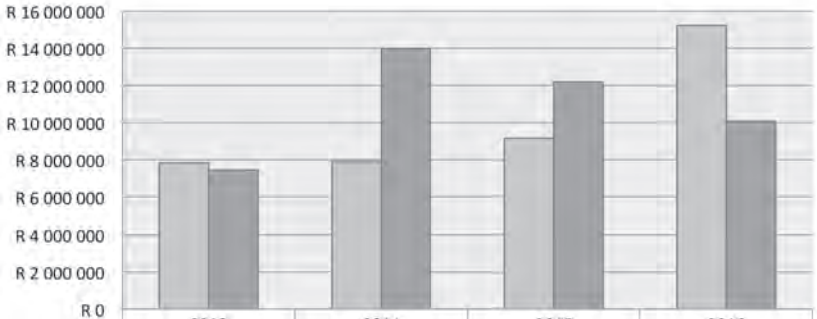


Table 14: Water budget versus actual consumption 2013-2016



	2013	2014	2015	2016
Budget	R 7 839 205	R 7 914 168	R 9 165 809	R 15 221 151
Actual	R 7 446 297	R 13 970 094	R 12 185 599	R 10 064 803

Table 15: Sewerage budget versus actual consumption 2013-2016

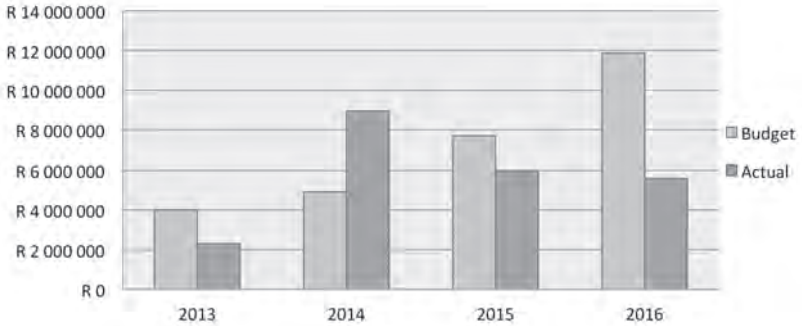
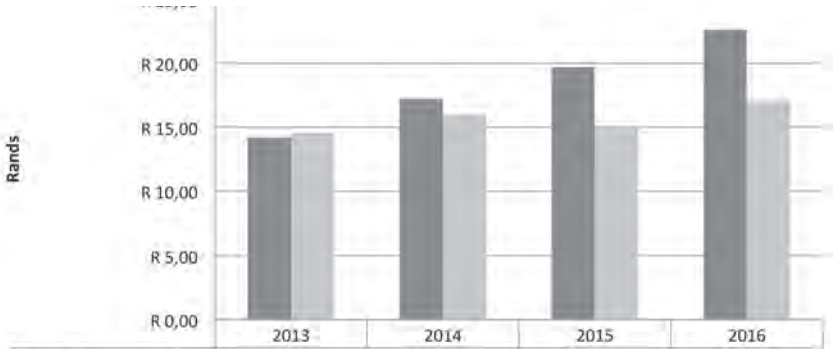
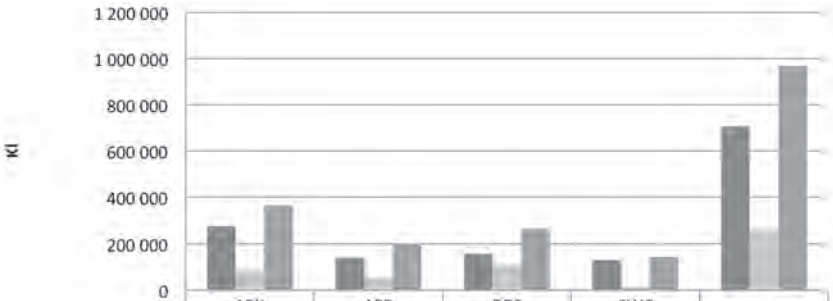


Table 16: Annual water and sewerage tariffs (2013-2016)



	2013	2014	2015	2016
cost of water per kl	R 14,18	R 17,20	R 19,69	R 22,62
cost of sewerage per kl	R 14,55	R 15,98	R 15,00	R 17,09

Table 17: UJ water consumption 2016



	APK	APB	DFC	SWC	
Main Campus 2016	278 988	140 474	156 798	130 505	706 765
Off campus 2016	85 795	55 984	107 795	13 200	262 774
Total 2016	364 783	196 458	264 593	143 705	969 539

WASTE MANAGEMENT

Table 18: Waste recycling January to November 2016

Month	Com paper	White Paper	Plastic	Cans	E Waste	Card Boxes	Glass	Scrap Metal	Wet waste	Fat	Garden refuse	TOTAL KG	Percentage recycled %
Jan-16	15 810	4 868	1 372	-	-	3 556	5 440	360	-	3 500	39 000	73 906	43.30
Feb-16	4 220	2 800	1 090	129	111	6 776	-	-	63	3 500	23 000	41 689	28.00
Mar-16	5 430	2 055	722	1 058	-	4 840	-	310	83	-	31 000	45 498	29.66
Apr-16	1 710	1 107	1 310	667	-	2 160	-	-	35	4 000	28 000	38 989	22.88
May-16	2 646	3 014	5 412	600	-	4 953	226	1 414	44	-	22 000	40 309	29.40
Jun-16	4 686	2 304	5 577	855	-	5 307	3 446	590	21	3 800	30 000	56 586	33.29
Jul-16	5 416	1 453	3 568	516	-	7 130	-	410	-	560	35 000	54 053	30.45
Aug-16	3 386	1 283	4 727	136	-	4 755	2 280	410	118	600	22 000	39 695	17.00
Sep-16	3 485	1 081	3 579	768	-	4 462	-	-	46	1 783	17 000	32 224	21.82
Oct-16	3 786	346	3 656	1 061	-	4 764	4 826	13 314	43	480	23 000	55 276	28.86
Nov-16	3 106	1 566	3 043	557	-	3 851	-	240	11	-	23 000	35 374	28.89
TOTAL	**53 681**	**21 877**	**34 056**	**6 347**	**111**	**52 574**	**16 218**	**17 048**	**464**	**18 223**	**293 000**	**513 599**	**-**

Table 19: Waste recycled versus waste generated from January 2016

Month	Total Waste Generated Ton	Recycled Waste Ton	Achieved Percentage %
January 2016	170.686T	73.906T	43,29%
February 2016	149.572T	41.689T	27,87%
March 2016	153.381T	45.498T	29,66%
April 2016	170.415T	38.989T	22,87%
May 2016	137.094T	40.309T	29,40 %
June 2016	169.987T	56.565T	33,27%
July 2016	177.539T	54.053T	30,44%
August 2016	233.45T	39.695T	17,00%
September 2016	147.681T	32.224T	21,82%
October 2016	191.556T	55.276T	28,86%
November 2016	117.532T	33.953T	28,89%
Accumulative year to date total since january 2016	**1 818.893T**	**513.599T**	**28,23%**

Figure 5: UJ recycled waste

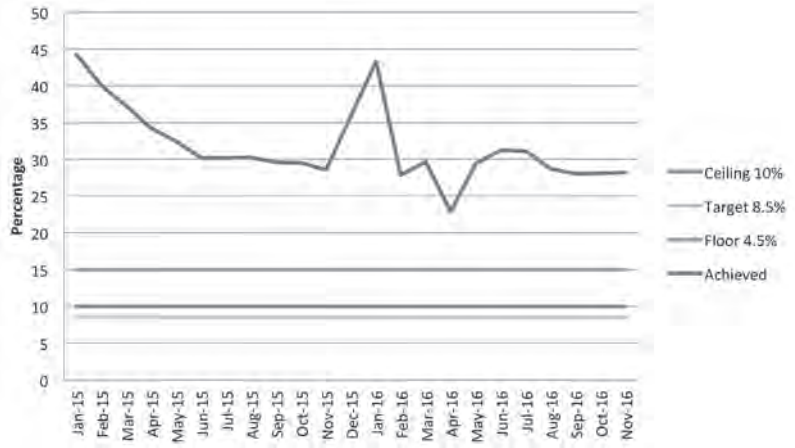


Table 20: Waste generated versus waste recycled

Waste Generated	Waste Recycled	Percentage
4 838.48 Ton (2011)	188.714 Ton	3,90%
3 559.188 Ton (2012)	288.274 Ton	8,10%
2 361.88 Ton (2013)	416.64 Ton	17,64%
1 551.27 Ton (2014)	539.707 Ton	34,75%
1 773.805 Ton (2015)	506.515 Ton	28,55%
1 818.893 Ton (2016)	513.599 Ton	28,23%

CONCLUSION

As mentioned at the outset of this report, the development of the 2025 Strategic Plan, anchored in the single strategic goal, Global Excellence and Stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

The expanding nature of the campuses, increasing student numbers as well as cost containment pressures will create a challenging environment for the institution to meet its sustainability goals. However, a good foundation has been established to measure and manage our sustainability goals into the future.

The main focus areas for 2017 will be to expedite the sustainability projects identified as high leverage areas. Specific areas of focus will also include stakeholder engagement, especially students; diversification of energy sources with emphasis on renewables as well as natural gas; and technology advancements within sustainability.

Joe Manyaka (Dr)
Executive Director: Operations (Acting)

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Roy D Marcus (Prof)
Chairperson of Council

NIKE

Cryotherm
HELIOS® 100 (A)
STARTOS® 100SL (A)
Füllstandstabelle:
Liquid level filling table:
Füllhöhe
Liquid level height
(mm)
Volumen
LHe Volume
(L)
0.00 0.00
25.00 1.06
50.00 4.19
75.00 9.37
100.00 15.15
125.00 20.96
150.00 26.81
175.00 32.67
200.00 38.52
225.00 44.37
250.00 50.23
275.00 56.08
300.00 61.93
325.00 67.79
350.00 73.64
375.00 79.49
400.00 85.35
425.00 91.17
450.00 96.82
475.00 101.11
500.00 103.38
515.00 103.75
95% = 98.56 Liter (litres) bei (at) 458.84 mm
Artikel Nr: (article no.): 794024826
ACHTUNG/WARNING!!
53145
PH 3.25 BAR MAWP 1.5/-1.0 BAR
2005/11
O-ring RM 10x3
0035

Occupational Health and Occupational Safety

OVERVIEW

The purpose of this report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2016. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

THE UJ HEALTH AND SAFETY MODEL

A unique Health and Safety model has been created at UJ, according to which Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing and medical practice aimed at the health effects on the *employee* due to occupational exposure. In comparison, Occupational Safety ensures a safe physical *environment* for persons (staff, students and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

Structures at UJ responsible for Occupational Health and Safety

At UJ, the Head: Occupational Health Practice reports to the Registrar. The Head: Occupational Safety Department reports to the Executive Director: Operations.

Nature and scope of collaboration between OSD and OHP

The independent management of the two divisions at UJ allows for specialised assessment and analyses of risk. Mitigating or eliminating factors are further implemented from a dual perspective.

Collaboration between the two divisions in addressing joint themes, however, is entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The SA Nursing Council governs nursing qualifications, registrations and scopes of practice of professional nurses. Relevant Codes of Good Practice and SA National Standards are followed. The Health Professions Council of SA governs the practice of the occupational physician. Membership of professional bodies is closely observed to ensure professional accountability, competence and ethics.

Ethical framework

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations

of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

Legal framework

The legal universe governing the OHP includes legislation and standards on occupational health and safety, medicine/nursing, injuries on duty, public health, food safety, emergency medical services, mental health, hazardous substances, event safety, disaster management, radiation control and tobacco control.

Occupational Safety Department

Ethical framework

Ethical requirements are to provide and maintain, as far as reasonably practicable, a workplace that is safe and without risk to the health and safety of employees, visitors and students on the premises of the University of Johannesburg – no harm should befall any person entering our premises.

Legal framework

The legal universe governing occupational safety includes legislation and standards on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning and evacuation control, contractor safety, and legal training.

Occupational safety risks for which certification is required

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, lifts, lifting tackle, pressure equipment and electrical installations.

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal prescription and audit findings are managed by the OHP and the OSD as in Figure 6. Risk assessment, disaster risk and event risk appear in both fields, because they are evaluated for risk from both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

Figure 6: UJ Health and Safety Programmes

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced assessments by Occupational Hygienists or by the UJ OHP team during site visits. The audit intervals occur in accordance with the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. Emerging risk, however, will be assessed additionally to the annual audit plan, as it arises.

Risk assessments may be tailored as *qualitative* risk assessments, as reflected in health risk profiles that have been developed for each campus and for UJ as an entity. *Quantitative* surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, and noise and extraction ventilation are added. Audit reports provide substantiated risk rankings, advisories on training, signage and suggested medical surveillance for vulnerable (exposed) groups.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 14 elements as well as safety meetings, operations risk register and the risk register of the Occupational Safety Department. The safety programme consists of Safety Policy, Legal Appointments, Safety Meetings, Safety Training, Safety Audits, Safety Awareness, Premises and Housekeeping, Mechanical, Electrical and Personal Safe Guarding, Fire Protection and Prevention, Waste Management, Incident Management, Safety Inspections, Statutory Maintenance and Contractor Safety. The Safety Management programme is updated when risk is reported or risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and first aid boxes issued to first aiders. A fire water pressure audit is conducted annually. Ad hoc audits are conducted as risks are identified.

OVERARCHING RISK THEMES AND RISK MITIGATION

Key Occupational Health and Safety risks identified and addressed at UJ

Figure 7 depicts the overarching UJ Occupational Health and Safety risk themes identified by both divisions, for which numerous risk mitigators have been implemented. The risks are aligned with the respective risk registers.

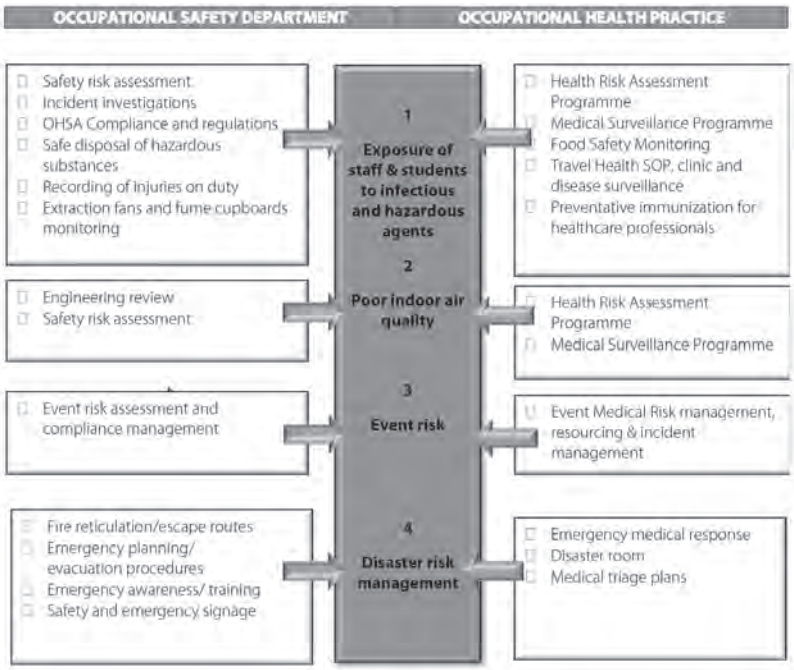


Figure 7: Key OHS risks identified and addressed at UJ

Occupational Health and Safety risks unpacked

Table 21: Exposure of staff and students to hazardous chemical and biological agents

RISK TITLE	CONTROL PROCEDURE
EXPOSURE TO PHYSICAL AND HEALTH HAZARDS OF CHEMICALS	
1. Hazards of chemicals • *Physical hazards of chemicals* may present as explosion, fire, pyrophoric substances. • *Health hazards of chemicals* such as carcinogenicity, mutagenicity, skin corrosion may present at research environments, in painting, carpentry shops, and workshops.	• Cyclic Health Risk Assessments in high-risk environments according to legal instruction. Completion rate at 179% of the scorecard target. • A comprehensive historical review and analysis of all past health risk audits at Faculty of Science (FS) was commissioned by the OHP and completed in September 2016. **The report contained multiple recurring themes of non-compliance regarding**: a) Lighting (see 5.4) b) Noise (see 5.3) c) General ventilation (see 5.2) d) Fume cupboards (see 5.1 – risk 4 below) e) Hazardous Chemical Substances (see 5.1 – risk 7 below) f) Ergonomics (see 5.5) • All staff at risk of exposure were admitted to the UJ Medical Surveillance Programme. Completion rate 2016: 245% compared with the scorecard target (insourcing process yielded 258 additional baseline medical assessments as required by law). • 0% Occupational Disease identified in 2016. • OSD provides fire safety service.
1. DFC John Orr Bulk Chemical Store exposure risks	• UJ OHP medical doctor commented that the site and the plan were an excellent project and gave it his full support. He recommended the following: a) That Occupational Health and Safety Departments be invited to the project meetings. b) The distance from the John Orr Building be considered so as to not impede the natural light to the ground floor of said building. c) The entrances and exits from John Orr be maintained. d) That the spill provisions be adhered to. e) The extraction system be up to specification and the outlets away from the John Orr Building. f) The usual regulations for chemical storerooms be adhered to. • OCSA compiled an Occupational Hygiene Report on the design specifications for bulk chemical store facilities and chemical storage cabinets at DFC John Orr Building. From the OCSA report, three options need to be considered by UJ: a) Option 1: Bulk chemical store (original proposal) b) Option 2: Chemical cabinets in laboratories c) Option 3: Chemical cabinets in laboratories and off-site storage facilities for specified chemicals.
2. Histology lab exposure hazard	• The laboratory technician preparing samples using formaldehyde should undergo intensive medical surveillance. Sister Langeveldt arranged and performed the medical examinations immediately. • OSD is registered with VITAL Link responsible for all updates on material safety data sheets (MSDS). MSDS information available on the intranet.

3. Non-compliance with the Act and regulations regarding service, upgrade and provision of fume cupboards, ventilation systems and hazardous storage facilities	• Installation of gas monitoring systems; design, installation, upgrade of equipment and facilities completed. Ongoing in 2017. • New hazardous storeroom C Lab completed. • New Hazardous storeroom at DFC in planning phase. • The historical review of past audits at Faculty of Science in September 2016 found that the recurring reasons for non-conformances included: a) Provided safe sash mark not at correct height. b) Items/chemicals stored inside fume cupboards. c) Inadequate fan size. d) Poor design of fume cupboards. e) Inadequate extraction volume. f) Fume cupboards not maintained. g) Fume cupboards not inspected and tested regularly.
4. Library and Bindery exposures • Staff working with benzene, thinners, lacquer spray and glue are also exposed to paper dust, which could lead to respiratory irritation. Occasionally using dust masks. • According to staff members, air vent filters have never been cleaned. No fresh air intake. • No extractor fans. • Emergency exit very close to the DB boards might pose a risk during evacuation in case of a fire when some of the staff members are working on the other side of the department. • No MSDS file for chemicals used.	• Staff members were included in the Medical Surveillance Programme. • Air vents to be cleaned regularly. • Extractor fans to be installed to minimise exposure to chemicals. • MSDS to be obtained from suppliers/intranet. • Safety representative made aware of the identified risks. • Maintenance contract in place for extraction fans and fume cabinets. • First aiders trained and equipped with first aid boxes. • OSD conducts annual inspection on all first aid boxes issued to trained and appointed first aiders.
5. Recurring chemical hazards at Zoology	• The historical review in September 2016 of past audits at Faculty of Science (FS) found that the recurring reasons for non-conformance included: a) The Laboratory Technician at the Zoology Preparation Room was exposed to formaldehyde that exceeded the action level (50% of the OEL). b) The Preparation Room of the Zoology Department was not demarcated as a respirator zone during *the use of formaldehyde*.
EXPOSURE TO HAZARDOUS BIOLOGICAL AGENTS	
1. Healthcare workers in clinics exposed to patients with communicable disease such as HIV, Hepatitis B and TB; needle stick injuries **2. Students and staff buying food and drinking water on site** **3. Official UJ travellers are at risk of communicable disease**	• Food Safety Programme: quarterly audits. Compliance with international HACCP norms at a rate of 85% is required. UJ annual average was 94%. • Travel medicine: Vaccines, medical travel bags and screening of emerging disease outbreaks. • Water quality audits: UJ bottled water found clean, boreholes unsuitable as potable water; no Legionella in hot water systems. • Vaccines for healthcare workers: Vaccines given and blood tests done for Professional Nurses and administrative staff at clinics, Protection Services staff and sewage workers to prevent diseases. • Annual Influenza campaign: 496 free immunisations done. Masks in stock; guidelines developed for clinicians at UJ.

EXPOSURES AT PHOTONICS LABORATORY	
Exposure to laser rays, fluorine gas and hydrofluoric acid	• Photonics health risk assessment conducted in 2009. • Fluorine gas cylinder placed outside the facility; gas monitoring installed.
EXPOSURE TO X-RADIATION AND RADIO-NUCLIDES	
Overexposure to radiation from XRDs and isotopes	• Radiation medicals conducted annually on all radiation workers; registered with Department of Health. • Dosimetry disks issued to radiation workers and SABS readings interpreted for overexposure. • Radiation HAZMAT procedure written. • Investigations of overexposures. • Annual radiation source audit. • Radio-active source acquisition, licensing and waste management.

Table 22: Poor indoor air quality

RISK TITLE	CONTROL PROCEDURE
1. Building-related Illnesses (BRI) • Acute phase is linked to Sick Building Syndrome: Headaches, ENT irritation, dry cough, dry/itchy skin; dizziness and nausea; difficulty in concentrating, fatigue, sensitivity to odours; rash. • Illness phase: BRI: Cough, chest tightness, fever, chills; muscle aches headaches, allergic conditions; low cognitive focus	• Indoor Air Quality surveys (including thermal comfort, ventilation rates and build-up of fumes) were conducted at FE, FEFS, ICS and the Robert Sobukwe Halls at SWC. • Multiple on-site visits undertaken resulting from requests of staff. • The historical review in September 2016 of past audits revealed: a) Absence of fresh outside air supply. b) Substandard regulation of indoor air conditions through central ventilation system. c) Absence of mechanical means to regulate indoor air conditions. d) Windows closed. e) Mechanical means to regulate indoor air conditions switched-off.
2. DFC ventilation problem areas	In 2014, a walkabout with all relevant stakeholders was done and all the areas with ventilation problems were visited. It was finalised that CTS would resolve the same. In 2015, we were still receiving complaints about ventilation. • A comprehensive quantitative ventilation audit was conducted at FHS in May 2015. The following non-conformances were identified: **First report 15 May 2015**: a) Fresh outside air was not supplied to Offices 2304t, 2304p, 2304l, 2304k and 2304i, as well as the Boardroom of the Anatomy Department. b) Carbon dioxide levels were elevated at the Osteo Laboratory, Office 6304a Boardroom, Dissection Hall (Laboratory) and Office 6305d. c) Indoor dry bulb temperatures did not conform to the recommended range at 90% of the measurement areas where it was measured. **Second report 3 February 2016** a) Offices 2304j, 2304p, 2304t, as well as the Boardroom of the Anatomy Department on the Second Floor were not provided with fresh outside air. b) Linear air velocities did not conform to the recommended standard of at least 0,1 m/s at 71% of the measurement areas.

	c) Carbon dioxide levels within the occupied spaces ranged between 356 ppm and 727 ppm. The levels conformed to the recommended standard of less than 700 ppm above the ambient level in all the areas where it was evaluated. d) Carbon monoxide levels within the occupied spaces were 0 ppm and therefore conformed to the 9 ppm time weighted-average standard recommended in the National Ambient Air Quality Standards of the Environmental Protection Agency. e) Dry bulb temperatures ranged between 21,1°C and 29,5°C, which were above the recommended range of 20,0°C to 24,0°C for offices during summer months at the majority of the offices. Reports were forwarded to the DVC: Strategic Services and the Executive Director: Operations, for action.
3. Poor ventilation at Faculty of Education (FE) and Faculty of Economic and Financial Sciences (FEFS)	• All relevant people received the report from doctor. Follow up due. Doctor's recommendations for the FEFS and lecture venues since 2011: a) Central air conditioning and fresh air supply system should be considered for offices, lecture venues and work areas that do not communicate with the outside. • Indoor Air Quality surveys at FE/FEFS were conducted in October 2015; Robert Sobukwe lecture halls and ICS were included in the audit. The following non-conformances were identified: lecture halls on the ground floor were not provided with fresh outside air, which is in contravention of the requirements of the National Building Regulations. a) Lecture Halls GNB / 201, 207, 219 and 220 were not supplied with fresh outside air. b) Linear air velocities did not conform to the recommended standard of at least 0,1 m/s at 54% of the measurement areas. c) Carbon dioxide levels that exceeded the recommended indoor air quality standard were identified at 12 of the 54 measurement areas. d) Dry bulb temperatures did not conform to the recommended thermal comfort range of between 20,0 °C to 24,0 °C for offices during summer months at 35 of the 54 measurement areas. e) The report was forwarded to the Executive Director: Operations. The escape door at the Faculty of Education was repaired and staff members will be able to evacuate.

Table 23: Exposure to noise

EXPOSURE TO NOISE	
Noise exceeds the legal thresholds at the Central Machine Room, Geology; Faculty of Art, Design and Architecture (FADA); some workshops	• Audiometry assessments are conducted on staff exposed to noise every two years. Recommendations are sent to HODs to ensure that staff wear hearing protection. • The noise surveys for Visual Art and Industrial Design were completed and the extensive report on their findings and recommendations was presented to the FADA Dean in October 2015. OSD has acquired a noise reader that will be used to conduct readings when required. a) The historical analysis in September 2016 on past health risk audits at Faculty of Science found: b) Average noise rating levels equalled or exceeded the 85 dBA noise rating limit at a number of workplaces or parts of workplaces during operation of noise-producing equipment (refer to Table 32), which may present employees with a noise induced hearing loss risk. Workplaces where the noise rating level equalled or exceeded the statutory limit must remain demarcated as noise zones and hearing conservation measures must be implemented or maintained. c) Average noise rating levels equalled or exceeded the 82 dBA action level for noise at the Auckland Park Physics Department workshop during operation of the bench grinder, which presented employees with a potential risk of noise induced hearing loss. The implementation of hearing conservation measures is not required, but should be considered as good occupational hygiene practice. d) Diamond cutting machine area at the Geology Department not demarcated as a noise zone. e) Hearing protective equipment was not worn in a number of instances during operation of noise-producing equipment and activities.

Table 24: Poor illumination

EXPOSURE TO POOR ILLUMINATION	
Poor illumination in selected occupational environments	• A 2016 survey was conducted to measure illumination at the examination venues, DFC libraries, laboratories, FADA Building, computer labs and Imbizo Hall. The report is awaited. • The historical analysis of past health risk audits at Faculty of Science in September 2016 found recurring non-compliances: a) Lamps not located above computer workstations b) Depreciated lamps c) Fused lamps d) Insufficient number of lamps e) Low intensity lamps

Table 25: Poor ergonomic practices

RISK TITLE	CONTROL PROCEDURE
SELECTION OF OFFICE FURNITURE	
The historical review in September 2016 on past health risk audits at FS found: • Poor ergonomic design of chairs • Fire extinguishers incorrectly mounted • Display screens of desktop computer screens are mounted too high • Inadequate leg room below desks • Seat pan depth too long • Inadequate clearance space around work stations	• Occupational environments, including procurement, are provided with the following information: **SPECIFICATIONS FOR OFFICE FURNITURE OFFICE CHAIRS** a) Office chairs must be adapted to both the traditional office job and the modern equipment of information technology, especially to jobs at computer workstations. b) Office chairs must be conceived for forward and reclined sitting postures. c) The backrest should have an adjustable inclination. It should be possible to lock the backrest at any desired angle. d) A backrest height of at least about 500 mm vertically above the seat surface is a necessity. e) The backrest must have a well formed lumbar pad, which should offer good support to the lumbar spine between the third vertebra and the sacrum, for example at a height of 100 -200 mm above the lowest point of the seat surface. f) The seat surface should measure 400-450 mm across and 380-420 mm from back to front. A slight cavity in the seat pan will prevent the buttocks from sliding forward. A light padding, about 20 mm thick, covered with non-slip, permeable material is a great aid to comfort. g) Foot rests are important for people with short lower legs to avoid sitting with feet hanging h) An office chair must fulfil all the requirements of a modern seat: adjustable height (380-540 mm), swivel, rounded front edge of the seat surface, castors at a five-arm base and user-friendly controls. **OFFICE DESKS** a) Desk heights Men = 740-780 mm; Women = 700-740 mm b) Legroom: 680 mm wide, 690 mm high and 600 mm deep c) Thickness of table top 30 mm **COMPUTER WORKSTATIONS** a) Keyboard height 700-780 mm b) Screen centre above floor 800-1 100 mm (top of screen should be at eye level) c) Viewing distance 300-600 mm d) Screen inclination to horizontal 105 degrees e) Source document holder inclination 0-90 degrees f) Legroom 680 mm wide, 690 mm high and 600 mm deep.
POOR POSTURE	
The historical review in September 2016 on past health risk audits at Faculty of Science found: • Awkward postures • Poor orientation to computer workstations • Display screen height of laptop monitors too low • Arm rests interfered with positioning of chairs	• Occupational environments, including procurement, are provided with the following information: **ERGONOMICALLY SOUND SITTING HABITS** a) The back should be aligned against the back of the chair. Slouching or leaning forward should be avoided, especially when tired from sitting in the chair for long periods. b) When sitting on a chair at a desk, the arms should be flexed at 75° to 90° angle at the elbows. If this is not the case, the chair should be adjusted accordingly. c) The knees should be even with the hips, or slightly higher when sitting in the chair. d) Both feet should be kept flat on the floor. If there is a problem with feet reaching the floor comfortably, a footrest can be used along with a chair.

Table 26: Event risk

RISK TITLE	CONTROL PROCEDURE
EVENT MEDICAL RISK	
Overcrowding, stampeding, slip and fall injuries, bleeding, suffocation, shock, fatalities, food poisoning, electrocution, insect stings, allergic reactions, fractures, dehydration, and manifestation of unknown pre-existing medical conditions	• Event medical risk assessment. • Allocation and deployment of EMS resources. • Medical Operational Plans submitted to City Council. • Resource allocation in accordance with SANS 10366. • Surveillance and situation reports during high-risk events. • New draft emergency medical response regulations researched and implications extracted for UJ in a strategy. • New Event Risk Management software system designed, placed on intranet and implemented in collaboration with UJ ICS.
EVENT SAFETY RISK	
• Structural collapse • Obstructed escape routes • Fire risk • Interrupted utilities • Non-compliant waste management practices • Contractor non-compliance • Gas leaks • Structural failure • Inadequate ablution facilities • Inadequate lighting	• Event safety risk assessment • Event safety plans • Certificate of Compliance • Compliance with electricity and structural regulations • Escape routes and fire safety • Contractor safety file • Waste management

Table 27: Disaster risk management

RISK TITLE	CONTROL PROCEDURE
• **Emergency medical response to all UJ campuses**	• Health risk assessment conducted in 2016. • Medical Triage Plans developed for each campus. • First aid room established in Perskor Building. • Contract facilitated with service provider. • Quote from Netcare 911 for proposed 24/7 paramedic cover in terms of emergency medical response to all campuses. • New draft EMS regulations studied and implications interpreted for UJ.
• **Fire alarm system not working at Perskor Building**	• Amplifier replaced. • Batteries replaced. • Repeater panel repaired. • Need to meet with installer as equipment used does not comply with fire standards.
• **Diesel storeroom at DFC not approved by fire safety**	• Chimera will assist with the approval process.
• **Non-compliance with escape routes standards**	• As per the building regulations, new escape routes are required in the library on Floors 3, 4 and 5. • Levels 4 and 5 completed. Specifications for Level 3 to be finalised by CTS.
• **Evacuation and fire alarms not installed at all identified high risk areas**	• Two fire alarms and eight evacuation alarms at tender stage. • All fire alarm, evacuation alarm, gas monitoring alarms and gas suppression alarms are on a maintenance plan. • Safety practitioners are testing all alarms on a monthly basis.

• **Outdated emergency procedures due to name changes**	• Emergency procedures will be replaced at all residences in 2017.
• **Disaster management at UJ not up to standard**	• Fire drills have been scheduled since 2009 and 61 evacuation drills were conducted in 2016. Ongoing in 2017. • Awareness and induction documents regarding emergency procedures (including earthquake procedures) were sent to all new employees. • A total of 19 health and safety reps, 143 first aiders and 77 fire marshals were trained in 2016. • A video on evacuation and earthquake procedures has been completed and distributed.
• **Lack of fire water pressure on the APK Campus**	• Valves were opened and the pressure was back to acceptable standard. New water tanks to be installed in 2017.
• **Proximity of clinic from Perskor Building yield potentially delayed response to medical emergencies**	• Room G206 was equipped as first aid room. • The ramp for the ambulance has been built. • Meeting was held with the new HOD from Protection Services. • The primary function will be to provide an emergency responder to Perskor Building, but will also be used on the rest of the campus.
• **Gas leaks in APB service tunnel**	• Concern reported to Campus Director. Full survey to be conducted.
• **Gas storeroom at SWC not approved**	• In the process of arranging for the approval of SDP at City of Johannesburg before the approval of building plans.

RISK REPORTING

The OHP places identified risk on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made to escalate risk to the Registrar's Portfolio Risk Register and/or the UJ Institutional Risk Register. All risks are ranked and included in Quarterly Reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety reps, surveys, audits, safety meetings. Action plans are put in place for all risks identified. All high risks and risks that cannot be dealt with within the budget are recorded on the monthly safety meeting report and are then controlled on the Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department: strategic direction, goals and targets

2017 to 2018

- Overall, the Occupational Safety Compliance rate was 85%. Compliance rate for 2016 was 83,94%. Target for 2017 is 85%.
- 1 818.893 tonnes (T) of waste was generated from January to November 2016 on all four campuses of which 513.599 T (28,23%) was recycled for 2016. Hazardous waste disposed from January to November was 23 585.77 kg. No hazardous waste was recycled. Target for 2017 to 2018 is to recycle hazardous waste. Overall recycling target for 2017/2018 is 20% recycled of all waste generated.
- Staff trained on health and safety matters, including emergency procedures, since 2014 up to and including November 2016 are 84,68% (target 3 200 staff members, 2 694 employees trained). Train 1 500 staff members in 2017/2018 in safety related matters.
- Install additional emergency flash lamps and call points at strategic areas. Installation as per 2017 project budget.

- Equip all buildings utilising gas with gas monitoring systems.
- Link all alarms to Protection Services. Linked. Ongoing.
- Increase awareness campaigns on emergency procedures catering for all risks. Forward video on emergency evacuation and earthquakes to all deans. Place on intranet. Installation ongoing as per 2017 project budget.
- Conduct safety inspections at all off-campus student accommodations. 366 inspections were conducted in 2016. Ongoing in 2017.

2020

- Overall Occupational Safety Compliance rate 86%.
- Recycling figures – target 15%.
- Upgrading of outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection staff on first aid and firefighting.
- Train 1 500 staff members annually on safety related matters.

2025

- Overall Occupational Safety Compliance rate 88%.
- Recycling figures – target 20%.

Occupational Health Practice: strategic direction, goals and targets

Goals and targets for 2017-2018

- UJ Food Safety certification strategy: national certification on the HACCP system is envisaged for STH Main Kitchen, VC Lounge, Design Café and JIAS. UJ plans to become the first SA HEI to achieve this certification type.
- Continually refining the UJ global occupational health risk profile based on qualitative risk assessment.
- Assimilating insourced workers into the UJ Medical Surveillance Programme as fulfilments of legal instruction: conducting baseline medical assessments on all.
- Implementing the Fitness Testing Programme in collaboration with Prof Yoga Coopoo; commencing with baseline medical assessments of 150 staff members at Protection Services at DFC.
- DPhil Nursing Science study by the HOD.
- Publishing master's study in academic journal *Occupational Health SA*.
- Producing a 10-minute DVD clip on the Occupational Health Practice for posting on intranet and the web.
- Planning to create a Lunchtime Garden Walk and a netball team to promote activity.
- Tracking and facilitating progress on the Tobacco Control Policy implementation.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers.
- Trendsetting in OHP governance at an HEI.

CONCLUSION

The Occupational Health Practice and the Occupational Safety Department have unique roles and responsibilities that will from time to time overlap to ensure the health and safety of all staff, students and visitors. Both roles have been extensively developed at UJ. The resulting levels of expertise have placed UJ in a trendsetting position among peers in higher education.

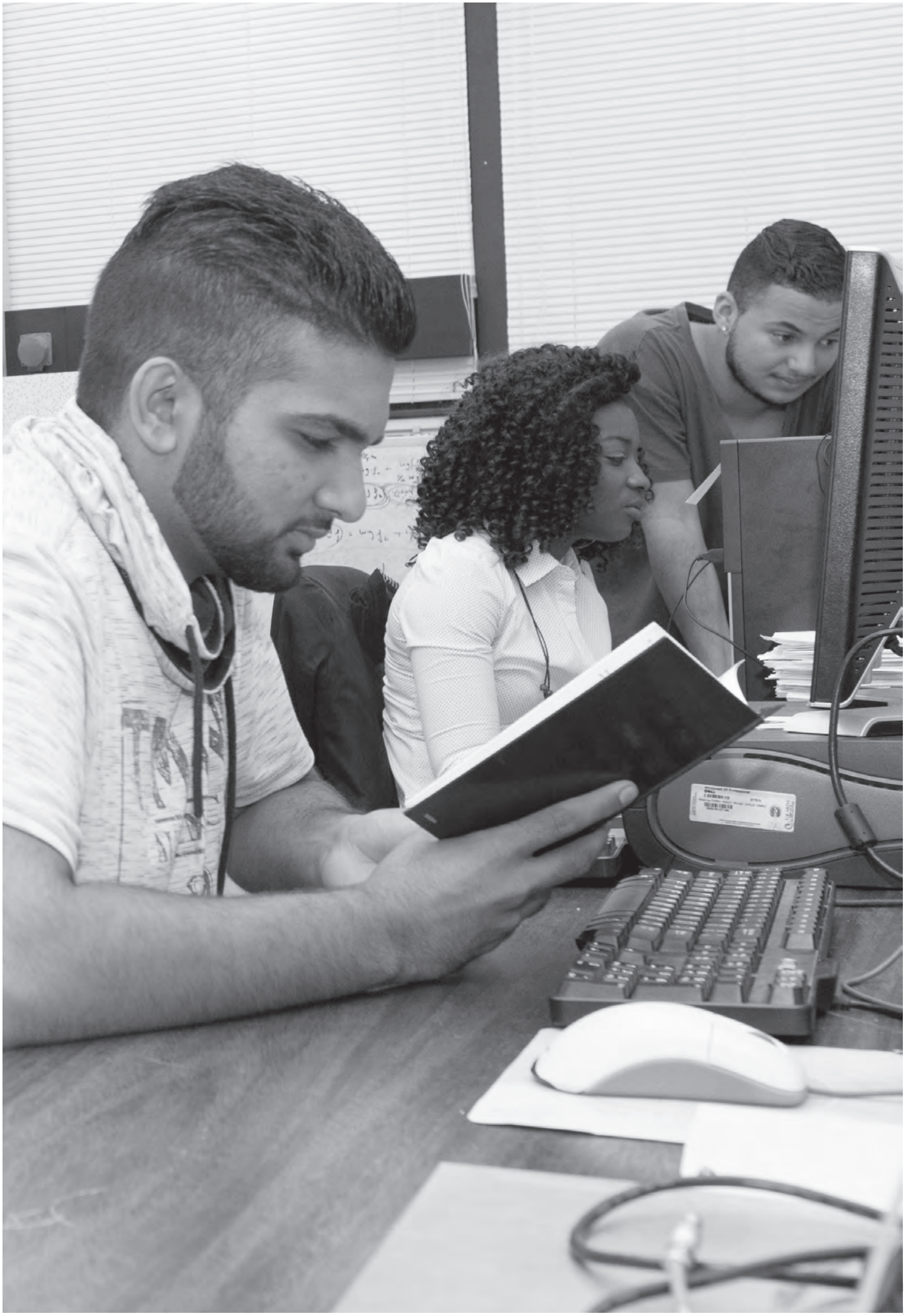
In conclusion, integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. It has resulted in a blended overview on Occupational Health and Safety at UJ. In addition, the track record of close to zero per cent preventable risk is evidence of effective systems. Given the anticipated future legislative requirement of an integrated reporting system for the institution, this mode of reporting displays UJ's readiness for the future.

Kobus de Bruyn (Mr)
Head: Occupational Safety

Elana Venter (Sr)
Head: Occupational Health Practice

Joe Manyaka (Dr)
Executive Director: Operations (Acting)

Kinta Burger (Prof)
Registrar



Academic Teaching and Learning

OVERVIEW

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

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

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020. In this report, the data for 2016 reflect audited figures, while the 2017 data were accessed on 18 March 2017 and are still provisional.

STRATEGIC FOCUS

Indicators related to teaching and learning in the UJ Annual Performance Plan for 2016 reflect the following targets:

- Honours, master's and doctoral enrolments: 6 650;
- Total postgraduate output: 2 800;
- Undergraduate output: 9 592;
- Percentage permanent and fixed-term academic staff with doctorates: 45%;
- Percentage first-time entering UG students with APS ≥ 35: 36%;
- Enrolment profile by CESM category: SET at 32,8%.

TEACHING AND LEARNING STRATEGY AND POLICIES

The following strategies, policies and regulations related to teaching and learning are implemented at the University:

- Admission and Selection Policy
- Academic Regulations
- Faculty Rules and Regulations
- UJ Teaching and Learning Strategy
- Teaching and Learning Policy
- Academic Programme Policy and Guidelines for the Development of Academic Programmes
- Admission and Selection Policy, including related placement tests

- Recognition of Prior Learning Policy
- Assessment Policy
- Policy on Work-integrated Learning
- Policy on Learning Material
- Certification Policy
- Enrolment Management Plan and UJ Enrolment Management Model

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The Executive Director: Library and Information Centre and the Executive Director: Internationalisation currently report to the Deputy Vice-Chancellor: Research and Internationalisation.

Senate and Senate Committees are responsible for the governance related to academic programme delivery.

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

- Academic architecture
- Distinctive campus programmes
- Enrolment Plan 2016
- Senate and Senate Committees
- Teaching and learning support governance:
  - Academic Development and Support
  - Library and Information Centre
  - Internationalisation

Academic architecture

The following nine faculties are operational:

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

During 2017, the Faculties of Management and Economic and Financial Sciences will merge to become the College of Business and Economics (COBE). The College will come into being on 1 July 2017, and will contain six Schools. Details of the new College will be presented in the 2017 Report.

Distinctive campus programmes

The academic programmes are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC) and the Soweto Campus (SWC).

Enrolment Plan 2016

The UJ Enrolment Plan for 2016 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- Total headcount enrolment of 48 989;
- The total target of first-time entering undergraduates: 10 500 to 11 000;
- Percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
  - Undergraduate diplomas: 31,2%
  - Undergraduate degrees: 53,94%
  - Undergraduate total: 85,14%
  - Postgraduate below master's: 7,77%
  - Master's and doctoral enrolments: 7,09%
  - Doctoral enrolments: 1,68%
  - Postgraduate total: 14,86%
- Percentage of headcounts per aggregate Classification of Educational Subject Matter (CESM) category:
  - Business and management: 39,1%
  - Education: 7,0%
  - Science, engineering and technology: 31,1%
  - Other humanities: 22,85%.

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

Senate and Senate Committees

Senate consists of the members of the Management Executive Committee, executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), the heads of academic schools (that are not otherwise professors), the heads of academic departments (that are not otherwise professors), two members of the Student Representative Council and invited members as determined by Senate. The Vice-Chancellor and Principal is the Chairperson of Senate.

The following Senate Committees are operational:
- Senate Executive Committee
- Senate Higher Degrees Committee
- Senate Teaching and Learning Committee
- Senate Research Committee (known as the University Research Committee)
- Senate Academic Freedom Committee.

The governance performance of the above structures/committees is reflected in Section Three (Statement on Governance) of this Annual Report.

INSTITUTIONAL ACADEMIC PERFORMANCE

Student enrolment profile, performance and graduate output

The planned headcount for 2016 was 48 989, and the achieved headcount enrolment was 51 669, which is 5,47% above the planned target. The University exceeded the planned enrolments by approximately 2 680 headcounts, of which 1 771 were at UG level and 762 in PG programmes with 147 occasional students. The freeze on fee increases and directives from DHET contributed significantly to this over-enrolment.

Table 28: Enrolment figures per campus, 2009 to 2016

Campus	2009	2010	2011	2012	2013	2014	2015	2016
APB	10 454	10 057	9 201	7 674	6 287	5 474	5 096	5 409
APK	27 782	26 331	27 723	26 685	26 725	26 665	26 648	27 611
DFC	8 071	7 678	8 287	8 972	9 825	11 332	11 665	12 267
SWC	3 008	4 249	5 317	5 438	5 450	6 219	5 946	6 382
Total	**49 315**	**48 315**	**50 528**	**48 769**	**48 287**	**49 690**	**49 355**	**51 669**

While some faculties remained close to target, significant over-enrolment occurred in the Faculties of Economic and Financial Sciences, Engineering and the Built Environment, and Management.

Table 29: Headcount enrolment figures per faculty, 2009 to 2016

Faculty	2009	2010	2011	2012	2013	2014	2015	2016
Art, Design and Architecture	1 092	1 112	1 197	1 207	1 257	1 310	1 370	1 358
Economic and Financial Sciences	10 798	10 877	11 330	11 495	11 367	10 868	10 625	11 056
Education	5 000	4 957	5 051	3 886	3 515	3 880	3 957	3 948
Engineering and the Built Environment	8 436	7 871	8 368	8 323	8 352	8 677	9 122	9 628
Health Sciences	3 679	3 537	3 433	3 609	3 662	3 725	3 738	3 952
Humanities	5 392	5 601	5 781	5 738	5 847	5 988	5 666	6 137
Law	1 575	1 517	1 623	1 580	1 699	1 709	1 733	1 775
Management	10 328	9 898	10 195	9 407	8 839	9 538	8 984	9 568
Science	3 015	2 945	3 550	3 524	3 749	3 995	4 160	4 247
Total	**49 315**	**48 315**	**50 528**	**48 769**	**48 287**	**49 690**	**49 355**	**51 669**

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

Table 30: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2016	51 669	39 855.379	0.771
2015	49 355	37 985.215	0.770
2014	49 690	38 156.047	0.768
2013	48 287	36 656.076	0.759
2012	48 769	37 348.712	0.766
2011	50 528	38 556.638	0.763
2010	48 315	37 270.580	0.771
2009	49 315	38 077.709	0.772

UJ has been far more successful in attracting postgraduate students than was projected in initial plans. The target percentage of postgraduate enrolments in 2016 was 14,86%, and this was exceeded, totalling 15,6% of the overall enrolment. Honours enrolments, which had been sluggish in the past, exceeded the target by 343 with many of these in Education. Master's enrolments were over target by 291 and doctorates by 161.

Table 31: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment Type	2009	2010	2011	2012	2013	2014	2015	2016
Undergraduate	86,7%	86,9%	86,9%	86,1%	85,7%	85,6%	84,9%	84,1%
Postgraduate	13,1%	12,8%	12,8%	13,6%	14,0%	14,1%	14,9%	15,6%
Occasional	0,2%	0,3%	0,4%	0,3%	0,3%	0,3%	0,2%	0,3%

The enrolment of international students once again increased, to bring the University to a 6,2% proportion of international students. Enrolling international students remains a priority as the University aims to increase this proportion significantly by 2020. Faculties are closely monitored in this regard, and greater effort is currently being made to increase the enrolment of international students.

Table 32: International enrolments and percentage of total enrolments

2009	2010	2011	2012	2013	2014	2015	2016
1 950	2 216	2 351	2 417	2 308	2 342	2 797	3 219
4,0%	4,6%	4,7%	5,0%	4,8%	4,7%	5,7%	6,2%

In relation to the CESM mix, the SET target for 2016 was 31,1%. The achievement of 32,8% is noteworthy in the context of very high overall enrolment. There is considerable competition among universities for SET students, and having exceeded our 2016 target is pleasing.

Table 33: CESM mix

CESM Category	2009	2010	2011	2012	2013	2014	2015	2016
Business and Management	38,2%	41,4%	40,9%	40,3%	39,4%	38,7%	39,1%	40,6%
Education	9,3%	8,6%	8,3%	6,7%	6,2%	6,3%	7,5%	7,2%
Humanities/Law	21,0%	20,5%	20,9%	22,6%	23,5%	23,3%	20,4%	19,3%
SET	31,5%	29,5%	29,9%	30,4%	30,8%	31,7%	33,0%	32,8%

The University seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body. Black enrolment has increased by 1,5% (from 82,1% in 2015 to 83,6% in 2016), and white enrolment has decreased by 1,2% (from 9,9% in 2015 to 8,7% in 2016). Thus, the trends of an increase in black enrolment and a decrease in white enrolment have not yet stabilised.

Table 34: Student profile: Population group distribution*

Race	2009	2010	2011	2012	2013	2014	2015	2016
Black	72,2%	73,4%	76,3%	77,9%	79,1%	81,1%	82,1%	83,6%
Coloured	3,2%	3,3%	3,3%	3,1%	3,2%	3,2%	3,3%	3,3%
Indian	4,9%	5,0%	4,7%	4,6%	4,7%	4,6%	4,7%	4,5%
White	19,7%	18,3%	15,8%	14,4%	13,0%	11,1%	9,9%	8,7%

**International students excluded*

The undergraduate success rate appears to have stabilised at 85,5%. This is a fine achievement, and our collective task is to ensure that this high module success rate translates into an improved graduate throughput rate.

Table 35: Undergraduate success rates

Undergraduate Type	2009	2010	2011	2012	2013	2014	2015	2016
Undergraduate diploma and certificate	75,1%	77,5%	80,9%	81,6%	84,1%	85,0%	85,6%	85,5%
Undergraduate degree	74,8%	78,8%	78,4%	82,4%	82,8%	84,3%	85,4%	85,5%
Average undergraduate	74,9%	78,3%	79,4%	82,1%	83,3%	84,5%	85,5%	85,5%

In terms of graduate outputs, 2016 results were mixed. Undergraduate output decreased from 9 552 in 2015 to 9 472 in 2016, a decrease of 80 graduates. While this is a small decrease, our collective effort is to increase the annual graduate output. Postgraduate output increased from 2 579 to 2 656, an increase of 59. Once HEMIS data have been audited in June, we will have a clearer idea of whether or not this overall slight decrease of 21 graduate outputs will hold. Honours graduate output has been pleasing, with a total increase of 32 graduates. The table below reflects the graduate output for the 2016 reporting (academic) year.

Table 36: Graduate output subsidised qualifications

Qualification Type	2009	2010	2011	2012	2013	2014	2015	2016
Undergraduate: three years and less	7 505	7 518	8 147	8 203	8 068	8 496	8 458	8 400
Undergraduate: four years	521	516	637	682	850	1 078	1 094	1 072
Undergraduate Total	**8 026**	**8 034**	**8 784**	**8 885**	**8 918**	**9 574**	**9 552**	**9 472**
Postgraduate (pre-master's)	1 921	1 830	1 983	1 986	2 066	2 127	1 991	2 123
Master's	320	369	394	430	514	527	501	447
Doctoral	70	51	68	109	78	106	105	86
Postgraduate Total	**2 311**	**2 250**	**2 445**	**2 525**	**2 658**	**2 760**	**2 597**	**2 656**
Total	**10 337**	**10 284**	**11 229**	**11 410**	**11 576**	**12 334**	**12 149**	**12 128**

The University submitted its revised enrolment plan 2017-2019 to DHET in August 2016 in response to a request from DHET for a mid-term review by all institutions of their current five-year plans. This will provide the broad parameters for planning over the next few years in terms of UG to PG ratio, CESM mix and other factors.

Undergraduate applications and admissions

Table 37:1Undergraduate headcount applications (including BTech)

Faculties	2012	2013	2014	2015	2016	2017
FADA	2 010	1 950	2 593	4 000	3 097	3 572
FEFS	7 872	8 334	11 892	15 672	12 748	13 493
EDU	3 258	3 326	7 556	12 853	10 704	13 735
FEBE	7 702	7 025	9 824	16 827	13 970	13 502
HSC	3 880	4 670	9 847	12 719	10 683	14 521
HUM	6 245	7 546	12 368	19 574	17 654	17 172
LAW	3 253	4 587	6 218	12 956	8 229	10 675
MAN	6 383	6 238	8 153	13 941	11 794	13 120
SCI	3 769	4 512	6 455	9 736	7 053	7 259
Grand Total	**44 372**	**48 188**	**74 906**	**118 278**	**95 932**	**107 049**

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

- **Full Admission Admitted**: These are applicants who are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification.

- **Conditional Admission**: The admission is based on the applicant's Grade 11 results, reflecting good academic performance and therefore exceeding the minimum admission criteria, thus reflecting low risk for final selection based on Grade 12 results. This admission status, however, is still subject to the final Grade 12 results, including the endorsement requirement.
- **Provisional Admission**: This is subject to space. The applicant complies with the minimum admission criteria based on Grade 11 results, but the academic performance reflects a degree of risk, or the enrolment target for a specific academic programme has been exceeded or may be exceeded in accordance with the final selection and admission process.
- **Admission Declined**: This implies non-compliance with the admission criteria.

Table 38: Undergraduate admission statuses as on 4 February 2016

	2015			2016			2017				
	Admitted (1) + Conditional (2)	Provisional (3)	Total 1+2+3	Admitted (1) + Conditional (2)	Provisional (3)	Total 1+2+3	Admitted (1)	Conditional (2)	Total 1+2	Provisional (3)	Total 1+2+3
FADA	728*	1	729*	1446*	7	1453*	168	1378*	1546*	0	1546*
FEFS	4415	1700	6115	5759	2082	7841	1380	2775	4155	3639	7794
EDU	1607	654	2261	2347	444	2791	740	1371	2111	866	2977
FEBE	2719	2193	4912	3784	3117	6901	1133	2010	3143	2116	5259
HSC	2086	1077	3163	2487^	1873	4360	414	1476	1890	3257	5147
HUM	2927	3732	6659	3209	5180	8389	955	1628	2583	6045	8628
LAW	550	2090	2640	704	1967	2671	78	326	404	3496	3900
MAN	2804	536	3340	3633	936	4569	1484	1731	3215	1940	5155
SCI	2247	1732	3979	2234	1092	3326	1002	1359	2361	661	3022
Total	**20083**	**13715**	**33798**	**25603**	**16698**	**42301**	**7354**	**14054**	**21408**	**22290**	**43698**

A total of 42 301 undergraduate applicants were granted admission in one of the above three admission categories for at most 11 000 places:

- 7 354 admitted
- 14 054 conditional admission
- 22 290 provisional admission.

Rory Ryan (Prof)
Executive Director: Academic Development and Support

Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic

Academic Development and Support (ADS)

OVERVIEW

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

The intellectual, professional and personal development of our students is entrusted into our care, and it is our responsibility to provide cutting-edge interventions, including psycho-social support initiatives to stabilise and enrich the personal environment of the student; academic support initiatives to maximise learning opportunities; initiatives to deepen and broaden the pervasive and sophisticated use of academic technologies; and opportunities for academic staff development in pursuit of effective curriculum design, integrated with dynamic teaching practice. Our collective institutional goal is to develop graduates who are confident and passionate, as intellectuals, professionals, ethical and responsible citizens, and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, made slight gains during 2016, and may have now stabilised around the 85%-86% mark. The undergraduate degree credit success rate, over five years, has been as follows:

Table 39: Undergraduate credit success rate

2012	2013	2014	2015	2016
82,1%	83,3%	84,5%	85,4%	85,5%

This achievement is considerable, especially when viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational backgrounds, and their effective transition into university studies is paramount in our learning strategies. Crucial to our success is to engage our first-year students from their first day on campus, by means of the orientation programme known as the First Year Seminar (FYS), a multi-pronged initiative coordinated by ADS in collaboration with the nine faculties. The FYS leads into the intensive First Year Experience (FYE), comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, and the integration of technology into teaching and learning, by means of a sophisticated learning platform, to maximise the accessibility of learning materials, student support, and information exchange.

The Senior Student Experience (SSE), a coordinated set of initiatives focused on career planning, work readiness, resilience and academic success, addresses the needs of senior undergraduate students and prepares them for postgraduate studies or employment. Our undergraduate students continue to rate their overall UJ experience

highly: a new record high of 87,2% of undergraduate respondents to the 2016 UJ Undergraduate Student Survey indicated they would choose UJ again:

Table 40: Response rate

Would you choose the UJ again?	2011	2013	2014	2015	2016
6 – *Definitely*	81,9%	80,9%	84,9%	85,3%	87,2%

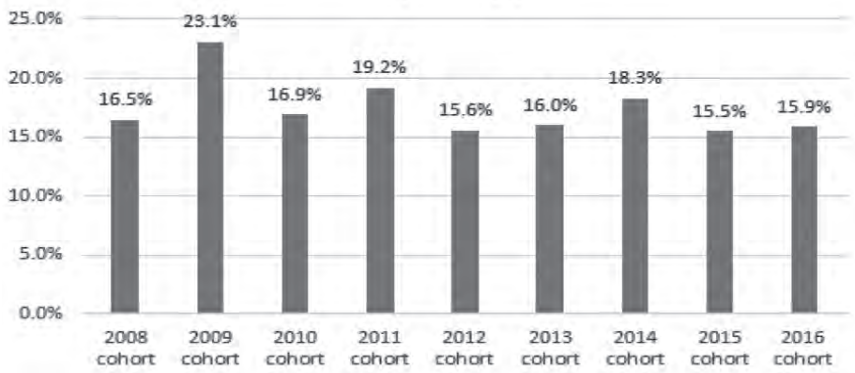
Over an eight-year period, differences in overall performance in terms of race have narrowed considerably. In 2008, the gap between black and white undergraduate degree credit success was 9,4%, and this has shrunk to a consistent 4%-5% over the past three years.

Table 41: Overall performance in terms of race

	2009	2010	2011	2012	2013	2014	2015	2016
UG Degree Total	74,9%	78,3%	79,4%	82,1%	83,3%	84,5%	85,4%	85,5%
Black	73,0%	76,9%	78,5%	81,3%	82,7%	84,1%	85,0%	84,9%
Coloured	71,5%	76,8%	78,0%	80,3%	82,5%	83,3%	83,9%	85,5%
Indian	75,7%	78,7%	79,3%	83,7%	83,4%	87,1%	87,6%	88,9%
White	83,4%	84,6%	85,4%	87,2%	88,2%	87,7%	90,0%	91,2%

The dropout rate is the answer to the question: Did the student return in the following year? The first-year dropout rate (that is, those that did not return in Year 2) has stabilised in the last two years at 15%-16%, which is positive.

Table 42: Undergraduate dropout rate Year 2



To obtain a detailed understanding of the factors involved in students of good academic standing not returning to UJ in 2016, ADS conducted 130 personal interviews with non-returning students. The reasons for early student withdrawal are varied and complex. An untenable financial situation is often at the core of early withdrawal, especially within the 'missing middle' category of students, and this impacts on academic performance significantly. A student's fit with the institution can also lead to early withdrawal. This often comes down to personal preferences and the expectations a student has when enrolling at an institution for the first time. Lastly, when personal issues tend to result in early withdrawal, they tend to be significant and life altering. Personal reasons can include health issues, pregnancy, and personal bereavement.

The outlook for the reduction of dropouts, during 2017, is distinctly positive. The number of UJ students who have received NSFAS funding has greatly increased in 2017, and this will create more financial stability, which will contribute in turn to academic success.

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

ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC is a Centre consisting of three departments, namely ADC Access, Academic Development Innovation (ADI) and Professional Academic Staff Development (PASD). In addition to these units, the coordinators of both the UJ First Year Experience (FYE) and the Senior Student Experience (SSE) are located in ADC. The recently established South African National Resource Centre (SANRC), for the First Year Experience and Students in Transition, which is an independent entity, is also housed in and managed by ADC.

During 2016, ADC enjoyed a productive year, characterised by continued progress in building partnerships with faculties as well as strengthening and sustaining equitable services on the various UJ campuses. The strategic foci of ADC involved the widening and the deepening of the Centre's impact on student success through integrated programmes. ADC contributes to all the UJ strategic objectives by supporting undergraduate students and the professionalisation of teaching practice in a variety of ways. It specifically contributed towards UJ's Strategic Objective 2 (Excellence in Teaching and Learning) as this relates directly to the core business of ADC. Significant contributions were also made to Strategic Objective 3 (International Profile) through the English Language Programme (UJELP) as well as the work of the SANRC. In the 2016 UJ Undergraduate Student Survey, almost 95% of respondents reported that ADC support was helpful, and that ADC staff acted professionally towards students.

ADC Access, responsible for ADC's extended diploma programmes, continued their excellent work in 2016. The work of ADC Access is focused mainly on the Doornfontein Campus, and also extends to the Soweto and the Bunting Road Campuses. During the year, ADC Access taught approximately 624 first-year students ? registered in the Faculties of Engineering and the Built Environment (FEBE), Management and Humanities. The module success rates of 14 of the 15 extended diploma groups were above 80%, with six of them performing at above 90%. Three major additional highlights for Access in 2016 were: (a) the success rates of extended diploma offerings were found to be at their highest level (87,1%) since 2009, in spite of the extended diploma students not meeting the regular entry requirements; (b) ADC Access secured bursaries to the value of R1 277 498 for extended diploma students who did not qualify for NSFAS funding; and (c) ADC Access also worked closely with FEBE to design and prepare the new extended qualifications for the Faculty.

During 2016, the Academic Development Innovation Department (ADI) continued to embed itself into the academic fabric of UJ through a variety of initiatives. ADI staff taught 2 649 students in five credit-bearing modules, including a number of customised faculty-based language courses and Mastering Academic and Professional Skills (MAPS). Large numbers of UJ students continued to use the writing centres and structured literacy development modules. ADI continued with collaborative offerings to ensure the maximisation of its contribution to student success efforts at UJ, including:

- The offering of the University of Johannesburg English Language Programme (UJELP), which has now become an established service at UJ and was offered in conjunction with the UJ International Office.
- In 2016, ADI managed an additional mentoring project sponsored by British Petroleum South Africa (BPSA) aimed at improving the academic performance of their bursary students. During 2016, all students involved in the programme passed their academic year.
- During 2016, the newly established Intensive Revision Programme (IRP) was coordinated from within ADI in collaboration with the faculties and support divisions. In line with UJ strategic goals, the main aim of the IRP is to provide additional academic input to students who qualify for supplementary exams. Initial research into the effectiveness of the IRP shows the promise of the programme as IRP attendees performed substantially better in the supplementary exams than non-attendees.

Professional Academic Staff Development (PASD) continued in 2016 to play a central role in developing academics as teachers in the UJ context, by providing a number of developmental opportunities for tutors, senior tutors, as well as new and more experienced academic staff. This was achieved principally by means of workshops, individual

consultations, and the Postgraduate Diploma in Higher Education. During 2016, the first three modules of this innovative PG Diploma were offered for the first time to a cohort of UJ staff. The initiative is mainly driven from PASD and offered in collaboration with the Faculty of Education and the Centre for Academic Technologies (CAT).

Workshops for academic staff, which included the academic preparation programme for new staff and assistant lecturers, were attended by more than 450 staff members. During 2016, a total of 960 tutors and 53 senior tutors received developmental training and, in addition, 1 275 tutors attended check-in sessions during the year. In order to ensure an integrated and effective tutorial programme, a number of workshops for academic staff on the optimal use of tutors in the academic domain were offered.

The trend of high levels of teaching evaluations being conducted at UJ continued in 2016 and a total of 819 hard-copy teaching and module evaluations were completed. In addition to this, 150 online evaluations were completed during the pilot phase of the new online TE system, and the Faculty of Engineering and the Built Environment initiated a faculty-wide TE pilot project. It is anticipated that the online system will be fully rolled out in the second half of 2017. In addition to this online development, centralised reporting and information systems are being tested to make aggregated TE information available to management.

During 2016, the UJ First Year Experience (FYE) continued its leading role in the field of first-year transitions in South Africa. The data-informed FYE approach at UJ was continued with 2 900 completed Student Profile Questionnaires during 2016. These data were used to create a profile of the newly entering UJ students as well as more focused reports. The trends have confirmed that many UJ students are first generation university entrants from poor families who are worried about having enough money to complete their studies. For a second consecutive year, the UJ FYE Office in conjunction with PASD hosted a highly successful regional FYE Conference, with a variety of UJ speakers sharing their expertise and experiences. The UJ FYE also made substantial progress in engaging a variety of professional staff in the support divisions with regard to their role in creating the preferred student experience at UJ.

The FYE strategic committee identified four additional focus areas during 2016 to guide the next phase of the FYE Excellence Programme. These new focus areas were the establishment of a variety of faculty-based student mentor programmes; first-year lecturer development and support; strengthening the online resource availability through the SUCCESS 101 online module as well as the website, www.findyourway.uj.mobi; and an institutional student tracking system, Blackboard Predict.

The UJ Senior Student Experience (SSE) introduced a seminar series, which was conducted throughout the year, aimed at better equipping senior students for the world of work and postgraduate studies. Furthermore, in order to reach more senior students, six online modules specifically aimed at SSE goals were developed and made available on www.findyourway.uj.mobi. During the last term of 2016, the SSE seminar took place, at which UJ staff members shared best practice on matters relating to senior undergraduate support.

One of the major highlights of 2016 for ADC was the further development of the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), which is now fully operational. The second highly successful national First Year Experience Conference was hosted by the SANRC during May 2016. This annual event was once again very well attended by academic colleagues from across SA. The SANRC also completed the first phase of two national research projects, namely the FYE Inventory and the International Survey of Peer Leadership (ISPL).

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

In 2016, PsyCaD continued to provide a wide range of services to students, staff and the broader community. Services are provided on three levels, namely:

- Primary interventions, including preventative programmes, awareness campaigns and workshops;
- Secondary interventions, including individualised interventions such as advisory services, individual, group and couples therapy provided to students and the community;

- Tertiary interventions, including referrals of clients that require hospitalisation, which entail a close working relationship with the Helen Joseph and Chris Hani Baragwaneth Hospitals. PsyCaD also has a partnership with Akeso Clinic for emergency hospitalisation and with Life Esidimeni for substance abuse rehabilitation.

In 2016, approximately 9 500 students received therapy and 6 700 students were assisted with walk-in enquiries. In addition to therapeutic services, the Career Development Unit within PsyCaD has progressively developed a strong focus in preparing the students for the world of work. This is done by means of individual sessions, workshops and online material. In the 2016 UJ Undergraduate Student Experience Survey, the vast majority of respondents revealed positive sentiments regarding their experience with the PsyCaD services. Almost 96% of the response group felt that the psychological services were offered in a professional way. More than 91% of the respondents either 'Agree' or 'Strongly Agree' when asked whether the career counselling was done effectively.

Psychological Services Unit

In 2016, the Therapeutic, Psycho-educational and Academic Services teams merged, to provide a single point of entry for counselling and workshops, including individual therapy, couples therapy, group therapy and psycho-educational workshops. There is also an advisory (walk-in) service where students can receive immediate brief support and be directed to the appropriate resources/service. Support groups are available on request. The aim of these services is to provide students with the tools to improve their personal and academic functioning. This process can be beneficial towards personal growth and development, impacting studies positively. Specific focus areas were reprioritised with a focus on service delivery via the Advisory, Therapy and Workshop processes. Another initiative was in the online environment where students can now access and utilise some of PsyCaD's services on demand. The strategy to develop a PsyCaD online resource presence arose primarily due to the need to enhance and improve student accessibility and engagement with PsyCaD services. The UJ Blackboard Learning Management System (LMS) is an excellent platform for engaging with students, in that students are increasingly familiar with Blackboard as the principal means of access to learning and communication.

Collaboration with the residences and faculties remains a priority, with many therapy and workshop referrals stemming from their close relationship with PsyCaD. The advisory process continued this year with a focus on both screening and resolution of any emotional, academic or psycho-social issues that students and staff were experiencing. Many of these sessions resulted in further therapy sessions, which have allowed many of our students and staff to be at their optimum. For those students that were battling academically, F5 and F7 assessments were undertaken to establish both academic and career goals. The Academic Recovery Plan (ARP), introduced in 2015 as an alternative academic counselling support for F5 and F7 status students, was successfully expanded in 2016.

Disability Services Unit

Increasing attention has been given to addressing issues of access, retention and the progress of students with disabilities. It is the constant mission of the Unit to advocate for and provide equal opportunities for students with disabilities. The Unit directly facilitates support for students with disabilities through advice, support and academic accommodations in partnership with departments and faculties, thereby assisting students with disabilities to have barrier-free access to teaching and learning. The support of students with disabilities is a systemically complex activity and thus the Disability Services Unit coordinates and integrates the academic, technological, psycho-social and psychological support of students with disabilities. This requires the Unit to be equipped with not only specialised assistive technologies and devices, but also staff that are highly skilled and trained in the support that students with disabilities require. In 2016, there were 354 students with disabilities registered with the institution. During this period, 290 students with disabilities were directly supported by the Disability Services Unit in various ways. This amounted to 603 appointment-based, consultative sessions consisting of academic, psycho-social, assistive device, as well as access-driven support. In addition, 704 walk-in queries were also facilitated.

One of the main achievements for 2016 was a R2.2 million grant that was received from the Fuchs Foundation for a community project in Soweto. The grant will go towards establishing a resource centre for people with

disabilities, assisting learners with visual impairments with mathematics, and psychometric assessments of learners with barriers to learning.

Training and Development Service Unit

The Training and Development Service Unit is primarily responsible for the training of intern psychologists. PsyCaD is an accredited internship site for both Educational and Counselling internships. In 2016, PsyCaD trained five Educational Psychology interns and eight Counselling Psychology interns. All intern psychologists' duties are carried out under the supervision of registered psychologists in PsyCaD within the relevant registration category. The 13 intern psychologists were selected from various universities and commenced with their internship at PsyCaD in January 2016. The Training and Development Services Unit was also audited by the HPCSA to approve and renew accreditation of the internship programme. This was a success for the Unit where feedback indicated that PsyCaD's Training and Development Unit has set the "gold standard" for educational and counselling psychology internships. The intern psychologists are involved in all psychological services rendered by PsyCaD on all four UJ campuses, to ensure student success and eventual graduate output.

In 2016, the interns completed a total of **2 211** therapy sessions. In addition, PsyCaD assisted Campus Health Clinics by availing the services of intern psychologists to provide HIV Counselling and Testing (HCT) and Termination of Pregnancy (TOP) counselling sessions on all four campuses. In total, 489 HCT and 5 TOP sessions were offered by PsyCaD's intern psychologists during 2016. Furthermore, the interns manned the 24-hour Crisis Line and assisted 374 callers throughout the year. From these, 13 were suicide-related calls and all 13 callers were successfully assisted.

Assessment Service

The Assessment Service team predominantly provides a support service to the other teams by supplying either the assessment tools, or the manpower for psychological assessments. During 2016, the Assessment Service team conducted 1 307 assessments. This equates to a 58% overall increase from 2015 (829 assessments).

Career Services

The PsyCaD Career Services Unit provides a range of career development and graduate recruitment services that support students in their career planning and transition to the workplace upon graduation. The career guidance, assessment and counselling programme interventions offered by the Unit span a diverse range of career development support modalities and approaches, ranging from career guidance programmes, designed to assist learners and prospective students to explore career and study options in the Career Resource Centre, as well as through online applications, to quality career assessment and counselling interventions for individuals, prospective students, current students and adults in career transition.

Career Services offered a range of services in 2016, including Career Advisory Services (n=1 397), Career Resource Centre (n=1 100 visits), Career Fairs in Law, Commerce, Engineering and a General Career Fair. The Career Services Unit has dramatically increased its strategic partnerships with employers, resulting in a successful Graduate Recruitment Programme 2016.

CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies supports the provision and development of innovative and evolving technologies for teaching and learning to foster a 21st-century skilled academia through the smart use of academic technologies. After the appointment of a new director in January 2016, CAT activities and staff responsibilities were refocused to make the most of the existing expertise and competencies. In this context, members of staff were encouraged to improve and expand their skills, knowledge and use of innovative academic technologies.

Networking and research

In 2016, CAT made a concerted effort to network locally, regionally and internationally, by giving academic and technical papers at conferences and workshops, as well as participating in activities of professional bodies. CAT

is involved in two collaborative research projects: (a) an ongoing investigation of handheld devices for teaching and learning (T&L) at UJ, UCT, Wits, UFS and Sol Plaatje; and (b) a project with Bristol University, the UJ Chair for T&L, Rhodes and Fort Hare on "rurality": how do rural students transition to university, and what skills and ways of knowing do they bring?

Online programme and module development

Towards the end of 2016, CAT became an integral part of the UJ strategic initiative to develop and offer wholly online programmes. In partnership with academic departments, CAT is well advanced in the development of innovative and exemplary online curricula. During 2016, CAT was involved in the development of eight online programmes, and this will expand rapidly in 2017. CAT, in collaboration with content experts, also started the development of a set of modules that will give students the opportunity to choose free ten-credit short courses focusing on personal growth and academic success, history and politics, science and engineering, and arts and culture. Many of these modules foreground an African context and are infused with ideas, stories, examples, authors and people from Africa.

Learning and teaching with tablets

At least 90% of UJ first-year students use a variety of devices (laptops, tablets and smartphones) in and out of lectures for learning, according to the 2016 student e-learning survey. 2016 was the second year of distributing iPads to qualifying NSFAS first-year students. A total of 2 455 iPads were distributed to first-year NSFAS students during 2016. All students received basic instructions in the iStore on how to use the iPad, while a series of training events were organised by the iStore for staff and students. For 2017, new processes of iPad distribution are in place: (a) an accurate list of first-time eligible students will be sourced from Student Finance; and (b) students will be notified by a bulk SMS and email, and by a pop-up on uLink that they are eligible for an iPad.

Staff and student support

CAT staff conducted workshops and developed online self-help manuals and videos to help students and staff with the use of uLink, Blackboard Learn and MS Office suite.

During the First Year Seminar, CAT staff introduced over 1 000 students to uLink and the Blackboard LMS during training sessions on all four campuses. The CAT Helpdesk staff process and manage staff and student enquiries. An osTicket system is used to keep records of the 3 000+ queries. The majority of these were students' requests for support with access to Blackboard modules. Large TV screens on all four campuses display information slides directing students to CAT, ADC and PsyCaD services. UJ took the first steps in 2016 to implement Blackboard Predict, an evidence-based data driven intervention system, which can identify, inform and retain students at risk of dropping out. Full roll-out of Blackboard Predict will occur in 2017.

Teaching and learning professional development

Staff training sessions offered by CAT in 2016 did not focus only on technical training but also included pedagogical direction to staff for blended teaching and learning. CAT promoted and supported the use of more Blackboard functionalities during training, including online assessments, assignments, and using the Blackboard Grade Centre. CAT is in the process of designing a professional development module to assist academic staff with the integration of tablet use in their classroom teaching. A paper-to-online workshop was developed to prepare staff to move to fully online programmes. Over 350 academic staff members attended staff development workshops in 2016, either one-on-one or in groups. In November 2016, an agreement was signed with Eiffel Corp to train 180 staff members from the Faculties of Economic and Financial Sciences (FEFS) and Management for Level 1, and 80 staff members for Level 2 of Blackboard Teaching and Learning Certification. The training should have a considerable impact on our blended T&L strategy.

Technical support and development: uLink and Blackboard

CAT is responsible for the development and upkeep of uLink, UJ's single sign-on access to the student and staff portal. During 2016, the uLink functionality was increased, adding features such as links to Gradnet and

VitalSource to ensure that students will be able to download their e-books in a much simpler way in 2017. In terms of uLink use, there were over 10 million individual logins in 2016; during the core ten academic months in 2016 uLink had approximately 33 000 daily individual student logins. According to the 2016 Undergraduate Student Survey, almost 82% of the respondents use the Blackboard/uLink service daily. More than 95% of the respondents feel that the uLink services provide sufficient user support, good information resources, and a user-friendly logon procedure.

In 2016, over 80% of individual UJ modules were registered on Blackboard. In 2016, we had a total of 5.6 million individual logins to Blackboard. During the core months of each semester in 2016, we had over 650 000 unique logins to Blackboard per month, thus almost 22 000 different logins per day.

CAT Lab: Supporting innovation in teaching and learning

The CAT Lab (UJ's Teaching and Learning Innovation Laboratory) is housed in the B5 Building and was fully functional by the end of 2016. Three staff members are available to build artefacts and train staff in such activities. The CAT Lab has been instrumental in building a contingency plan for UJ to move entirely online, in the event of disruptions to the academic programme.

E-textbooks facilitated by Gradnet for UJ students

In 2016, UJ made R18 million available for e-textbooks to first-year students across faculties, as well as to second-year students in the Faculties of Law and Education. A total of 12 829 students qualified to receive a total of 76 different e-textbooks; 61,2% of the students redeemed their books. Publishers have indicated that UJ's e-textbook project involved the most downloads of all academic e-textbooks in South Africa.

SPECIAL PROJECTS

In addition to the programmes within the three centres within ADS, the Division was responsible for a number of additional special projects.

DHET Teaching Development Grant and the Foundation Grant (2015-2016 cycle)

ADS was responsible for DHET reporting and audits for the Teaching Development Grant (TDG) of R46 338 000 and the Foundation Grant (FG) of R27 899 000 for the period, receiving clean audits for both grants. No refunds were due to DHET for unspent funds: rather, UJ commitment to the development of its students and staff is evident in that the University made available additional funds for some of the projects. Specific examples are the iPads UJ purchased for its NSFAS first-year students to ensure that they are able to learn with technology and also the additional budget allocated to the tutors, senior tutors and the assistant lecturer programmes.

National Benchmark Test (NBT)

UJ requires all its first-year students to write the NBT, ideally prior to their registration as students. All students are required to write the compulsory Academic and Quantitative Literacy (AQL) test. Only certain programmes require the additional Mathematics (MAT) test. Details of these programmes are indicated on the UJ NBT website (www.uj.ac.za/nbt). A total of 20 680 UJ applicants wrote the NBT in the 2015/16 cycle, of whom 3 493 registered as students in 2016.

UJenius Club

The UJenius Club encourages undergraduate students to strive for excellent academic success, while offering a variety of intellectual, social, professional and career development opportunities. The aims of the UJenius Club are achieved in partnership between ADS, the nine faculties and other divisions within UJ. Since 2012, the UJenius Club has celebrated the best and brightest young minds who achieved an annual average of 75% with no module below 70% in the year preceding their membership. In 2016, 586 students were accepted into the UJenius Club, up from 392 in 2015, an increase of 67%. Of this cohort, 71,2% were enrolled for degrees, while 28,8% were enrolled for diplomas.

In 2016, UJenius participated in the undergraduate awards for the first time. Undergraduate students all over the world were invited to submit research to an international judging panel. Two UJenius members, Nqolokazi Nomvalo and Nicholas Harvey, were lauded as "Highly Commended Entrants" and attended an awards ceremony held in Dublin, Ireland. The University of Johannesburg is the only institution in Africa to participate in this internationally acclaimed initiative, which includes most of the top-ranking universities globally.

UJ Winter School

UJ hosted its second successful 'Enriching Minds: Winter School' during the first week of the University's three-week enrichment period, from 11-15 July 2016. Attendance more than doubled in 2016, and is partly attributed to presentations being offered on all four campuses. Participants provided positive feedback and emerged from their presentations enthused and enriched. The final UJ Winter School Programme consisted of 32 presentations and 20 unique topics, ranging from one-hour presentations to a six-hour workshop. The three best attended topics were:

- Gene in a bottle;
- Stepping up – playing in a bigger league;
- Introduction to Health Sciences.

As a feedback and quality measure, participants were invited to complete a feedback form after the presentations. Feedback was received from 204 participants. Comments and feedback will be taken into consideration in the planning of the 2017 Winter School.

Work-integrated Learning and Service Learning

The UJ Work-integrated Learning (WIL) and Service Learning (SL) Forum meets twice annually and provides management reports on WIL and SL at UJ; maintains awareness of national (and international) developments that may impact on WIL and SL; and capitalise on opportunities to advance WIL and SL at UJ. The strategy of a streamlined WIL and SL management system with a standard approach (as far as possible) within faculties remains a point of focus.

WIL and SL activities within UJ were supported by ongoing interaction with companies to identify WIL opportunities for the 6 131 students registered in the 73 WIL modules. The 2 081 SL placements in the 32 SL modules were managed by the faculties. UJ had 8 262 students completing WIL and/or SL modules as part of their academic programmes during 2016.

Accelerated Academic Mentorship Programme (AAMP)

Implemented in 2015, AAMP focuses on providing career development opportunities and inputs, with the goal of giving stimulus to the transformation of the academic staff profile, in terms of race and gender, and in order to secure the next cohort of academic leaders. By the end of 2016, AAMP had a total of 249 participating academic members of staff, 54% of whom were black South African candidates, and 53% were female candidates. The 2016 AAMP included the following key areas of academic work, structured so as to accommodate individual development needs: research development, teaching development, leadership development, and community and industrial involvement. AAMP also included further enrichment initiatives, such as writing retreats, seminars with experts, overseas conference attendance, and visits to prestigious universities. The programme has had early successes, in that 28 AAMP candidates were promoted by the end of 2016: nine to senior lecturer, 13 to associate professor and six to professor.

Assistant Lecturer Programme

Initiated in 2014 as part of the Global Excellence and Stature strategic initiative, UJ has embarked on a bold project to develop a new generation of academic staff by providing contract assistant lecturer posts in flagship programmes and departments. By the end of 2016, 71 assistant lecturers had been appointed, 77% of whom are black South Africans. The goal is to migrate assistant lecturer candidates into permanent positions as these become available, and in 2016, 16 assistant lecturers were promoted into permanent lecturer positions.

New Generation of Academics Programme (nGAP)

In 2015, DHET initiated nGAP. Universities were required to motivate for posts, and in Phase 1 (2015), UJ received and filled posts in Mathematics, Geology, Childhood Education, Accountancy, Strategic Communication, Philosophy and Mining Engineering. In Phase 2 (2016), UJ received and filled four posts in Civil Engineering Science, Psychology, Human Anatomy and Physiology, and Architecture, thus bringing the total number of nGAP scholars to 11. Phase 3 is under way in 2017, and it is likely that UJ will receive further posts. The terms of this excellent initiative are that DHET provides full funding for three years, and partial funding for a further three years, on condition that the appointments are permanent. nGAP makes generous provision for academic and professional development for the candidates.

CONCLUSION AND WAY FORWARD

The integration of technology into the teaching and learning process will be expanded in 2017, in various ways. The first fully online UJ whole programmes will commence in 2017, with a full roll-out of more than a dozen undergraduate and postgraduate programmes by 2018. This online strategy will create new markets, and will provide access to quality degrees and diplomas for those who cannot afford to study full time. Furthermore, training of the coordinators of all modules in all programmes, with regard to the maximum integration of technology to enrich the learning process, will receive new momentum. The implementation of Blackboard Predict, for all modules, will enable students, tutors, lecturers and academic managers to access real-time information, and thereby speed up intervention where risk is identified. ADS remains focused on providing an effective transition into university studies, a rich support structure for students as they progress through their studies, and a solid preparation for their chosen careers.

Rory Ryan (Prof)
Executive Director: Academic Development and Support

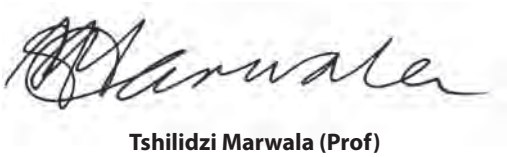
Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic

Research and Postgraduate Studies, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

The review reports on the activities of the three major Divisions: Research and Postgraduate Studies; Internationalisation; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

Each of these Divisions is headed by an Executive Director who reports to the Deputy Vice-Chancellor: Research, Internationalisation and the Library. Each has its own governance and committee structures, which are carefully aligned to divisional needs. Each Division develops its strategic plan and focus in accordance with the institutional model, policy, strategy and material risks reflected in the Institutional Risk Register. At the same time, in order to fulfil its mandate, each Division interfaces with key institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee and Academic Administration.



Tshilidzi Marwala (Prof)
Deputy Vice-Chancellor: Research and Internationalisation

Research and Postgraduate Studies

OVERVIEW

A strong research and postgraduate community is essential for the University to achieve its long-term research and graduate targets as set out in the UJ Strategic Plan 2025. The overall stature of researchers at UJ has risen as seen by the increase in the number of NRF-rated researchers, the appointment of international distinguished visiting professors under the GES initiative, the increase in the number of doctoral level qualified academic staff members, and a steady cohort of over 200 postdoctoral fellows. The Research and Innovation support units and the UJ Postgraduate School (UJPS) contribute to providing an enabling environment for research, innovation, and postgraduate and postdoctoral training.

Research productivity outcomes in 2016 show that the University has continued to make great strides in enhancing its research profile and in training the next generation of graduates.

Accredited research outputs – There was an overall increase of 19,1% from the previous year's output of 1 074.91 units to 1 279.9 units.

NRF-rated researchers – The number of NRF-rated research increased by 12,8%, from 156 in 2015 to 176 by the end of 2016.

Academic staff with PhDs – Academic staff members with a doctoral qualification improved from 44,4% in 2015 to 46,5% in 2016.

External research income – UJ attracted a total of R196.9 million of external funding for research.

Global Excellence and Stature (GES) initiative – By the end of 2016, eight renowned scholars had been appointed as distinguished professors, and 36 as international distinguished visiting professors.

Postdoctoral research fellows – The University mentored 205 fellows in 2016.

Postgraduate and postdoctoral fellow funding – The total amount allocated to postgraduate and postdoctoral fellows increased by 29% from 2015 to 2016. Income from NRF bursaries and fellowships grew by 64%.

Postgraduate enrolments – There has been a steady growth in honours student numbers with 3 334 honours student enrolments in 2016. An increase of 9,3% was seen with master's student enrolments, and for doctoral studies, enrolments grew by 11,1%.

Research Capacity Development (RCD) and statistical support – RCD offered 70 workshops, with participation totalling 1 355, comprising 629 staff and 726 postgraduates. Statkon consultants provided analysis support for 189 projects.

OPERATING CONTEXT AND GOVERNANCE

The University's research and postgraduate support portfolios are managed by three units – Research and Innovation, Strategic Initiatives and Administration, and the UJ Postgraduate School. The Executive Director: Research and Innovation, Senior Director: Strategic Initiatives and Administration and Senior Director: Postgraduate School report to the Deputy Vice-Chancellor: Research and Internationalisation. The functional activities include research and postgraduate administration and management; strategic research initiatives, research development and support; research intelligence and bibliometrics; postgraduate students and postdoctoral fellow support; and statistical consultation.

Statutory structures

The following statutory governance structures are relevant:

- Senate (chaired by the Vice-Chancellor and Principal)
- Senex (chaired by the Vice-Chancellor and Principal)
- Senate Committees (chaired by the Deputy Vice-Chancellor: Research and Internationalisation)
  - University Research Committee (URC)
  - Senate Higher Degrees Committee (SHDC)
- The UJ Postgraduate School Advisory Board guides the School on its governance and activities.

Research strategy and research policies

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

- UJ Academic Regulations (sections related to postgraduate studies)
- UJ Research Policy and Strategy
- Student-Supervisor Policy
- Guidelines for Authorship
- Code of Academic and Research Ethics
- Policy on the Classification of UJ Research Structures
- Higher Degrees and Postgraduate Studies Policy
- Charter for the UJ Committee to enhance application for NRF Ratings
- Charter of the Postgraduate School
- Incentive scheme for Research Outputs and NRF ratings
- Policy on the Protection, Management and Commercial Exploitation of Intellectual Property.

Intellectual property

The University's intellectual property (IP) is protected through the Conditions of Employment contract with employees, through the student contract, and through confidentiality agreements with external parties. These agreements establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any research and dealings with the University. The University has a Technology Transfer Office with the responsibility to encourage the creation of new intellectual property, development and transfer of technology, as reported in the portfolio of the Deputy Vice-Chancellor: Finance.

RISK MANAGEMENT

The risk profile associated with research and innovation covering a broad spectrum of issues with different levels of risk factors, is fully described in the Institutional Risk Register. The high-risk areas relating to the research and postgraduate portfolios in 2016 were:

- Compliance with research funding agreements;
- Postgraduate student throughput;
- Postgraduate student supervisory capacity.

All the mitigation strategies are reflected in the Research and Institutional Risk Registers, which together with the Institutional Improvement Plan, are reviewed and updated at least once a year.

The UJ Postgraduate School addresses the postgraduate related risks through the following:

- Research support for the development of high quality proposals;
- Research capacity development, which includes training in proposal writing, postgraduate supervision, among others;
- Research capacity building for postgraduate students.

STRATEGIC FOCUS, TARGETS AND ACHIEVEMENTS

Accredited research publications

The 2016 DHET report on the evaluation of the University's 2015 research publications submitted in May 2016 for accreditation revealed that 1 279.8 units were awarded to UJ. This represents a 19,1% increase over the previous year, and is by far the highest number awarded to UJ since its inception. It is important to note that 71% of the publications were in international (ISI and IBSS) journals. The high proportion of UJ authored or co-authored journal articles in international journals contributes to our vision of global excellence and stature. Books and book chapters authored by UJ academics and researchers grew by more than 55%. The total acceptance rate for all research publication types was the highest on record at 98,9% with 100% of books, book chapters and journal articles, and 95,1% of conference proceedings achieving accreditation. The high quality of UJ's internal review in compliance with the DHET Research Output policy is remarkable.

UJ research publication output and impact over a multi-year period

Analysis of the UJ authored and co-authored articles between 2011 and 2016 in the Scopus database (sourced in January 2017) shows that 7 000 articles have authors affiliated with UJ over this six-year period. This is a 77,4% increase from 762 UJ authored articles in 2011 to 1 352 by the end of 2016.

In terms of visibility, the field-weighted views impact over a five-year period (2011- 2016) was 2.09, indicating that UJ's publications were viewed more than twice as many times when compared to other institutions with similar publication profiles.

Looking at quantity versus quality, the Field-weighted Citation Impact (FwCI) can be used as a proxy for measuring quality. The FwCI is the percentage by which an institution's citations are being cited above or below the Scopus average for similar types of publications over the same period. UJ's Scopus-listed publications achieved an FwCI of 1.36, indicating that UJ had 36% more citations compared to other institutions with similar publication profiles over the same period.

The Global Excellence and Stature Initiative

The Global Excellence and Stature (GES) Initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across University's mission and administration support functions. The ultimate goal of the Initiative is to support the University in sustaining academic excellence for global competitiveness and prominence, while remaining relevant to the Pan-African project. The GES Initiative has interlinked catalytic interventions, whose objectives are aligned with and support goals of the Strategic Plan 2025. In particular, these interventions are aimed at strengthening academic and research capacity within the University, with an ultimate goal of increasing research outputs and impact.

The following GES catalytic interventions have been established:

- Flagship institutes and programmes;
- Distinguished Professors (DPs) and Distinguished Visiting Professors (DVPs) Programmes;
- Postdoctoral Research Fellows;
- Postgraduate students (master's and doctoral).

GES strategic research areas/themes

The University recognises that its identity, competitiveness and relevance depend, to a great extent, on the nature and quality of its research and research performance.

To this end, the University has identified and invested in developing strategic research areas, through which it seeks to drive research and scholarly excellence and distinctiveness. These areas are nurtured through GES flagship institutions and programmes that are supported through five-year seed funding from University funds, with an expectation that the entities will develop to be long-term and multidisciplinary research programmes.

By end of the reporting year, all nine established programmes were operating. Two *(Intelligent Systems* and *Pan-African Thought and Conversation*) of the nine programmes are established as research institutes and another two (*Johannesburg Institute for Advanced Studies* and *Confucius Institute*) are special institutes whose aim is to create a space for deep thinking and pursuit of knowledge for its own sake, as well as to facilitate language training, cultural exchanges, and public diplomacy that deepen Sino-South African relations, respectively. Four programmes (*International Commercial Law, Childhood Education, Earth Sciences* and *Nanotechnology for Water*) are flagship programmes, three of which are funded through DST-NRF strategic initiatives, namely, Centres of Excellence and Research Chairs programmes. Finally, the Architecture flagship programme was re-established as the Graduate School of Architecture, whose aim is to implement a new approach to architectural education in South Africa, intended to deliver on the following key results:

- An increase in student enrolment at the master's level;
- Radical transformation of the curriculum to bring it in line with global standards;
- Improved research outputs with a focus on practice-led research; and ultimately,
- Formation of new canon and a generation of new South African academics.

An in-depth evaluation of the three flagship programmes (*International Commercial Law, Childhood Education,* and *Earth Sciences*), which have been operating since the beginning of the initiative in 2014, would be a valuable exercise. The review will seek to demonstrate the accrued benefit to these programmes as well as their contribution in advancing the University's strategic goals.

GES Distinguished Professors and Distinguished Visiting Professors

Through GES catalytic interventions, the University is growing its pool of distinguished scholars to strengthen requisite research capacity for advancing research excellence as well as to enhance the University's global stature. By end of the reporting year, eight renowned scholars were appointed as GES Distinguished Professors (DPs), four of whom are flagship institute directors. In addition, through the GES Distinguished Visiting Professor Programme, the University attracted and appointed 36 Distinguished Visiting Professors (DVPs) from across the globe, primarily from Europe, North America and Asia.

Five DPs hold NRF ratings, viz. Professor Metz holds A2 rating, while, Professors Tomaselli, Neels and Vale hold B1, B3 and B3 ratings, respectively. Professor Twala holds a C3 rating, with one of the DVPs, Prof Lammertsma, holding a B1 rating.

Appointments of DVPs are across eight faculties, with the Faculty of Education hosting the highest number of DVPs, representing 38% of the 36 appointed. Of the 36 appointed DVPs, 28 (77%) have started working, three have yet to start, and five are awaiting approval of visa applications. The remaining 10 include cases of pending feedback on the offer of appointment (3), declined offer (6) and cancelled position (1).

Of the 28 active DVPs, 13 started in 2015, 9 (69%) of whom started in the second half of the year. The remaining 15 started in 2016, with 53% commencing in the second half of the year.

Although progress has been made in appointing Distinguished Professors, administrative support remains a challenge. As such, efforts are under way to streamline administration processes for improved pre- and onboarding experience for professors.

GES postgraduates and postdoctoral fellows

Of the 205 postdoctoral research fellows registered in the reporting year, 28,3% were GES PDRFs. The number of GES postdoctoral fellows registered in 2016 increased from 47 in 2015 to 58 against the 2016 target of 54.

A majority of registered PDRFs in the reporting year came from African universities outside South Africa, representing 43% of the total GES registered candidates. These were followed by candidates coming from international universities, at a close count of 38%, with the remaining 19% coming from South African universities.

The take-up of GES scholarships has been good since inception of the programme. The number supported has increased from 21 master's and 24 doctoral candidates in 2015 to 27 master's and 50 doctoral candidates in 2016. Between 2014 and the end of the reporting year, 10 GES master's and four doctoral candidates have graduated.

Research outputs emanating from GES programmes

The total number of the Department of Higher Education and Training (DHET) accredited units generated from GES programmes, including DPs, DVPs, PDRFs, doctoral and master's students has increased from 9.2 in 2014 to 42.51 in 2015. In the reporting year, the number of submitted units is 76.9 (as at 3 March 2017). Postdoctoral Research Fellows were the major contributors to the 2016 submitted units, generating 38,3% of the total submitted units, followed by DVPs and DPs contributing 26,6% and 22,8% towards the total submitted. In addition, DPs and DVPs collectively produced 181 other scholarly significant publications that are not DHET accredited, a majority of which are journal articles, representing 68% of their total publications.

RESEARCH PROFILE

NRF-rated researchers

The number of NRF-rated researchers at the University of Johannesburg increased by 12,8% in 2016, from 156 in 2015 to 176 by the end of the reporting year. Most important is the growth in UJ researchers with international standing, as is seen by the addition of five new B-rated researchers and the growth of our young Y-rated academic researchers.

Table 43: UJ's NRF-rated researchers per category

	Rating Category					
Year	**A**	**B**	**C**	**P**	**Y**	**Total**
2014	6	32	77	1	26	**142**
2015	6	33	86	1	30	**156**
2016	6	38	97	1	34	**176**

UJ academic staff credentialing

The proportion of academic staff members with a doctoral qualification improved from 44,4% in 2015 to 46,5% in 2016 (*extracted from HEMIS on 16 February 2017*). Although there has been an improvement over the past three years from 41,8% of staff with doctoral qualifications in 2014, it is a balancing act to retain, attract and replace qualified staff members in light of resignations and retirements of highly qualified academic staff.

The Department of Higher Education and Training (DHET) research development grant contributes significantly in supporting staff members studying towards a doctoral degree. The support is in the form of funding for teaching assistance, teaching relief and other research related activities necessary for completing a degree and submitting a dissertation.

In 2016/17, the DHET Research Development Grant supported seven project areas, some of which were offered through the Research Capacity Development Unit of the Postgraduate School. These include programmes for: emerging supervisor training; emerging researcher development; postgraduate study support for staff; research development capacity ? active researchers; academic exchange and mobility; administration of the Research Development Grant; and electronic learning platform and online content development for research staff. Over 100 applications were supported under these seven project areas resulting in full expenditure of the awarded R7.1 million.

Prestigious awards

UJ researchers continued to be recognised for their excellent research and training in South Africa and beyond our borders. Twenty-four awards and/or prestigious recognition were bestowed on UJ staff in 2016. Among the

prestigious awards were the (NSTF) TW Kambule-National Science and Technology Award to Professor Bheki Twala at a gala dinner in 2016. Professor Esther Akinlabi from the Faculty of Engineering and the Built Environment and Professor Catherine Ngila from the Faculty of Science were awarded the young and established Women in Science Awards, respectively in the category Physical and Natural Sciences.

UJ POSTGRADUATE SCHOOL

The postgraduate portfolio at UJ is an integral pillar of the University's Global Excellence and Stature drive. This has been an exciting and challenging year for the Postgraduate School. The Charter for the establishment of a University of Johannesburg Postgraduate School was approved by Senate in 2015 and the School was launched on 25 May 2016. The inaugural Advisory Board meeting was held on 22 August and by the end of 2016, the Postgraduate School was fully focused on delivering against its mandate.

The mandate of the University of Johannesburg Postgraduate School (UJPS) is a result of a collaborative process that aims to balance international best practice with the unique requirements of UJ. The vision of the UJPS is to be 'a school of excellence dedicated to UJ postgraduate development and performance'.

The functional activities of the School are measured through key performance indicators with goals and targets defined annually in the Annual Performance Plan (APP). Key aspects of performance for 2016 were:

- An enabling environment for postgraduate success;
- Postgraduate enrolment;
- Postgraduate success;
- Research capacity development;
- Postgraduate funding;
- Postdoctoral research fellows.

Enabling environment

The UJPS plays an important role in the advancement of the postgraduate portfolio at UJ, to grow intellectual currency. An enabling environment is one of the core elements of ensuring postgraduate success and of attracting excellent postgraduate students and postdoctoral fellows. The UJPS has progressed significantly towards strengthening this enabling environment during 2016.

Facilities and accommodation

The UJPS building, Akanya, accommodates 56 postdoctoral fellows, and some of the space is currently being used by doctoral students. The building also has a training venue that has already been used for more than 65 research capacity workshops and other events to build the UJ Postgraduate Community. The Research Commons, established on all the UJ campuses, provides further facilities for the use of postgraduate students.

Postgraduate student association

Since the UJPS is committed to play a key role in developing a postgraduate culture at UJ, it supported the activities of the Postgraduate Association (PGA), which is slowly becoming established. The current chairperson, Mr Tshepo Moloi, was approached to indicate the association's priorities, how they align with the UJPS Charter, and how the PGA and UJPS can work together to promote a postgraduate culture.

Regulatory framework

During 2016, the review of the Higher Degrees Research Policy and the Higher Degrees Administration: Structures and Processes was completed, and these key documents were accepted by Senate. There has been significant progress in various projects on the mapping of all the processes relevant to postgraduate students, such as the processes around initial contact and registration as well as processes during the study phase of the postgraduate degrees.

The processes within the postgraduate fund management (PFM) have been mapped, especially those that pertain to PDRFs, and are in the process of being automated.

Postgraduate electronic monitoring system

A postgraduate electronic monitoring system is essential to improve postgraduate performance at UJ. This system needs to be integrated with the Management Information System to ensure that interventions are directed where they will have the most impact and to improve the overall management of the system. During 2016, the UJPS participated in the review of possible systems. It was decided that a system would be developed based on the Blackboard system in use at UJ, and significant progress was made by the team, which included members from ITS, CAT, DIPEM and UJPS. The system is intended to be piloted in the first half of 2017.

Postgraduate student experience and success

The Research Capacity Development Department expanded on initiatives that support the holistic development of postgraduate students. The Department is in the process of drafting a plan for mobilising faculties and support entities, such as the UJ Library, Student Affairs and PsyCaD, to improve the experience of postgraduate students. Phase 1 of the three-year plan will be implemented in 2017.

Postgraduate enrolment and success

The data presented in this report are based on current HEMIS data and the 2016 data have not yet been audited. Postgraduate enrolments reflected a 9,3% growth from 2015 to 2016. The growth in honours, master's and doctoral enrolment was 9,5%, 9,3% and 14,9%, respectively. Table 44 contains a summary of the enrolment, graduation and average time to completion over the last five years.

Table 44: Postgraduate performance

Qualification level		2012	2013	2014	2015	2016
Honours	Headcount	2 856	2 827	2 821	3 044	3 335
	Graduates	1 638	1 730	1 714	1 752	Not audited
	Average time to completion	1.52y	1.49y	1.38y	1.38y	1.40y
Master's	Headcount	2 132	2 297	2 444	2 691	2 941
	Graduates	430	514	527	501	Not audited
	Average time to completion	3.43y	3.33y	3.32y	3.34y	3.55y
Doctoral	Headcount	660	710	765	858	985
	Graduates	109	78	106	105	Not audited
	Average time to completion	5.45y	5.45y	5.26y	5.24y	5.31y
Total	**Headcount**	**5 648**	**5 834**	**6 030**	**6 593**	**7 261**
Total	**Graduates**	**2 177**	**2 322**	**2 347**	**2 358**	**2 464**

Honours enrolment, graduation and completion rate

There has been a steady growth in honours numbers and the 2016 number of honours students enrolled was 3 334. The number of graduates for 2015 was also slightly higher than the previous year. There has been a very slight increase in the average time to completion.

Master's enrolment, graduation and completion rate

The headcount for master's degrees has increased steadily over the last years and there were 2 942 master's students in 2016. This is an increase of 9,3% from the previous year. Unfortunately, there was a slight decrease in the number of graduates and an increase in the average time to completion from 3.32 years to 3.34 years.

Several interventions are in place to increase the throughput at master's level. Specific faculties and departments have initiatives and the Postgraduate Centre (PGC) is developing focused interventions, including support in academic literacies.

Doctoral enrolment, graduation and completion rate

Doctoral enrolments have grown by 14,9% from 2015 to 2017 after an 11,1% increase from 2015 to 2016, and the 2016 headcount was 986. Nearly a third (321 or 32,6%) of all doctoral students are international students. The number of doctoral graduates in 2015 was nearly the same as in 2014. Time to completion is a concern and this has increased slightly for the calculations of the 2016 graduation class. (This figure is indicative and not yet final.) Focused interventions to improve the success of doctoral students are in place at university and faculty level. The postgraduate tracking system will contribute in this effort.

RESEARCH CAPACITY DEVELOPMENT

The Research Capacity Development (RCD) Department and Statkon provide research training opportunities and specialist consulting services designed to meet the needs of postgraduate students, emerging researchers, and emerging supervisors. In meeting these needs, the intent is to contribute to reduce the postgraduate dropout rate and time to completion, and to improve supervision and postgraduate student satisfaction.

Both RCD and Statkon support UJ's strategic objectives to achieve Excellence in Research and Innovation (Objective 1), in Teaching and Learning (Objective 2) and an Enriching Student-friendly Learning and Living Experience (Objective 4).

The Research Capacity Development Department

The focus for 2016 was on improving the impact and quality of research capacity development initiatives for postgraduates and academic staff. To this end, there has been a movement towards extending and deepening support from ad hoc once-off workshops to workshop series and short courses, and from generic workshops to interventions tailored to the content and needs of specific faculties and departments, on request.

The 2016 Research Capacity Development (RCD) programme offered from the Postgraduate School, and serving all nine faculties, was the most extensive to date, with 70 events taking place during the course of 2016, a substantial proportion of which was funded by the DHET Research Development Grant (RDG). A total of 292 staff members and 413 postgraduate students participated in Semester 1, while in Semester 2, 337 staff and 313 students participated. The total number of recorded participations in RCD events was 1 355, comprising 629 staff and 726 postgraduate participants.

Research communication

The sixth annual inter-faculty Postgraduate Symposium was held on 14 October 2016 with the largest number of participants ever: 133 postgraduate students and staff members participated in the Symposium, 58 of whom presented their research on the day.

RCD initiated and hosted UJ's Three Minute Thesis (3MT) Competition, and initiated faculty-based competitions leading to the main UJ competition. In 2016, master's students also had the opportunity to present their research in a two-minute presentation. Six faculties had their own competitions before the main UJ Two Minute Dissertation (2MD) and Three Minute Thesis (3MT) Competition. In total, 137 people (45 of whom were presenters) participated in these competitions.

Research supervisor development

The 30-credit Strengthening Postgraduate Supervision courses, accredited by Rhodes University, were offered in two iterations to UJ staff in 2016, with a total of 48 participants completing the course. A specific focus for the RCD Department is the development of UJ's own new short courses on aspects of postgraduate supervision that are not comprehensively addressed in the Strengthening Postgraduate Supervision course.

By June 2016, all seven short courses, and the proposed Postgraduate Diploma in Research Supervision, had been approved at the Faculty of Education and at Senate level. The Diploma is now with the CHE awaiting approval. To qualify for the Diploma, participants will be able to choose six of the following modules: PGRS@UJ: Rethinking postgraduate research supervision in the African context; Academic literacies in research supervision; Assessment of postgraduate research; Ethics in research supervision; Supervising qualitative research; Supervising quantitative research; and Current and emerging issues in postgraduate supervision.

A Postgraduate Supervision Forum entitled, Strategies for addressing postgraduate throughput and time to completion, was held on 4 August 2016. The 57 staff members who participated in the Forum had the opportunity to learn more about the postgraduate throughput and time to completion data and faculty representatives shared strategies for improving time to completion.

Research capacity development for UJ staff

As part of UJ's Excellence in Research and Innovation Strategic Objective, the University's 2020 and 2025 targets for the percentage of academic staff holding doctoral qualifications are 65% and 75%, respectively. UJ has invested in its staff though the SANTRUST pre-proposal doctoral programme, the Academic Accelerated Mentorship Programme (AAMP), and other initiatives. A series of eight workshops aimed at UJ staff studying towards doctorates ran over the year as part of the Postgraduate School's Research Capacity Development Programme.

To support strategic objectives regarding increased research output, RCD secured DHET Research Development Grant (RDG) funding for four intensive faculty-specific writing retreats. Four DHET RDG-funded Postgraduate Writing Fellows (PGWFs), who are PhD candidates, provided one-on-one consultations to assist staff and postgraduate students with their research writing. The PGWFs, who were housed in the UJ writing centres, had 477 consultations with 389 students in 2016.

THE STATISTICAL CONSULTATION SERVICE (STATKON)

During 2016, Statkon consultants contributed to excellence in research and increase in research output and throughput of students by providing r*esearch design support* for 340 projects, and by providing *analysis support* for 189 projects. This support was predominantly requisitioned from the Faculties of Management, Health Sciences, and Engineering and the Built Environment and from honours, master's and PhD students and staff members.

An additional activity contributing to UJ's objectives to increase research output and improve student throughput was support provided by Statkon for data capture, either by demonstrating the data capture procedure to individual students or facilitating data capture internally.

Statkon consultants contributed to development of staff and postgraduate research skills through facilitation of workshops on Research Design (including sampling methods and questionnaire design) and Statistical Analysis (including descriptive and summary statistics, statistical techniques for comparing groups, statistical techniques for examining relationships).

POSTGRADUATE FUNDING

The total amount allocated to postgraduates and postdoctoral fellows increased by 29% from 2015 to 2016 as shown in Table 45. The NRF funding increased by 64% between 2015 and 2016. The total value of 2016 was R56 831 119.25 and of this, R3 600 000 was awarded additionally during the process of re-awarding unspent funds. Where students were awarded an NRF honours bursary, the decision was taken to reverse the UJ honours bursary and only pay one bursary, i.e. the higher of the two. This allowed more students to be funded, as the reversal freed up money for other needy students in the faculties.

A more efficient and timeous system for the process of funding for honours, GES and NRF allocations was put in place for 2016. The lack of alignment between UJ and the NRF has now been resolved by providing award

letters to the successful NRF awarded candidates to allow for the unblocking and registration process so that students are not required to make the initial upfront payment of registration fees. This was a test phase in 2016 and proved to be a much smoother process, which eliminated turning away NRF qualifying students who did not have the registration fees.

Table 45: Scholarships managed at the postgraduate fund management

Bursaries/ Scholarships	2014 Awards		2015 Awards		2016 Awards	
Categories	**Number of Awards**	**Amount**	**Number of awards**	**Amount**	**Number of Awards**	**Amount**
Total Honours	647	21 123 030.00	725	23 832 828.14	921	31 634 857.20
Total Master's	102	7 215 000.00	184	13 601 483.34	346	21 838 558.83
Total Doctorate	102	10 024 110.10	122	12 062 439.35	235	22 835 595.57
Total PDRFs	173	19 955 065.20	204	26 871 280.81	205	25 425 832.20
Total Supervisor linked M&D	883	4 896 236.00	972	8 337 819.00	1034	7 754 129.70
Total Undergrad	7	598 615.00	3	95 712.00	18	1 123 000.00
Total	**1 914**	**63 812 056.30**	**2 210**	**84 801 562.64**	**2 759**	**110 611 973.50**
Total URC	1 545	32 900 200.18	1 645	33 736 528.00	1 721	35 139 160.11
Total NRF	321	25 145 973.14	453	34 640 152.41	819	56 030 429.76
Total GES	41	5 021 541.99	91	14 123 272.69	135	16 382 758.86
Total External	7	744 340.99	21	2 301 609.54	84	3 059 624.77
Total	**1 914**	**63 812 056.30**	**2 210**	**84 801 562.64**	**2 759**	**110 611 973.50**

POSTGRADUATE RESEARCH FELLOWS

The total number of postdoctoral research fellows increased from 173 in 2014 to 204 in 2015, and in 2016 the number stood at 205. Of the total number of PDRFs, 9,2% in 2014, 25,4% in 2015 and 25,9% in 2016 were supported by the GES initiative. The sources of funding for the PDRFs at UJ are shown in Table 46.

Table 46: Sources of funding for PDRFS

	2014	2015	2016
Total NRF PDRFs scholarships	31	25	32
• NRF Innovation PDRF			7
• NRF Scarce Skills PDRF			8
• NRF Free Standing PDRF			3
• NRF GHL PDRFs			14
URC PDRF	122	127	113
GES PDRF	16	47	58
Claude Leon PDRFs	4	4	2
DHET PDRF	0	1	
Total PDRFs	**173**	**204**	**205**

YOUTH DEVELOPMENT INSTITUTE OF SOUTH AFRICA

The Youth Development Institute of South Africa (YDISA) was established in 2014, from a partnership between the University of Johannesburg and the National Youth Development Agency, with a vision to provide cutting edge research and programmes for youth development in South Africa.

Most part of 2014 was focused on laying the foundation with engagements taking place between the founding members, designing a business model and developing the Institute's mandate and strategic objectives. In April 2015, the Institute was registered as a Non-Profit Company in terms of the Companies Act No. 71 of 2008. In the same year, the board was appointed in April followed by the appointment of the managing director in August 2015. The Institute was officially launched in March 2016. Being a new entity developed from the ground, in the reporting year, the focus was on setting up and capacitating the office, establishing basic governance protocols, establishing critical networks, identifying potential collaborators, participating in a number of relevant dialogues and initiatives as well as hosting workshops with representatives from the youth development sector.

The following progress has been made against set strategic goals:

- **Producing a Scenario Plan Document**
  A workshop with various stakeholders within the youth sector was held in 2016 and a scenario plan document for the Institute has since been developed. This document provided insight on what the status of youth in South Africa would be in 2030. The workshop also played an important role in exposing the Institute to other opportunities required by various stakeholders, particularly capacity building workshops for youth practitioners.
- **Producing various thematic research outputs**
  A few articles were generated from the Institute, one of which was published in the *Thinker and Service Delivery* magazine and the rest published in the National Youth Development Agency (NYDA) in-house publication.
  The Institute also made a call for chapter contributions to the Inaugural Book of the Institute and preparations are under way and on schedule.
- **Monitoring and Evaluation System (Youth Index)**
  The Institute has progressed with research work on a Youth Index. Based on the desktop research on national and international best practices in existing Youth Index work, the completed research has revealed 152 indicators, which span across six strategic youth domains consisting of 26 subthemes. The next phase in the process will be consultations with relevant stakeholders to finalise the indicators that will inform the development of the Index.

CONCLUSION AND WAY FORWARD

The 2016 research and postgraduate activities and outcomes built on the successes of previous years and, with the firm establishment of the UJPS and the Strategic Initiatives and Administration entities, we foresee a continued upward trajectory in performance across the board. Particular focused activities will centre on increasing external international research income, expanding emerging researcher support to build a strong sustainable cohort of academic researchers, improving postgraduate throughput, and leveraging national and international collaborations and partnerships in areas of strength.

Tshilidzi Marwala (Prof)
Deputy Vice-Chancellor:
Research and Internationalisation

Shireen Motala (Prof)
Senior Director: Postgraduate School

Carol Nonkwelo (Dr)
Executive Director:
Research and Innovation

Linda Mtwisha (Dr)
Senior Director:
Strategic Initiatives and Administration

Internationalisation

OVERVIEW

Internationalisation is a key driver for the University of Johannesburg to achieve its 2025 goal of *an international profile of students, employees, scholarly output and institutional reputation*.

The work undertaken by the Division for Internationalisation is central to the UJ's vision of '*an international University of choice, anchored in Africa, dynamically shaping the future*'. Through Internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, as well as to position the University on the global higher education landscape.

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaboration involving research, student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching the student's experience; the University's research and innovation; teaching and learning towards excellence in scholarship; as well as the enhancement of the UJ's international profile.

Firmly implicated in the University's Global Excellence and Stature 2025 Strategy, the work of the Division is also informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is both intra-university, and with international partners.

Key targets and indicators towards realising UJ's Global Excellence and Stature 2025 Strategy are:

- 20% international permanent academic staff by 2020;
- Priority focus on Africa; increased partnerships with BRIC countries, the US and Europe;
- 10% international students by 2020 with two-thirds in UG programmes;
- 1 000 students per annum in Study Abroad programmes by 2016, and 3 000 students per annum in Study Abroad programmes by 2025.

In addition to the above targets, the Division sets financial targets for itself, in line with UJ's 2025 Strategic Objective Six: Fitness for Global Excellence and Stature.

In 2016, growth was realised on all targets, with most of the targets for the year being exceeded.

OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

Operating Context: Human Resources

The Division for Internationalisation is made up of a team of 13 staff members led by an Executive Director (ED). An important addition to this team is a set of student assistants who are brought on board at various times in the year as registration assistants, buddies, and public relations assistants.

In 2016, the ED's reporting line was changed to DVC: Research and Internationalisation whose designation had been amended. The Human Resources component of the Division was enhanced significantly with the addition of new staff members during the year under review. Reporting to the ED, these are Director: Internationalisation Corporate Services; and Director: Internationalisation Academic Services. The Corporate Services position had been vacant as of August 2016 and the post would be advertised again in 2017. The Director: Academic Services position was filled on 1 June 2016 and the Academic Administration Officer post on 1 September 2016. Also reporting to the ED is the Director: Study Abroad and the Personal Assistant to the ED. The Directorates house International Staff and Student Recruitment, Admissions, and Marketing; Study Abroad and International Student Welfare; as well as Academic Services and Global Programming.

The Corporate Services Directorate is made up of the Director, the Senior Manager for Recruitment and Marketing, the Supervisor for International Admissions, and four International Admissions and Welfare assistants.

The Academic Services Directorate is made up of the Director and an Academic Administration Officer; currently the PR and Communications Officer also reports to the Director: Academic Services until the new Director: Corporate Services is appointed. Reporting to the Director: Study Abroad is the Manager: Study Abroad and the Administration Officer. The Director: Study Abroad has also temporarily assumed an acting role as Director: Corporate Services, while the latter position is vacant.

The new appointments reflect the growth and the strategic strengthening of the work carried out by the Division. More importantly, the appointments are geared at optimised, elevated, and more professionalised service offerings in line with the University's vision of excellence in all facets of its work.

Operating context: Structure

Partnerships, global reputation management and special projects

In addition to the overall strategic direction and the administrative and financial operations of the Division, the ED's portfolio directly takes care of this function. Institutional partnerships management entails the identification of strategic partners, initiation and coordination of partnerships, including facilitation of partnership agreements as well as inbound and outbound delegation visits.

Global reputation management is closely linked to partnerships management and includes the identification of critical platforms for the University's visibility and strategic positioning, including the facilitation of the Institutional Rankings function. Particularly significant in 2016 was our continued work with Times Higher Education (THE) to continue to elevate UJ's global reputation, while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa. Also significant in 2016 was the recognition of UJ as one of the top 100 universities under 50 years old by the acclaimed ranking body, THE.

Special projects are strategic initiatives crucial to internationalisation of the University at any one point, such as the Universitas 21 (U21) and UN partnerships. Special projects may also be projects that require incubating and support before they are passed on to another function. Significant to 2016 in this regard was the official launch of the Confucius Institute, and UJ's formal admission as a receiving foreign school for the US Federal Aid Programme.

Academic Services

The Director: Academic Services is the key focal point for faculties and the Postgraduate School. In particular, the International Academic Services Unit facilitates the international aspects of the University's initiatives towards the enhancement of teaching, research, and community engagement. Priority areas of focus are internationalisation of the curriculum; languages programmes development; support for the Confucius Institute as well as the University of Johannesburg English Language Programme (UJELP); support for faculties' international accreditation; development and management of executive programmes, all short learning programmes, online learning, institutional international public lectures, international fellowship programmes and joint degrees. Further, the Unit works with partner institutions and internal stakeholders to ensure international credit and assessment harmonisation. Finally, the Unit offers critical liaison with the relevant internal divisions for optimum provision of a preferred international student and staff experience.

Corporate Services

Led by the Director: Corporate Services, this Unit supports the administration and internationalisation activities and operational management of the Division of Internationalisation. This includes finance and administration, with particular reference to monitoring and evaluation, marketing, international recruitment, partnerships contract management, and the offering of oversight over communications and international admissions. The Unit also offers a coordinating lead to international fundraising. Some key roles that came under focus for enhancement in 2016 were: provision of operational management and support to international staff, and postdoctoral fellows, with special emphasis on distinguished visiting international staff; coordination of the onboarding of international staff, including attending to accommodation needs, visa requirements, work permits, and flight bookings, among others. Also key was the implementation of effective links with reputable providers and recruitment agencies, such as the Department of Home Affairs, Department of Labour, embassies, and high commissions.

International Student Marketing, Recruitment, Admissions and Welfare

The Unit is led by a Senior Manager, and falls under the Directorate for Corporate Services. The Unit is responsible for the recruitment of international students on behalf of all faculties, liaising with various stakeholders for information and contribution to processes relevant to the international prospects and students; customer relationship management; international admissions; and the development and management of efficient communication platforms geared towards staff, students and external markets. The work of the Unit also entails identifying international student recruitment markets in various countries. Typically, at least ten countries across three continents are visited annually in a bid to profile and build the University brand abroad, recruit the best students globally, grow student numbers, and increase the breadth of representation by a country to better cultivate an international culture at UJ. The marketing and recruitment efforts are also showing significant impact: new applications have steadily risen, as has the total number of international undergraduate applications with positive results, indicating better applicants, and a higher propensity, therefore, for absorption.

Significant developments in this arena in 2016 include the introduction of the off-campus clearance of international students for the purpose of registering with the University; communication about off-campus clearance sent by email to both first-time registering and senior international students; clearance of permanent resident permit holders and refugee permit holders with expiry date beyond December 2016 based on valid documents, now stored on ImageNow.

A new arrangement was also forged with Visa Facilitation Services (VFS) to service international students and staff for the first time in 2016. Additionally, a special dispensation arrangement was arrived at with the South African Embassy in Nigeria – one of the busiest clearing centres for UJ students and visiting scholars – resulting in faster, more efficient processing of study and visitor visas. Further, in 2016 the financial clearance of international students, within the same venue where the international clearance was issued, was continued with much success.

Student Welfare

The Student Welfare function is carried out by the Admission Officers located on all four campuses, and are usually the international students' first interface point. At the Auckland Park Campus, a full-time Welfare Officer is in charge of this function. She also coordinates the welfare needs of the students across the four campuses. The welfare function entails looking after the psycho-social needs of the students to help them adjust to their environment at UJ. Support is also offered continuously throughout the student's life on campus. Some key areas of support include: application support documents processing, including liaising with SAQA and HESA; immigration and information on medical aid and funding support; assistance with accommodation; orientation; buddy training; and cultural integration. The Cultural Integration Programme offered by the Unit plays a significant role in addressing some of the adjustment difficulties that international students can experience, including xenophobia. In 2016, the programme took the form of a series of welcome functions post registration for first-time entering students, such as buddy pairing, a student leadership programme, and the International Festival during UJ Diversity Week in September.

Governance

The strategic positioning of the Division gives it an advisory role to Management Executive Committee (MEC), mainly through the DVC: Research and Internationalisation. More directly, the ED meets with the VC every other month, and offers direct advice and support to MEC and members of the Executive Leadership Group (ELG), as well as to teaching staff and students, as necessary. The ED is also responsible for institutional partnerships development and management. In this role, collaboration is undertaken with the Registrar's Portfolio, as well as with the faculties.

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

In 2016, regular meetings, led by the Directors in the Division, were also held with

- Heads of Faculty Administration
- Student Affairs
- Student Representative Bodies
- Postgraduate Office
- Human Resources
- The Confucius Institute

Intra-divisional meetings are held monthly, while heads of units meet with the Executive Director on a weekly basis. The Executive Director (ED) meets the DVC: Research and Internationalisation on a monthly basis. Monthly meetings are also held with the Registrar. Other lines of engagement have been established with the Finance Division as well as with the Division for Student Affairs, where the EDs, Directors, and business partners offer a crucial interface.

Risks and management of risks

Internationalisation presents with both immense opportunity and huge risk, not least with respect to the international reputation of the University. To put UJ's best foot forward internationally, a **PRESS** culture has been instituted: a culture of **P**ro-activity, **R**esponsiveness, **E**ngagement, and **S**tudent and **S**taff-first-service defines the work of the Division.

Charged as it is with growing international student numbers at UJ, one area of risk for the Division remains adequate recruitment and retention of fee-paying international students in the current global economic climate. An international recruitment strategy towards diversification of feeder countries, as well as a funding proposal geared at enhancing the University's competitive edge, which was approved by MEC in 2013, continues to bear fruit: student numbers have grown significantly, as have the number of countries represented on our four campuses. As student numbers grow, as the student body becomes more diverse, so are the various risks multiplied and become more complex.

Key areas for which the Division has set in place steps towards risk-preparedness include student integration, as well as international mobility of students and staff associated with the University's Study Abroad and International linkages programmes. In 2016, the Division also put in place a work continuation plan, and ran a successful pilot online recruitment programme, towards the enhancement of the international recruitment plan.

In addition to these measures and in an effort to assure optimal risk-preparedness and promote security, the Division has published a Risk Management Plan that serves as a guide to operationalising this area of work, and is consistent with global standards. An integral part of a well operating Internationalisation Office, a Risk

Management Plan is also often a requirement for membership of international recruitment agencies. The current plan is devised primarily with the prevention of disasters in mind and was developed in consultation with Protection Services and the Risk Office, in order to ensure it fits with UJ's overarching risk and prevention of disasters mechanisms.

The plan delineates the following:

- Types of disasters
- Responsibility of the disaster team
- Disaster action team
- Prevention and protection measures
- Disaster response
- Disaster response procedures
- Recovery procedures
- Disaster team members' responsibilities
- The disaster team leaders' responsibilities
- Documentation
- Volunteers
- Communications
- Supplies and services
- Backup for disaster recovery

High on the 2016 Risk Agenda were the xenophobia and #FeesMustFall protest phenomena that bedevilled the country. UJ's response proved the institution's sufficient preparedness and even leadership in both instances. More importantly, the experience revealed key lessons that will be reflected in both our Risk Register going forward, and for strategy and tactic reconfiguration in the areas of security, recruitment, and welfare provision.

STRATEGIC FOCI AND TARGETS: PERFORMANCE

The overarching strategic objective that the Division drives, and in which, therefore, all the units are implicated is Strategic Objective Three: International Profile for Global Excellence and Stature:

- Recruitment of international students and staff, study abroad programmes (inbound and outbound), and smart institutional partnerships.
- Increased proportion of undergraduate and postgraduate international students through focused recruitment from Africa, the BRIC nations, Asia, the Americas, Australasia and Europe.
- Recruitment to target international academics of stature, and postdoctoral and other fellows, while for students structured inbound study abroad programmes will become a significant feature of our offerings.
- Increase in the number and stature of our partnerships with universities, selected United Nations agencies, the African Union and various embassies to secure funding and facilitate the offering of joint degrees, executive short learning programmes and the establishment of a Global Policy Institute for Africa or Leadership School.

Additionally, the Division co-drives and/or is implicated in the following Strategic Objectives:

- Strategic Objective Four: Enriching Student-friendly Learning and Living Experience
- Strategic Objective Five: National and Global Reputation Management
- Strategic Objective Six: Fitness for Global Excellence and Stature

Towards 2025

Performance in the year under review is subject to institutional context and framework and is best evaluated as such. The clearly delineated targets in the Institutional Strategic Plan 2025 provide a necessary long-term framework. In the medium term, the divisional foci and objectives for the year 2020 have been an important framing mechanism and excellence gauging standard for the 2016 divisional plan and performance. These are:

- An e**nhanced global higher education standing**: UJ active in reputable **network** activities implementation (research, students and scholar mobility) in **U21** and with **QS** and **THE** ranking.

- UJ to launch a **UJ-led consortium on Future Cities** within the U21 network.
- **Strong Africa and Research/Policy nexus footprint**: building on the work in 2012 Africa's focus year.
- More **diverse student community**: focus on growing the number of students from under-represented countries.
- Engage with **BRIC countries**: in terms of partnerships, student recruitment, and new academic programme initiatives (China engagement).
- Long-term legacy-building: Partnership collaboration with strategic partners: joint degrees, joint institutes, joint schools.
- A vibrant, profit making, all faculty inclusive **Study Abroad Programme**.

2016 Performance at a glance

Student Recruitment and Marketing targeted over ten countries in three continents. This was realised. The target number of 3 283 international students for 2016 was five short, with 3 278 international students registered by the end of 2016 (2 222, UG & 1 056, PG).

Study Abroad: the Study Abroad numbers grew exponentially, almost meeting the 2016 target set at 1 000 students. The number realised by year end was 992.

International staff currently stand at 13% against a set 2020 target of 15%.

Partnerships have continued to grow in number, level of strategic positioning, and quality: 32 delegations visited UJ at an institutional level; 20 partnerships were entered into in 2016, 6 of which were with partners from Africa.

While UJ's Africa footprint has grown particularly in Southern and Western Africa, A VC-led delegation to Laurea UAS, Finland during 2016 saw UJ's footprint making significant tracks in Scandinavia. Another Executive delegation visit to Laurea UAS, led by the Chair of Council, Prof Marcus, took place in December 2016 towards concretisation of the partnership with Laurea University. The engagement with Laurea University is the second of two significant engagements with Scandinavian countries in 2016, the first being the visit to UJ by 31 University Vice-Chancellors and Funding Body representatives from Sweden.

The University of Johannesburg signed 10 Erasmus+ agreements in 2016, which focused on student and staff mobility. UJ is part of a joint PhD programme in collaboration with U21 partners. Importantly, the Erasmus+ consortium, on which are represented several universities from Europe and Scandinavia, further strengthens our growing footprint in Scandinavia, while offering much needed funding for research and mobility.

At home, UJ continued on its track to become the epicentre of global knowledge and host to the best thought leaders around the world. In this vein, UJ hosted and/or launched: the EU Study in Europe Fair; Four Thought Leadership Dialogues, which focused broadly on the Decolonisation of Knowledge; Joint Master's in Industrial Policy programme in partnership with IDEP; Times Higher Education BRICS and Emerging Economies Universities Summit; and the Cornell Law Short Learning Programme.

Growth was realised in the number of International Student Exchange Programme (ISEP) partnership students for both inbound and outbound Study Abroad mobility. Significant for growing international student numbers, UJ was formally admitted as a receiving foreign school for the US Federal Aid Programme.

Global Reputation: Of note for 2016 are:

- UJ ***participated*** in the 2nd Africa Universities Summit in Accra, Ghana; QS World Class in Singapore; EAIE Conference in Liverpool, UK; U21 Managers Meeting in Singapore; FPP EduExpos in India; African Leadership Centre (King's College London) and Carnegie African Diaspora Fellowship Programme (CADFP) Council meeting in Nairobi, Kenya; THE Latin America Universities Summit in Bogota, Colombia (the only African university represented); U21 Senior Leaders Group Meeting in Edinburgh, Scotland; and Education Forum in Lagos, Nigeria.
- UJ ***hosted***: the 3rd BRICS and Emerging Economies Universities Summit with the theme "Reimagining the world-class university"; the EU Study in Europe Fair; four Thought Leadership Dialogues, which focused broadly on the decolonisation of knowledge.

- UJ ***featured*** in: QS WOW News; *THE Higher Education Magazine*; QS Top Universities Guide; and *Mail and Guardian* Africa online.

Student Welfare

Provision of **student-focused services** is in place: the Division's new office, which was allocated in 2015, was revamped in 2016 to make the space more welcoming and comfortable for international students.

The Division supported the UJ International Student Society (UJISS), UJenius, as well as the UJ Golden Key Chapter. For both UJISS and Golden Key, support was for a number of their activities in 2016, which included consultation with student societies, elections, training and planning, community engagement, fundraising, as well as networking with the private sector. An important component in 2016 regarding student welfare centred on the #FeesMustFall protest. The Office played an important role in supporting students who felt vulnerable, as well as keeping students and partners informed throughout the unsettled period. A risk mitigation plan to respond to the Risk Policy around #FeesMustFall was also developed. As in previous years, Student Welfare officers also supported students at risk and/or with emergencies.

LOOKING FORWARD

2016 proved to be another successful year for Internationalisation at UJ. The successes achieved thus far serve as both a reminder and impetus to further enhance the internationalisation of the University, based on the university-wide strategy towards UJ's global excellence and stature. Challenges remain in the areas of retaining international student numbers, developing new short learning programmes, as well as dealing with potential risk attendant to the #FeesMustFall campaign.

The overall success of the strategy for internationalising UJ and assuring UJ's place in the global higher education landscape will require further uptake from the faculties, and more support with respect to facilities for researchers and visiting scholars, especially for hosting executive courses. The new offices occupied by the Division provide both adequate space to assist international students and a more friendly and interactive environment where students can meet, and feel at home. The development of this space has provided both new and returning international students an area where they can be assisted, self-assist, relax, and have group discussions as necessary pertaining to the joys and challenges they face as international students.

As we enter 2017, it will be necessary to focus on consolidation and renewal of the work done in the foundation phase of Internationalisation (2011-2016). Effort will also go into further, stronger alignment of the Division's work with institutional strategy. Key areas of growth envisaged will be the development of global academic programmes, both traditional and online, including executive programmes; as well as furtherance of international accreditation. Still more opportunities present within the networks entered into in the foundation phase, not least of which will be international student funding and internships, which will be taken up in 2017.

Tshilidzi Marwala (Prof)
Deputy Vice-Chancellor:
Research and Internationalisation

Pinkie Mekgwe (Dr)
Executive Director: Internationalisation

Library and Information Centre

OPERATING CONTEXT AND GOVERNANCE

The UJ Library is well positioned to fulfil its mandate to support teaching, learning and research at UJ by providing sustainable access to information in electronic and print format, excellent client service, and innovative learning spaces, through its network of campus libraries and through its central administrative and management services based on the Auckland Park Kingsway (APK) Campus.

The UJ Library reports to the Deputy Vice-Chancellor: Research and Internationalisation. The Executive Director of the Library is a member of the University Executive Leadership Group as well as of Senate.

There are two levels of management in the Library:

- **The Management Committee**, consisting of the Executive Director, Directors and Managers.
- **The Consultative Strategy Group**, consisting of the Management Committee plus all team leaders and specialist staff working across campuses.

Library management held consultative meetings with the following stakeholders to promote open communication, partnerships and smooth running of the library services:

- The Library Advisory Committee
- Student Representative Council (SRC)
- Information Communication System (ICS)
- The UJ Union representatives
- Safety and Security representatives
- The Cleaning Services managers
- Maintenance

RISK MANAGEMENT

The UJ Library was faced with a number of internal and external risks that, if not well managed, could have had an impact on the ability of the library to achieve its goals and the institutional mandate to support teaching and learning as well as other support functions. During 2016, risks for the Library were related to:

- maintenance backlog of buildings;
- occupational safety and security;
- the weakening exchange rate and the impact on collection development and the library hardware and software;
- the #FeesMustFall campaign and protests.

Specific risks and mitigating strategies are discussed in detail below.

Renovations

The University of Johannesburg made R50 000 000 available for the remodelling of UJ libraries. The project had to be carefully managed as the library was not closed down for the full period of the renovation project. Work on the remodelling happened while we ran a live serve point, which posed intermittent risk.

Maintenance backlog of buildings

Water leaks and flooding

Water leaks and flooding remain a problem for the libraries due to the aging infrastructure and poor workmanship in fixing the leaks.

- The SWC Library roof has been fixed more than once and still continues to leak after heavy rains, which causes damage to books and carpets.
- In the DFC Library, there have been water leaks on three occasions, damaging books, newly laid carpets and computers.
- The APK Library roof has been leaking since 2014. The waterproofing intervention did not yield results and the library is proposing that a seventh floor be built, in the hope that the roof problem will be resolved if an additional floor is added.

The water damage in the campus libraries resulted in two insurance claims to cover damages.

Occupational safety and security

The UJ Library continued to engage with Health and Safety regulations because of risks posed by outstanding occupational health and safety requirements, such as compliance with disability access, the shortage of emergency exit doors, and the absence of alarms and cameras in certain areas in the different libraries. The #FeesMustFall protest necessitated the evacuation of students with a concomitant risk of stampedes because of the shortage of emergency exits. Therefore, more exit doors with 3M gates had to be installed to facilitate the speedy and smooth evacuation of students and to protect library stock.

In response to the abovementioned risks, the library engaged in the following activities to mitigate the risks:

- Compliant disability access;
- Occupational safety and security workshops;
- Evacuation workshops;
- Practical emergency procedure workshops;
- Library evacuation drills.

Safety and security compliance

Compliance with safety and security regulations presented challenges to the library in 2016. The library continued to work with the relevant stakeholders to ensure that progress was made in addressing some of the pressing compliance issues. Some of the issues relating to safety and security compliance were:

- Compliant lift access was created, disability evacuation pathways were built and disability signage was installed.
- The number of emergency doors per library was not as prescribed by the act and this was addressed.
- The response time from the control room presented challenges as the alarms did not always transmit the signals from the door alarms.
- Alarms were installed on all the exit doors.
- The heightened risk presented by the #FeesMustFall protest necessitated the need for installation of cameras at all prominent areas of the library, such as between the shelves and the 24-hour areas.
- The cables for the cameras were damaged during the renovations and led to 14 cameras not working in the APB Library. Furthermore, the quality of pictures from the cameras was not good enough to be able to recognise the incidents when required.

Financial risks

The exchange rate continued to weaken in 2016. Even though the University increased the Information Budget to compensate for the devaluation of the rand, it was not possible for the library to maintain all its subscriptions. This led to a decision to cancel some journal and database subscriptions in 2016. The cancellations amounted to R22 051 704.04 and a total of 481 items were cancelled.

The #FeesMustFall protest also made us realise that staffing in the library needed to be reviewed to minimise the vulnerabilities of the evening and the Saturday shifts. The library's short-term intervention was to request senior staff to work overtime. However, the request for additional staff for the evening was not supported.

It is notable that the library responded innovatively to the financial risk by doing the following:

- Hosting a UJ Library conference.
- Organising a fundraising Art Chair Auction.
- Facilitating resource sharing initiatives among the South African higher education libraries in an attempt to address the impact of the dwindling budgets.
- Negotiating for discounted operational costs on the Integrated Library Management System on behalf of all South African academic libraries.

STRATEGIC FOCUS AND TARGETS

The University set six strategic objectives to drive **Global Excellence and Stature (GES)**. These were: Excellence in Research and Innovation; Excellence in Teaching and Learning; International Profile for Global Excellence and Stature; Enriching Student-friendly Learning and Living Experience; National and Global Reputation Management; and Fitness for Global Excellence.

The Library developed a strategy that was based on the following focus areas, in support of these thrusts:

- Developing the best possible learning spaces for undergraduate and postgraduate students through the completion of the renovation project.
- Supporting teaching and learning for undergraduate students.
- Providing research support for postgraduate students and researchers.
- Becoming the biggest e-library in Africa.
- Developing rounded students by hosting seminars and workshops.

The highlight for 2016 was the completion of the renovation project that had been conceptualised in 2012. By the end of 2016, all the UJ Campus Libraries looked new with state-of-the-art technology and beautiful artwork. The library renovations produced a variety of spaces to suit the 21st century student. The renovation project gave students spaces to study quietly, to work on projects, to do research in the Research Commons, to attend training workshops in the revamped training rooms, to study 24/7 and to be able to search for electronic sources in the Learning Commons spaces. The library also managed to increase the growth of its electronic resources despite limited funds and the weakening rand-dollar exchange rate.

Library renovation: A new-look library is finally delivered

The library opened its doors to staff and students on 8 February 2016 after having been closed on 4 December 2015 to allow the contractors to complete the most disruptive part of their work in the libraries. The work continued after the opening of the campus libraries, with art and furniture being installed while the library continued with its normal business of supporting teaching, learning and research.

The fact that all five the libraries benefited from the renovations in one way or the other made the project of the UJ Library unique. It is not always possible for library renovations to be implemented across all campuses at the same time. Even though the project focused on the APB, APK and DFC Campus libraries, the Soweto and FADA libraries also got a facelift, since some furniture that had been bought for the other three libraries during the past two years was moved to them.

Teaching and Learning Support

First Year Seminar (FYS) and undergraduate training

The FYS took place from 2 to 5 February 2016 on all the UJ campuses. Due to the #FeesMustFall campaign, the programme had to be shortened and the information skilling presentation could not be included in the FYS programme. However, some of the faculties incorporated their FYS into the extended First Year Experience (FYE) and involved the library in these.

The library also offered generic information literacy training sessions that commenced on 8 February 2016 and ended on 28 October 2016. In total, 25 390 undergraduate students were trained across the four campuses in 1 210 sessions. The Generic Information Literacy Programme was divided into the following themes:

- Library organisation and access to the library
- Information sources
- Plagiarism and copyright
- Referencing skills
- Applying research and search strategies

Students gave positive feedback on the value of the training sessions.

The Library Online Information Literacy programme became part of the University's Citizenship Module

To increase the library's visibility and reach all students, the Information Literacy programme of the library had gone digital and students were able to access it online via the library LibGuides. The library designed and developed an Information Literacy Module in collaboration with the University's Centre for Academic Technology, which will be incorporated into the University's *Citizenship Module* for 2017.

The Citizenship Module is compulsory for all first-year students. The tutorials are offered via the library's LibGuide and the activities and assessments are done on Blackboard (the students' Learning Management System). The Library Online Information Literacy module as well as its inclusion in the University's Citizenship Programme is a great achievement for the library.

Tutors in the library

The library appointed nine tutors to help students with their general library and information queries. The faculties also appointed 25 tutors to support students with faculty-specific queries as well as library-related queries. They received formal tutor training from Dr Nelia Frade from the Tutor Development Centre and the library staff. All the tutors embraced their duties with enthusiasm.

Assignment support

As part of its support for Teaching and Learning, the library ensured that all prescribed textbooks were available on the Course Reserve Shelves in the library. Additional reading lists in the form of recommended books were placed in the reserve collection to support students with their assignments. The library continued to make an effort to upload the electronic reading material recommended by lecturers onto the library's Electronic Reserve Module. These efforts will be enhanced in 2017 to support the University's Online Teaching and Learning initiative.

Examination papers

To support the University's teaching and learning strategy further, the library worked tirelessly at ensuring that faculties supply examination papers to the library and that they be made available on the UJContent examination paper site. The site was launched in June 2016 and all the examination papers received in the library from 2014 onwards have been uploaded for students and lecturers to access. To date over 3 200 papers have been uploaded and are now searchable on the site.

Technology support for Teaching and Learning

The Library IT Division continued to maintain and update library technologies to bring a quality service experience to library users. The following added-value enhancements were done in 2016:

- **Time Management System**: To add value to the library service, the Time Management System was improved by automating the previous "One-Time Password" ticket system. This eliminated the need for a full-time staff member to manage each of the Learning and Research Commons environments.
- **Library web page**: The library web page is the face of the library and its communication tool. The web page has therefore been improved and enhanced to provide a more positive student experience.
- **LibGuides**: This is a platform for the Faculty and Information Librarians to provide subject-specific guidance to students, or to create guides on specific topics, e.g. Information Literacy, Research Support, and Plagiarism. This software was updated to improve functionality that allows searching by using different search options.

- **Electronic display screens**: Screens in all the campus libraries were successfully utilised to market events and services for the library as well as other UJ departments, at their request.

Research support

Research Commons spaces revamped across campuses

Although the Research Commons spaces became operational in 2015, they were not all renovated and revamped. In 2016, renovations were completed across the campuses and all the Research Commons spaces were refurbished and state-of-the-art technology installed. Furthermore, the library installed access-controlled gates in the venues to ensure that researchers derive maximum research experience in these venues with only senior students accessing the spaces.

Postgraduate research orientation and training

Research support at the UJ Library commenced in January 2016 with an extensive orientation and training programme for postgraduates in the various faculties. The aim was to familiarise postgraduates with the support available from the library throughout their research journey. The orientation ranged from an introduction to the Library and to the availability and use of research tools, such as Reference Management. All the orientation and training sessions were aimed at postgraduate students, from honours to doctoral level. Experienced and skilled Information Librarians and Faculty Librarians conducted the training sessions.

The following generic programme consisting of eight modules was implemented across the campuses:

- Introduction to the library
- Conducting a literature review
- Awareness of previous research
- Plagiarism, referencing and RefWorks
- Academic networking/researcher visibility
- Getting published
- Bibliometrics and research analysis and dissemination
- Technology and mobile downloads

Seminar and workshop series

To extend the research support available from the library, the Research Commons together with other UJ stakeholders hosted a series of seminars and workshops targeted at postgraduates, researchers and specialists in various fields. The research seminars and workshops took place across campuses.

Bindery

The purchase of new modernised equipment has allowed the Bindery to improve output as well as the quality of the binding. The Bindery also started the process of marketing products and services to other universities where binderies had been closed down. Negotiations with Wits University for a possible working agreement are at an advanced stage. It is hoped that the service level agreement will be concluded in the first quarter of 2017.

UJ institutional repository becomes a reality

As part of its goals to support research activity at the University, the library continued to seek the best Institutional Repository (IR) solution and thus replaced the old UJDigispace with UJContent, which hosts the following three distinct e-Resources:

- Research output site (theses and dissertations, and research publications)
- Past examination papers
- Special collections

The IR is no longer called UJDigispace, but has been renamed UJ Institutional Repository (UJ IR).

UJ Library Special Collections

The Archives and Special Collections continued to provide research support services to researchers and also focused on preserving research material by digitising collections for future accessibility. The department also held exhibitions and seminars to raise awareness of the service to researchers and to increase usage of the resources.

In 2016, 90 items were purchased for the rare book collection and the department received one additional special collection, namely the SA Breweries and South African Beer Collection donated by the researcher, Prof Anne Mager.

Building the Digital Library Collection

The development of a strong collection of digital information sources was one of the items on the UJ Institutional Scorecard. In 2016, 34% of the total collection was available in electronic format. Despite limited funds and a massive subscription cancellation project, the library still managed to increase the growth of electronic resources by 2% in 2016.

Statistical snapshot

The compilation and the analysis of library statistics are done to:

- describe and monitor the collections and use of services in the library;
- determine trends and development areas through analysis of the statistics;
- demonstrate the impact of the library services on the University.

However, a proper comparative analysis of library usage cannot be provided this year due to the various factors listed below:

- Closure of the libraries in January 2016, while the renovations were being completed.
- Students could not access the Learning Commons computers as they normally do at the beginning of the year to do online registrations.
- The new library access gates (which were part of the renovation project) were malfunctioning for some months and were not counting properly.
- The Research Commons gates were also not working and had to be reinstalled. During this period, the Research Commons was closed off.
- The intermittent evacuation of students due to the #FeesMustFall protest during the entire fourth quarter meant that students leaving the libraries were not counted at the exit gates due to emergency evacuations.
- The early closure of the library and its 24-hour Study Areas (at 17:00 as opposed to 22:00) during the last quarter of the year due to the threat posed by the instability caused by the #FeesMustFall campaign.

Collection development

The focus of the development of the collection was on growing the electronic collection in support of the University's strategic thrust to increase teaching and learning with technology.

Unfortunately, we were only able to increase the UJ holdings by 2%, given the negative impact of the exchange rate on our buying power.

The growth of the collections is reflected in Table 47.

Table 47: Growth trends of the print and electronic collections

Item	2015	2016	Trend	
Print book volumes	581 107	587 242	**+1%**	↑
Print journals	7 104	504	**-93%**	↓
Individual e-Journals	1 135	1 103	**-3%**	↓
e-Journal titles in databases	105 264	106 508	**1%**	↑
Individual e-Book titles	22 796	33 394	**46%**	↑
e-Book titles on subscription	151 258	157 292	**4%**	↑
Databases	214	230	**7 %**	↑

The decline in the size of the print journal collection is the result of the e-first policy to give preference to electronic journals.

EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and one contract position. On 31 December 2016, 141 of these positions were filled, while there were six vacancies.

A total of 14 appointments were made in 2016 and of these, 13 were from the designated groups. The majority (54%) of permanent staff (all campus libraries) is between the Peromnes levels 11 and 8 with 58% of the staff component being female. The equity profile is as follows: 68% black, 5% Coloured, 3% Indian and 24% white. A total of 58% of appointees are female.

Structure Review

Structure review status report

To support the UJ strategic goal of Global Excellence and Stature (GES) optimally, the library embarked on a structural review process facilitated by Anton Bruwer, a well-known HR consultant. The review process was done in 2015 and the outcomes were the following:

- The library should establish a full public relations and marketing function with a manager to head it.
- A need was identified to have a senior manager responsible for postgraduate and research support.
- A dedicated position should oversee all postgraduate students.
- There was a need to create a position for an evening manager to take responsibility for all libraries during the evening open hours.

Although the recommended structure was approved in 2016, recommendations that required additional staffing could not be implemented due to budget constraints in 2015/2016.

Outcomes and the way forward

Despite the fact that the recommendations from the review process did not materialise, the library did not lose focus of realigning its business processes to fit the needs of an electronic library as part of the GES strategic goal. As a result, in 2016 the two library director positions (Director: Client Services and Director: Shared and Support Services) were reviewed and restructured to address some of the recommendations from the review process so as to meet some of the library's operational requirements.

Restructuring the director positions ensured that the workload of the two directors would be distributed evenly to balance operational requirements and to maximise efficiencies. The two positions share divided responsibilities among the four campuses so that each director is responsible for two campus libraries. The directors are responsible for both the front-facing and the back-end functions of the campus libraries. Therefore, the approved structure means that the title for both Directors is now Director: Campus Libraries.

COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library strongly focused on providing a stimulating environment for debate and engagement with topical issues to both students and staff. The library event and seminar programme is grounded in the belief that the library is the ideal environment for students to become familiar with the issues and challenges facing society and at the same time to get the opportunity to engage with some of the best authors, community leaders and opinion formers of our day. All library events and seminars were presented in partnership with faculties or support departments within UJ. All the campus libraries provided extension activities, which ranged from book discussions to movie nights.

Many more events could have been hosted; however, due to the early closure of the library as a result of intermittent evacuations due to the #FeesMustFall protest, fewer events took place.

The 2016 programme consisted of:

- 18 book discussions;
- 52 public lectures;
- 5 movie screenings;
- the UJ Women's Day;
- a UJ Men's event in October, in support of the national Movember initiative.

RESOURCE MANAGEMENT AND SUSTAINABILITY

The budget allocated to the Library was fully spent during the course of the year.

LEADERSHIP

UJ Library is one of the leading academic libraries in the country in many areas. A number of visitors from other academic libraries came to benchmark against the library in areas such as the Integrated Library Management System (ILMS) and the renovated library spaces.

- The Library played a leading role in facilitating conversations among the higher academic libraries in South Africa to find possible solutions for the issues relating to the dwindling budgets and the weak rand-dollar exchange rate. Two meetings were held with the Heads of Academic Libraries and possible solutions were agreed on for further investigation towards a national site licence for journal access.
- UJ Library initiated negotiations for discounted operational costs on the Integrated Library Management System (ILMS) to benefit other academic libraries in the country. An official announcement on further discounts will be made by Innovative Interfaces Global Ltd during the upcoming IUGSA Conference to be held in November 2017.
- The UJ Library Bindery with its state-of-the-art machinery is among the few left in academic libraries. Most academic institutions have closed down their bindery services due to budget constraints. The library is in negotiation with the other academic libraries to form partnerships.
- Ms Claudia Reynolds, one of our cataloguers, is one of the South African experts on Resource Description and Access (RDA). In 2016, she was once again part of the trainers who trained delegates at the workshop, which was organised by the National Library of South Africa. These workshops were held at the University of Zululand and at the Cape Town Parliament.
- Mr Molefi Nyofane, Faculty Librarian for the Faculty of Economics and Financial Sciences, was featured in the *Mail & Guardian* newspaper in June as one of the Top 200 young South Africans for 2016.
- Ms Elize du Toit was awarded the Best Master's Student award for 2015 at the Unisa Seventh Library and Information Science Research Symposium 2016.

CONCLUSION AND WAY FORWARD

2016 must be remembered as the year the UJ Library was gut renovated to be the best academic library in the country, despite the challenges and the risks faced by the library and the University as a whole.

The manner in which the library responded to the financial, safety and security risks was also a highlight for 2016.

To support the University's Global Excellence and Stature programme further, UJ Library will focus on the following strategic areas in 2017:

- Continue to move forward along the path of becoming the best academic library in South Africa with the biggest e-book collection in Africa.
- Promote the use of the library spaces and services to get return on investment and prepare for the Libqual Survey.
- Support the University's plan to implement online teaching and learning.
- Realign staff to support online teaching and learning through a staff developmental planning process (Skills Audit).
- Prepare library due diligence for the implementation of the medical school at DFC.

- Ensure the smooth merger of the APB and FADA libraries.
- Continue to support research and teaching by staying abreast of new developments in this area.
- Investigate data management needs.

In its implementation plan for 2017, the UJ Library demonstrated an alignment with some of the top 2016 ACRL (Association of College and Research Libraries) trends in academic libraries. These are:

- Digital scholarship (digitisation and repositories).
- Research data services (RDS) – investigation of these services are in the pipeline.
- Collection assessment to determine what information users need.
- Evidence of learning: Student success and the role of the library in increasing throughput.
- New information literacy framework (digital fluency and online information literacy modules).
- Altmetrics and bibliometrics as indicators for research impact.
- New emerging staff positions due to changes in the library environment.
- Support for virtual services.
- Open educational resources (assist with copyright and identifying open source material).

To implement the above, we need to reallocate our existing staff and resources to support digital scholarship and online teaching and learning. It means that more professional development opportunities should be created for existing staff to adopt new skills.

Rookaya Bawa (Dr)
Executive Director:
Library and Information Centre

Tshilidzi Marwala (Prof)
Deputy Vice-Chancellor: Research and Internationalisation

EXIT

Faculty Performance

OVERVIEW AND GOVERNANCE

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

The Faculty Board of each faculty is the statutory governing structure. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees, as approved by the Faculty Board and the relevant Senate Committee. Each faculty develops its strategic plan and focus in accordance with the institutional model, policy, strategy and material risks reflected in the Institutional Risk Register.

Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic

Faculty of Art, Design and Architecture

OVERVIEW

For the Faculty of Art, Design and Architecture (FADA), 2016 was a year of consolidation of many of the strategic initiatives that have been introduced since the new Executive Dean joined the Faculty in 2013. The Faculty also continued to meet most of its performance targets, and indeed exceeded its own expectations in some areas. At the same time, it remained responsive to the changing strategic imperatives of the University, and was well aligned with the Strategic Plan 2025.

STRATEGIC FOCUS

Following the medium-term strategic plan outlined in the 2015 Annual Report, FADA continued its focus on five key areas in 2016. These focus areas are all underscored by the University's Strategic Objective Six, Fitness for Global Excellence and Stature, and are as follows:

1. Development of a competitive Programme and Qualification Mix (PQM) and programme delivery *(devised from the UJ Strategic Objective Two: Excellence in Teaching and Learning)*.
2. Research and staff development *(devised from the UJ Strategic Objective One: Excellence in Research and Innovation)*.
3. nternationalisation *(devised from the UJ Strategic Objective Three: An International Profile for Global Excellence and Stature)*.
4. Marketing, visibility and institutional culture *(devised from the UJ Strategic Objective Five: National and Global Reputation Management)*.
5. Transformation *(devised from the UJ Strategic Objective Four: An Enriching and Student-friendly Learning and Living Experience)*.

The Faculty made progress in all these areas in 2016, while at the same time being responsive to the new pedagogical imperatives emerging from the student movement's call for quality, free, decolonised education. In June 2016, all academic staff came together for a fourth time as a group to discuss FADA's vision, mission and strategy. Whereas in the past the focus of these discussions were on alignment with the University's Global Excellence and Stature Strategy, the sole topic of the 2016 discussion was the question of the decolonisation of the curriculum, and the implications of this for the Faculty's strategic plan.

Facilitated by Dr Sikhumbuzo Mngadi from the English Department in the Faculty of Humanities at UJ, this meeting was well attended by academic staff, and was characterised by intense and robust discussion on questions of access, privilege, entitlement and what would constitute a decolonised curriculum in art and design. In November, a follow-up meeting was held, facilitated by Prof Brenda Leibowitz from the Faculty of Education at UJ. This meeting focused on how the broader conceptual and ideological issues could be applied to curriculum planning and development. The substance of these engagements and how they have informed the planning for 2017 and beyond is discussed more fully in the conclusion of this report.

STUDENT ENROLMENT, PROFILE AND PERFORMANCE

The Faculty met its enrolment targets for 2016, with a total headcount of 1 358 full-time students, a planned decrease on 2015's enrolment of 1 370. In keeping with the Faculty's evolving Programme and Qualification Mix (PQM), which over the past five years has focused on a shift to a majority of degree programmes, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 559 (up from 458 in 2015), and a concomitant decrease in undergraduate diploma enrolment of 634 (down from 811 in 2015). The total undergraduate enrolment in 2016 was 1 193 (down from 1 269 in 2015).

In keeping with the strategic emphasis on growing our postgraduate programmes, there was a marked increase in the enrolment in master's programmes in the Faculty, from 83 students in 2015 to 125 in 2016. This was due to the increased intake into the MA Design programme launched in 2015, as well as the enrolment of 77 students in the Graduate School of Architecture. The number of postgraduate students from other institutions increased from three in 2015 to eight in 2016. International student enrolment in the Faculty also increased to 73 registrations from 66 in 2015. Honours enrolments doubled, from 17 in 2015 to 33 in 2016. With the CHE's approval of the CESM category of History of Art on the institutional PQM at doctoral level, the Faculty could, for the first time, offer a doctoral qualification, and six doctoral students were admitted. Presenting doctoral qualifications represents a substantial leap forward in terms of the Faculty's strategic growth, which will now be further consolidated by the CHE's approval, late in 2016, of the PhD in Art and Design, which is to be housed on the Faculty's PQM. The first intake into this qualification is expected in 2017.

The enrolment of one occasional student (an undergraduate exchange student from the United States) made up the final total of 1 358.

The trend towards increasing enrolments of black students continued, with total enrolment rising marginally in 2016 to 54,9% in 2016 from 53% in 2015, 52% in 2014, and 48% in 2013. In keeping with the reduction in undergraduate enrolment, the number of first-time entering black students (excluding transfer students) dropped slightly from 2015, with a total headcount of 199 (or 51% of the first-time entering headcount), compared with 224 (or 56%) in 2015. The headcount of first-time entering white students in 2016 was 120 (or 31% of the total first-time entering headcount), up from 113 (or 28%) in 2015.

The academic performance of students in the Faculty improved in 2016, with an overall positive success rate of 89,6%, compared with 85,4% in 2015, 86,5% in 2014 and 85,8% in 2013. Overall dropout rates, which have been an ongoing source of concern, improved considerably, from 24,4% in 2015 to 15,7% in 2016. This is the lowest dropout has been since 2008, when a rate of 16,1% was recorded. In 2016, 15,1% of students had dropped out by year two, a marked improvement on the 24,2% in 2015, 21,2% in 2014 and 23,2% in 2013.

Total graduation output increased to 440 in 2016 from 391 in 2015. The graduation rate of master's students more than doubled, with 41 students graduating in 2016 compared with 18 in 2015. These outputs equate to a graduation rate of 33,2% overall (compared with 28,8% in 2015). The master's graduation rate was 55,3% in 2016, up from 34,1% in 2015.

At 84,5%, overall first-year success rates in 2016 were the highest they have been in many years, improving substantially on 79,5% in 2015, 80,5% in 2014 and 78,2% in 2013. Success rates of first-year black students also showed a marked improvement at 83,1%, up from 76,5% in 2015, 74,2% in 2014 and 72,8% in 2013. The overall performance of black undergraduate students showed an improvement at 87,6% from 81,6% in 2015, compared with 80,3% in 2014, and 79.8% in 2013.

The overall undergraduate success rate in 2016 was 88,4%, somewhat lower than the 91,3% in 2015, but higher than the 83,6% in 2014 and 85,5% in 2013.

The Faculty continued to provide support to its students through ongoing initiatives such as the First Year Seminar; an extended system of tutors for first-year students; special assistance to at-risk students; the First Year Experience (FYE) and Senior Year Experience (SYE) programmes; on-site writing tutors; and special recognition of

students' achievements. Tutoring was successfully augmented by the deployment of additional tutors funded by the MEC Strategic Fund, as well as by the continued deployment of three assistant lecturers, in the Departments of Architecture, Visual Art and Interior Design, from the same Fund. The Fashion Department once again hosted a Winter School that aimed to consolidate and strengthen the practical skills of pattern-making and sewing that were taught in the first semester.

Where necessary, students were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre. Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary Green Design Week project (held in collaboration with the UJ Enactus and the Faculties of Management and Humanities); instituting several other interdisciplinary and collaborative projects; and promoting an on-going schedule of lectures and presentations both by members of staff and guest speakers from industry and academia, aimed at exposing students to wider socioeconomic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year in the many awards and prizes they continued to garner in competitions. Some of the competitions in which FADA students featured prominently in 2016 included: the Thami Mnyele Ekurhuleni Award; the Corobrik Awards; the RIBA President's Medal Awards; the Africa Architecture Award; the ArchiPRIX International Award; Design Indaba; the PPC Imaginarium Awards; the Edcon 21-Steps-to-Retail National Challenge; the #Cutty DenimDual Competition; the Student Gold Pack Awards; the Assegai, Loerie, Pendoring, and Design Indaba Emerging Creatives Awards; the Cobra Product Design Competition; the Rapid Product Development Association of South Africa (RAPDASA) Competition; the Association of Rotational Moulders Southern Africa (ARMSA) Competition; the Southern Guild Design Foundation Apprentice Award; the Plastics Institute of Southern Africa (PISA) Student Design Awards; and the Thuthuka Jewellery Awards.

Students on the Dean's Merit List were celebrated at a gala dinner at STH organised for students and their parents. In 2016, the Dean's Award was opened to all students, with departments being challenged to nominate the student whose work they considered best represented the aims and ambitions of the department. The 2016 award went to a third-year fashion design student, Kuena Moshoeshoe.

Students' interests were addressed in Departmental Representatives' meetings. In 2016, the Student Forum, under the leadership of Hester Erasmus, continued to meet with the Dean to discuss various issues relating to the student experience, as well as organising a successful winter clothing drive for the Lonely Road Foundation. In the wake of the student protests, the Bunting Road SRC expressed its concern about the lack of a clear mandate for the FADA Student Forum, as well as areas of possible overlap with its functions as the designated and authorised student representative body. After a series of meetings with the SRC and the Student Form, it was decided to disband the Student Forum. The SRC made a commitment to increased visibility and student engagement in FADA.

ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS

The introduction of a degree track, which will see all FADA departments offering degree programmes at undergraduate and/or postgraduate level by 2017, continued to be the focus of academic programme and curriculum development in 2016. The submission for a degree programme in Fashion Design finally received approval from the CHE after a series of delays, and will be offered in 2017, as will the BA Visual Art. As noted above, enrolment increased substantially at master's level, and in 2016 the Faculty also enrolled its first doctoral students in History of Art.

In 2015, the decision was taken to establish a separate Graduate School of Architecture (GSA) under the leadership of Prof Lesley Lokko. As detailed in its report, in 2016 the GSA contributed significantly to the Faculty's strategic plan by making enormous strides in the areas of increased enrolment, curriculum transformation, industry sponsorship and engagement, international outbound student exchange, and national and international visibility. Through a partnership between the Deans of FADA and Management, the School took occupation of

a review space in Maboneng, in downtown Johannesburg. This contributed significantly to the visibility of the School and the Faculty, as well as locating students to the urban context that informs much of their curriculum. Recognising its potential as an important flagship programme, the MEC made the commitment in July to provide a substantially increased budget for the GSA from 2017.

As in previous years, the theme of citizenship was entrenched and evaluated as an integral component of identified modules in all undergraduate programmes in the Faculty. Other mechanisms to ensure the relevance of curricular content in module offerings in the Faculty were: teaching collaborations with industry; the ongoing revision of modules within departments; engagement with international benchmarks and precedents (particularly in terms of the Faculty Review, which took place in September); and the ongoing completion of teaching and module evaluations conducted by the Centre for Professional Academic Staff Development (CPASD). In keeping with the University-wide emphasis on promoting the use of handheld technology for teaching and learning, the Faculty continued to promote the use of technology in all departments. This was supported by the increased use of e-books and other electronic resources, as well as the increased implementation of Blackboard usage in the Faculty.

Under the guidance of Mr Brenden Gray, the Faculty's community of practice on teaching and learning, STAND (Scholarly Teaching and Art, Architecture and Design), continued – with the financial support of the Dean's Office – to host seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. Furthermore, STAND also supports the Faculty's engagement with the University's FYE and newly implemented Senior Year Experience (SYE) initiatives, as well as being very active in the various initiatives relating to decolonising the curriculum.

RESEARCH AND CREATIVE PRODUCTION

Preliminary (unaudited) figures indicate that the Faculty produced 38.08 DHET subsidy units in 2016. This is a substantial drop from the excellent return of 50.75 units in 2015. However, analysis shows that, following year-on-year increases until 2010, there has been a cycle of annual peaks and troughs. Nonetheless, the Faculty is maintaining a modest but steady average growth of 10,9% per annum, as well as a year-on-year increase in the number of articles published in international journals. The indications are that the 2017 return will meet or exceed the 2015 peak.

Table 48: FADA research units submitted to DHET for accreditation 2010-2016, showing percentage of contributions to international

Year	2010	2011	2012	2013	2014	2015	2016
Total outputs	27.25	41.4	33.53	45.74	34.02	50.75	38.08
% International articles	11%	0%	32%	29%	26%	70%	45,9%

The 2016 submissions comprised 16.33 units from journal articles (from 24.83 in 2015), 2.25 conference proceeding units (from 10.33 in 2015), 13.00 book units (from 13.52 in 2015), and 6.50 book chapter subsidy units (up from 2.07 in 2015).

Continuing a trend that began in 2015, academic staff in the Faculty produced more research subsidy units than fellows associated with the Visual Identities in Art and Design (VIAD) Research Centre. In previous years, VIAD fellows, who are not full-time staff members, tended to produce the bulk of public research. This increase in the number of research-active staff is partly the consequence of the continued liberal approach to supporting requests for funding from the Faculty Research Committee, and partly of the strategy, begun in 2014, that seeks to create supportive environments and platforms across the Faculty's four focus areas: Conventional research (supported by the Research Centres); scholarship of teaching and learning (supported by STAND); design and socio-technically led research, supported by the Design Society Development DESIS (Design for Social Innovation and Sustainability) Lab; and creative-work-as-research, supported by the University Research Office.

The number of NRF-rated researchers increased to eight (from six in 2015), with Prof Anitra Nettleton, a B1 NRF-rated researcher formerly from Wits joining the Faculty in a post-retirement capacity, and Mr Alexander Opper, a Senior Lecturer in Architecture, receiving a C2 rating from the NRF. Prof Freschi applied for re-rating, and was awarded an improved rating of C1 (from C2). The rated researchers in the Faculty are now Prof Kim Berman (C2), Prof Leora Farber (C2), Prof Federico Freschi (C1), Prof Anitra Nettleton (B1), Mr Alexander Opper (C2), Prof Amira Osman (C3), Prof Brenda Schmahmann (B3), and Prof Karen von Veh (C2).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority among the artists, designers and architects on the academic staff. Five projects for the recognition of creative-work-as-research underwent a peer review process and were successfully submitted to the FRC and subsequently to an ad hoc committee of the URC. Collectively, these projects yielded 14 creative work units, as approved by the ad hoc committee. Since 2013, the University has formally agreed to fund the subsidies payable to successful applicants from URC rather than from Faculty funds. This is a significant step forward, and puts the University on a par with its peer institutions, while also increasing the subsidy amount payable to individual researchers.

As detailed in the Departmental reports, in addition to the projects that were officially recognised by the ad hoc committee of the URC, members of staff participated in numerous solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally, and completed several design projects. The departmental reports also show how staff in all departments presented papers at national and international conferences.

- Prof Amira Osman was the keynote speaker at the International Graduate Conference, University of Khartoum, and an invited speaker at the Urban Design Congress, Freedom Park, Pretoria.
- Mr Ken Stucke was invited to present at various conferences, including the Smart Building Conference in Cape Town, the Going Green Conference in Johannesburg, and the Green Building Conference in Cape Town.
- Mr Leon Krige exhibited his photographs in Johannesburg, Cape Town, and at the Courtauld Institute in London.
- Prof Lesley Lokko served as a juror for the highly prestigious Aga Khan Award for Architecture, and was an invited speaker at the All Ireland Architecture Conference in Cork, Eire, the Architectural Research Education Conference, London, the KTH School of Architecture in Stockholm, and the School of Architecture Limerick, Eire. Prof Lokko was also awarded a Graham Foundation Award.
- Mr Gordon Froud had his work included in 48 national exhibitions.
- Prof Kim Berman was invited to participate in an international collaborative research project at the Peter Wall institute of Advanced Studies at the University of British Columbia and presented a paper at the IAPMA Congress in Brasilia.
- Prof Karen von Veh developed an international research project entitled 'Art and Art History in Divided Societies', and presented conference papers in Beijing, Croatia, Australia and the USA. She was also voted onto the international board of AICA (International Association of Art Critics).
- Prof Brenda Schmahmann was invited to deliver an address and participate in a panel discussion at the Almine-Rech Gallery in Paris, delivered an address at the Thinkfest at the National Arts Festival in Grahamstown, and was the international chair of the 'Gendered Practices' session at the 34th CIHA (Comité International d'Histoire de l'Art) Congress in Beijing.
- Ms Robyn Cook was awarded an artist's residency at Boykyrka Kunsthall, Fittja, Sweden.
- Mr Angus Campbell and Mr Terence Fenn represented the DSD DESIS Lab at the official DESIS General Assembly at the Hong Kong Design Institute via Skype.
- Profs Freschi, Schmahmann and Von Veh organised and hosted the South African Visual Arts Historians (SAVAH) Conference 'Rethinking Art History and Visual Culture in a Contemporary Context' at FADA in July, with keynote speakers from the United States and a number of international participants.
- Prof Freschi presented a paper at 34th CIHA Congress in Beijing, and was the South African curator of the exhibition 'Henri Matisse: Rhythm and Meaning' at the Standard Bank Gallery. This was the first exhibition of Matisse's work on the African continent, and received wide media coverage nationally and internationally. Prof Freschi was interviewed for national and international print, radio and television media, and was invited to give a number of public lectures, including at the Johannesburg Decorative Arts Society and the Turbine Art Fair.

The Design for Social Development DESIS Lab met for eight seminar sessions that involved 22 different speakers and 19 unique presentations. The opening of the Lab both to master's students and the broader design community saw an increase in the number of attendees at events, as well as expanding the scope of the Lab's research focus areas and community engagement activities.

The Lab was successful in establishing an Erasmus+ funded staff and student exchange between the University of Sheffield in the UK, the Centre for Environmental Planning and Technology in Ahmedabad, India and Nanjing University in China. Scheduled to commence in 2017, this project will focus on investigating spatial design education in relation to global urban challenges to expand knowledge about teaching in this field.

The Lab's Izindaba Zokudla (Conversations about Food) project continued to run a series of Farmers' Schools during 2016 at the UJ Soweto Campus. The highlight of the project in 2016 was the collaborative hosting of the Soweto-Eat-In and Food System Change Conference at the Soweto Theatre in partnership with Slow Food Johannesburg.

The VIAD Research Centre hosted three curated exhibitions featuring the work of its research associates. These were *The Arrivants* by Christine Checinska; *The Front Room, Inna Jo'burg*, by Michael McMillan, both held at the FADA Gallery, and accompanied by a collaborative performance by the artists on the opening night; and Dear Fusia by Ruth Rosengarten, held at the SARChI Chair premises at 33 Twickenham Road. In addition, it hosted six public programme events, including: a panel discussion at the launch of Shona Hunter's publication *Impossible Governance: Politics, Power and the Emotions* (in collaboration with UJ libraries); a workshop facilitated by Michael McMilland with residents of Lenasia, Eldorado Park, Vrededorp and Soweto, focusing on how objects in their domestic front rooms convey personal histories and narratives of migration, displacement and social mobility; a public lecture by Dr Vitoria Rovine (University of North Carolina, Chapel Hill) entitled 'Expanding the Field: 'Traditional' Dress as Fashion'; and a public lecture by Dr Shona Hunter (University of Leeds) entitled 'The relational politics of transnational collaboration: meeting the challenges of decoloniality'.

In addition to these scholarly initiatives, the VIAD Research Centre was active in supporting research development initiatives in the Faculty, both by including FADA academic staff in the discursive platforms and exhibitions, and by holding a series of one-on-one consultations with FADA staff and their postgraduate students on aspects of their research. These sessions were conducted by Dr Shona Hunter. The focus of these discussions was on project conceptualisation, proposal writing, identifying funding sources, drawing up a budget, project planning and execution, and the conceptual framing of articles and conference papers.

Prof Brenda Schmahmann established the NRF SARChI Chair in South African Art and Visual Culture in new premises at 33 Twickenham Road, Auckland Park. In addition to office space for the Chair and her students and postdoctoral fellows, the facility provides a seminar room, capable of providing a space for up to 30 participants, and a small gallery that enables the hosting of curatorial initiatives. Delays in completing the renovation of the space meant that occupation was not taken until July. Nonetheless, the centre has been a hive of activity, with an ongoing series of seminars, conferences, book launches and exhibitions. These include a full-day postgraduate seminar preceding the SAVAH conference at FADA, a conference entitled 'Intertextual Textiles', the launch of Prof Schmahmann's book *The Keiskamma Art Project: Restoring Hope and Livelihoods*, and the VIAD exhibition *Dear Fusia*.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, AND INTERNATIONALISATION

The Faculty received several international researchers or academics from institutions in Australia, the Netherlands, Nigeria, Portugal, Switzerland, Uganda, the United Kingdom and the United States. Led by the Industrial Design Department, the Faculty signed a two-year Erasmus+ exchange programme with the University of Sheffield, as well as a student exchange programme with the Ostbayerishe Technische Hochschule Regensburg, Germany. Both these initiatives will be effective from 2017.

Outbound student mobility included the following:

- Three second-year students from the Graphic Design Department spent their second semester at institutions in the USA;

- BTech students from the Department of Jewellery Design and Manufacture attended a short learning programme at the Jewellery Institute in New York City, where they also participated in guided tours and visits to high-end jewellery design studios;
- BTech Fine Art student Jessica Doucha participated in a three-month residency at the Museum School of Fine Art at Tufts University, Boston;
- Prof Lesley Lokko led a group of 18 master's students from the GSA on a field trip to the Cape Verde Islands;
- Mr Alex Opper led a group of four third-year Architecture students on a community engagement project to Malawi.

In addition, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Pretoria, the University of Cape Town, the Tshwane University of Technology, the Central University of Technology, the Cape Peninsula University of Technology, and the Greenside Design Centre. As detailed in the Departmental reports, Faculty staff at all levels were well represented on professional forums, served on national and international professional bodies, and served the national academic community in the capacity of assessors, moderators and external examiners.

The principles of community service and good citizenship remain an integral part of the Faculty's teaching programmes. As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2016, as well as being encouraged to work on multidisciplinary projects with a community focus.

The 2016 Green Week was a collaboration between eight FADA departments, the global NPO Enactus, the Faculty of Management and the Department of Strategic Communications in the Faculty of Humanities. One of the Green Week projects won the National Enactus Competition, and was thus a semi-finalist in its international competition. The group of students travelled to Canada to participate in this event.

A project entitled 'Designing for and with local communities' involved third-year students from Multimedia and Graphic Design, and was organised and facilitated in collaboration with the Centre for Education Rights and Transformation (CERT), the DSD Lab, and STAND. Through partnering with community organisations from Westbury, student design teams were exposed to the realities, responsibilities and techniques involved in community-oriented participatory design.

In 2016, the FADA, HIV/AIDS Curriculum Integration research project continued for the second year of the grant from HEAIDS. Seven FADA departments were engaged in finding appropriate means by which aspects of HIV/AIDS education could be infused in their curricula. In September, the participating departments successfully presented the HIV/AIDS exhibition of students' work produced across the Faculty. In June, the Institutional Office for HIV and AIDS (IOHA) showcased selected projects completed at FADA in 2015 at the 21st International AIDS Conference in Durban. An exhibition stand, designed by students, was built for this exhibition under the guidance of Ms Giovanna Di Monte-Milner from the Department of Interior Design.

Prof Kim Berman from the Visual Art Department presented two Continuous Education Programmes in 2016. These were: 'An Introduction to Art Therapy and Social Action' and 'An Introduction to Master's Pre-proposal Writing in Art and Design'.

In addition to the ongoing Green Week and IOHA HIV/AIDS community engagement initiatives, other noteworthy community engagement initiatives included:

- the Fietas Community Engagement in Vrededorp;
- the Diepsloot sanitation project;
- the design of a playground for the children of Chimpamba Village in Malawi, which was organised by the New York-based NGO 'Youth of Malawi' and three UJ alumni architects under 'Architects for Change';
- the design and manufacture of themed aprons for the Golang Educational Outreach project in the Zandspruit Informal Settlement in Honeydew;
- projects with various other NGOs, including Izindaba Zokudla, Child Line, Sparrow Schools, and Farm the City;
- the rebranding of UJ residences;
- the re-conceptualisation of UJ academic attire;

- a collaborative project with community activists in Westbury on Human-Centred Design;
- the UJ Women in Community Engagement Projects;
- a BTech Fine Art Citizenship Project facilitated by the Art Therapy Centre Lefika la Phodiso;
- the Phumani Paper Mill;
- Artist's Proof Studios.

Visual Arts alumna Lerato Shadi was awarded the UJ Dignitas Award in recognition of her outstanding career as a performance artist, as well as her contribution to community development in the district of Mahikeng. As a tribute to the work that she does there, FADA has adopted her project in that region as a flagship community engagement project for development in 2017.

As regards student recruitment initiatives, FADA representation at school visits succeeded both in providing information and career counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. In addition, the Dean and HODs invited industry stakeholders to student exhibitions, and to other events throughout the year.

In this and other ways the Faculty ramped up its efforts to establish and entrench its presence and profile among all its stakeholders. All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The FADA Facebook page gained 2 879 subscribers (compared to 2 539 in 2015), while the FADA Twitter account became increasingly active, with 2 222 followers by the end of 2016 (compared to 1 958 followers at the end of 2015).

UJ Arts & Culture and FADA Gallery

Since 2015, UJ Arts & Culture has been a part of FADA. This has the mutual advantage of giving the UJ Arts & Culture an academic 'home' that is closely aligned to its core interests, while enabling the Faculty to expand both its cross-campus and public reach. The Head of Department, Ashraf Johaardien, resigned at the end of August to take up the prestigious position of Director of the National Arts Festival. Producer Grace Meadows was designated as Acting Head for the remainder of 2016, while the search for a new HOD commenced.

Despite having to cancel some of its events in the last quarter following the relocation of graduations from the Sanlam Auditorium, which had been gutted by arson, Arts & Culture activities continued to draw considerable audiences to the 226 events it produced and/or hosted in 2016 ("event" may be defined as once-off or running for several weeks). The footfall for the year was 28 960, with audiences for activities produced by UJ Arts & Culture accounting for 39,11% (21 185) of the total figure and the remaining 60,89% attending activities hosted by Arts & Culture. This greatly increased figure is largely attributed to graduation ceremonies and associated footfall.

In addition to this public-facing programme, a robust range of arts platforms were offered on all four UJ campuses for students, staff, alumni and the public to experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts. 2016 also saw the revival of a series of classical music concerts being offered to the public. The classical music series culminated with the Dean's Concert in November. An opera gala concert, it featured acclaimed South African pianist Christopher Duigan, two rising opera stars from Cape Town, soprano Siphamandla Yakupa and tenor Lukhanyo Moyake, and the UJ Choir, hosted by the Dean. Proceeds from this concert went towards the Dean's Bursary Fund in aid of academically deserving FADA students with financial difficulties.

Arts & Culture also continued to have a dynamic and critically acclaimed presence at the Grahamstown National Festival of the Arts, while the UJ Choir continued to be an important ambassador for the University. Indeed, in 2016 the UJ Choir made its National Television debut on the reality TV and kykNET (DSTV) competition *Varsity Sings*. UJ came in second place, and won R45 000. The total viewership of this programme, as taken from kykNET, YouTube and SAfm's voting public, amounted to approximately 3 570 500 hits.

The Unijoh Chorale based on the Soweto Campus continued to complement the Kingsway-based choir. Together, these two choirs ensured that a range of events including graduations ceremonies, campus lunch-hour concerts and performances in the local community continued to fly the UJ flag.

The UJ Art Gallery on the Auckland Park Campus is the custodian of the UJ Art Collection, valued in 2016 at R54 523 197.00. This collection is managed by attending to framing, restoration and conservation, upkeep of storage spaces, documentation, research, redistribution of artworks, completion of an annual inventory, and assessment of display spaces on campuses. In addition, the Gallery has an important public-facing programme. In 2016, a total of 166 artists exhibited 633 works to the value R3 285 370.00, which were seen by 2 341 individual gallery visitors. Twelve walkabout/lectures were presented; two external curators and 42 external/internal assistants were involved with the setting up of the exhibitions. Following a trend that began in 2015, FADA lecturers also became increasingly involved with the Gallery – as curators, participants, and/or public speakers.

The FADA Gallery on the Bunting Road Campus also continued to make a valuable contribution to the public life of the Faculty under the directorship of Mr Eugene Hön (Senior Lecturer and former Dean of the Faculty). The Gallery hosted nine exhibitions in the Gallery and the Atrium. Notable highlights included the FADA Alumni Exhibition that honoured Phillipe van der Merwe and Greg Gamble, joint founders of the luxury interior and furniture design brand Tonic. Organised walkabouts, workshops and associated events continued to provide staff, students and the community with interactive platforms for engagements with the Gallery's exhibitions.

Both the Faculty, in general, and Arts & Culture, in particular, received regular coverage on major public media platforms, locally and nationally. In addition, Arts & Culture continued to increase its social media presence, particularly with high social media hits being recorded for the ever-popular student competitions, UJ CAN YOU SING? and UJ CAN YOU DANCE?

RESOURCE MANAGEMENT

With the incorporation of UJ Arts & Culture, the Faculty had a total of 91 permanent and full-time contract members of staff in 2016. This comprised 54 academic staff and 37 administrative and support staff (including the Dean). In addition to the Executive Dean, this comprised 53 academic staff and 31 administrative and support staff (up from 20 in 2014). The academic staff comprised three assistant lecturers, 24 lecturers, 17 senior lecturers, six associate professors and one professor (excluding the Dean). The percentage of associate professors decreased with Prof Judy Peter's resignation from FADA. There was one academic promotion in the Faculty, with Ms Farieda Nazier, HOD Jewellery Design & Manufacture, being promoted to senior lecturer.

Of the academic staff, 32,5% were from designated groups and 7,5% were foreign nationals. A total of 66% of administrative and support staff members were from designated groups, and the Faculty Management Committee remained at 33% designated and 67% non-designated members.

Historically, staff turnover in FADA has been relatively low, but 2016 saw a number of resignations, namely: Prof Judy Peter, HOD of Jewellery Design and Manufacture, who took up a director's position in the International Office; Mr Chris Bradnum, HOD of Industrial Design, who took up a position at the University of Nottingham in the UK; Dr Keneilwe Munyai, a Lecturer in Fashion Design, who took up a position at UCT; Ms Robyn Cook, a Lecturer in Graphic Design who took up a position at Falmouth University in the UK; Ms Anneke Allers, a Lecturer in Interior Design, for personal reasons; and Mr Ashraf Johaardien, who took up the position of Director of the National Arts Festival in Grahamstown.

Four new appointments were made in the academic staff, viz. Mr Amulekani Muthambi (Lecturer, Fashion Design), Ms Lerato Matema (Lecturer, Multimedia Design), Ms Sadiyah Geyer (Lecturer, Interior Design) and Ms Ashton Bullock (Assistant Lecturer, Industrial Design). Dr Desiree Smal, HOD of Fashion Design, was awarded a DTech from CPUT; the number of staff with doctorates therefore remained constant at 12, with Prof Judy Peter's resignation. Several staff members are engaged on their doctoral studies, due for completion in the next two years.

The focus on training and development during the year was on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, scholarship of teaching and learning, and leadership development. Academic staff members across all levels were nominated for the Accelerated Academic Mentoring Programme overseen by the Executive Director of ADS and the DVC Academic. As noted above, a diversified strategy aimed at promoting different areas of research competence

among academic staff was launched, and will continue to be actively promoted to address the need to grow research capacity and output.

The third phase of the upgrading of ventilation and temperature control in the building was completed, with a focus on staff offices and common rooms. While this has afforded some relief in parts of the building, problems with ventilation and temperature control persist, particularly in the staff offices and common rooms on the first floor of the building. This remains a source of frustration for staff and students alike.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Building and facilities maintenance was ensured by means of monthly meetings with, and the ongoing reporting of matters requiring attention to the Office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the use of recycling bins and the continued drive towards a paperless meeting environment throughout the Faculty.

The Faculty managed its financial expenditure within budget, although additional pressure was placed on the Faculty reserves by the running of the Graduate School of Architecture. As noted above, this will be addressed in 2017 thanks to the MEC's award of dedicated funding to support the School.

GOVERNANCE AND QUALITY ASSURANCE

All departments continued to have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued to devote a great deal of time to ensuring that all new academic offerings met requisite standards. The APQC also dealt successfully with the review of re-admissions, F7 exclusions, and recommendations for granting credits and status before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

In September, the Faculty was reviewed by an international panel chaired by Prof Robert Mull, former Dean of the Cass Faculty of Art, Architecture and Design at London Metropolitan University and Trustee of the Architecture Foundation. The review focused on the positive aspects of FADA's achievements to date, and offered certain recommendations that UJ and FADA could consider to achieve its goals. Overall, the reviewers provided a positive report, with the panel remarking on the important contribution that FADA makes to the life of the University and its mission by producing students who are skilled practitioners and active citizens. The reviewers commended the Faculty's overall commitment to social engagement and to its relevance, as well as the Faculty's awareness of the importance of creating commercial value in industry as part of the economy.

The review indicated that the Faculty's progress so far is impressive, and that this momentum can be strengthened and extended in a number of areas. These include, for the reviewers, the strengthening of the Faculty's mission and vision by better communication internally and externally, as well as the need to facilitate cross-disciplinary work and social relevance strengthened by communication with UJ and the external community. These and other recommendations relating to certain operational aspects will inform strategic and operational planning going forward.

Student and academic data continued to be well managed, and Academic Administration maintained its excellent record under the new headship of Ms Neeradevi Chinnah, who was appointed to the position of Head of Faculty Administration in 2016. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The risk register was updated as required. High-risk areas continue to be the preparedness and attitude of entry-level students, the loss of prospective and preferred students, and the physical working environment. Appropriate actions were taken where possible in mitigating these risks. Areas of concern for departments include attracting qualified staff, particularly from designated groups. While ongoing work on the upgrading of the HVAC system has brought some relief to teaching and public spaces in the building, as noted above, issues of poor ventilation and temperature control in the staff offices continue to have a negative impact on the perception of the working environment. The lack of studio and workshop space for the Graduate School of

Architecture (GSA) is of increasing concern, given both the growth of the School, and the forthcoming validation visit from the South African Council for the Architectural Profession (SACAP) in 2018. A master plan for the redesign of the building to create additional capacity both for studio space and staff offices has been drawn up and submitted to the Office of the Campus Director for approval.

LOOKING FORWARD

As regards enrolment and curriculum development, key priorities in 2017 include a focus on increased postgraduate enrolment, not least into the GSA, and a concomitant focus on ensuring that the GSA is adequately resourced to take advantage of the considerable interest that has been shown in it. In addition, alterations will continue to be made to existing facilities to accommodate increased enrolment in the MA Design Studies and in other departments. The Faculty will continue to support Prof Brenda Schmahmann's NRF SARChI Chair in South African Art History and Visual Culture and the VIAD Research Centre, both of which are important players in continuing to develop and grow the Faculty's research culture. At the undergraduate level, we will be monitoring closely the intake into the new degree programmes in Fashion Design and Visual Arts.

The student movements of 2015 and 2016 have had a profound effect on South African higher education. In addition to forcing universities and government alike to rethink the model of how higher education is funded, it has also posed a set of fundamental challenges regarding the epistemological foundations of university curricula. Thus, while FADA remains committed to maintaining its strategic momentum in terms of curriculum development, research development, internationalisation, an enhanced student experience, community engagement, transformation and a significant public profile, we will also focus in 2017 on coming to terms with the question of decolonising the curriculum and the implications of this for the creative disciplines.

The continued integration of UJ Arts & Culture into the Faculty will enjoy specific focus in 2017, not least in terms of how the relationship between the Faculty and UJ Arts & Culture can inform aspects of the curriculum. Initially the focus will be on expanded undergraduate engagement. Following on a successful collaboration with students from Fashion Design, who partnered with Arts & Culture on their production of *Boesman and Lena*, the Faculty is planning a multi-disciplinary project for 2017 that will see second-year students collaborating in multi-disciplinary groups on the design of a UJ Arts & Culture theatre production. The longer-term vision is to see ultimately how this kind of project can be extended dynamically into postgraduate studies.

CONCLUSION

In the final analysis, despite a drop in research output, 2016 was a good year for FADA in terms of its increased postgraduate enrolment, increased international enrolment, growing international linkages and collaborations, positive student experience, increasingly enhanced public profile, and improved undergraduate success and throughput rates. While challenges remain – particularly relating to transformation, staff qualifications, research output, and the provision of studio and workshop space for the growing Architecture Department and Graduate School – the Faculty is increasingly realising its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg and beyond. It remains a dynamic and active contributor to the University's ambitions to attaining global excellence and stature.

Federico Freschi BAFA (Prof)
Executive Dean: Faculty of Art, Design and Architecture

Faculty of Economic and Financial Sciences

OVERVIEW

The year 2016 may be considered as a turbulent, but defining and epoch-changing period for higher education, with universities across the country confronted with the challenge of preserving their academic programmes amidst a wave of student protests. Despite the many threats to its academic programme, the Faculty of Economic and Financial Sciences (FEFS)[1] remained resilient and resolute towards attaining its academic goals. The institutional leadership, sometimes tested to the brink, put in place measures to ensure that faculties could fulfil their academic obligations for 2016.

The Faculty Management Committee, through regular meetings and ongoing engagement with departmental heads, steered the Faculty well throughout the year across all operational and strategic terrains. The Faculty Board and its various subcommittees continued to execute their critical roles in ensuring a smooth functioning faculty.

FEFS continued to function at the top of its game, in the provision of quality education in the areas of finance, accountancy and economics. The Faculty can be satisfied that it continues to make a significant contribution to the national drive for capacity-building and transformation in critical areas of human capital, through vocational, academic and professional education. The following are some of the key achievements/developments that reflect the Faculty's impact, directly or indirectly through its academic programmes:

- FEFS produced just over 14 000 graduates in the fields of finance, accountancy and economics over the last five years, averaging at around 2 800 per year. Moreover, FEFS contributed to more than 20% of the total graduate output of the University per annum (23,5% in 2016).
- In January 2016, University of Johannesburg (UJ) graduates achieved a pass rate of 83% in the South African Institute of Chartered Accountants' (SAICA's) Initial Test of Competence (ITC), with a UJ student achieving first position. The 2016 honours cohort achieved an 89% pass rate after the June 2016 sitting. UJ retained its position as the biggest residential provider of black aspirant chartered accountants nationally.
- Over the past four years, UJ economics students took top positions in the Nedbank-Old Mutual National Budget Speech competition. In 2016, UJ students took first and third positions in the postgraduate division, while another UJ student took third position in the undergraduate category.
- UJ students continue to perform well in CIMA and FPI exams.
- In April 2016, a UJ team (consisting of honours students of the 2015 class), which won the South African leg of the CFA challenge, represented South Africa at the global challenge in Chicago, USA. The team made UJ proud with a good performance. Two teams from the 2016 class progressed to the SA finals, but unfortunately neither team qualified to represent SA at the 2017 world finals.

[1] Information on enrolments, success rates and graduation is based largely on data extracted in February 2017. Data until 2015 have been audited, and 2016 data are subject to change.

- In January 2016, 99 students from the third-year Diploma in Accountancy class of 2015 wrote the Professional Test of Competency (PTC) examination of AAT (SA). A pass rate of 66% was achieved. This may be deemed a reasonably good pass rate given that it is only the second time that UJ students have written such an examination. The 2016 cohort was scheduled to write the PTC in February of 2017.
- In its drive to extend capacity building beyond its national borders and to contribute to UJ's goal of being a Pan-African Centre of Intellectual Inquiry, the Faculty has taken a bold and innovative step to develop two online academic programmes with implementation expected in 2018, viz. a BCom degree in International Accounting and an Advanced Diploma in Financial Markets. Other online programmes are expected to follow suit.

It is important to also note that the Faculty is engaging in serious conversations on the decolonisation project. At least three Faculty Board presentations (and discussions) have been held on aspects relating to decolonisation to date. Departments are also engaging in their own conversations and workshops. A subcommittee of the Faculty Teaching and Learning Committee was established in 2016 to drive decolonisation of knowledge in the Faculty. Plans are under way in 2017 to have a separate and more representative committee take the project forward.

STRATEGIC FOCUS

The Faculty continued to achieve significant progress with its 2014-2016 Strategic Plan comprising ten objectives, directly or indirectly linked with the institutional strategic goals. Moreover, much progress has also been made over the last two years in key areas relating to the recommendations that emerged from the international review of the Faculty, which took place in August 2014. These areas include:

- The development of a more balanced portfolio of undergraduate and postgraduate programmes: Measures include a consolidation of diploma programmes, and the introduction of new specialist honours degrees, postgraduate diplomas and specialist master's programmes (including those with a professional focus).
- Enhancement of research capacity and profile: Initiatives include visiting professors, research fellows/associates, PDRFs, research incentives, research grants, and departmental seminars and skills development workshops.
- Building of partnerships with employers, international universities and other stakeholders: Departments, the Faculty's research centres and individual staff members have been active in strengthening ties with employers and building relations with academic partners nationally and internationally.
- Improved visibility of the Faculty: The Faculty has increased its presence in the digital environment through more efficient use of its website and better use of social media platforms like Facebook, Twitter and YouTube.

Deliberations around the realignment/restructuring of FEFS and the Faculty of Management (FOM), together with the establishment of a business school, dominated strategic discussions in 2016. The notion of a business school emerged as a recommendation from the international review of the FOM. It was recommended that the FOM becomes a business school, named the Johannesburg Business School. The proposed organisational structure accompanying the recommendation called for a realignment of the existing structure of the two commerce faculties. Following various iterations, a model for a new faculty was eventually developed by both faculties, and approved by the University Council in 2016. The merged entity would be named the College of Business and Economics (COBE) and would consist of six schools. It was decided that the implementation date for the COBE would be 1 July 2017.

Subsidised academic programmes

Key indicators/trends relating to enrolment in subsidised academic programmes:

- Total enrolment in subsidised academic programmes increased by 4,06% from 10 625 in 2015 to 11 056 in 2016.
- Total enrolment over the last five years declined by an average of 0,97% per annum from 11 495 in 2012 to 11 056 in 2016.
- Actual enrolment in 2016 was above the planned target of 10 676 by 3,6%.
- Undergraduate and postgraduate enrolments grew by 3,1% and 9,0% from 2015 to 2016, respectively.
- FEFS's total enrolment for 2016 was 21,4% of the total enrolment of the University, a slight drop from the 21,5% in 2015.

- With regard to changes in the composition of the total enrolment in terms of race from 2015 to 2016, black enrolment increased from 85,5% to 86,5%, Coloured enrolment increased from 2,1% to 2,2%, Indian enrolment dropped from 5,3% to 5,0% and white enrolment fell from 7,1% to 6,3%.
- The proportion of female students in total enrolment dropped from 52,3% in 2015 to 51,9% in 2016.

Key indicators/trends relating to performance in subsidised academic programmes:

- An increase in the undergraduate success rate (in terms of module credits) from 84,7% in 2015 to 85,4% in 2016 was the combined effect of an increase for diploma programmes from 85,4% to 85,5%, and an increase for degrees from 84,4% to 85,4%. The undergraduate success rate has been consistently above 80% for the five-year period from 2012.
- A decline in the postgraduate success rate from 68% to 65%, was the combined effect of a decrease for honours programmes from 69,3% to 67,4%, a drop for masters' programmes from 58,1% to 53,9%, and a decline for doctoral programmes from 54,3% to 0%. When viewed over the last five years, it is evident that the dip in the postgraduate success rate to below 70% started in 2015.
- The number of graduates in the Faculty increased by 0,5% from 2 806 in 2015 to 2 821 in 2016. This was the combined effect of a 7,6% drop for advanced diploma programmes, 2,1% decline for undergraduate degree programmes, 6,2% increase for honours and postgraduate diploma programmes, 46,9% rise in master's programmes, and a 100% decline for doctoral programmes.
- When viewed over a five-year period, the Faculty's total graduation output in 2016 was basically at the same level as in 2012, and at its highest in 2014 with 2 956 graduates.
- The graduation rate for undergraduate degree programmes dropped from 22,4% in 2015 to 21,6% in 2016. In the case of undergraduate diploma programmes (including advanced diplomas), the graduation rate fell from 24,9% to 23,1%. With regard to postgraduate programmes, there was a drop for honours (including postgraduate diploma) programmes from 55% to 53,5%, an increase for master's programmes from 9,6% to 10,6%, and a drop for doctoral programmes from 16,3% to 0%.
- The total graduation rate in the Faculty dropped from 26,4% in 2015 to 25,4% in 2016. However, the proportion of FEFS graduates relative to the University increased marginally from 23,1% to 23,7% over the same period, and has been consistently above 20% over the five-year period from 2012 to 2016.

Non-subsidised academic programmes

In 2016, departments had available around 55 approved non-subsidised programmes, of which about 29 (excluding winter schools and pre-/postdoctoral registrations) were presented. Key information in respect of non-subsidised programmes is as follows:

- The total enrolment in the aforementioned 29 programmes was 1 383 in 2016. Note, that in the case of programmes that were attendance-based, attendees may not have been registered on the UJ system, and hence, the enrolments for such programmes are not included in the reported figures.
- If the total enrolment of 569 in respect of winter schools and pre-/postdoctoral registrations is taken into account, then the total enrolment in non-subsidised programmes amounted to 1 952 in 2016, reflecting an increase of 18% relative to the enrolment of 1 655 in 2015.
- Twenty of all the non-subsidised programmes presented in 2016 were allocated result codes. Given the enrolment of 1 244 students in these programmes in 2016, the percentage of qualifying candidates was 37,7% compared to 43,4% in 2015 (notwithstanding variations in size and composition of such programmes over the two years).
- Total income generated from non-subsidised programmes amounted to approximately R16.2 million in 2016 compared to R14.2 million in 2015.

Research and scholarly activity

Preliminary (pending DHET submission) subsidised publications in the Faculty for 2016 amounted to 61.51 units, comprising 54.35 journal article units, 5.66 book chapter units and 1.5 units in respect of conference proceedings. This represents a 39,8% increase from 44.01 units in 2015. Over the last five years (subject to the outcome of the

2016 submission), subsidised output grew at an unweighted average rate of 21,3%. Apart from activities that resulted in accredited research output, staff members remain highly committed to scholarly activity in areas such as conferences, publications in non-accredited journals/media, non-subsidised books, involvement with professional bodies, and research projects.

Various measures that continue to stimulate research and scholarly activity in the Faculty include: appropriate capacity development initiatives at departmental level; departmental research seminars; appointment of visiting scholars and research associates; public lectures; an accredited journal hosted by the Faculty through which to engage the broader academic community; internal research funding; the activities of the Faculty's three research/training centres; four NRF-rated researchers (and one visiting professor who is NRF-rated), an NRF Chair in Industrial Development; and the Faculty biennial Value Conference. A fourth research centre, the Public and Environmental Economics Research Centre (PEERC), which was established towards the end of 2016, is expected to make an important contribution to research activity in the Faculty.

In line with its strategic focus to enhance its national and international position, the Department of Economics and Econometrics has maintained its ranking in the REPEC (Research Papers in Economics) classification, as the fourth best Department of Economics in South Africa.

Social responsiveness

Initiatives relating to social responsiveness are driven primarily by the Faculty's departments. Social responsiveness projects are generally positioned in three areas, viz. transformation, educational outreach, and charity. Projects, in 2016, included those initiated either by departments themselves or by external organisations with which departments have been involved.

Projects on transformation largely included capacity building initiatives aimed at bringing about greater equity/access in certain disciplines. Some important programmes here include:

- The Equity Development Programme, which consists of two parts, provides structured support for black students in the chartered accountancy stream through SAICA's Thuthuka Bursary Fund (TBF) and support for at-risk second- and third-year Bachelor of Accounting students, funded by FASSET (the Finance Seta).
- The University Upliftment Project is the vehicle through which the Department of Accountancy provides academic leadership support to the University of Limpopo (UL) and the University of Venda (UV). The Department has also entered into an agreement with the Polytechnic of Namibia to assist it to become SAICA accredited.
- BCom extended degree programmes, supported by earmarked foundation funding from the Department of Higher Education and Training (DHET), aim at widening access to higher education by providing alternative admission and strong foundational academic development for almost 400 students (shared between the FEFS and FOM).
- CSI-specific Student Mentorship is an initiative in the Department of Accountancy, aimed at exposing students to Corporate Social Investment (CSI). Individual students who show interest in the CSI space are referred for mentorship to develop their interest and expose them to this area of importance.

Projects relating to educational outreach largely included support for school learners and educators. Some key programmes here include:

- The Khula Weekend School (with De Beers Consolidated Mines Ltd) is aimed at secondary school learners in the areas of commerce and science.
- The UJ Educator Empowerment Initiative, a project undertaken by the Department of Accountancy, is aimed at empowering Economic and Management Sciences (EMS) educators to provide informed and effective teaching in the classroom.
- The Kliptown Youth Programme (KYP) Tutor Project is an initiative undertaken by the Department of Accountancy, involving UJ students tutoring Grades 11 and 12 learners in the KYP.
- The Financial Planning Clinic is a project undertaken by the Department of Finance and Investment Management aimed at providing financial planning to those individuals who might not usually have access

to such services. The project provides students, from the BCom Honours (Financial Planning) programme, with an opportunity to gain practical experience that would also provide them with credits for the Certified Financial Planner® (CFP®) designation.

A range of initiatives relating to charity included fundraising, collections and commitment of personal time by staff and students to various social activities.

Stakeholder and other external engagements

Departments in the Faculty continued to manage their relationships with various key stakeholders closely in 2016. Stakeholders and the nature and extent of engagement with them correspond largely with the academic foci of the Faculty's departments.

With profession-oriented education being a significant component of the Faculty's academic product, relationships with local and international professional bodies and employers are managed with diligence. The Faculty, through individual staff members and/or its departments, has also developed various links with other organisations, regulatory bodies, education institutions and research entities. The Faculty has maintained its visibility in 2016 through several local and international affiliations in the areas of accountancy, finance and economics (see Internationalisation below).

Marketing and brand management

The FEFS Marketing Office (which includes the various departments) implemented an effective programme of strategic marketing and brand management that goes beyond conventional forms of marketing. The Faculty crafted, presented and managed a unified communication strategy and brand message to promote relationships with students (prospective and current), parents, staff, alumni and funders. The Faculty is confident that its marketing efforts contributed to the University's 2025 strategic objectives and its aspiration for global excellence and stature.

Apart from central institutional initiatives, various channels were used in 2016 to promote the Faculty, such as a Faculty e-newsletter, career expos, public lectures, the Faculty website, and an online brochure. The four FEFS departments also engage in their own marketing and communication initiatives.

The Faculty has also taken decisive steps to expand its digital marketing programme through more effective use of its website and social media platforms such as Facebook, Twitter and YouTube. Important digital innovations on the Faculty's website include Real Simple Syndication (RSS), Search Engine Optimisation, and an online subscription for interested parties to obtain relevant Faculty information.

Internationalisation

There are four core dimensions to the Faculty's international profile, viz. academic programmes, international affiliations (programmes and research), students, and staff. With regard to **academic programmes**, many of the qualifications offered by the Faculty are accredited or recognised by international professional bodies/councils such as the Chartered Institute of Management Accountants (CIMA), the Financial Planning Institute (FPI) of Southern Africa, the Chartered Financial Analyst (CFA) Institute, the Association of Accounting Technicians (AAT), the International Economic Development Council (IEDC), the Chartered Institute for Securities and Investments (CISI), and the Association of Chartered Certified Accountants (ACCA). Although SAICA is a national professional body, an international dimension exists by virtue of the reciprocity agreements between itself and several foreign professional accounting bodies, which allow South African candidates qualifying as chartered accountants to work in various other countries.

The Faculty is also at an advanced stage in the development of two online academic programmes, in collaboration with an international body, Academic Partnerships. The programmes, a BCom degree in International Accounting and an Advanced Diploma in Financial Markets, are expected to be rolled out in 2018.

As far as **international affiliations** are concerned, the Faculty has collaboration agreements in respect of research and/or academic programmes with the Centre for Operations Research and Econometrics (CORE) in Belgium; the South Western University of Finance and Economics (SWUFE) in China; the African Institute for Economic Development and Planning (IDEP); the Association of Corporate Treasurers of Southern Africa (ACTSA); and the University of Ohio. The Executive Dean, Prof Amanda Dempsey, is a committee member of the Consultative Advisory Group (CAG) of the International Accounting Education Standard Board (IAESB) of the International Federation of Accountants (IFAC).

Over and above formal international relations, the activities of the Faculty's two research centres, the Centre for Competition Regulation and Economic Development (CCRED) and the South African Accounting History Centre (SAAHC), have increased the Faculty's footprint in Africa.

FEFS enrolment of **international students** was at 5,8% of total enrolment in 2016, compared to 5,3% in 2015. The international enrolment ratio in respect of postgraduate enrolment in 2016 was 8,4% compared to 9,2% in 2015, while for undergraduate enrolment it was 5,3% compared to 4,6% for the same years. The proportion of international enrolment averaged at about 4,9% over the last five years and growth has been relatively slow.

Staff members remain active in terms of presentations at international conferences and research collaborations with several international partners. This helps raise the international visibility of the Faculty. Moreover, **international academic staff** by the end of 2016 accounted for 11,9% of total permanent and contract staff (21 out of 177), up from 10,2% in 2015 (17 out of 167). The proportion of international staff five years ago (in 2012) was around 6,7%. The recent appointments of high profile international academics as distinguished visiting professors have also helped raise the international profile of the Faculty.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Key information relating to human resources management in respect of academic staff:

- Full-time permanent and contract academic staff totalled 177 by the end of the 2016 academic year, compared to 167 at the end of 2015.
- The degree of stability in staffing is reflected in staff turnover. In 2016, there were eight resignations of which 25% were black, one retirement (black) and 19 appointments of which 58% were black and 21% international. Over the last five years, staff resignations and appointments averaged at 12 and 19 per year, respectively.
- With regard to equity, despite the ongoing challenge the Faculty faces in attracting and/or retaining qualified black academics, it still managed to increase the proportion of permanent and contract black academic staff members from 39,5% in 2015 to 40,7% in 2016. Five years ago (in 2012), the proportion of black staff stood at 33,3%.
- Female members accounted for 51% in 2016 compared to 53% in 2015.
- The Faculty Management Committee consisted of five white, one international and two black members, implying an unchanged equity ratio of 25% in 2016.
- In 2016, the proportion of staff with master's degrees (as their highest qualification) stood at 46,3% (almost the same as 2015), and those with doctoral degrees (as the highest qualification) at 21,5% (up from 17,4% in 2015). Hence, the proportion of staff with qualifications below master's degrees was at 32,2% (down from 35,9% in 2015). It must be noted that a significant proportion of the latter category entails those who hold professional titles, such as the chartered accountant designation.
- The distribution in terms of academic posts in 2016 was as follows: 12 assistant lecturers, 55 lecturers, 86 senior lecturers, 12 associate professors, and 12 professors. The limited proportion of staff (14%) at professorial level imposes a constraint on the capacity of the Faculty to provide supervision (in terms of seniority) for postgraduate research, particularly at doctoral level.

Key information relating to human resources management in respect of administrative staff:

- Full-time administrative staff, comprising both permanent and contract employees (inclusive of the Faculty Office and departments), totalled 40 in 2016, reflecting an 11% increase from 2015.
- With regard to equity, black employees represented 57,5% (23) of all permanent and contract staff.

Key information relating to financial management:

- The total budget allocation for the Faculty in 2016 was approximately R166.4 million, representing an increase of 6,6% on the 2015 budget of R156.1 million.
- In 2016, 99% of the budget was utilised, compared to 101% in 2015.

RISKS AND MANAGEMENT OF RISKS

The number of identified key risks and their assessments remained the same for 2016 as that of 2015. While the perceived effectiveness of mitigation strategies resulted in significantly lower residual risk assessments in some instances, in others the residual risk ratings remained medium to high. The latter cases are indicated below, with the risk assessments before and after controls indicated within brackets:

- Enrolment management not successful (20, 20);
- Global excellence and stature (20, 16);
- Not meeting employment equity targets in the academic environment (20, 16);
- Security and safety of staff and students (16, 16);
- Academic leadership not effective (20, 12);
- Inability to effectively implement teaching, learning and assessment strategies (16, 12); and
- Student experience not good (or UJ not preferred) compared to competitor offerings (16, 12).

Generally, the root causes and potential consequences of risks are identified and evaluated in terms of their significance to each risk, and the extent to which mitigating strategies would be effective in reducing the risk. Given the merger of the two commerce faculties in mid-2017, the escalation of student protests in 2016 and other factors, the risk environment would need to be revaluated more thoroughly in 2017/18.

Environmental sustainability

The core academic activities of the Faculty do not directly impact the environment. However, the Faculty fully aligns itself with the institution's goals regarding the environment and embraces the campaign to 're-use, reduce and recycle'. FEFS continued (as in the past) to encourage certain practices that are considered important for sustaining the environment: the use of laptops during meetings thereby minimising the use of paper; uLink as a means of engagement with students; recycling facilities for used paper; and avoiding unnecessary usage of lights and air conditioners. The provision of study guides and other learning information via uLink in 2016, complemented by the increased use of handheld devices and related technology by students, has reduced the need for printed material considerably.

Leadership

Academic leadership in the Faculty is essentially provided by the Executive Dean, Vice-Dean and the heads of the four departments. The Executive Dean contributes to the institutional leadership through her role as a member of the University's Executive Leadership Group (ELG), the Senate Executive Committee (Senex), Senate and various other committees and structures. She is supported by the Vice-Dean who serves on Senex, Senate, and various committees and structures that are expected to provide leadership in different sub-environments of the Faculty and University. The Executive Dean and members of her leadership team play significant leadership roles outside of the University in various structures involving government, business, related professions, and the broader academic community.

CONCLUSION AND WAY FORWARD

As mentioned at the beginning, a model for a new faculty was approved by the University Council in 2016, for implementation on 1 July 2017. The merged entity will be named the College of Business and Economics (COBE) and will consist of six schools. Although the Deans of the two existing faculties have already initiated preliminary transition measures in a few areas, actual restructuring and realignment of academic and administrative functions are expected to commence once the new management of the College is in place. The College will also need to develop a strategic plan to position itself as a new entity in the higher education space for commerce education.

Amanda Dempsey (Prof)
Executive Dean: Faculty of Economic and Financial Sciences

Faculty of Education

STRATEGIC DIRECTION

Faculty review

The strategic direction discussions in 2016 related mainly to preparing for the Faculty review, given that the central focus of the review was related to the anchor strategic goal of the University, namely Global Excellence and Stature (GES). The review took place from 12 to 16 September. The purpose of the review was to seek, from a panel of internationally acclaimed academics, considered reflections on the extent of the Faculty's success in achieving global excellence, and for the panel to make recommendations on how to amplify the Faculty of Education's (FE) stature.

The final faculty self-assessment report that was made available to the review panel was the result of several iterations and wide consultation in the Faculty. The report gave an overview of where the Faculty stands in relation to its quest for (global) excellence. The point of departure in the report was that the FE strives to engage in "dynamic knowledge making for 21st century education" in South Africa and beyond. This pursuit also encompasses the Faculty's quest towards global excellence. The Faculty argues that to be excellent in the *global* sphere, it has to excel in niches that show *local* strength. This local strength would lie in knowledge making through teaching and research that are contextually grounded, addressing local and regional education needs and issues. To be globally significant, the knowledge making would be innovative and robust and disseminated widely, so that it could be utilised widely.

The review panel consisted of:

- Prof P David Pearson (Chair): The Evelyn Lois Corey Professor of Instructional Science in the Graduate School of Education at the University of California, Berkeley;
- Prof Graeme Aitken: Dean of the Faculty of Education and Social Work, University of Auckland, New Zealand;
- Prof Julie Allan: Head of School: Education, University of Birmingham, United Kingdom;
- Prof Michael Samuel: Professor, School of Education, University of KwaZulu-Natal, South Africa.

The panel report consisted of commendations and recommendations.

Commendations included that:

- academic staff exhibit a Faculty-wide ethic of caring for students in the Faculty;
- the tutoring programme is effective;
- the excursion component of the initial teacher education (ITE) programmes more than achieves its intended goals of building enduring trust, social cohesion and community;
- the system of informal workshops to support master's and doctoral students is highly successful;
- the Soweto Campus (SWC) experience shows that it is possible to achieve a systemic integration of research, teacher education, school experiences and community engagement;
- the distinguished visiting professor programme seems to be fulfilling its intended purpose;
- strong leadership of the Faculty enables research and systemic transformation, both within and outside UJ;

- high-quality research is conducted, published, and promoted and has had an impact nationally and internationally;
- the Dean's leadership is commended in respect of leading the Faculty, exercising national leadership of teacher education and drawing the FE into the national policy agenda.

Recommendations were made related to research, structure, resources, governance and management, and programme enhancement.

- The gist of the recommendation related to research is to seek ways to build research capacity of inactive researchers and writing for publication, develop a professional doctoral programme, and strengthen the scholarship of learning and teaching.
- The structure recommendation mainly addresses the harnessing of complementary strengths and expertise by creating more permeable boundaries between departments and research centres.
- The resources recommendation pertains to setting up a more efficient assessment of the learning system and involving alumni more actively in all aspects of the academic programmes.
- The governance and management recommendation concerns the creating of a position to promote greater coherence, coordination and curriculum integration for the initial teacher education (ITE) programmes on the Auckland Park Kingsway (APK) Campus and addressing administrative roadblocks and bureaucratic barriers.
- The programme enhancement recommendation relates firstly to ensuring that all ITE curricular content embeds the constitutional mandate of equity, social justice, and transformation, secondly to moving towards using the full affordances of online and blended learning models in the Faculty and thirdly to undertaking a targeted review of the PGCE programme.
- Recommendations were also made to consolidate the work-integrated learning placements of student teachers in fewer schools that have a greater commitment to teacher education.
- The panel also advised that, given the success of the SWC programmes, the FE should explore the possibility of applying the underlying principles of the Soweto experience to the APK Campus ITE programmes.

Distinguished visiting professors

The FE has been able to attract eminent scholars as distinguished visiting professors. These distinguished visiting professors could play an important role in the Faculty's push towards global excellence. However, it is incumbent on the Faculty to ensure that their strengths are harnessed optimally, not only in terms of research, but also in relation to the mentoring of staff.

The majority started work in the Faculty in the second half of 2016.

Table 49: Distinguished Visiting Professors

Name	Institution	Start date	Area/Department
Annamarie-Fritz Stratman	University of Duisberg-Essen	Oct. 2015	Childhood Education/CEPR
Catherine Snow	Harvard University	Jan. 2016	Childhood Education/CEPR
Bruce MacFarlane	University of Southampton	April 2016	Ali Mazrui Centre for Higher Education Studies
N'Dri Assie Assie-Lumumba	Cornel University	July 2016	Ali Mazrui Centre for Higher Education Studies
Elias Mpofu	University of Sydney	Aug. 2016	Educational Psychology
Jari Lavonen	University of Helsinki	Sept. 2016	Childhood Education/CEPR
Phillip Hallinger	Chulalongkorn University, Thailand	June 2016	Education Leadership and Management
Philomena Essed	Antioch University	July 2016	Education Leadership and Management

Name	Institution	Start date	Area/Department
Hsin-Kai Wu	National Taiwan Normal University	Sept. 2016	Science Education
Kerry Kennedy	Hong Kong Institute of Education	Sept. 2016	Curriculum Studies
Carmel Mcnaught	Chinese University of Hong Kong	Oct. 2016	ICT in Education
Tony Onwuegbuze	Sam Houston University	Oct. 2016	Education Leadership and Management and Educational Psychology

OPERATING CONTEXT

Campuses

The Faculty offers academic programmes on two campuses, namely the SWC and the APK Campuses. The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road (APB) Campus. In addition, the Faculty was involved in offering the BEd in Foundation Phase Teaching at the Teacher Education Campus: Siyabuswa, a campus of the University of Mpumalanga (UMP).

Soweto Campus (SWC)

Three academic departments are housed on the SWC, namely Educational Psychology, Education Leadership and Management, and Childhood Education. The Campus is also the home of the Centre for Education Practice Research (CEPR) and of two National Research Foundation (SARChI) Chairs, namely the Chair in Education and Care in Childhood and the Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School.

A hallmark of the postgraduate Educational Psychology programmes offered at the SWC is their focus on community psychology. These programmes attract large numbers of high calibre students. Another prominent focus of this Department is special needs education with special reference to neurodevelopmental disorders. The Department has a strong footprint in the professional development of teachers in relation to curriculum differentiation and remedial education.

Childhood Education was identified as a UJ flagship programme area in 2014. The programme of activities in childhood education is managed by the Department of Childhood Education and the CEPR. The Funda UJabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of childhood education. It is a public school, but also a research and teaching school and an "education laboratory". The students in the BEd in Foundation Phase Teaching and Intermediate Phase Teaching participate in classroom activities, learning about children and their development and the practice of teaching in the school. The school also serves as one of the main research sites of the CEPR. The CEPR has four main areas of work, which include research, journal publication, teacher development and research capacity development.

The Department of Education Leadership and Management offers postgraduate programmes at the SWC. These programmes are particularly popular with school leaders (heads of departments, deputy principals and principals). This Department is also actively involved in continuous professional development of school leaders.

The Auckland Park Kingsway Campus (APK)

The Ali Mazrui Centre for Higher Education Studies and two academic departments, namely Education and Curriculum Studies and Science and Technology Education, are situated on the APK Campus. Though the Departments of Educational Psychology and Education Leadership and Management are officially situated on the SWC, these departments also have staff members on the APK Campus. The focus of the undergraduate programmes at the APK Campus is mainly secondary school teacher education. Postgraduate programmes

straddle many areas of learning and research. Science education is one of the strongest programmes at this site. Higher education as field of study has also been gaining prominence with foci on higher education policy and leadership and the scholarship of teaching and learning. The Ali Mazrui Centre for Higher Education Studies was established at the onset of 2016. The Centre's research, training and networking agenda is located within UJ's Pan-Africanist ambition. In addition, since 2014, the UJ has been sponsoring a Chair in the Scholarship of Teaching and Learning. This is the only Chair of its kind in South Africa. Another area that has been gaining prominence is learning technologies. The Learning Technologies Unit in the Department of Science and Technology Education has taken leadership in the Faculty to support technology enriched learning, and to ensure that student teachers are prepared to design and develop learning experiences and assessments fit for the digital age. This Unit presented a short learning programme in 2016 to key e-Learning staff in the national Department of Basic Education (DBE) and Provincial Education Departments (PEDs). In addition to the DBE, the partners involved were Microsoft, UNICEF and Vodacom.

Auckland Park Bunting Road Campus (APB)

The CERT is housed in the research village at the APB. The imperative of the CERT, as stated in its charter, is to "make a positive contribution to knowledge creation and social transformation" and to create synergy between scholarship, social action and community outreach.

Siyabuswa

The Bachelor of Education in Foundation Phase Teaching at Siyabuswa was in its final year of offering in 2016. This programme was a collaborative initiative of UJ and the University of Mpumalanga (UMP). The first cohort (2013) consisted of 99 students. This cohort will graduate as UJ students. Subsequent cohorts were registered with the UMP. The programme will be taken over by the UMP in 2017.

Faculty governance and quality assurance

The Faculty of Education Leadership and Management Committee (FELMC), consisting of the Executive Dean, Vice-Dean, Heads of Departments and Head of Faculty Administration, met once every three weeks during 2016. The main purpose of the FELMC is to provide leadership and management with regard to the execution of the Faculty's vision, values and strategy, as well as to oversee quality assurance measures.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks be coordinated cross-functionally. Consequently, Faculty focus groups and committees play an important role. The purpose of the focus groups is to oversee quality enhancement in matters related to teaching and learning, and particularly regarding the Faculty's ITE programmes. These programmes are offered cross-departmentally. The focus groups report to the Teaching and Learning Committee. In addition, the following committees were functional in 2016: Academic Ethics Committee; Research Funding Committee; Higher Degrees Committee; and Teaching and Learning Committee. An ad-hoc committee oversaw the preparation for the Faculty review.

The main risk identified previously, namely enrolment planning and management, remained in 2016. This is due to the phasing out of existing education qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment.

RESEARCH

The Faculty's research, conducted in academic departments, the CEPR, the CERT, and by NRF Chairs and the Chair in the Scholarship of Teaching and Learning, is aimed ultimately at enriching and transforming the practice of education.

The programme of activities in the broad area of education in childhood is a strength of the Faculty. The two NRF Chairs are both related to the area of education in childhood, though with distinct foci. The bulk of the funded research projects of the Faculty are located in the CEPR and the Department of Childhood Education. These research projects involve postgraduate students, postdoctoral research fellows and staff, and they are

conducted generally with international collaboration (for example, University of Helsinki and Harvard University). The Faculty is a leader in the country in research on primary school teacher education with the "teaching school" initiative at the SWC a unique example of practice-based teacher education.

Science education and research in educational support for children and youth who struggle are other prominent research areas in the Faculty. Research in higher education as field of study is an emerging strength.

The Faculty's research output, comprising articles in accredited journals, research based books and conference proceedings increased notably during the past few years, though there was a decrease from 100.11 units in 2015 to 90 research units in 2016. The decrease is due to fewer conference papers published in conference proceedings. The research units generated were 83.11 in 2014, and 63.83 in 2013.

The numerous externally funded research projects bear further testimony to the vibrant research culture that has developed in the Faculty. Funders included the National Research Foundation (several projects); the Department of Higher Education and Training; the Foundation for Human Rights; the Rosa Luxembourg Foundation, the Education Policy Consortium, Ford Foundation, Hewlett Packard Company; National Institute for the Humanities and Social Sciences and the Zenex Foundation.

In 2016, the following academics were NRF-rated researchers in the field of education: Professors Jace Pillay, Chris Myburgh, Elizabeth Henning, Linda Chisholm, Brenda Leibowitz, Raj Mestry, Umesh Ramnarain, Shireen Motala, Juliet Perumal, Gert van der Westhuizen, Nadine Petersen and Salim Vally.

The Faculty serves the education research community through two accredited research journals, namely *Education as Change* (linked to the CERT) and the *SA Journal of Childhood Education* (linked to the CEPR).

STAFF PROFILE

In 2016, the Faculty had 73 full-time permanent academic staff members (including the Executive Dean) compared to 67 in 2015. The number of administration and support staff was 20 in 2016 compared to 22 in 2015 (2 vacancies).

A total of 68% (n=50) of academic staff held doctoral degrees in 2016. The profile in terms of level of appointment was as follows: 3 assistant lecturers (4%); 29 lecturers (40%); 16 senior lecturers (22%); 8 associate professors (11%) and 17 professors (23%).

The profile in terms of equity reporting was 53% (n=39) designated (excluding white women) and 47% (n=34) non-designated, including international staff (n=5). The gender profile in 2016 was male: 57% (n=34) and female 53% (n=39).

STUDENT PROFILE AND STUDENT SUCCESS AND EXPERIENCE

Student profile

A total of 3 948 students were enrolled in 2016 of whom 3 217 were undergraduate (81%) and 731 postgraduate students (19%), compared to the 2015 enrolment of 3 241 (82%) undergraduates and 713 (18%) postgraduates. The increase in the postgraduate enrolments was due to an increase in the honours programmes and the introduction of the new Postgraduate Diploma, which was offered for the first time in 2016.

Enrolments in the master's degree increased slightly from 190 in 2015 to 193 in 2016 and doctoral degree numbers decreased from 127 in 2015 to 119 in 2016.

First-time entering undergraduate degree enrolments were 731 in 2016 compared to 771 in 2015. Enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE qualifications increased in 2016 (n=3 173) compared to 2015 (n=3 131).

In 2016, the student profile in terms of demographics was: black 81%; Coloured 4%; Indian 4%; white 9%; and international 2% compared to the 2015 profile of black 79%; Coloured 4%; Indian 4%; white 11%; and international 2%.

The academic performance of students was generally satisfactory. The course (module) faculty success rate remained stable – 88,29% in 2016 and 88,3% in 2015. A five-year perspective shows that the overall course faculty success rate has generally shown an upward trend since 2012.

The course success rate for the undergraduate degree (BEd) remained stable with 91,2% in 2015 and 91% in 2016. The first-time entering undergraduate course faculty success rate is slightly lower at 86,4% in 2016 compared to 87,2% in 2015.

Academic support and student performance

In 2016, the Faculty appointed two tutor coordinators to assist with the overseeing of the tutors at the APK Campus and the SWC Campus. At the APK Campus, a total of 26 senior tutors and 99 tutors provided learning support to students in 137 modules in the ITE programmes. At the SWC Campus, 4 senior tutors and 74 tutors provided support in 79 ITE modules.

Tutors work closely with the module lecturers in coordinating and managing modules with large student numbers. They also assist with identifying and supporting underperforming students and they provide web-based learning support.

Tutors attended various training sessions to equip them with the required skills to assist students with writing support and study skills and to provide additional support to at-risk students. These training sessions also served to enable tutors to cope with their own studies, while they were tending to the various needs of students that they tutor. The tutor coordinator tabled a monthly report at focus group meetings, providing feedback on all aspects pertaining to tutor support.

The Faculty has a strong First Year Experience (FYE) programme. As from 2016 the FYE programme was integrated into the BEd Focus Group and formed part of the discussions in the focus group meetings.

The commitment of the Faculty to supporting the academic progress and well-being of students is also evident in the excursion component in the BEd and PGCE programme. The first-year excursion has a strong social justice underpinning. It also aims at improving socialisation of students into the university culture. It affords students the opportunity to form support groups, and staff interact with students on a more personal level in an informal environment. The PGCE excursion aims at the professional development of student teachers.

The Faculty also supported its postgraduate students. A research capacity development programme was offered on Saturdays from the beginning of March until the end of May. The programme was offered by Faculty academics and staff members from support divisions such as the Postgraduate School, the Library and Information Centre, the Academic Writing Centre, Statistical Consultation Centre and the Research and Innovation Division. An interactive website and an electronic repository were also set up for students.

Enriching the student experience through international exposure

The Memorandum of Understanding between UJ and Georgia State University (GSU), Atlanta in the USA affords fourth-year BEd and PGCE students the opportunity to observe teaching and learning in schools in Atlanta as part fulfilment of the school experience (practicum) requirements of the programme. Eighteen students and one staff member spent two weeks in Atlanta in 2016. In addition to the school visits, they were exposed to an extensive academic programme, which included lectures, presentations, panel discussions and demonstrations.

GSU students also spent time at the FE. Seven students attended lectures presented by Faculty members in the fields of history, literacy and identity studies and the students visited schools in Gauteng, facilitated by the FE. UJ postgraduate students also engaged extensively with the GSU students.

Three postgraduate students presented papers at the Oxford Women Leadership Symposium during March 2016.

DEVELOPMENT OF NEW ACADEMIC PROGRAMMES

Since 2011, the Faculty has been involved in the design of academic programmes aligned to the new teacher education qualifications policy.

The following postgraduate programmes were approved and accredited by the Higher Education Qualifications Committee (HEQC) of the Council for Higher Education (CHE) in 2016:

- Bachelor of Education Honours in Curriculum Studies
- Postgraduate Diploma in Education with endorsements in Mathematics, Science, Technology and Information Computer Technology Education
- Advanced Diploma in Mathematics Education
- Advanced Diploma in Technology Education
- Bachelor of Education Honours in Science and Technology Education

In line with the Faculty's drive to offer selected programmes online, the following programmes were submitted to the HEQC for approval in 2016:

- Master's of Education in Information
- Master's of Education Leadership and Management
- Bachelor of Education
- Honours in Education Leadership and Management
- Postgraduate Diploma in Education Leadership and Management
- Postgraduate Diploma in Inclusive Education
- Advanced Diploma in Remedial Education

The following programmes were approved at Senate in 2016 to be submitted to the DHET and HEQC for online delivery:

- Professional Master's in Childhood Education
- Professional Doctor in Educational Psychology
- Advanced Diploma in School Management and Leadership

COMMUNITY ENGAGEMENT, PUBLIC ENGAGEMENTS, ALUMNI AND BRANDING

Service learning as community engagement

The Faculty defines community engagement as initiatives through which the expertise of the Faculty (both staff and students) in relation to teaching, learning, and/or research is employed to address issues relevant to the community, in a reciprocally beneficial partnership. Students are required to engage in service learning with a view to foster a sense of social responsibility, while simultaneously preparing them to become educational practitioners who are able to support and nurture learning and development in diverse educational contexts.

In the BEd Senior and FET phase programme, service learning is infused in the third- year practicum and students enact 45 hours of services through one-to-one learning mediation – the students tutor learners in their area of specialisation. Students reflect in writing on the development of the learners' content knowledge as well as their own development. Subject methodology lecturers guide students' reflection through reflection models found in the education literature. A total of 626 students completed this service-learning project and some lecturers reported the project as a resounding success. As a result, the tutoring programme has been extended to the PGCE Accounting and Physical Science modules.

Service learning also forms an integral part of the PGCE programme and is dealt with as follows: Students engage with service learning literature with a social justice lens before they embark on their service learning experience. The literature deals with themes such as agency and empowerment. Students complete a minimum of 46 hours of service learning in a community setting where a need is identified. Students keep a journal in which they reflect on what they experienced, as well as on what they have learnt through their service to the community.

Service learning is also infused into the IP and FP teacher education programmes at the SWC. The service learning activities are linked mainly to the Funda UJabule School. Two examples from the FP programme are the planning and execution of a sporting event aligned with students' understanding of young children's physical development, and a language and literacy festival. An example from the IP programme is the food gardening project, funded by the Oppenheimer Memorial Trust. In 2016, the first-year IP students constructed mini greenhouses and worked with the Funda UJabule learners to grow vegetables.

At postgraduate level, the MEd Educational Psychology students are involved in service learning through the first-year excursion, by providing support to first-year students at the excursion.

UJ associated schools

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). The school again attained excellent matric results – 100% pass rate, with 95% learners achieving bachelor's endorsement and 3% diploma endorsement. Two learners attained seven distinctions, and five attained six distinctions. In all, 142 distinctions were attained.

The Faculty is involved in several ways at UJMA. BEd and PGCE students do work- integrated and service learning at the school. Postgraduate students in Educational Psychology assisted the school with the selection of learners into Grade 8 who have the potential to excel in mathematics and science. The students also assisted with the career assessment of Grade 11 learners in the school.

The Funda UJabule School on the Soweto Campus is not only a teaching school, but it also serves the surrounding community in terms of childhood education and as a development hub. Partnerships were established with JS Mpanza Primary School, Entandweni Primary School, Winnie Ngekwazi Primary School, and Naturena Primary School No 2. Work was done in these schools to develop the school management teams. In addition, Grade R teachers from the Funda UJabule School and the partner schools were trained in early mathematics conceptual development. This work was mainly funded through a grant from USAID and Elma Foundation and is coordinated by a school development practitioner based at the Funda UJabule School.

Public engagements, branding and alumni

Public engagements

Numerous public lectures, seminars and workshops were hosted by the Faculty, Departments, Centres and Chairs. In addition, the Faculty hosted a series of public engagements to stimulate public dialogue and high-level debates around various issues about the education system.

- Two Education Conversations were hosted in partnership with Kagiso Trust.
- Seven "Teachers Upfront" conversations were held, co-hosted by the FE, Wits School of Education, Bridge Foundation, Sci-Bono Discovery Centre and the Mail & Guardian newspaper.
- The Department of Childhood Education hosted an Africa Day celebration.
- A mini conference was hosted by the CEPR and its partners. The focus of the conference was: How a standardised interview test for numerical concept assessment of 4-8 year olds is developed in four languages.

The Faculty newsletter, *Edubrief*, was published four times. Faculty staff regularly commented in the media – newspapers, radio and television – on education issues, and Faculty achievements were reported widely in newspapers and other forums. The Faculty also engaged with its alumni. Two alumni affinity groups were active, in the Departments of Educational Psychology and Education Leadership and Management.

CONCLUSION AND THE WAY FORWARD

2016 was by and large a successful year for the Faculty.

The Faculty review was an important milestone and an excerpt from the conclusion of the review report aptly summarises the progress that the Faculty has been making and the way forward:

"The overall impression of the panel was that the FE is making excellent progress towards meeting its goal of global excellence while it continues to serve its students well and contributes to the quality of educational research, teacher preparation, and school-based practices in South Africa. But to fully achieve global excellence, the FE must strive to make what is very good even better. In summary, the FE should celebrate and build on the panel's commendations and, simultaneously, mount a serious campaign to address the panel's recommendations."

The Faculty found all the recommendations made by the panel useful and the way forward will be guided by these recommendations. It was also pleasing that the majority of the recommendations related to aspects that had been identified in the self-assessment report of the Faculty and, in some cases, by the time that the review took place, a plan for improvement had already been initiated.

Sarah Gravett (Prof)
Executive Dean: Faculty of Education

Faculty of Engineering and the Built Environment

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Faculty of Engineering and the Built Environment (FEBE) at the University of Johannesburg (UJ) is located in the economic hub of South Africa. The various departments of the Faculty are located across three UJ campuses, the Doornfontein, Auckland Park Bunting Road and Kingsway campuses. Remarkably, the year 2016 proved that the physical boundaries and locations housing the Faculty had in no way limited the Faculty from exploring innovative and pioneering collaborative pursuits across geographical borders.

Both the location and the historical context of the Faculty's current form have allowed for growth and expansion by making use of extensive and diversified academic capital. In 2016, FEBE matured its strategic and ambitious vision by leveraging against the stability that it had gained over the past years. In this way, the Faculty has actively contributed towards bringing the University's mission to life.

It is from this diversely rich historical and comprehensive context that the Faculty has pioneered its way to the forefront of not only Engineering Education in South Africa, but of the higher education sector. From strategic international collaborations to online/distance learning programmes, the Faculty has spurred itself into the future, gaining insight and fortitude with each pioneering endeavour. With FEBE being the first higher education institution in South Africa to offer the new Bachelor of Engineering Technology (BEngTech) programmes, the Faculty solidified its role as a leader among its peers in 2016.

Operationally, at the heart of the Faculty, twelve distinct academic departments, together with eight research centres, and two technology stations support these academic pursuits. In 2016, FEBE successfully led the bid for hosting the Institute for Intelligent Systems (IIS). New research centres include Sustainable Materials and Manufacturing, and the Centre of Applied Research and Innovation in the Built Environment (CARINBE). In choosing to adopt the school structure, FEBE has organised the departments into five schools, based on the compatibility of their core discipline areas. This form of organisation allows for a cohesive Faculty across the three campuses.

Governance structures

The Faculty is governed by the policies of the University. As custodians of policy implementation, the Executive Dean and the two Vice-Deans lead the Faculty in terms of overall oversight, forecasting and guidance. Management structures aid these efforts, by providing supportive operational and administrative functions. In addition to this management tier of extensive expertise and leadership, the Heads of Schools and Heads of Departments provide the operational mechanism to drive the academic goals of the Faculty forward.

Administratively, the Faculty is guided by the Head of Faculty Administration, who is responsible for managing the academic administrative processes of the Faculty. A supportive base of senior and junior faculty officers and administrative assistants ensure that the governance structures in place are aptly coordinated to achieve their intended function of streamlining and upholding the academic integrity of all decisions made within the Faculty.

Quality management

Key to FEBE's success remains its focus on quality within the Faculty. To actively and continuously address issues of quality within its programmes, teaching and learning strategies and daily operations, FEBE is governed by a number of quality driven governance structures. These include the Faculty Executive Committee (Faculty Exco), the Faculty Research Committee (FRC), Faculty Higher Degrees Committee (FHDC), Faculty Engineering Science Programme Committee (ESPC) and Faculty Technology Programme Committee (TPC). FEBE also has a dedicated Programme Advisor who mediates between faculty quality structures and those of the University. This allows for more efficient, streamlined and timeous processes associated with the programme quality chain.

Professional accreditation also forms a key quality-driven exercise that aids the Faculty in benchmarking its programmes and processes with similar programmes in South Africa and abroad. FEBE programmes are notably endorsed by a number of the following professional accreditation bodies: for Engineering Science and Engineering Technology Programmes, the Engineering Council of South Africa (ECSA); for Town and Regional Planning, the South African Council for Planners (SACPLAN); for Mining Surveying, the South African Council for Professional and Technical Surveyors (PLATO); for Construction Management, the South African Council for Project and Construction Management Professions (SACPCMP) and the South African Council for the Quantity Surveying Profession (SACQSP). Programmes in the Department of Quality and Operations Management are quality assured through internal processes established via the UJ Unit for Quality Promotion.

During September 2016, FEBE underwent an accreditation visit by ECSA for a number of its undergraduate programmes. The suite of Technology programmes reviewed by ECSA included:

- Under the Department of Chemical Engineering Technology, the National Diploma in Chemical Engineering Technology and the Bachelor of Technology (BTech) in Chemical Engineering.
- For the Department of Civil Engineering Technology, the National Diploma in Civil Engineering Technology, the Bachelor of Technology in Structural Engineering, Bachelor of Technology in Water Engineering, Bachelor of Technology in Transport Engineering and Bachelor of Technology in Construction Management were reviewed.
- Under the Department of Electrical Engineering Technology, the National Diploma in Computer Systems, National Diploma in Electrical Engineering Technology and Bachelor of Technology in Electrical Engineering were reviewed.
- For the Department of Mechanical and Industrial Engineering Technology, the National Diploma in Mechanical Engineering Technology, National Diploma in Industrial Engineering Technology, Bachelor of Technology in Mechanical Engineering and Bachelor of Technology in Industrial Engineering were reviewed.
- Under the Department of Metallurgy, the National Diploma in Engineering Metallurgy, National Diploma in Extraction Metallurgy, Bachelor of Technology in Engineering Metallurgy and the Bachelor of Technology in Extraction Metallurgy were reviewed.
- Falling under the Department of Mining and Mine Surveying, the National Diploma in Mining and Bachelor of Technology in Mining were reviewed.

For Science based programmes, the programmes reviewed included, for the Department of Civil Engineering Science, the Baccalaureus Ingeneriae: Civil Engineering; and under the Department of Electrical and Electronic Engineering Science, the Baccalaureus Ingeneriae: Electrical and Electronic Engineering and Baccalaureus Ingeneriae: Electrical and Electronic Engineering with IT.

In December 2016, feedback for the Technology programmes was received from ECSA. Programmes that were fully accredited until the next ECSA accreditation visit in 2020 include:

- National Diploma in Chemical Engineering Technology
- Bachelor of Technology in Chemical Engineering
- National Diploma in Industrial Engineering Technology
- Bachelor of Technology in Mechanical Engineering Technology
- National Diploma in Extraction Metallurgy

- Bachelor of Technology in Extraction Metallurgy
- National Diploma in Engineering Metallurgy
- Bachelor of Technology in Engineering Metallurgy
- National Diploma in Mining Engineering
- Bachelor of Technology in Mining Engineering.

Some programmes received accreditation for a limited period (re-accreditation in September 2017 or September 2018). These include the National Diploma in Civil Engineering Technology, the Bachelor of Technology in Civil Engineering, the National Diploma in Computer Systems, the National Diploma in Electrical Engineering Technology, the Bachelor of Technology in Electrical Engineering Technology, the National Diploma Mechanical Engineering Technology and the Bachelor of Technology in Industrial Engineering.

Although some of these programmes (the National Diplomas and Bachelor's of Technology) will be phased out in 2017, the Faculty has nevertheless begun the process of developing Quality Improvement Plans, using the experience of the accreditation process for the betterment of current and new offerings.

Faculty Risk Register

Maintaining adequate control and managing risk within the Faculty are accomplished by placing the Faculty's Risk Register as a standing item on the Faculty Exco agenda. Significant risks are then raised to the Risk Management Committee. In 2016, the following risks were identified in the Faculty, along with mitigation strategies in place to circumvent and minimise recurring risk.

High priority risks identified included the Faculty's challenge to attract and retain equity academic staff, the management of poor staff performance, ineffective succession planning and transition for management roles within the Faculty. The loss of professional accreditation, especially in the year of the ECSA accreditation visit, was prioritised and therefore actively controlled and monitored. Based on feedback from ECSA, a set of quality improvement plans (QIP) have been developed. The impending implementation of the new Bachelor programmes was also prioritised, given that FEBE would be the first institution rolling out the ECSA endorsed qualification.

A number of medium priority risks were also identified and monitored. These included ineffective recruitment and challenging promotion criteria, as well as the lack of resources to sustain and grow research output, the lack of security of physical assets and the poor management of Short Learning Programmes (SLPs).

As a standing item on the Faculty Exco agenda, the Risk Register is continuously updated and managed. Dedicated action plan owners ensure accountability for the implementation of key actions and thus seek to minimise risk for the Faculty. This process, in conjunction with other parallel monitoring means, assisted the Faculty in maintaining a minimum level of uncontrolled and unforeseen risk.

STRATEGIC FOCUS AND TARGETS

Objective 1: Excellence in Research and Innovation

The growth of the postgraduate student profile of the Faculty has enhanced the Faculty's quest towards knowledge production. In this regard, FEBE served as home to 934 master's and doctoral students (as per unaudited HEMIS data, 31 Dec 2016). The pool of student enrolments originated from South Africa, and also regionally and internationally. With the goal of developing the stature of research and innovation, active strategies to support postdoctoral research fellows and emerging researchers also proved constructive. The Faculty was home to 38 postdoctoral fellows during the 2016 year.

The Faculty has also promoted the culture of innovation and entrepreneurship by providing a stimulating and supportive environment, especially in its two technology stations, for problem-solving research projects. Innovative achievements included those of the Metal Casting Technology Station, which in 2016, secured a number of projects with key stakeholders such as the Department of Science and Technology and the National Foundry Technology Network. Fruitful projects, which were exhibited at the 2016 Manufacturing Indaba,

included the successful development of a high end speaker. This project in Applied Engineering, Design and Development has since been exported to countries such as Norway, Denmark and Italy.

FEBE houses nine active research centres/institutes, in addition to its two technology stations. Research centres include the Hypervision Research Group, the Centre for Telecommunications (CfT), the Mineral Processing and Technology Research Centre, the Composite Materials Research Group, the Photonics Research Group and the Centre for Sustainable Energy Technology and Research (SeTAR), the Centre of Applied Research and Innovation in the Built Environment (CARINBE), Sustainable Materials and Manufacturing and the Institute for Intelligent Systems (IIS).

In view of the Global Excellence and Stature (GES) catalytic initiatives, the Council funding to the CfT was discontinued and the CfT was incorporated into the IIS. The Centre of Applied Research and Innovation in the Built Environment (CARINBE) was also constituted within the School of Civil Engineering and the Built Environment. It is intended that CARINBE become an internationally recognised think tank, established to provide credible information, which is to be supported by robust scientific research, to the built environment.

The Sustainable Materials and Manufacturing Research Centre forms part of a joint academic collaboration agreement between FEBE and Nanjing Tech University, China. The purpose of this Centre is to promote international collaborative research in the area of Sustainable Materials and Manufacturing. Four major research areas have been identified as (1) Advanced Materials and Manufacturing, (2) Materials and Manufacturing for Renewable Energies, (3) Biomedical Materials and Manufacturing, and (4) Nano-Materials and Nano-Manufacturing. In addition, FEBE has commenced the process of establishing the Centre for Nanomechanics and Tribocorrosion.

The memorandum of agreement between FEBE and Dominovas Energy Corporation, "Dominovas Energy", has also served to enhance FEBE's Research and Innovation profile further.

Objective 2: Excellence in Teaching and Learning

Excellence in teaching and learning was achieved through maintaining an appropriate and diverse enrolment profile, offering intellectually rigorous curricula that responded innovatively to the challenges of the 21st century, promoting outstanding achievements by the full range of our highly diverse student body, and establishing pre-eminence and stature as a teaching-focused Faculty and institution. Resolution Circle (Pty) Ltd (RC) facilitated a total of 184 Work-integrated Learning interns during 2016. In view of #FeesMustFall, processes to decolonise the curricula and/or pedagogy also emerged.

The enrolment profile of the 2016 intake of students shows mildly increasing growth in the Faculty. This falls directly in line with the Faculty's long-term enrolment plan strategy, which is to maintain some stability in undergraduate numbers. This stability was maintained despite 2016 being the final year of intake for a number of national diploma qualifications. The anticipated phasing-out of the national diploma programmes and phasing-in of the new Bachelor in Engineering Technology programmes in 2017, was planned for by the Faculty in conjunction with the Division of Institutional Planning and Monitoring.

It has been the focused intent of the Faculty, in accordance with the Strategic Plan 2025 of the University, to both increase and internationalise the postgraduate student profile. In doing so, the Faculty has developed five relevant master's programmes, approved by Senate in 2016. In addition, three major fields of study were added to the Faculty's PhD qualification. These programmes have been submitted for external approval. As approvals for these programmes are realised, the enrolment profile of FEBE will shift towards a greater intake of postgraduate students with a simultaneous decrease in the undergraduate intake. With these balanced shifts in the enrolment plan, FEBE intends to maintain a stable enrolment intake. Furthermore, these new programmes align graduate-level work to the UN Sustainable Development Goals.

The year also saw the finalisation of pending new programme approvals as awaited from the Council for Higher Education (CHE). With all intended new bachelor's degrees now accredited, FEBE initiated a Marketing and Media Committee, chaired by Professor Johan Meyer and with representation from all five schools. The committee was

tasked to design an intense and focused marketing campaign. Introducing the new BEngTech programmes to the public domain required a strategic, deliberate and relevant plan to minimise confusion and to differentiate this new suite of offerings from other engineering offerings in the sector and within FEBE itself.

In addition, this campaign also sought to market the newly accredited three-year bachelor's degrees, the Bachelor of Construction Management, Bachelor of Mine Surveying and Bachelor of Urban and Regional Planning. Target audiences comprised educators, parents and students and this required individual and differentiated marketing strategies for each. Digital and social media (#UJfebe) were also used to ensure delivery in contemporary and easily accessible formats to students. Video/YouTube info clips successfully relayed pertinent information regarding the introduction of these programmes in a succinct and accessible format.

Objective 3: International Profile for GES

FEBE has actively pursued a number of endeavours to increase and grow its International Profile for GES. These initiatives include a focused drive towards the recruitment of international students and staff, study abroad programmes (inbound and outbound), and strategic institutional partnerships. Recruitment strategies sought to target international academics of stature, and postdoctoral and other fellows, while for students, structured inbound study abroad programmes proved a significant feature of our offerings.

The multidisciplinary and collaborative #CoCreateMyCity project involved the Department of Mechanical Engineering Science in collaboration with the Dutch Embassy, TU Delft Global Initiative, EP-Nuffic and the National Research Foundation (NRF). The project involves groups of students from the Netherlands and South Africa, who work together to produce tangible solutions for urban challenges as designated by the City of Johannesburg (CoJ). The most promising and innovative teams are able to test their solutions and get the chance to visit the Netherlands for a similar project. Funding was secured to ensure a study visit for five postgraduate students to the Netherlands. In addition, as part of the inbound component of the project, three students from TU Delft were hosted from November 2016 to January 2017.

In 2016, active recruiting processes aided FEBE's strategy to build an international profile that would be able to compete globally. At the same time and despite the discipline-specific scarcity, FEBE's new staff recruitment resulted in 58% staff from designated groups; this also contributed to approximately 20% of recruitments in this category institutionally. The approach brings to balance the geographical diversity sought by a FEBE-type faculty today; approximately 25% of FEBE's academics are from the international community.

The Faculty also boasts more than 90% of its postdoctoral research fellows from the international community and is home to the largest number of international academics and students across the University. Further elevating its international profile, in 2016 the Faculty enrolled around 933 international or regional students. The international intake comprised 13 occasional enrolments, 678 undergraduate enrolments, 137 master's enrolments and 105 doctoral candidates (as per unaudited HEMIS data, 31 December 2016).

The successful development and approval of online courses were also concluded in 2016. These approved online offerings now serve to enhance FEBE's global impact and visibility.

Objective 4: Student-friendly Living and Learning Environment

In preparation for the ECSA Accreditation visit and the impending programme phase-in and phase-out project in 2017, the Faculty endeavoured to upgrade its undergraduate teaching laboratories on both campuses (Auckland Park Kingsway (APK) Campus and Doornfontein Campus (DFC)).

In addition, health and safety audits were conducted on both campuses. As a result, a number of health and safety issues were brought to light and were timeously dealt with. These efforts ensured a safer learning environment for both staff and students. Some of the key issues centred on accurate signage, appropriate safety attire in laboratories and the proper storage of hazardous chemicals.

Objective 4 was also achieved through excellent teaching and learning facilities, support through the student life cycle, learning and living communities, and a responsible and respectful student culture and ethos. FEBE has

always aimed to provide sufficient teaching and learning facilities of varying sizes that are well equipped to serve as lecture, tutorial, seminar and laboratory venues. Libraries on all campuses operate as hubs for student learning through the provision of social and learning common areas and Wi-Fi access.

FEBE maintains a close relationship with the Student Representative Council (SRC) and acts with guidance from the SRC on various matters; this approach, together with the wider student constituency, has helped to maintain faculty and on-campus stability.

Objective 5: National and Global Reputation Management

FEBE aims to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in the knowledge networks both within and external to the continent. Operating within the dynamic and competitive higher education landscape, FEBE has been innovative in its approach to teaching, learning, collaborative research, community engagement and international partnerships. In an effort to remain globally current, the Faculty is one of two South African universities that are part of the CDIO consortium, as explained below. The CDIO initiative is an innovative educational framework for producing the next generation of engineers. The framework provides students with an education that stresses engineering fundamentals set in the context of Conceiving ? Designing ? Implementing ? Operating (CDIO) real-world systems and products. Such affiliations enhance and enrich the profile of the Faculty, both locally and abroad.

FEBE remains at the cutting edge of technology and education innovation through its many international research and community engagement partnerships. Other initiatives include the development and strategic design of a number of postgraduate offerings, aimed at facilitating and cementing future collaborative agreements with a number of global institutions. Internationally aligned qualifications seek to enhance the global profile of the Faculty. While focused on the promotion of reflective and critical thinking, the Faculty implements novel ways of problem solving and believes in environmentally sustainable solutions. In support of South Africa as a signatory to the UN Sustainable Development Goals 2030, FEBE's programmes are themed to various areas of sustainable development.

FEBE worked with the CoJ towards a number of collaborative projects; certain projects were executed by Resolution Circle (RC), a UJ-owned company. Among others, a key project was the Digital Ambassadors Training Programme (DATP). Entrepreneurial youth were enrolled as Digital Ambassadors through Jozi@Work institutional mechanisms. Three thousand participants were selected, capacitated and deployed in designated suburbs as identified in the CoJ's spatial targeted areas. Digital Ambassadors were trained in digital, business and life skills and mentored by UJ students. Through the DATP, 'job seekers' were turned into 'job makers', providing crucial services in the utilisation of the high-speed broadband of the city. In addition to increasing the digital footprint of the city, the programme created a platform for innovation, economic growth and community development.

In addition, FEBE steers the Green City Start-up Project, which is a project that aims to accelerate visionary entrepreneurs in the green economy. Twenty applicants worked, and received mentorships and guidance from RC and UJ. The challenge is steep, and only those who have revolutionary or immediately scalable ideas stand the chance to be one of the green companies of the future. Among others, a project delivering biodegradable sanitary pads received international recognition through Slush, Helsinki, Finland in November 2016.

TechnoLab is a UJ-FEBE led, community outreach programme whereby learners are encouraged to take mathematics and science to matric, and to consider following a career in engineering. The mission of UJ TechnoLab is to prepare a pipeline of high quality first-year engineering students among high school teenagers through pre-engineering activities, field trips and competitions. Outreach initiatives and projects such as those carried out by TechnoLab and the Manufacturing Research Centre, enhance the FEBE brand within the broader public.

FEBE staff have been recipients of a number of prestigious awards during the course of 2016. Awardees have elevated the Faculty's reputation nationally. Continuing from the success of 2015, UJ, through FEBE, shone at the South African Women in Science Awards (WISA). Professor Esther Akinlabi, Head of Department: Mechanical Engineering Science, was awarded the Distinguished Young Woman Researcher Award under the Physical and Engineering Sciences category.

The National Science and Technology Forum (NSTF) Awards are the first and largest Science and Technology (SET) and innovation awards in South Africa. The focus of the awards is to spread information about SET to the public. FEBE's Professor Bhekisipho Twala, Director: Institute for Intelligent Systems and Professor of Artificial Intelligence and Statistical Sciences, was the recipient of the award for outstanding contribution to SET and innovation.

Annually, National Teaching Excellence Awards are made on behalf of the Council for Higher Education (CHE) and the Higher Education Learning and Teaching Association of Southern Africa (HELTASA). This prestigious event is a key means of highlighting the importance of excellent teaching in universities. In 2016, Mr Phillip Baron from the Department of Electrical Engineering Technology was a recipient of this award.

The UJ Civil Society (Civil Engineering Science) won the South African Forum of Civil Engineering Contractors and South African Institution of Civil Engineering (SAFCEC-SAICE) Chapter of the Year award. The award is bestowed for exceptional professional development. In addition to other higher education participants, major contenders for this award included the University of Pretoria (UP) and the University of the Witwatersrand (Wits).

Objective 6: Fitness for Global Excellence and Stature (GES)

The Faculty gradually moved towards increasing its capacity to deliver academic programmes and opting for electronic mechanisms towards improving efficiency and effectiveness in managing overheads. A number of online mechanisms, such as to better understand student dropouts, were brought into place. An online repository was also maintained, ensuring that the Faculty's memory is increasingly cloud-based and in this way allows for transition, when applicable, in leadership.

To ensure that FEBE is fit for GES requires a financial system that ensures good investment returns and overall financial stability and sustainability, and such a system was put in place. Employment strategies for academic staff considered seriously the proportions of black, women, disabled, and international staff, including the attraction and retention of illustrious academic staff. The Faculty has also worked hard to provide world-class infrastructure and systems, and to ensure our operations are underpinned by principles of good governance.

In addition, key interventions during the registration process have helped alleviate student stressors when registering. During the registration process, students are able to engage via a live chat directly with a Faculty officer who is able to assist with the process. The query moves to an available officer after a set time and hence, the system ensures that students are timeously catered to. Detailed reports assist with managing, monitoring and improving response times.

The Faculty's online course development project also served to equip FEBE to compete globally. Video lecturing skills were developed, which enhanced the Faculty's ability to develop future online programmes, while increasing the scope for online collaboration with other institutions.

EMPLOYEE PROFILE

In total, the Faculty comprises 265 employees, 177 academic and 88 professional support partners. Academic resignations and terminations were reduced to 12 in 2016, of which six were designated staff.

From a transformation perspective, from a total of 265 staff members, the Faculty is made up of 191 designated employees and 74 non-designated employees. The Faculty comprises 76 female employees and 189 male employees (HR Business Intelligence). FEBE is actively dedicated towards improving these equity figures, by also increasing the number of females employed.

FEBE continued to encourage staff development. A total of eight FEBE staff members completed doctoral qualifications in 2016, while seven completed master's qualifications. FEBE's recruitment criteria include assistant lecturers, typically pursuing a doctorate; this approach has increased the pool of available designated candidates for lecturer and senior lecturer appointments.

STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES

Student profile in subsidised academic programmes

FEBE's student profile is made up of a headcount of 9 605 students. This profile comprises 8 871 black, 109 Coloured, 221 Indian and 404 white students. Of the total enrolments, 5 574 were for undergraduate diploma enrolments, 3 097 for undergraduate degrees enrolments, 715 master's enrolments and 219 doctoral enrolments. The FTE ratio of academic staff to enrolled students is 1:22, an improvement from 2015 of 1:24.

Student success and experience

At present, the FEBE graduation count sits at 1 910 (HEDA, as at 7 March 2017), with a degree success rate of 79%. The graduation total projected for the end of the graduation season is expected to be approximately 1 961. It should be noted that FEBE adopts a holistic approach towards supporting its students for success. Areas such as student accommodation and subsistence are facilitated via the Faculty's dedicated Student Advisor. During the year, the Faculty, through its network of industry partners, assisted in awarding a number of bursaries to financially needy students. Most of these bursaries covered tuition fees, accommodation, meals and e-/textbooks. Dry food packs, provided by the Gift of the Givers Foundation, were also distributed to students for whom access to food remained problematic. It is the continued belief of the FEBE that such holistic student support is vital to academic success.

Through deployment of the Strategic Tutor Fund allocated to the Faculty, most first- year students had access to tutoring for all of their first-year modules. In addition, tutors were appointed to serve on a number of second-, third- and fourth-year modules. Tutors were allocated via departmental budgets and, where such budgets were inadequate, the Strategic Tutor Fund was used to supplement and enhance tutor provision. In total, the Strategic Tutor project saw over 100 tutors appointed to assist the Faculty's teaching and learning activities to enhance student success.

Relevancy and impact of subsidised academic programmes

The strategic move from Diploma to Degree programmes enhances the relevancy of Faculty offerings in response to the scarce skills demands of the engineering profession. As a result, students will be able to register directly with ECSA with their NQF Level 7 qualification. 2016 therefore involved strategic planning processes for the phasing-out of the ECSA related National Diploma programmes in the Faculty. The year concluded with the approval of the following subsidised Bachelor of Engineering Technology (BEngTech) programmes, which are to replace the diplomas:

- BEngTech (Chemical Engineering)
- BEngTech (Civil Engineering)
- BEngTech (Electrical Engineering)
- BEngTech (Extraction Metallurgy)
- BEngTech (Industrial Engineering)
- BEngTech (Mechanical Engineering)
- BEngTech (Mining Engineering)
- BEngTech (Physical Metallurgy).

In addition to the new Bachelor of Engineering Technology, the Faculty also prepared for the implementation of the following three new three-year bachelor degrees:

- Bachelor of Construction
- Bachelor of Mine Surveying
- Bachelor of Urban and Regional Planning.

With regard to postgraduate endeavours, a number of master's programmes were also developed. During 2016, the following five postgraduate programmes were approved by Senate:

- Master of Micro and Nano-electronics (Online)
- Master of Sustainable Mining (by Coursework)
- Master of Sustainable Mining (by Research)
- Master of Mineral Resource Governance (by Research)
- Master of Cognitive Science.

Notably, and a first for the Department of Mining Engineering and Mine Surveying, was the successful achievement of the Faculty's strategic goal of developing a flagship programme in Mining. Pioneering endeavours also produced a fully online master's programme, the Master's of Micro and Nano-electronics, and a robust and ground-breaking multi-disciplinary Master's programme in the field of Cognitive Science. The major fields of study added to the Faculty's PhD qualification include those of Chemical Engineering, Metallurgy Engineering and Operations Management.

Non-subsidised academic programmes

The Faculty does not offer non-subsidised academic programmes, but does, however, provide short learning programmes (SLPs). In 2016, the Faculty solidified its third-stream income strategy by developing a number of new SLPs. The following 20 SLPs were approved by Senate in 2016:

- Data Science and Big Data
- Chemical Engineering Technology (online)
- Urban Sustainability Management (online)
- Engineering Research Proposal Writing (online)
- Digital and Memory Design and Synthesis (online)
- Analogue and RF Microelectronic Design and Simulation (online),
- Project Management (Operations)
- Advanced Project Management (Operations)
- Advanced Materials and Selection
- Creo Mechanism Simulation
- Creo Simulate
- Introduction to Creo Parametric
- Leadership for Young Engineers
- Mathcad Prime
- Mechanism Design using Creo Parametric
- Modern Technologies and Pathways for Energetic Use of Biomass
- Participatory Technology Design
- Tank Design Construction and Installation
- Technical Communication and Report Writing
- Workplace Upskilling for Technical Environments.

RESEARCH FOOTPRINT AND IMPACT

FEBE has demonstrated a steadily increasing research output profile. The Faculty has noted the limitation of conference publications, specifically in relation to citation impact, and so is now employing strategies to promote journal and high-quality book publications. The Faculty has recently seen increased engagement in pedagogic research and anticipates an increase in output in this area in the forthcoming years. FEBE encourages and supports visiting fellows from a range of disciplines and countries, including Brazil, China, Europe, India and a number of African countries. In addition, academic collaborations with BRICS institutions are strongly encouraged and can be evidenced within a number of postgraduate programme developments.

FEBE's drive towards research excellence is evident by the Faculty's actively robust research profile. During 2016, FEBE achieved a total of 342 units for the 2016 year, (as per unaudited RIMS data, 7 February 2016). Provisional data at 13 Feb 2017 indicate that FEBE's research output increased by approximately 122.57 units from 2015 to

2016. It is also noted that FEBE's internationally listed articles stood at 82,5%. Furthermore, the field-weighted index, over the past five years, of published papers relating to the discipline of engineering now exceeds 1.5 (Elsevier-SciVal, December 2016). This implies that published work is being cited 50% more often than the global average relating to this discipline.

INTERNATIONALISATION

The Faculty is continuing to play a major role in internationalisation. Its strong international footprint is evident through its research engagements and also its teaching and learning partnerships. Staff have also been active in raising the international reputation of the Faculty through research initiatives, engagements with professional societies, visits to international institutions and other collaborations.

Internationalisation efforts can be evidenced by the appointment of a number of distinguished visiting professors and visiting academics. FEBE hosted or appointed over 40 distinguished visiting professors and visiting academics during 2016.

Internationalisation outreach and activities are evident from the broad spectrum of countries visited by FEBE staff. Such activities include training, research involvement and conference participation.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The Faculty has been active in its marketing through social media, which includes over 3 000 reaches through social media, and strategic use of the TechnoLab with workshops being held on a monthly basis.

In 2016, TechnoLab continued its outreach via a number of exciting outreach projects. These included the Robot Science Project, which gave learners the opportunity to participate in building a robot. The programme ended with AfrikaBOT 2016 competition, known as 'the world's most affordable robotics competition' (untested tag-line). This project allowed learners from disadvantaged communities to experience exciting practical experiential learning, usually the preserve of privileged teenagers from wealthy communities, by building a robot and programming it to solve a maze ? a pre-engineering challenge.

The Science Bridge at UJ TechnoLab project helped learners upgrade their marks with an intensive post-matric year of training in mathematics and science at UJ Kingsway Campus. This 'second chance' programme ends with the IEB matric exam re-write. The exhilarating CO2 Dragsters Challenge gave high school learners the opportunity to build a small rocket-type car powered by a small carbon dioxide canister and race their dragster against dragsters made by their classmates to see who produced the most aerodynamic prototype. The Shell Eco-marathon gave engineering undergraduates and high school teams the opportunity to build an energy efficient vehicle that can carry one person, where the winning entry is the car that travels the greatest distance on one unit of energy.

The First Avenue Institute (FAI) Girls Winter Camp sought to address the challenge of the shortage of young black women in engineering. In doing so, an action packed week-long intensive live-in experience was arranged, which exposed participants to career opportunities in the field of engineering. The annual FAI Girls Winter Camp forms part of a year-long experience where teenage girls get involved in pre-engineering activities, build the AfroDuinoBOT robot and then participate in the AfrikaBOT competition.

The UJ TechnoLab Holiday Clubs also offered pre-teens and teenagers the opportunity to engage in a range of pre-engineering activities, which included building structures with LEGO and Fisher Technic, basic electronics, basic robotics and engineering concepts. Participants were encouraged to consider starting Engineering Clubs and Robotics Clubs upon returning to school.

Efforts such as these and similar projects in other FEBE departments have not only successfully reached out to communities and created awareness via participants, but have actively sought to address some of the challenges facing the Faculty and engineering sector at large. Project participation has helped manage and convey the

work of the Faculty to a large and growing pool of stakeholders. In this way, the reputation, professionalism and innovation of the Faculty have been effectively marketed and its reputation elevated.

As part of the Engenius Outreach Programme, the Department of Mechanical Engineering Science visited three primary schools in Mathibestad region (Lepono, Mathibestad and Senteng Primary Schools), a visit which attracted 200 pupils. The visit raised learner awareness regarding recycling, a sustainable environment, and career prospects in engineering, and focused on the importance of Mathematics and Natural Sciences in the field of engineering. The role of ECSA in the engineering field was also communicated to the learners. Engineering project activities included the construction of an engineering structure and the assembly of a car, which formed part of an interactive competition for learner groups.

In addition, the School of Mining, Metallurgy and Chemical Engineering focused on outreach to attract learners from rural schools to the engineering discipline. Books and other learning materials, including portable laboratory equipment, were distributed to schools in Mangweni region.

Community led projects pertaining to seeds-to-oil conversion were also conducted in Muela Village, with a view to expand to Tzaneen in March 2017. Projects around agricultural waste conversion into energy took place in Nelspruit, Mpumalanga and in Tzaneen, Limpopo.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Within the wider UJ financial landscape, activities of the Faculty contributed towards an approximate revenue of R190 million excluding government subsidy, and a total of R370 million including subsidy. Through the annual budgeting process, the Faculty received part of this funding towards managing its expenditure.

Tuition fees for 2016 represented R168 million (45% of the total revenue) with a headcount enrolment of almost 8 671 undergraduate students. With teaching output units included, this figure rose to R180 million (49% of the total revenue). Outstanding tuition fees decreased to R57 million (15%).

It is noteworthy that revenue generated from research productivity grew to approximately R6.5 million (1% of the total revenue). Income from research productivity is primarily ploughed back into the research and innovation enterprise.

SLPs presented by the Faculty steadily grew and in this way served the South African public and private sector landscape. Revenue from such extracurricular activities represented R1.5 million.

In terms of expenditure, salaries featured as the largest expense: R153 million, which indicates a 6% increase from the 2015 total of 145 million. This represents 90% of the total expenditure of the Faculty and approximately a third of the total revenue. Full-time permanent or fixed-term contracted staff accounted for 88% of the expenditure on salaries (R135 million), while temporary staff accounted for 12% (R18 million).

In view of the struggling economy, expenditure was scrutinised by means of monthly budget expenditure reviews, more specifically, the managing of line items not supporting the core business, e.g. functions and entertainment as well as telephone costs.

Operating expenses amounted to R17 million (5% of revenue) in line with the budget allocation of R17 million. The close partnership between the Finance Business Partner and the Faculty management team enabled this achievement.

With regard to GES, the Faculty continues to recognise the importance of external funding and strategic partnerships.

LEADERSHIP

In January 2016, the FEBE Exco convened with the broader Faculty Management team, where the leadership team adopted a tactical approach to operationalising FEBE's strategy (2025 Global Excellence and Stature). This took forward the outcome(s) of the 2016 Business Planning Exercise, held in November 2015, which displayed

accountability, ownership and leadership expertise to fulfil the goals of the Faculty. During this exercise and tri-annual break-away sessions, the Faculty actively encouraged accountability, active mentorship and adherence to the strategic goals of the University.

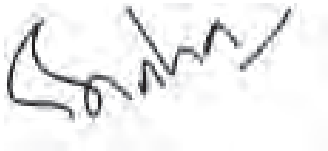
FEBE's leadership strength includes the expanse of roles and affiliations held by FEBE's management team and academic staff. Roles currently held by the Executive Dean include Chair: EPICS-in-IEEE Signature Working Group; Chair: IEEE Educational Activities Nominations and Appointments (N&A) Committee; Member: IEEE Educational Activities Board; Member: IEEE N&A; Board of Directors: Resolution Circle (RC); Managing Editor: *SAIEE Africa Research Journal*; and ECSA: Member of the Professional Advisory Committee: Electrical Engineering. Similarly, a number of academic staff of the Faculty participated in various board-level roles, relating to CoJ and also to various voluntary associations or FEBE-related professional societies.

CONCLUSION AND WAY FORWARD

Given the Faculty's substantial undertakings in 2016, such as those projects pertaining to professional body accreditation and new programme implementation planning, the Faculty has had the opportunity to scrutinise both its processes and programme offerings. It is from this platform that the Faculty spurs on into 2017, taking with it an enriched, focused and improved outlook towards the future of FEBE.

FEBE's reflections have yielded a number of short-, medium- and long-term initiatives that will directly contribute towards the six Strategic Objectives of the University. Short-term interventions pertaining to improving the diversity of faculty-at-large will continue to contribute towards FEBE's quest for Fitness for Global Excellence and Stature. Medium-term initiatives contributing towards FEBE's International Profile for Global Excellence and Stature include an even greater focus on improving the regional student profile of the Faculty and enhancing FEBE's staff profile by way of increasing the number of visiting professors appointed to the Faculty. Longer-term initiatives centre on strengthening relationships between FEBE and key partners.

In addition, with FEBE's successful pioneering pursuits evidenced by a range of ground-breaking firsts, the Faculty has no doubt that it can and will raise the bar even higher in the years to follow. Envisaged for the future of FEBE is an even more focused alignment to the strategic objectives of the University, drawing on the experiences of the successes and learning curves of 2016.



Saurabh Sinha (Prof)
Executive Dean: Faculty of Engineering and the Built Environment

Faculty of Health Sciences

OVERVIEW

The Faculty of Health Sciences via its strategic initiatives and performance management continued to focus on the University's six strategic objectives during 2016, in line with the University of Johannesburg's (UJ's) overarching vision of "an international University of choice, anchored in Africa, dynamically shaping the future".

Excellence in research and innovation

The Faculty has made strides in upholding **excellence in research and innovation** with respect to attracting outstanding students, engaging with outstanding academics, including eminent visiting professors, and accessing external funding.

The Laser Research Centre (LRC) more than reached its target for research excellence and innovation. It hosted 16 postgraduate students and five international postdoctoral fellows and contributed 14.89 units to the Faculty's research output. The Water and Health Research Centre (WHRC) had one patent registered in South Africa and another four designs registered for products.

The research target set for the Faculty in 2016 was 70 accredited units. The Faculty submitted 75 units for auditing purposes, with 69 units related to journal articles and the remaining units a combination of books, chapters and conference proceedings. This is an increase of 15,5% compared to the final audited figure of 64.91 units for 2015.

During 2016, two trademark registrations were submitted by the Water and Health Research Centre, which are presently awaiting approval. In addition, the WHRC focused on the development, testing and implementation of cost effective methods to analyse samples for the presence of various bacterial pathogens. Access to fast molecular analysis of these samples via international collaboration has assisted the process, and the Faculty looks forward to further strengthening ties with the Ruhr University (Bochum, Germany) and the University of Rhode Island (USA).

External funding for research was obtained from the NRF, African Laser Centre, WRC, UNICEF, Million-Gauteng Sport, CATHSSETA, Johannesburg Water, ESKOM, University of Venda, Knowledge, Interchange and Collaboration (KIC) and the South African Research Chairs Initiative (SARChI):

- The Laser Research Centre, which was allocated a SARChI Chair, and the Water and Health Research Centre generated R2 300 000.00 and R1 127 251.94, respectively, which translates to an increase of R596 210.00.
- Sport and Movement Studies received funding of R14 700 000.00 (an increase of R1 850 000.00).
- Optometry's NRF funding of R180 000.00, EMC's Erasmus+ funding of R162 000.00 and Human Anatomy and Physiology's Thuthuka funding of R51 000.00 (50% NRF & 50% UJ) resulted in external funding in 2016 of R18 520 251.94, which was an increase of 15,7% compared to 2015.

The drive internationally is to generate multi-disciplinary research and collaboration with other universities. The Faculty continued to participate in a number of national and international collaborative research projects. These included the ongoing collaboration by the Department of Emergency Medical Care (EMC) with Western Sydney University (WSU) on a study on student burnout and a project on success and harms in pre-hospital Rapid Sequence Intubation (RSI) (meta-analysis) with collaborators at Monash University and at the University of Pittsburgh. Links through a collaborative venture between the University of KwaZulu-Natal (UKZN), the State University New York (SUNY) and the Optometry Department have allowed postgraduate continuing education opportunities with possible research initiatives to be developed. In addition, an agreement with the Glasgow Caledonian University has been consolidated.

In terms of attracting eminent visiting professors, the Department of Sport and Movement Studies re-appointed five visiting professors, and appointed an additional three visiting professors and three research associates. The Departments of Biomedical Technology, Emergency Medical Care, Nursing, the WHRC, LRC and Environmental Health collectively appointed eight visiting professors and three research fellows, all of whom contributed to the Faculty's research output. The eight rated researchers in the A, B, C and Y categories continued to significantly contribute to the Faculty's research output.

The Department of Nursing has identified Caring, a much needed field of research in the nursing profession, and the Department of Human Anatomy and Physiology has identified Physiology as future niche areas. The continued establishment of these new niche or focused research areas has increased research capacity and output.

International profile for global excellence and stature

To enhance the Faculty's **international profile for global excellence and stature**, the Faculty has embarked on various strategies:

- Making structured inbound study abroad programmes a significant feature of its offerings and increasing the number of international students participating in these programmes;
- Appointing international visiting professors of stature as well as research and postdoctoral fellows;
- Partnering with international institutions offering relevant structured study abroad programmes for outbound students;
- Encouraging departmental staff to visit universities abroad that can add value to their specific strategic objectives;
- Increasing the number and stature of its partnerships with universities.

Staff from Sport and Movement Studies continued their studies at the German Sport University towards an MA in Olympic Studies. This initiative is linked to the development of the Olympic Study Centre and the MOA signed between UJ and German Sport University of Cologne, Germany. The Emergency Medical Care's (EMC) HOD visited Birmingham University in the UK and Glasgow Caledonian University in Scotland with regard to international collaboration. A delegation from the Faculty visited Birmingham University in the United Kingdom (UK) and Lund University, Sweden, both Universitas 21 (U21) members. The Faculty hosted a delegation from Lund University, which included their Dean of Medicine.

Four EMC students from Western Sydney University are engaged in clinical practice in Gauteng under the auspices of the University of Johannesburg. EMC hosted two students from Saimaa University, Finland, in a four-month exchange and in a reciprocal agreement sent two students to Saimaa University. In addition, six postgraduate students from Saimaa University in Finland are currently studying at UJ. A nursing student attended the U21 Summer School in Chile. The Optometry Department hosted six students from Glasgow Caledonian University. The Sport and Movement Studies Department has established an exchange programme with Palacky University, Czech Republic.

The LRC's distinguished visiting professor, Prof MR Hamblin from Harvard University and the five international postgraduate fellows, have contributed to the LRC research output and capacity, as have the three postdoctoral fellows in the WHRC.

The Medical Imagining and Radiation Sciences (MIRS) Department hosted Dr Elroubi, Dean of the Faculty of Radiological Sciences, University of Medical Sciences and Technology (UMST), Sudan.

Four MOAs between the LRC and Biophotonics (National Laser Centre, CSIR), Biochemtech (CSIR), and the National Taiwan University of Science and Technology and the University of Wisconsin are in place and continue to enhance international collaboration, while an MOA between UJ and the University of Sao Paulo is still being negotiated. The LRC has 13 collaborators and advisors, of whom nine are international. The WHRC's current collaboration with the Ruhr University, Germany and the University of Rhode Island, USA continues to reap benefits for both partners.

The Department of Environmental Health signed an MOA with the City of Johannesburg with the emphasis on collaborative research. Discussions with Murdoch University in Australia and the Department of Chiropractic regarding potential collaborative exchanges remain on track, and an MOA was proposed to Zurich University for collaborative input into programmes and research projects during 2017. The MIRS Department has finalised two MOAs, with the University College of Dublin, Ireland, a U21 member, and Alsaiem Alazhari University, Sudan, and renewed the MOA with Canterbury Christ Church University, UK. The MOUs between the EMC Department and the Universities of Saimaa and Queensland, Australia and Edgehill, UK continue to offer research collaboration and exchange programmes.

Besides the inbound and outbound visits and exchanges, the Homoeopathy Department is collaborating with U21 institutions in Hong Kong and India in relation to programmes of similar offerings. Interaction with the Liga Medicorum Homoeopathica Internasionalis (LMHI) in preparation for South Africa's hosting of the LMHI 2018 conference in Cape Town continues. The Podiatry Department is negotiating a structured relationship with the Huddersfield University in the UK.

Excellence in teaching and learning

Excellence in teaching and learning encompasses but is not restricted to the enrolment of outstanding students from diverse backgrounds; maintaining excellent success rates and standards; curricula that are current and quality reviewed; students who are prepared for the world of work; and staff who are well qualified and valued and are encouraged to be life-long learners. The Faculty believes it has achieved success in many of these areas, and the following is an indication of these achievements.

The enrolment target set for the Faculty was 3 801 students, and the Faculty registered 3 903 students, including international students, which is a slight over-enrolment. The undergraduate enrolment was 2 896 (2 708 in 2015) with postgraduates totalling 1 007 compared to 986 during 2015. Of the latter, the Faculty's registrations for master's qualifications increased to 235 from 231 in 2015, while doctorate registrations increased from 52 to 61 in 2016, resulting in an increase of 13 enrolments in these two domains compared to 2015.

The gender distribution for 2016 enrolments was 1 763 female undergraduate and 887 female postgraduate students, compared to 1 653 and 887 respectively for 2015, indicating a slight increase in male undergraduate enrolments. The total non-designated enrolment was 720 compared to 758 in 2015, which translates to 2 758 black (2 555 in 2015), 157 Coloured (136 in 2015) and 268 Indian students (245 in 2015). The above numbers exclude occasional registrations. The enrolment of international students increased from 195 to 197, a slight increase in 2016.

Student numbers funded through NFSAS increased from 418 in 2015 to 434 in 2016.

A complement of 103 full-time academics (including fixed-term contract appointments), eight postdoctoral fellows and three researchers, supported by 64 academic support staff, who include clinic staff, clinical training grant appointees, faculty administration staff, administrative assistants, secretaries and laboratory technicians, provided service in 2016 to 3 706 local and 197 international students plus 51 occasional students.

Three assistant lecturers appointed in 2015 continued in 2016, on fixed-term contracts in Medical Imaging and Radiation Sciences (MIRS), Nursing and Optometry, in a bid to develop capacity within these departments. In

addition, one assistant lecturer each was appointed to the Biomedical Technology and to the Human Anatomy and Physiology Departments.

Regarding staff qualifications, 99% (98% in 2015) of staff have at least a master's qualification, and this includes one fixed-term contract appointee, but excludes clinical training grant, contract and assistant lecturer appointees, with 37% of staff holding a doctoral qualification compared to 30% in 2015. All staff who do not have a master's degree are registered for such and are nearing completion.

The Faculty has maintained an overall success rate of above 85%, achieving 88,36% compared to 84,5% in 2015. Undergraduate (UG) success rates increased from 90,3% in 2015 to 91,2% in 2016, with the postgraduate success rate at 83% in 2016 (88% in 2015). The first-time entry UG students' success rate increased from 81,5% in 2015 to 84,5% in 2016. The appointment of strategic/senior tutors and assistant lecturers within the Faculty continued in 2016. This strategic intervention was aimed at improving students' success rates within high-risk modules.

The success of students in the field of Health Sciences is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC). This Centre afforded students a wide range of opportunities to participate in work-integrated learning. A total of 30 957 patients (consultations and treatments) were seen in HTC clinics and satellite clinics in 2016, compared to 27 016 during 2015, an increase of 14,57%. Over and above these figures, students screened 2 396 patients in various locations, which was a slight increase compared to 2014. The Riverlea Community project screened and consulted 1 025 patients during 2015. Funding of R260 000.00 for the Riverlea Project was received from the Discovery Fund, specifically for use by Optometry and Nursing in 2015/16.

Quality assurance of teaching and learning

The Faculty's quality plan as approved by the Faculty Board and the programme review schedule for the period 2012-2017 continues. Quality assurance remains a key priority within the Faculty. The Health Professions Council of South Africa (HPCSA) undertook an audit in 2015 of the Medical Imaging and Radiation Sciences Department; their report was received in 2016 and the Department, as is required, commented thereon and awaits final feedback from the HPCSA. Final reports from the HPCSA for the Biokinetics and Biomedical Technology programmes were received, comments were in turn forwarded to the HPCSA and feedback thereon is still awaited. A programme review for the master's and doctoral programmes within the Faculty is scheduled for 2017.

In line with the re-curriculation of programmes by the Professional Boards and relevant Councils, the following new programmes were submitted to the Department of Higher Education and Training (DHET) and/or Council for Higher Education (CHE) for consideration and/or approval:

- Four Professional Bachelor's Degrees in Chiropractic, Complementary Medicine, Nursing and Podiatry;
- a Bachelor of Health Sciences in Sport and Exercise Sciences;
- Professional Master's Degrees in Chiropractic and Complementary Medicine;
- Higher Certificates in Sport Coaching and Exercise Science and in Sport Administration;
- Master's in Public Health (distance education);
- Doctorate of Nursing;
- PhD in Health Sciences.

All these programmes have been approved by DHET and final approval of these from the CHE is pending.

Postgraduate Diplomas in Acupuncture and in Phytotherapy, a Higher Certificate in Emergency Medical Care and an Advanced Certificate in Medical Rescue have been approved by Senate and are to be submitted to DHET for consideration. During 2016, final approval for implementation of the Bachelor of Environmental Health was received, and the programme will commence in 2017. Furthermore, a Master's in Biomedical Laboratory Sciences in Europe (MARBLE) as a joint degree with international partners will be submitted in 2017.

The Department of Chiropractic is accredited internationally with the European Council on Chiropractic Education and as such UJ students have international reciprocity.

The Short Learning Programme Office registered 545 students for short learning programmes (SLPs) in 2016. This was an increase, as the number of SLPs presented increased from 35 to 42. The SLP Office, as an HPCSA affiliated service provider and accreditor, saw an increase in the number of Continuous Professional Development (CPD) activities for accreditation from various service providers in South Africa. These offer alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of life-long learning as per the requirements of regulatory bodies.

Student-friendly learning environment

An enriched student-friendly learning environment that is conducive to learning is a strategic imperative for both the UJ and the Faculty. The consolidation of all programmes at the Doornfontein Campus (DFC) and the funding from the Department of Higher Education and Training (Clinical Training Grant) have established a state-of-the-art clinical simulation laboratory, a Human Anatomy and Physiology complex as well as a virtual teaching platform.

The clinical simulation laboratory has attracted interest both locally and internationally, and it is considered a state-of-the-art facility. As a result of the consolidation of programmes at DFC, the BA Honours Biokinetics students, for the first time, successfully made use of the clinical simulation laboratory's facilities, and this enhanced their clinical training experience.

Using the Human Anatomy and Physiology facilities, the Mastering of Anatomy and Physiology (A&P) Mylab database was piloted with the Somatology second-year students. The feedback from students was very positive and motivation to use the Mastering A&P for one of the larger groups (HCP1) is to be initiated in 2017.

Students organised a dignity box that continued from 2015 in which personal hygiene items were donated to fellow students, and EMC students established a thrift shop where graduating students donated uniforms and related equipment to needy students.

The UJ was represented by students from the Sport and Movement Studies Department at various levels of sport, especially at elite levels, with a number competing at the 2016 Summer Olympic Games in Rio.

All departments have adopted the use of technology and handheld devices depending on practicality and the availability of infrastructure to enhance teaching and learning. Various strategies are used, such as posting lecture notes and announcements (Blackboard, uLink, and email), enabling online access to e-Learning guides, displaying web content/videos/DVDs, using uJoogle/Google to find information, exploring institution research databases during class, and communicating with students via use of email, calendar and online group discussions. Technology is used not only in first-year classrooms, but extends to master's students where students utilise research referencing software to assist them in their research process and to ensure that they avoid plagiarism. Certain modules for senior students are also taught online, incorporating the use of online lectures, tutorials, tests and assignments. In addition, students are encouraged to build their own online library for ease of reference, using information posted electronically. A 60-seat learning laboratory with a high definition interactive screen was completed in 2016. This allows for technology assisted learning (TAL) based on sessions in the form of interactive workshops, enhanced by online monitoring and virtual lecturer contact.

The Faculty has successfully marketed and branded its vision and mission and as a result registered 231 (230 in 2015) students with an APS of 35 and above as well as 43 (38 in 2015) Orange Carpet students. The percentage of entrants from Quintile 1 and 2 schools was 32,6% and from Quintile 5 was 36,6%, compared to 27,4% and 43,1%, respectively, in 2015.

National and global reputation management

To achieve the UJ's objective of national and global reputation management, the Faculty continued to host public lectures and encouraged staff to participate in their respective professional bodies and councils and to be innovative in marketing the Faculty to national and international stakeholders.

In terms of international reputation management, the following list highlights some of these accomplishments in addition to those already cited in the narratives above:

- The Faculty is to host both the prestigious U21 Annual Health Sciences Conference and Meeting to be held in September 2017, and the U21 Health Sciences Summer School.
- A workgroup on simulation learning was presented by the EMC Department at Birmingham University as part of the U21 international collaborative network.
- One staff member presented at the doctoral forum U21 Conference in Birmingham and collaborated with other universities to benchmark the new Master of Public Health programme.
- Preparations for the hosting of an International Sixth Global Congress for Qualitative Health Research 2018, which was awarded to the Department of Nursing during 2016, are well on track.
- Olympic Study Centre staff attended an International Colloquium in Brazil.
- The allocation of the SARChI Chair not only secured the LRC as a national research centre of significant stature, but also cemented its fitness for global excellence.

With regard to national reputation management, in addition to those initiatives already cited in the above narratives, the following are highlighted:

- Both Profs Burnett and Roux were elected onto the Executive Board of the South African Physical Education Association and provided leadership for a national research project that was rolled out in 2016, in which nine South African universities and the Department of Basic Education and UNICEF are collaborating.
- Through the Department of Homoeopathy's link with the Medicines Control Council of South Africa (MCC), the Department was able to lend prominent direction to the regulatory mechanisms of medicine and devices in general and Complementary Medicines (CMs) specifically. These mechanisms of regulation and expertise will inform the policies and regulations of neighbouring countries (particularly Botswana, Mozambique, Namibia and Zimbabwe).
- Joint activities with the City of Johannesburg in the area of diabetes screening are ongoing; and the Faculty was contracted to manage the Healthy Schools Project.
- All departments within the Faculty have representation at executive level on their respective professional boards, councils or associations.
- Staff continue to act as external examiners/moderators at almost all South African universities.
- Staff presented 65 research papers at international conferences and 58 at national conferences.
- Six public lectures and two public debates were hosted by the Faculty.
- The Faculty of Health Sciences with the Johannesburg Institute for Advanced Study (JIAS) hosted a public lecture presented by Prof Balázs Gulyás, Professor of Translational Neuroscience and the Scientific Director of the Neuroscience and Mental Health Theme at the Lee Kong China School of Medicine, Nanyang Technological University, Singapore.
- A public lecture entitled "The value of water vs cost of water: can we still afford free water for all", presented by Prof Gustaf, Lund University, was also aired on Radio 702 breakfast show and on UJFM, to highlight the value of water in South Africa.

One of the Faculty's strategic imperatives is to ensure that sustainable community engagement activities are undertaken by departments. The Faculty can confidently report that departments engaged in many such activities, for instance the following. The Riverlea Project continues, including health promotion, early childhood interventions, ultrasound obstetric and primary healthcare screening; a total of 1 025 patients were screened. Further initiatives included free and subsidised screening for indigent and community members at different clinics both off-campus and at the various HTC clinics. Various departments are involved in community outreach programmes in the Soweto Clinic, Lenasia Clinic, I.H. Harris School, Riverlea crèches, Child and Welfare Centres and the Airforce Base, at many sporting events and during Mandela Day activities, to name a few.

The following staff members' achievements and public leadership appointments and participation are worthy of noting:

- Prof C Lambert was appointed into the U21 Summer School organising committee to be held at UJ in June 2017 and is responsible for the drafting of the learning materials.
- Dr E Swanepoel is a Council Member of the Anatomy Society of South Africa.

- Mr S Ntuli remains on the Professional Board for Physiotherapy, Biokinetics and Podiatry at the HPCSA.
- Prof C Burnett, President of the South African University Physical Education Association, and Professor CJ Roux (Deputy Director of UJ Olympic Studies Centre and Secretary-General of SAUPEA) are jointly spearheading a national research project currently under way in all nine provinces of South Africa.
- Ms T Pieterse submitted a teaching portfolio to the U21 Health Sciences Teacher Excellent Awards and was among the top six finalists.
- Ms P von Poser remains a member of the Professional Board for Optometry and Dispensing Opticians at the HPCSA.
- Prof B Shaw was nominated by the Minister of Health to the Board of the South African Medical Research Council (SAMRC).
- Mr S Mdletshe completed the TAU fellowship programme and is one of the 50 TAU Fellows in South Africa.
- Dr K Henrico was awarded the Inspiration Award by Shine Magazine in September 2016.
- Dr Gower was sent by the National Department of Health as a representative of South Africa to the World Health Organization Ninth Annual Meeting of International Regulatory Cooperation for Herbal Medicines (IRCH) of the WHO in New Delhi, India (November 2016).
- Prof H Abrahamse was appointed as a SARChI Chair, and is on the Board of the European Medical Laser Association and Director of the International Society for Laser Applications Africa.
- Prof Leon Lategan was re-appointed as the Chair of the Advisory Board for the Biokinetics Association of South Africa (BASA).
- Prof A Swart was appointed to the Executive Committee of the U21 Health Sciences grouping; was also elected as Vice-Chair; completed his term as Chair of the South African Committee of Health Sciences Deans; and continued to serve on the Executive Committee of the World Health Organisation Collaborative Centre for Urban Health.

Global excellence and stature

Fitness for global excellence and stature requires the Faculty, among other areas, to be financially stable, generate external income, increase third-stream income, ensure the Faculty is representative of the South African population to retain and attract well-qualified staff, be conscious of the environment and manage and mitigate risks as applicable.

In terms of external funding, the Faculty reports a substantial increase as already alluded to. Although the Faculty's third-stream income has increased compared to 2015, more SLPs would need to be offered if this income is to increase further.

Equity targets set by the University have been met. Academic staff from designated groups remain at 49% compared to 47% in 2015. Designated staff in the academic support component are 71% in total.

The Faculty had two academic staff resignations, two retirements and two academic support staff members' resignations. Four academic staff members were promoted, two to associate professor and two to senior lecturer.

To address the national call for promotion of designated candidates, ten female and five male designated academic staff members are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University. Another 13 colleagues are also participating in AAMP, including two international appointments.

The Faculty subscribes to a sustainable and risk free environment. A risk register serves on the agendas of the Faculty Board, Faculty Management, Departmental and support structures committee meetings and is regularly reviewed, updated and assessed. The risk register, specifically for the Heath Training Centre, is regularly reviewed as legislation changes and health protocols are updated. Contributions to minimise our carbon footprint with specific reference to energy saving, recycling and waste management are ongoing. The strategically placed recycling bins in the Faculty have enhanced staff awareness.

Further work has been done on the strategic initiative of establishing an on-campus rescue simulation facility. This is an exciting project which, when completed, will further profile and position UJ's EMC Department as a regional and global centre of excellence. On the medical side, an additional investment in excess of R3 million has been put into expanding the clinical simulation facility to accommodate an additional high fidelity venue. This venue will become operational from July 2017.

CHALLENGES, RISKS AND RISK MITIGATION

The following are challenges and risks and proposed ways of addressing these.

- Challenges experienced with Wi-Fi access, VGA cables, infrastructure, software, and funding for students acquiring handheld devices, which have hampered progress to a certain degree, still remained concerns in 2016.
- Unsuitable and insufficient venues for assessment purposes still remain a concern.
- Temperature and air flow control in offices, laboratories and lecture venues.
- Outstanding finalisation of the biometric access system in the new wing for Health Sciences.

These risks are tabled at departmental and faculty meetings, and the appropriate sections in the University are consulted, interventions offered and follow-up made. Those risks that can be addressed internally are flagged, and where possible funding is made available or flagged for the following year's budget.

The Faculty had identified the following strategic imperatives for 2016, in alignment with the Faculty strategic plan and recommendations from the Faculty review:

- Finalise the appointment of the Vice-Dean: Research and Innovation;
- Increase postgraduate registrations and improve the throughput of master's and doctoral candidates;
- Implement and maintain mechanisms to increase the Faculty's accredited research output to achieve a target of 100 units by 2020;
- Encourage and support staff in the Faculty to obtain a doctoral qualification in order to achieve the Faculty target of 50% staff with doctoral qualifications by 2020;
- Create an enabling environment for colleagues participating in the Accelerated Academic Mentorship Programme, and enable promotion of staff from designated groups;
- Finalise the offices for the MRC Unit hosted by the Faculty; and
- Establish a Medical School within the Faculty.

To achieve the above, the Faculty embarked on and/or implemented the following, and reports the progress made:

- The Vice-Dean: Research and Innovation was appointed.
- A focused marketing strategy to increase postgraduate registrations both nationally and internationally was implemented. Student progress reports were carefully monitored by the respective HODs and reported on at Faculty Management Committee meetings. The total postgraduate registrations increased by 20 in 2016.
- Staff registrations for doctoral qualifications were contracted with HODs during the performance management process; and in alignment with the University Doctoral Staff Qualifications Project. The number of staff with a doctoral degree has increased by 7% since 2015.
- Staff are encouraged to attend publication writing workshops and to report their respective Google Scholar H index and Scopus H index as a means of monitoring citations, while HODs are contracted for accredited output related to their domain and discipline. The Faculty's unaudited submitted research units for 2016 increased by 15,5% compared to the 2015 audited figures.
- The MRC offices were completed, and MRC staff assisted the Environmental Health postgraduate students with their respective research projects.
- Following support by the MEC for Health and the Premier of Gauteng province, a joint task team, together with the Gauteng Department of Health and external advisors, developed a position paper on the establishment of a Medical School, for presentation to the relevant committees during January 2017.

CONCLUSION

The Faculty will continue to enhance the expectations of the University, meet the strategic imperatives identified by the Faculty and address the challenges encountered in 2017.

André Swart (Prof)
Executive Dean: Faculty of Health Sciences

Faculty of Humanities

INTRODUCTION

2016 was a strong year for the Faculty of Humanities. It was not without its turbulent patches, but the underlying operations of the Faculty continued to grow in ways that align with the University's Strategic Objectives and with the broader intellectual mission of the Faculty and University.

In terms of key indicators, we performed strongly overall. The 2016 Research Output promises to be our strongest ever, exceeding last year's (which was also the strongest ever). Our graduation rates at postgraduate level were also up, which is positive. Undergraduate graduation rates are slightly down, which is surprising and at this stage not understood. Postgraduate enrolment was up at all levels and especially at honours level, which is positive and in line with strategy. Enrolment as a whole was over target, which is negative, and led to some changes in enrolment strategy in 2017.

In qualitative terms, we performed very strongly in reacting to calls for decolonisation, with the Faculty producing a number of initiatives, large and small. This journey continues and will do so for some time. We also developed our potential for future research growth, not only for the number of units, but for reputation, impact, and quality of research, in particular through the establishment of four new centres and a new institute.

Operationally, the Faculty continued to struggle with some unclarity in relation to its finances, with a large budget surplus being identified in the latter half of the year. This was split between financial assistance to students and infrastructure investment. Human Resources performance was strong with more promotions than any other faculty and strong performance in terms of employment equity.

DECOLONISATION

Calls to decolonise knowledge, the University, the academy, the curriculum, and similar have been a prominent feature of the higher education experience for the last two years. The Humanities disciplines have a leading role to play in responding to these calls.

Every department of the Faculty has undertaken a review of its academic offerings at all levels with a view to defining decolonisation in the context of each discipline and giving it positive effect. Seminars, discussions, lectures, student engagements, and numerous informal discussions of all kinds have occurred. In 2017, we are re-curriculating, as well as conducting a review of our postgraduate degrees; decolonisation will be a major theme in both exercises.

Some of the 2016 highlights in the decolonisation of teaching and learning are:

- All departments have reviewed their curricula in light of the decolonisation agenda. Changes not requiring approval are being implemented. Changes requiring approval will be submitted during the course of 2017.
- History 1A/B was revised as a "deep history" course teaching South African history in the context of African and World history. History 2A/B courses were also revised to deepen their engagement with the longer history of Africa and Southern Africa in particular.

- The School of Languages began developing cultural studies and creative writing courses, and reorganised its departmental structure to facilitate greater interdisciplinary collaboration.
- The Department of Philosophy instigated a module devoted to African Philosophy as a standalone topic at second year, and introduced African philosophy to all other undergraduate modules (where not already included).
- The Department of Psychology developed lectures on African Psychology and on Psychology and Social Justice at 1A/B for implementation from 2017, and further changes to 2A/B and 3A/B throughout 2017-2019 as a pipeline process.

Some of the 2016 decolonisation highlights in research are:

- The Africa Centre for Evidence was established.
- The African Centre for Epistemology and Philosophy of Science was established.
- The Institute for Pan-African Thought and Conversation was created.

TRANSFORMATION

Appointments and profile

In 2016, we hired 20 new academic staff of whom 11 were from the groups designated by the Employment Equity Act, and 11 new non-academic staff of whom 9 were from the designated groups. Our Faculty totals now stand at 55% academic designated staff and 81,82% non-academic.

Table 50: Appointments and profile

Academic New Appointments						Percentage			
Faculty/ Division	Black	White	International	Grand Total	Disabled	Black	White	International	Disabled
Humanities	11	3	6	**20**	1	55,00	15,00	30,00	5,00
Support New Appointments						**Percentage**			
Faculty/ Division	Black	White	International	Grand Total	Disabled	Black	White	International	Disabled
Humanities	9	2	0	**11**	0	81,82	18,18	0,00	0.00
Academic Equity Profile						**Percentage**			
Faculty/ Division	Black	White	International	Grand Total	Disabled	Black	White	International	Disabled
Humanities	72	82	24	**178**	3	40,45	46,07	13,48	1,69
Support Equity Profile					**Percentage**				
Faculty/ Division	Black	White	International	Grand Total	Disabled	Black	White	International	Disabled
Humanities	31	20	0	**51**	0	60,78	39,22	0,00	0,00

Promotions

Out of our 15 promotions, six were from designated groups. We had three unsuccessful promotion applications of which one was from the designated group, indicating that the success rate of designated applicants is comparable to and slightly higher than the success rate of non-designated groups (6/7 or 85% for designated, 9/11 or 81% for non-designated). Efforts to encourage strong promotion applications across the Faculty, but especially from the designated groups, remain a priority. It is notable that the Faculty promoted its first black South African female professor this year, an achievement for that accomplished colleague, but a bittersweet moment for the Faculty: 2016 is very late to reach this historic milestone; but better 2016 than later.

RESEARCH

Publications

2016 publications are currently being captured, but we are in the region of 300 units, a record for Humanities.

The Faculty also gained a third SARChi Chair, held by Professor Leila Patel, and housed in the Centre for Social Development in Africa.

In the rating scheme of the NRF, Humanities continues to perform strongly. In the established researcher scheme, the Faculty has one A-rated researcher (17% of the University total), nine B-rated (24% of the University total), and 18 C-rated (18% of University total). In the young researcher scheme (awarded within five years of PhD), Humanities has one P-rating (100% of the University total) and three Y-ratings (9% of University total). We thus perform strongly in the top categories, but less strongly in the lower categories; this makes for a strong overall performance. This indicates qualitative strength and impact on both local and international scenes, alongside the strong quantitative performance, but may also suggest that a larger number of researchers with local reach could be encouraged to apply for C- or Y-rating.

We have 178 academics on our books, of whom 32 (18%) are rated, a number that could definitely be higher. We are actively working on this, especially through mentorship initiatives.

Centres

The Faculty established or revived five Centres:

- Africa Centre for Evidence
- African Centre for Epistemology and Philosophy of Science
- Centre for African and European Studies (housing the SARChi Chair in African Diplomacy)
- Centre for Social Change (housing the SARChi Chair in Social Change)
- Centre for Sociological Research and Practice (renamed and revived from the former Centre for Sociological Research)

These join the following existing Centres:

- Centre for Anthropological Research
- Centre for Social Development in Africa

The former Centre for the Study of Democracy was closed following a review.

Institutes

The Institute for Pan-African Thought and Conversation was set up during 2016, becoming fully operational with the arrival of its Director in 2017.

Internationalisation

Data on internationalisation were not ready at the time of writing. However, there has been substantial progress in relation to internationalisation, which will be included in the full report. A total of 30% of our academic staff are international.

TEACHING AND LEARNING

Enrolment

The Faculty overshot its enrolment target, reaching 106% overall. This arose from the continuing registration of postgraduate students during the year, and from an erroneous focus on meeting enrolment targets during registration week. In future years, we must (i) be accurate in our forecasting of postgraduate enrolments, and (ii) hold our nerve during registration week, aiming to under-enrol that week to the exact extent that we expect late registrations and both undergraduate and postgraduate levels. However, this is not a Faculty-specific issue.

Pass rates, graduations, dropouts

Pass rates remained stable from last year (just over 85%), which is good.

The number of graduates is slightly up to 1 482 (from 1 475 in 2015). However, this conceals a slight downward trend in the various undergraduate programmes, compensated by (relatively) strong increases in the (much smaller) cohorts at honours and doctoral levels (honours: 286, up from 251 in 2015; doctoral: 19, up from 14 in 2015). Master's remains unchanged at 41. Note that graduation figures are still subject to change at the time of writing. The increase in doctoral graduations is particularly pleasing, but the steady state of master's graduations is concerning given the growth in enrolments.

Undergraduate dropout by Year 2 was up to 18,9% in 2016 (from 16,9% in 2015), but still down substantially on previous years (2014-2008 are all between 23% and 26%). Thus, the overall trend remains positive. We need to identify the reasons for the relative increase in 2016 over the very strong 2015 performance.

Postgraduate throughput

Postgraduate throughput (time taken to complete a degree) was identified as an area of serious concern in 2015. In 2016, the Faculty acted to address it, for the sake of students and resource allocation. The Higher Degrees Committee thoroughly revised postgraduate processes and now reviews progress at crucial junctures (in addition to the proposal stage). These measures are expected to produce substantial growth in master's and doctoral graduations in 2017 and 2018.

INTERNATIONALISATION

Internationalisation is multi-faceted, involving the hiring of international staff, the intake of international students, the placement of students and staff on exchange schemes and similar internationally, international research collaboration, high-level partnerships with international universities, and an intangible but nonetheless real orientation towards the world beyond the borders of South Africa. The Faculty of Humanities has made progress in all of these during 2016.

Six (30%) out of our 20 new academic appointments in 2016 were international. This is significantly higher than the current international proportion of academic staff (24 out of 178 or 13%), meaning that the proportion of international staff is growing.

Data on our international publications are still indicative only at this stage, but it appears that over 80% of our journal publications are in international journals.

Humanities scholars were involved in the following UJ internationalisation initiatives with partner universities:

- Visiting African Leadership Centre, King's College, London
- Hosting Swedish Delegation of Vice-Chancellors
- Hosting University of Botswana Visit
- Hosting Dr Godwin Murunga (Head of the African Leadership Centre in Nairobi, Kenya)
- Hosting BLCU and Confucius Institute Headquarters (from Hanban)
- Visiting People's Friendship University, Russia

The Faculty has one internationally accredited programme, Corporate Communication International, as well as one pending international accredited honours degree in Sociology, Industrial Sociology and Urban Studies.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The 2016 projects included youth development programmes; pro bono family therapy; social work first-year internship programmes; and involvement with organisations such as World Vision.

In 2016, the Faculty's flagship project "Izindaba Zokudla" did very well and created very positive PR for the Faculty. In partnership with Slow Foods International, a conference entitled "*Growing and Producing Food in Soweto and*

Johannesburg" was hosted. The project is now also the first multi-disciplinary and cross faculty project run by the University of Johannesburg with departments from the Faculty of Art, Design and Architecture and the Faculty of Management involved.

THE WAY FORWARD: STRATEGIC PLAN

The 2015 Executive Summary began by pointing out that a Business Plan had been promised in the 2014 Summary, but not delivered due to substantial changes in the HE sector. The year 2016 was scarcely less turbulent and the Plan is still in process. Nonetheless, it is now well on its way. Each department has a Strategic Plan and what remains is to consider these in a consolidated document to be endorsed by the Board of Faculty. The delay is not a bad thing, in my opinion, provided that the outcome is improved as a consequence, because the process of developing a plan is almost as important as the outcome, and rushing it would have been unwise. A plan charting the way to 2020 and aligned with UJ's 2025 Plan will be in place by the end of 2017. Future iterations will be easier.

Alex Broadbent (Prof)
Dean: Faculty of Humanities

Faculty of Law

NATIONAL AND INSTITUTIONAL CONTEXT

Viewed from an institutional perspective, the Faculty of Law may be described as relatively small in comparison to other faculties. However, for reasons that appear below, it has a substantial output. In fact, when the total number of non-law students registered for service modules offered by the Faculty is taken into account, it is one of the largest schools or faculties of law at residential universities with respect to the number of students it teaches.

STAFF PROFILE

Academic members of staff

At the close of the academic year on 31 December 2016, the Faculty had 50 full-time academic members of staff (excluding the Dean) who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 16 professors (including a professor emeritus), one associate professor, ten senior lecturers and twenty lecturers. All of the professors, the associate professor, five of the senior lecturers and two of the lecturers of the Faculty had doctorates. With a single exception, the remaining full-time academic members of staff all held master's degrees. Twenty-seven (54%) of the full-time academic members of staff were female and 21 (42%) black. Nine had National Research Fund (NRF) ratings. One professor and one lecturer resigned during the course of the year.

Non-academic members of staff

The Faculty has 26 budgeted posts available to appoint members of staff (excluding the Dean) on non-academic conditions of service to render support services in structures of the Faculty. They are required to perform activities relating to academic projects that generate state subsidies. Six of the 26 positions were filled by the Director of the Law Clinic (an admitted attorney), and three principals plus two clinic attorneys rendering professional services at the Clinic. Their appointments are of a professional nature. The University of Johannesburg (UJ) recognises it as such and they cannot formally be described as "support" staff, as it is for example possible for them to obtain the title of Adjunct Professor. Of the remaining 20 positions, three were filled by members who render support services in the true sense of the word in the Law Clinic, leaving 17 positions for the Head of Faculty Administration, the Faculty's Marketing Coordinator, Faculty Officers, Executive Secretary and Departmental Secretaries. One non-academic member of staff was appointed on contract from external funds to render support services in the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), while five were appointed (three permanently) in the Faculty's division administering non-subsidised programmes, and paid from this income. Of the 31 full-time members of staff who were employed on non-academic conditions of service, 24 (774%) were female and 18 (58,06%) black.

TEACHING AND LEARNING

Student profile

A total of 1 775 students were registered in 2016 for the Faculty's undergraduate and postgraduate programmes. For several years now, the majority of students in the Faculty have been female (1 002), although the percentage of female students decreased marginally in 2016 from 63,3% to 57,07%. The student profile (by race) of law students in 2016 was as follows:

Table 51: Student profile (Race)

Race	Number	Percentage
Asian	2	0,11%
Black	1 268	71,44%
Coloured	101	5,69%
Indian	122	6,87%
White	282	15,89%
Total	**1 775**	**100%**

A total of 82,1% of first-time entering law students who registered in 2016 had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is halved). A total of 33,5% of the first-time entering law students were from high performing South African schools (Quintile 5), while 26,2% of them were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching in the traditional law modules to law students and teaching in service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2016, the module registration in the traditional undergraduate law modules amounted to 9 115, and to 6 994 in the undergraduate service modules. In addition, the registration for modules in the master's programmes in law by coursework, excluding minor dissertation modules, was 373.

Success rates

Based on HEMIS reporting on course registrations, the success rate in respect of the undergraduate service modules was 81,4% (2015: 86,93%). The success rate in the traditional undergraduate law modules in the Faculty was 81,38% (2015: 85,31%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed positively to the success rates in these modules.

Degrees conferred

The Faculty conferred 377 undergraduate and postgraduate degrees during the graduation ceremonies held in 2016. The number of graduates calculated with reference to the graduation ceremonies of March, June and September over the past 11 years is as follows:

Table 52: Number of undergraduate degrees conferred

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
BA (Law)	14	11	30	34	26	36	40	19	30	21	21
BCom (Law)	65	68	77	52	67	58	16	45	43	54	51
LLB	216	194	235	199	198	140	187	182	232	248	239
Total	**295**	**273**	**342**	**285**	**291**	**234**	**243**	**246**	**305**	**323**	**311**

Table 53: Number of postgraduate degrees conferred

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
LLM (Coursework)	16	19	21	18	30	22	32	30	48	58	61
LLM (Dissertation)	0	0	0	0	3	1	1	0	0	0	1
MPhil	5	2	4	2	0	5	3	3	2	0	0
LLD	1	1	0	1	1	1	3	1	0	2	4
Total	**22**	**22**	**25**	**21**	**34**	**29**	**36**	**34**	**50**	**60**	**66**

As shown in table 52 and 53, 311 undergraduate and 66 postgraduate degrees were conferred in 2016.

First Year Experience

At UJ the First Year Experience (FYE) is built on the premise that every first-year student will be treated with the appropriate respect due to all citizens in South Africa. The First Year Experience has been conceptualised as a holistic programme that encompasses all aspects of the first-year student's experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life.

The Faculty's first-year programme includes an integrated tutor system. Tutors play an integral role in assisting with teaching and learning at the Faculty and are introduced to first-year students during the First Year Seminar. The structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. The purpose of such visits is to ensure that learning takes place by way of a cross-pollination of information. Magistrates, judges and prosecutors take time from their busy schedules to speak to the students about their work. Students are also able, by being exposed to the above, to gain some immediate insight into the workings of the legal justice system.

In 2016, 58,4% (57,6% in 2015) of our first-year students were female; 56,2% (62,7% in 2015) indicated they were first generation students. The majority (73,2% compared to 37,3% in 2015) of first-year students also indicated that English was not their first language.

Teaching innovation and quality control

At second year level, the Faculty used the services of two senior tutors who were dedicated to teaching, writing and research skills for the module, Law of Delict. The tutors provided support and development on the drafting of a letter, advice on evidence, particulars of claim, and heads of argument.

Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights and Administrative Law.

In order to promote an academic mind-set that is open to new ways of tuition for a diverse student body, Faculty and departmental meetings are structured to provide a platform for lecturers to review and reflect on their teaching practices, share experiences and generate research and scholarship directly from their own teaching practices and experiences.

The Faculty has a well-developed grievance procedure to deal with student complaints.

During 2016, 33 teaching evaluations and 21 module evaluations were undertaken. In addition, the Faculty had four programme reviews (i.e. LLM in International Commercial Law (Coursework), Bachelor of Laws (LLB) (reviewed by the Council on Higher Education (CHE)), Postgraduate Diploma in Tax Law, and Postgraduate Diploma in Drafting and Interpretation of Contracts).

Moot courts

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions. Apart from participation in the annual First-year Moot Court Competition, the Faculty participated at the Seventh Annual Child Law Moot Court Competition which took place on 9 and 10 September 2016 at the Palace of Justice and the University of Pretoria. The UJ team comprised a second- year LLB student and a second-year BCom Law student. The team won the Best Heads of Argument prize. It competed against the University of Pretoria in the finals after which the UJ was declared competition winners for 2016 as announced at the closing event.

In addition to formal moot court competitions, all students in the Faculty get the opportunity to prepare written heads of arguments and to present an oral argument in the UJ Moot Court as part of their assessment in the modules Introduction to Legal Studies and Law of Civil Procedure. The Faculty considers activities of this nature as forming an important part of the curriculum and as being activities essential to equipping students with necessary skills, knowledge and confidence to enter the legal profession.

Non-subsidised programmes

In 2016, the Faculty presented 13 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law and the drafting and interpretation of contracts. Several of the programmes are presented in two-year cycles and comprise more than one module. In 2016, 1 642 students were enrolled for these programmes. Of these, 1 492 students successfully completed the programmes for which they were registered. The programmes drew students from several African countries, mostly from the SADC region but also from countries further afield. The programmes generated a gross income of more than R21.5 million, which resulted in a net surplus to the Faculty of around R8 million. More than R1 million thereof, however, is earmarked for the Law Clinic.

Recognition of top achievers

The Faculty recognises its top achievers at an annual prize-giving function, which is generally known as the Prestige Evening. This is an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsor prizes and bursaries (some as high as R40 000 per student) for purposes of this function. The occasion provides an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prize-winners and their parents. The event is attended by a range of stakeholders, including members of the judiciary, bar, side bar and business world. During the Prestige Evening held on 2 September 2016, awards, prizes and bursaries were awarded in 77 categories to 101 recipients.

Bursaries and meal vouchers

The Faculty granted 19 bursaries using its own funds totalling R334 600 during 2016 for tuition fees. Cliffe Dekker Hofmeyr Incorporated (CDH) attorneys allocated R355 000 to the CDH Education Advancement Fund (the Fund), which is administered by the Faculty to bursaries. A total of 17 students, including first-year law students, received bursaries from the Fund in 2016. Five first-year applications for tuition fees were forwarded to the Attorneys Fidelity Fund for approval. The Faculty also allocated 10 iPads to first-year students unable to fund these.

The Faculty provided first-year students with bursaries during the second semester of the 2016 academic year, in cases where they were unable to settle their tuition fees. Many of the Faculty's students live with a grandparent who receives a social grant or with a sibling. A number of students are part of the 'missing middle'. Their parents are, for example, nurses, teachers or members of the South African Police Services and simply cannot afford tuition fees. The bursary amounts varied from R8 000 to R35 000. Students who receive bursaries form part of a mentor group. They have to consult regularly with one of the academics responsible for the bursaries and meal vouchers in respect of their academic performance. They discuss challenges they experience and provide the

responsible academic with reports on their progress. Between them, these students obtained 33 distinctions. Three students completed the LLB degree in 2016.

In 2015, the Faculty granted 68 meal bursaries in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest in the Student Centre. In 2016, 161 students received meal vouchers from the Faculty. This is a clear indication of the need for assistance among our students. The need for both financial aid and sustenance has been an ever-increasing phenomenon since the Faculty started the scheme in 2009.

Local partnerships

The Faculty's partnerships with local firms of attorneys and auditors resulted in several practising attorneys, advocates and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers were involved in coordinating and presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. The Faculty's relationship with the profession enables it to work closely with various law firms in, for example, securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. Prominent South African law firms like CDH and Werksmans Attorneys formed part of the Faculty's First Year Experience programme and gave aspiring lawyers a sense of what they can expect when they enter the legal fraternity. In addition, many other law firms and other organisations within the legal industry attended the annual UJ Law Career Fair on 19 April 2016. The Faculty and PsyCaD hosted this event jointly. The Faculty's aforesaid relationship with relevant stakeholders in the industry has marked benefits for not only the Faculty and academic staff members but ultimately for its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. Judge Edwin Cameron (Judge of the Constitutional Court of South Africa) addressed the first-year students during the First Year Seminar held in January 2016. Judge Lebotsang Bosielo (Judge of the Supreme Court of Appeal and an alumnus of the Faculty) delivered a speech at the Faculty's graduation ceremony on 7 March 2016.

Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises, as well as cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. They are called upon to provide leadership and technical assistance inside and outside the University and in both the local and the international arenas. They do so in various capacities, including, but not limited to, acting as members of working groups, steering committees, editorial boards, non-governmental entities and discipline-related societies.

International partnerships

The Faculty has active exchange agreements with 16 foreign universities, namely Beijing Normal University (China), Erfurt University of Applied Sciences (Germany), Free University of Amsterdam (the Netherlands), Friedrich-Schiller University of Jena (Germany), International University of Business Agriculture and Technology (Bangladesh), National Law University in Delhi (India), National Law University in Jodhpur (India), Reykjavik University (Iceland), Saarland University (Germany), Strathmore University (Nairobi, Kenya), Universidade Agstinho Neto (Angola), the University of Augsburg (Germany), the University of Antwerp (Belgium), the University of Malawi (Malawi), Yeditepe University (Istanbul, Turkey) and Zanzibar University (Tanzania). It also concluded a cooperation agreement with the Graduate School of the Public Prosecution Service of Brazil.

During the course of 2016, the Faculty concluded the following international cooperation agreements with foreign universities: University of Cape Coast (Ghana), University of Ljubljana (Slovenia), Pontificia Universidad Catolica (Santiago, Chile), Masaryk University (Brno, Czech Republic), Universidad Externado de Colombia (Colombia), Universidad Pontificia Comillas Madrid (Spain) and University of Cornell (Ithaca, New York). A further contract with the Palacky University Olomouc in the Czech Republic has been signed and is awaiting signature by the partner university.

In June 2016, 18 members of the academic staff of the UJ Faculty of Law travelled to the University of Augsburg in Germany to present 14 papers in a joint conference held there on Transnational Impacts of Law. The conference was, on the one hand, the manifestation of an international working agreement between our respective faculties, and, on the other, a capacity-building exercise for UJ, since most of the papers were co-authored by a senior and more junior colleague. These papers, together with those of our German counterparts who acted as respondents to most of the papers, are in the process of being published in book form by Nomos (Germany) and Juta & Co (South Africa). The book is approaching peer-review stage as this report is being compiled. The book is edited jointly by Prof Charl Hugo (UJ) and Prof Thomas Moellers (University of Augsburg). The collaboration is extending further since the University of Augsburg colleagues will be visiting UJ in October 2017 for a similar conference. The aim is the establishment of an Augsburg-Johannesburg publication series over many years.

In addition, the Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is a member of the International Association of Law Schools (IALS). It actively participates in the activities of the IALS, which include the Annual African Law Deans Forum and the IALS Annual Meeting.

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences and seminars

Publications

The Faculty anticipates that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of at least 60.16 subsidy-generating publication units in respect of articles published by members of the Faculty. It will also seek to submit claims in respect of one co-authored book, 11 chapters in books and seven conference proceedings. Faculty members were involved in editing several books and contributed numerous chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, which include articles in non-accredited journals and several book reviews.

Conferences, seminars and workshops

Annually, Faculty members present approximately 100 research papers at conferences, symposia, workshops and the like. The Faculty organises research workshops (indabas) and seminars and undertakes other initiatives such as facilitating the attendance and presentation of papers at national and international law conferences to enhance the publication and research output of staff members. It focuses specifically on the development of the research capacity of junior staff members. At these occasions, staff members present papers on research projects in progress, completed research before its submission for publication and, sometimes, for the benefit of all Faculty members, papers that have already been presented at national or international conferences.

In 2016, the Faculty decided to change the format of its research seminar programme by replacing the fortnightly seminars at which only one paper per seminar was presented with research workshops. In August 2016, the first research indaba was held. The Dean's Committee grouped academic colleagues (based on research areas of expertise and/or interest) in pairs of two for the purposes of preparing the paper. In most instances, a junior colleague was paired with a senior colleague. Where the senior colleague had acted only as mentor, the paper was published only by the junior colleague; in other cases, they prepared the paper as co-authors. The participants had almost three months to prepare a draft, which was circulated to all other Faculty members two weeks before the workshop. The authors then incorporated the feedback received at the workshop. Twelve papers were presented at the workshop. By the end of December 2016, four were still in the process of being prepared for publication. Seven had been submitted for publication of which six were still being considered by the journals involved and one would be published in May 2017.

Public events

In addition to events mentioned elsewhere in this executive summary, the Faculty hosted numerous noteworthy conferences, seminars and lectures.

An Intellectual Property (IP) Law Seminar was held in April 2016. The seminar included speakers from UJ's Faculty of Law, academics from other South African universities and top law firms such as Spoor & Fisher, Adams & Adams and Bowman Gilfillan. Recent IP developments, the Amendment Bill of 2015 and Trade Mark Law were some of the specialised topics covered at the event.

17 April 2016 marked the 20th anniversary of the work of the South African Truth and Reconciliation Commission (TRC). To celebrate this occasion, Professor Mia Swart organised a one-day conference that took place during April 2016. The purpose of the conference was to both celebrate and critique the work of the TRC. The focus was on the unfinished business of the TRC and the way the work of the TRC is perceived 20 years later from the perspective of Transitional Justice. The conference was interdisciplinary in nature and included speakers from various universities in South Africa as well as Professor Mark Drumbl of Washington and Lee University in the United States. Justice Albie Sachs delivered the closing remarks. The papers and interventions were strongly critical and of an exceptionally high calibre.

SAIFAC hosted numerous 'Friday Seminars' during the year, covering an array of topics. A highlight was the Corruption and Human Rights Conference, which was attended by both local and international delegates.

During August, the Faculty, in partnership with Sanlam and the Law Library, hosted well-renowned speaker, Mr Wolfgang Reibe, who addressed students within the Faculty on the topic 'Being money savvy'. This session formed part of a programme that would prepare students for the working world, financial planning and ensuring a heads-up in the sometimes complicated world of money.

Numerous other academics hosted conferences and events on specialised topics throughout the year. Professor Letlhokwa Mpedi hosted an international workshop on Social Protection Floors; Professor Daleen Millard hosted a conference on Insurance Law; Professor Jean Sonnekus and Dr Ernst Marais co-organised the South African Property Law Teachers Colloquium; Dr Mispa Roux addressed the topic of Corruption and the South African Constitution: The start of a new era; and Dr Amanda Boniface headed up a Stratcom Seminar.

A highlight within the Faculty is the Annual Banking Law Update (ABLU), which is presented by the Centre for Banking Law of the UJ. It is a well-established event that has formed part of the South African conference calendar since 1978. The Faculty also hosted a Two Minute Dissertation competition and a Creative Writing Competition during 2016.

Last but not least, the UJ Law Student Council organised the 2016 Law Ball. This is a black tie event to bid farewell to final-year law students.

Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South Africa Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). These research centres produce publications, arrange seminars and submit reports to national and international bodies.

Centre for Banking Law

The annual meeting of the Banking Commission of the International Chamber of Commerce (ICC) was held in South Africa for the first time at the Sandton International Convention Centre in the first week of April 2016. This event is attended by leading bankers and banking lawyers from all over the world. There were more than 400 delegates. Professor Charl Hugo was sponsored by the South African branch of the ICC to attend.

The Centre for Banking Law (CBL), in conjunction with the Johannesburg Chamber of Commerce (JCI), held a two-day international conference in the second week of April 2016. Day one of the conference was held at the Council Chambers of the University of Johannesburg (UJ) and day two took place at the offices of the JCI. The conference dealt with two topics of major importance in the ICC, namely: Demand Guarantees and Standby Letters of Credit (day one), and International Commercial Crime (day two). The speakers were from the United

States of America, Ireland, China, Singapore and several from South Africa (including Professors Charl Hugo and Dawie de Villiers of UJ). The conference was attended by some 50 delegates and generated a profit of approximately R40 000, which was split between the CBL and the JCI.

The traditional flagship event of the CBL, namely the Annual Banking Law Update (ABLU), took place on 19 October 2016. It was held at the world-class conference venue of Webber Wentzel in Sandton (which was provided to the Faculty free of charge). As always, the papers were made available in printed form to delegates on registration. However, for the first time, the papers were also published (with Prof Hugo as editor) by Juta & Co in proper book format. The conference was attended by some 120 bankers and banking lawyers. The foreign speakers who joined the impressive South African contingent were from Spain, Kenya and Zimbabwe.

Prof Hugo was appointed as a member of the Banking Commission of the ICC having been so nominated by the South African Branch.

Centre for International and Comparative Labour and Social Security Law (CICLASS)

In 2016, the Centre for International and Comparative Labour and Social Security Law (CICLASS) celebrated its 22nd year of existence. CICLASS has maintained a number of collaborative relationships with colleagues and institutions locally (e.g. Southern Africa Trust and the International Labour Organisation (South Africa Office)) and overseas (e.g. Max Planck Institute for Social Law and Policy (Munich, Germany)). In addition, CICLASS regularly participates in the activities of the Southern African Social Protection Experts Network (SASPEN) and is represented on SASPEN's Steering Committee. Dr Mathias Nyenti, former National Research Foundation (NRF) Scarce Skills Postdoctoral Fellow at CICLASS, was appointed as a Senior Lecturer at the Department of Mercantile Law with effect from 1 January 2016. He remains an active Research Associate of CICLASS. The Director of CICLASS, Professor Letlhokwa George Mpedi, and Dr Nyenti applied for NRF re-rating and rating respectively in 2016. They were successful; the Director received a B3-rating and Dr Nyenti was awarded a C3-rating with effect from 1 January 2017.

CICLASS staff published one peer-reviewed book, two subsidy bearing articles and one book chapter in 2016. In addition, they presented papers at several local and international conferences.

Centre for Private International Law in Emerging Countries

A highlight in the history of the Centre for Private International Law in Emerging Countries (the Centre) was the conferral of the Doctor Juris degree by the University of Leiden on Dr Eesa Allie Fredericks, Deputy Director, and the launch of his book on *Contractual Capacity in Private International Law* on 30 September 2016.

The Centre has also been very productive in the publication of chapters, papers and articles. The manifold publications of Professor Michael Martinek, Distinguished Visiting Professor, must in particular be mentioned. The list of publications include five chapters in a book based on a joint UJ/University of Augsburg conference in Germany, as well as a contribution to the *Festschrift* for Professor Michael Joachim Bonell, the central figure in international commercial law today. Two articles by the Director, Professor Jan Neels, were referred to in a recent decision of the Supreme Court of Appeal, restating the doctrine of abuse of rights in private law.

The Centre provided, on invitation, a report to the Department of International Relations and Cooperation on cooperation in the area of the recognition and enforcement of foreign judgments. An exciting new project with the University of Lucerne, for the purposes of a publication on the global impact of the Hague Principles on Choice of Law in International Commercial Contracts (2015), is currently being discussed. Other possible future projects involve the reform of Cuban company law and collaboration with the African Commercial Law Foundation in London on African commercial law systems.

On 12 August 2016, the Secretary General of UNIDROIT (the International Institute for the Unification of Private Law) in Rome, Italy, His Excellency Mr José Angelo Estrella Faria, delivered a public lecture at UJ on the influence of the United Nations Convention on Contracts for the International Sale of Goods (CISG) and the UNIDROIT Principles of International Commercial Contracts (UPICC) on various national legal systems.

South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

In the past year, SAIFAC has continued to build its profile both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus). SAIFAC's achievements in the past year are best understood in relation to the key strategic goals that SAIFAC aims to achieve.

Producing high quality research is a key part of SAIFAC's mission. It is important to recognise that SAIFAC has succeeded in producing a large corpus of research with only a small number of staff, most of whom are junior academics, still making their way in the field. In the past year, SAIFAC has produced 14 publications of which 12 were Department of Higher Education and Training (DHET) accredited and over half in internationally accredited journals. Of these, its Director, Professor David Bilchitz, produced seven articles (of which 4.5 attracted DHET subsidy), with the rest of the articles being produced by junior academics who have been extremely productive.

One major feature of SAIFAC's accomplishments in the last year was the release of a commissioned report on the 'Performance of the South African Constitution'. This was a major piece of work and includes an attempt to apply a novel methodology to measuring such performance across key aspects of the Constitution.

A noteworthy highlight of 2016 was the conference organised in respect of the 20th year anniversary of the South African Constitution. The conference saw the launch of the SAIFAC report on the performance of the Constitution.

Given the importance of the question currently in South Africa, SAIFAC also organised a conference on the relationship between corruption and human rights. Its keynote speaker was Professor Raj Kumar, Vice-Chancellor of the Jindal Global University and the author of a leading book on the topic.

SAIFAC also runs weekly seminars during the university term with a range of excellent speakers engaging with cutting edge topics. A highlight in this regard was the hosting of a book launch of Professor Brian Ray's new book with Cambridge University Press, titled *Engaging Social Rights*. Justice Richard Goldstone opened the event.

SAIFAC's work has made appreciable changes in the law relating to performing animals, pursuant to a parliamentary submission. In addition, SAIFAC was also involved in garnering support for changes to Home Affair's unfair discrimination practice of automatically changing women's names upon marriage to their husband's names. SAIFAC's involvement resulted in Home Affairs changing their aforesaid policy.

SAIFAC's Director was invited to the United Nations Intergovernmental Working Group on Business and Human Rights to make submissions on the possible content of a future treaty. On reflection, SAIFAC has had an extremely productive year in 2016, with new partnerships being forged and excellent research being produced

Law Library

In the context of the renovations of the library at the beginning of 2016 a complete overhaul of the Law Library took place. Another positive outcome of the renovations was the erection of the two research offices for master's and doctoral students. These offices have been used extensively.

Nine student assistants were appointed in the Law Library for 2016 and, as in the past, continued to deliver a very important service to staff and students alike. These assistants form an integral part of the service offered by the Law Library when training undergraduate students. Training sessions were conducted for the first-year students in the following modules:

- Legal Skills (Law Library orientation): 38 sessions of one hour each;
- English for Law (research training): 12 sessions of 45 minutes each; and
- Introduction to Legal Studies (moot court research training): 11 sessions of one hour each.

Additional sessions were scheduled throughout the year for students who needed more in-depth training in locating information sources. The Law Library assistants played an important role in assisting these students. Eight postgraduate subject specific training sessions were offered to LLM students (by coursework) and were attended by 38 students. The law librarians also assisted students who needed additional training.

Five events took place in 2016, in which the Law Library collaborated with the Faculty of Law:

- Public lecture: Dr Mispa Roux – "*Corruption and the South African Constitution: the start of a new era?*" on 7 March 2016;
- Book launch: Prof Hennie Strydom with the title "*International Law*" on 17 March 2016;
- Book launch in collaboration with Prof David Bilchitz on "*Engaging with social rights: participation, procedure and democracy in South Africa's Second Wave*" / Prof Brian Ray on 11 August 2016;
- UJ Insurance Law Conference: The Library assisted Prof Daleen Millard to host a conference with the title "*North, South and in-between: Fairness, transparency and emerging themes in insurance*" on 18 August 2016; and
- Sanlam Event in collaboration with Ms Lara Smidt was an informative session for students presented by Wolfgang Riebe on "*Being money savvy*" on 23 August 2016.

A total of 780 book titles were added to the law collection in 2016, of which 670 were in print and 110 titles in electronic format. A total of 7 391 clients were assisted in the Law Library during 2016. This would not have been possible without a dedicated team of Law Library assistants.

Journal of South African Law

The *Journal of South African Law* (better known by its Afrikaans acronym TSAR – *Tydskrif vir die Suid-Afrikaanse Reg*) is edited by members of the Faculty. Since its launch in 1976, a symbolic year in our country's history, the Journal has grown into one which has been included since 2009 on an internationally acknowledged reading list of accredited journals (in the *Social Sciences Citation Index* (SSCI) under the auspices of Thomson-Reuters in the United States of America). It is also fully indexed and covered by SCOPUS under the auspices of Elsevier in Europe, is included in the ERA recognised list of scientific journals for Australia, and has been available on HeinonLine electronically for more two decades albeit with a hold-back condition. This international coverage has enlarged the footprint internationally of the Journal and the research published in it to the advantage of the authors and has indirectly served as a showpiece for the UJ.

TSAR is one of South Africa's most voluminous journals and consisted of 836 pages in 2016. Taking into account that *TSAR* publishes more than 650 words per page in comparison to the average of 450 words per page of the next best two recognised general law journals in this country, it may fairly be argued that the contribution of *TSAR* towards publication of serious first league research results is currently unequalled.

During the reporting year (2016), a total of 52 academic articles that met the stringent double-blind peer-vetting requirements were published, including 30 from non-UJ affiliated contributors of whom five are from inter alia Germany, the United Kingdom, and the Netherlands. This is a clear indication of the internationally accepted standing of this journal, and no other first-league South African general legal journal can boast of more foreign contributors during the reporting year. The aforesaid is clear proof of the very significant footprint or impact of this journal. *TSAR* acts as a proud ambassador for UJ by flying the University's banner in many a foreign research collection and is the only South African legal journal to be included in the renowned *KJB*-index published under the auspices of the German *BundesGerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany.

COMMUNITY SERVICE

Law Clinic

The UJ Law Clinic continued to operate at three offices, namely the Soweto Campus Law Clinic (with two attorneys), the Doornfontein Campus Law Clinic (with one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). A record number of 276 final-year LLB students were initially registered for the module Applied Legal Studies of which the Law Clinic forms part, and of these 267 students performed clinical work in the Law Clinic, combining both community engagement and service learning in the process. The UJ Law Clinic trains students with live clients and real cases.

A total of 1 212 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free legal services rendered by the students, when considered against a low to average bill-out rate amounting to R1 000.00 per hour in any private attorneys' practice, amounts to R18.69 million.

One of the attorneys successfully completed the second year of his coursework LLM studies at the UJ and was awarded his LLM degree. The Principal Attorney at the APK Campus Law Clinic handed in her minor dissertation for her LLM at the University of Pretoria and was awaiting her results at the date of compiling this report. The attorney at the SWC Law Clinic has submitted his research proposal for an LLM in the Law of Evidence to be done at the UJ and has made significant progress with his dissertation.

The two attorneys at the SWC Law Clinic continued to represent minor children in Children's Court matters and made approximately 100 court appearances in the Children's Court alone, apart from their other cases. They also received a number of appointments to act on behalf of children from the Children's Court. One of the attorneys served as a legal representative for the minor children in a Hague matter in terms of the Hague Convention on abduction, as per section 279 of the Children's Act, in the High Court of South Africa, Gauteng Local Division, Johannesburg, where she had to investigate the children's circumstances and had to report back and make recommendations to the Judge in the matter.

Another notable project was started by the attorneys at the APK Law Clinic, which involved the development of an administrative system in cooperation with the Department of Home Affairs and all other role players to deal with the large number of 'fraudulent marriages' in and around Johannesburg.

Our attorneys again continued with their interaction with presiding officers in and around Johannesburg about contentious issues on the law and procedure. This, in some cases, resulted in a policy change in specific courts. On a national level, requests were received from the University of Stellenbosch and the University of Pretoria with regard to the UJ Law Clinic's clinical legal education model. One of the attorneys was invited to attend a SA Law Reform Commission consultative meeting on Family and Dispute Resolution on 5 and 6 April 2016. A student assistant at the DFC Law Clinic received the *Pro Bono* Award in 2016 for best Law student at a Law Clinic for 2015.

FACULTY GOVERNANCE

The Executive Dean's Committee of the Faculty is the management committee of the Faculty. It operates within the policies of the UJ. The committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, Faculty administration, academic matters, community service and transformation. This system has worked well in the past owing to the fact that the Executive Dean, Vice-Dean, Head of Faculty Administration and all the heads of departments are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes including supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty, and the continuous improvement of the Law Library.

THE WAY AHEAD

The Faculty had a productive year in 2016. To ensure its further success, there are a number of ongoing challenges that it will need to continue to address. These challenges, some of which are not unique to the Faculty at the UJ, include the aging professoriate. In light of the abovementioned challenge, the Faculty will continue in 2017 to support the development of its junior members of staff through a variety of interventions, which include a structured mentorship programme, research and postgraduate supervisory capacity development programmes and teaching relief to complete doctoral studies.

In addition, it should be recalled that the Bachelor of Laws (LLB) programme of the Faculty underwent a review conducted by the CHE in 2016. The Faculty's LLB programme was re-accredited subject to meeting specified conditions. Accordingly, the Faculty will attend to any concerns that the final CHE report may raise during the course of 2017 to ensure that its LLB programme remains fully accredited.

CONCLUSION

In conclusion, I would like to thank the Management Executive Committee of the UJ for their support. I also wish to thank the Executive Dean's Committee members for their hard work. In addition, I would like to thank each and every member of the Faculty (academic and support staff) and our students for their hard work and dedication. Last but not least, I wish to thank the alumni, friends and partners of the Faculty for their unwavering support. The Faculty is proud that its activities can assist the UJ to realise its vision of being an international university of choice, anchored in Africa, dynamically shaping the future.

Letlhokwa George Mpedi (Prof)
Executive Dean: Faculty of Law

Faculty of Management

"Let the truth come out the way it wants to come out. Let the hearers utilise a different area of themselves to try to understand." (Malidoma Patrice Somé – The Healing Wisdom of Africa)"

OVERVIEW

2016 was as a roller coaster year that left South Africa at a crucial junction. On the one hand, we were inspired by the collaborative endeavours of government, business and labour. Here we are reminded of progress towards reducing debt, the National Youth Service Programme, the CEO Initiative Pledge, national minimum wage and labour reform agreements, and preserving our crucial investment grade rating.

On the other hand, real GDP growth (3,0% y-o-y since 1994) is insufficient to develop and employ the six million South Africans looking for work, despite having tripled from the preceding decade since the onset of democracy (0,8% y-o-y). At this junction point, South Africa is unpacking how to manoeuvre out of a low-growth phase to a growing, deracialised economy.

These developments have driven the redesign of UJ management education since 2014. July 2017 will see the inception of the UJ College of Business and Economics (COBE), merging the Faculty of Management and the Faculty of Economic and Financial Sciences. Located in Johannesburg, the College is strategically positioned to be at the centre of new business growth and regeneration in Africa.

The College will offer a range of exciting programmes and will forge a Pan-African and international footprint. As part of the drive for greater Pan-African and global stature, the College will include the following six schools:

1. Johannesburg Business School (JBS), including the Departments of Business Management, Finance, Transport and Supply Chain Management, and Industrial Psychology and People Management;
2. School of Accounting;
3. School of Consumer Intelligence and Information System, including the Departments of Applied Information Systems, Information Knowledge Management, and Marketing Management;
4. School of Economics;
5. School of Public Management, Governance and Public Policy, including the Department of Public Management and Governance and the School of Leadership;
6. School of Tourism and Hospitality.

The Faculty of Management dedicates its last Annual Report to the multitude of private and public stakeholders with whom we have been exploring solutions to daunting continental challenges. This report explicates how 275 members of faculty staff, the broader UJ community, the private and public sector best served 15 000 management students in 2016. We express our deep appreciation for individual and collective commitment to our future-fit cause.

The following section is a summary of highlights from change targets driven during the course of 2016.

Major improvement in the quality of knowledge creation

- Faculty investment in global and continental partnerships increased by 9% to R15.5 million and yielded 348 books, chapters, conference proceedings and journal articles representing 15% of UJ output.

- Most gratifying was the 19% shift in research quality over the last two years with 58% of research output listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals.
- Prof Chris Rogerson received the 2016 Vice-Chancellor's Award for Outstanding Researcher of the Year. Professors Cecile Nieuwenhuizen and Rene van Wyk were recognised with Best Paper Awards at two global business conferences.
- We hosted six distinguished visiting professors, 15 visiting professors, 40 senior research associates and 20 research associates in 2016.
- The Faculty Knowledge Creation Policy Framework was entirely revised to support future endeavours.

Alignment of teaching and learning with global best practice

- PQM Reimagined

  Since 2011, extensive reviews included the Faculty of Management International Review in 2014, international postgraduate governance reviews in 2013 and 2015, and a total of 133 academic programmes reviewed by a total of 258 national industry leaders and academic peers from Southern African industries and universities. Consequently, the quality of the programme qualification mix continuously improved by combining internal quality and external market response data.
- Catalysing undergraduate socioeconomic transformation

  From 2011 to 2015, UG enrolment has decreased by institutional design from a headcount of 9 167 to 7 749 (-15%). Over the same time, UG output has grown from 1 620 to 1 788 graduates (+10%).

  Over the last five years, continuous investment into innovative teaching and learning practices has returned a gradual, credible improvement of module success rates from 78% to 86%, supported by an extensive tutor system equivalent to an investment of R4.4 million per year.

  In response to the #FeesMustFall campaign, the Faculty has contributed over R2.5 million to the UJ drive in support of the 'missing middle' (students above the National Student Financial Aid Scheme threshold, but for whom university education is unaffordable).

  Diplomas and degree minimum time graduation rates were on the 25% benchmark, while graduation rates within five years increased from 60% to 70%. Study interruption is caused by students who often work for a year to generate funds and then continue their studies.
- Catalysing socioeconomic transformation at the postgraduate level

  From 2011 to 2015, PG enrolment has increased by institutional design from a headcount of 902 to 1 191 (+32%), while PG output has grown from 378 to 585 (+55%). The honours graduation rate is 21% above the 60% benchmark and the master's graduation rate is 5% above the 33% benchmark. Improvement of the doctoral graduation rate (5% below the 20% benchmark) is imperative.
- Incorporating the power of Artificial Intelligence

  Major shifts in the faculty business model, framed by the impact of the Fourth Industrial Revolution, are accomplished through enrolment planning and application of technology in teaching and learning. In 2016, nine new online programmes were developed and await national approval, with the first two programmes to be implemented in September 2017.

  In addition, we have developed an online Specialisation Certificate focused on the ethical and moral dimensions of leadership. This partnership includes the UCLA Anderson School of Management (USA); the Darla Moore School of Business (University of South Carolina, USA); and the Beijing Language and Culture University (BLCU), China.
- Regeneration of products and services

  Since 2011, new markets for quality Continuing Education Programmes (CEP) have been explored. Showing 50% growth, the CEP portfolio now enrols close to 6 000 students. Consequently, third-stream revenue derived from CEPs has grown, since 2011, from R48 million to R93 million in 2016 (+94%).

  An unintended spinoff was that industry trust grew, leading to an increase in industry sponsorships and commissioned research from R4 million in 2011 to R16 million in 2016 (http://www.thenewage.co.za/transnet-graduates-celebrate-2/).

  Total third-stream revenue generated by the Faculty from 2011 to 2016 has grown from R52 million to R109 million. This enabled the Faculty to reinvest a total of R23 million from the Dean's Trust Fund into

Global Excellence and Stature (R8.9 million, 39% of investment), talent management (R3.55 million, 15%), departmental support of strategic initiatives (R7.02 million, 31%) and student support (R3.41 million, 15%).

Thought leadership and entrepreneurial action

- Enactus UJ, a student organisation that promotes community service learning, was crowned National Champions and then competed with teams from 35 countries at the Enactus World Cup, hosted in Toronto, Canada.
- Our Digital Pilot Project identifies, showcases and connects community-driven social impact solutions. The project, managed by Ms Adelaide Sheik (UJ) and Ms Julie Adair (Glasgow Caledonian University, Scotland), also qualified for substantial funding by the Erasmus+ Fund (EU) to set up hubs in three provinces in South Africa.
- Our footprint extends beyond Gauteng through the Pfunanani Entrepreneurship Development Project, a rural entrepreneurship development programme in Mpumalanga, boosting 60 local businesses in collaboration with The Jobs Fund, Sabi Sand Pfunanani Trust and the Buffelshoek Trust.
- The UJ Centre for Entrepreneurship (UJCE), led by Ms Moipone Molotsi, hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates in 2016.

Growing staff capabilities to be responsible citizens and to cope with disruptive change

- Prominent Alumnus, Arthur Gillis, has received a Dignitas Award, while Prof Chris Rogerson received the Vice-Chancellor's Award for Excellence in Research.
- Seven academic staff members were promoted.
- Six lecturers achieved their doctorates in 2016. A total of 44 academics continued to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme.
- Mr Sizwe Mkhwanazi (Assistant Lecturer) was awarded the Mandela-Rhodes Scholarship to study at Oxford University.
- A total of 219 members of staff participated in an intensive programme to deepen our collective understanding of the emotional work embedded in transformation.

Enlargement of our intellectual footprint in our continent

- Our growing intellectual footprint in Africa is demonstrated by the project, led by Dr Sydney Mufamadi, on the war on terror in the horn of Africa, which entailed interviews with peace-making practitioners from the African Union (AU) and AU-accredited diplomats from Kenya, France, China and the USA.
- The Centre for Public Management and Governance, led by Prof Christelle Auriacombe, achieved national recognition as a local government advisory and training institution. Productive collaborators include the Institute of Local Government Studies of Ghana, the Uganda Local Government Association, the Rwanda Association of Local Government Authorities, and the City of Johannesburg.
- New partnerships were formalised with the University of Zimbabwe, the University of Mauritius, the University of Botswana and the HO Polytechnique Ghana.

OPERATING CONTEXT

Our future-fit mission

The UJ Faculty of Management envisages the "development of sought-after organisational leaders creating legacies", missioning towards "developing future-fit leadership". Future-fitness is interpreted as creating a learning environment where lecturers and students alike formulate sensible future-orientated questions, source appropriate information, and action sustainable solutions. The Faculty brand is grown through partnering for future-fit leadership.

Our operating environment

Unemployment is the most pressing socioeconomic problem facing South Africa. About 75% of potentially economically active South Africans under 24 are faced with a life of continued poverty and despair.

It is against this backdrop that the Faculty enables and empowers 9 547 residential and 5 500 off-campus students to forge a desirable future.

Travelling far requires travelling together. In responding to global and local change, the 275 staff member team drive postgraduate, undergraduate and continuing education programmes, organised into the following five interdisciplinary groups:

- Consumer Intelligence and Information Systems;
- Private Sector Management and Leadership;
- Public Sector Management and Leadership;
- Transport and Logistics; and
- People Leadership.

Table 54 shows the quantitative progress, supported by quantitative measurements in 2011, 2015 and 2016, as well as the average year-on-year shifts since 2011.

Table 54: Quantitative progress from 2011 to 2016 in internal academic citizenship and academic leadership

KPA3: INTERNAL ACADEMIC CITIZENSHIP AND ACADEMIC LEADERSHIP	2011	2015	2016	2017	Shift (y-o-y)	Change since 2011	Shift: Last two years
Third-stream Revenue (R million)							
CEPs	R48	R90	R93		R10	94%	R3
Industry Sponsorships	R4	R15	R16		R2	300%	R1
All streams	R52	R105	R109		R12	110%	R4
Talent Management							
Full-time Academic Staff	130	144	149		4	15%	5
Part-time Academic Staff	126	52	46		-18		-6
Part-time Academic Staff	97%	36%	31%		-14%	-66%	-5%
Administrative Staff	63	59	59		0		0
Administrative Staff	49%	41%	40%		-1%	-9%	-1%
Staff qualified at D-level	49	65	70		4		5
Staff qualified at D-level	38%	45%	47%		1%	9%	2%
Designated Academics	34	57	61		6		4
Designated Academics	26%	40%	41%		3%	15%	1%
Black International Academics	3	16	18		3		2
Black International Academics	2%	11%	12%		2%	10%	1%

EMPLOYEE PROFILE

Stakeholders include all who have an interest in and are affected by the Faculty. Key internal stakeholders are faculty staff who are pivotal in conveying the Faculty brand. Therefore, the management of talented academic, administrative and support staff is the Dean's first priority. Since 2011, we have invested much thought into aligning faculty talent management, performance management and business strategies.

Shifts in the Faculty staff profile

Five new appointments in 2016 grew full-time academic staff to 149 by consolidating the temporary budget. Since 2011, the number of academics from designated groups has grown from 34 to 61 (3% y-o-y) and black

international academics from 3 to 18 (2% yoy). Recruits were qualified at least at the master's level, with industry experience. Academics qualified at the doctoral level grew by 1% y-o-y to 70. By 2016, the support staff per academic had decreased by 1% y-o-y to 41% of all staff.

Academic staff development

Six lecturers achieved their doctorates and seven were promoted. Colleagues continued to contribute as editors of journals, serve on ministerial committees, and receive awards for best papers, lifetime achievements and fellowships for intellectual contributions. A total of 44 academics participated in the Accelerated Academic Mentorship Programme. From 2012 to 2016, the number of National Research Foundation (NRF) rated researchers increased from 3 to 11.

Visiting scholars

Six Distinguished Visiting Professors added substantial weight to producing and disseminating knowledge and best practice. These scholars are Prof Arnold Bakker (Erasmus University of Rotterdam, Work and Organisational Psychology), Prof Eva Demerouti (Eindhoven University of Technology, Organisational Behaviour and Human Decision making), Prof Naresh Malhotra (Georgia Institute of Technology, Marketing Research and Consumer Behaviour), Prof Jarkko Saarinen (University Oulu, Sustainability Management), Prof Howard Thomas (Singapore Management University, Strategic Management), and Prof Maureen Pirog (Indiana University, Public Management and Leadership).

Newly appointed Visiting Professors include Prof Rico Merkert (Deputy Director of ITLS, University of Sydney), Prof Claudia Avellaneda (Director: School of Public and Environmental Management, Indiana University), Prof Benon Basheka (Vice-Chancellor, Uganda Technology and Management University) and Prof Matthijs Bal (Lincoln International Business School, University of Lincoln, UK).

Retirements

Vice-Dean: Teaching and Learning, Prof Jane Spowart, retired after 35 years of excellent service to UJ. Prof Theo Veldsman retired after eight years of service at UJ as the Head of Department of Industrial Psychology and People Management.

Faculty administration

The Faculty would not function without committed, hardworking administrators who take a broad view of the University, the Faculty and our students' best interests. The Head of Faculty Administration, Lee-Anne Govender, led the Faculty Office team, including four Senior Faculty Officers, five Faculty Officers and five Administrative Assistants. This team provided indispensable support to Heads of Departments, the Vice-Deans and Dean in managing admissions, registrations, examinations and graduations, and working closely with other UJ student services. Faculty Administration offered a one-stop shop to over 9 000 enrolments, ranging from Diploma up to PhD level.

Stakeholder impact

Dr Aletta Odendaal was elected Honorary Research Fellow of the International Society of Coaching Psychology, and was also co-opted to the Educational Committee of the Health Professions Council of SA.

Dr Paul Laughton was elected to the Executive Committee of Data for Science and Technology, International Scientific Unions.

Dr Peta Thomas, who heads Rotary International, started Rotaract clubs under Rotary e-9400 on all UJ campuses.

Dr Rica Viljoen was awarded the Management, Spirituality and Religion Interest Group Outstanding Reviewer Award from the Academy of Management.

Dr Sydney Mufamadi was appointed as trustee on the Nkosi Chief Albert Luthuli Peace Institute, and as a curriculum advisor to the National School Government in respect of an exchange programme between the NSG and the Chinese Academy.

Ms Mariette Frazer was elected Vice-Chair of Wholesale and Retail Seta Higher Education and Training Forum, SA.

Prof Byron Adams was invited as an expert psychologist to attend an Expert Meeting on Human Rights and Psychology in Italy.

Prof Christelle Auriacombe was appointed as an International Advisor for the Rwanda Association of Local Governments and as Visiting Professor at the Uganda Technology and Management University.

Prof Geoff Goldman, Prof Cecile Nieuwenhuizen and Dr Darelle Groenewald were elected to the International Advisory Board of the Krakow Business School, Poland.

Prof J Walters serves on the 2017 International Organising Committee of the Thredbo International Series of Conferences on Competition and Ownership in Land Passenger Transport, to be held in Stockholm, Sweden.

Prof M Roberts-Lombard was elected as Marketing Director of the International Business Conference, and was re-elected as South African Chair of the Global Business and Technology Association.

Prof Shepherd Dhliwayo was appointed to the Policy and Research Steering Committee, National Department of Small Business Development.

Prof Theo Veldsman and Dr Andrew Johnson published a most timely book titled *Leadership Perspectives from the Front Line*.

The School of Tourism and Hospitality (STH), led by Dr Diane Abrahams, hosted an alumni fundraiser in support of the 'missing middle'. The STH also had an ongoing collaboration with the City of Johannesburg, Penn State University (USA), and the Institut Paul Bocuse (France).

STH Alumnus, Mr Arthur Gillis, was honoured with a UJ Alumni Dignitas Award, which celebrates the achievements of UJ alumni who have excelled in their respective fields. He is the CEO of Platinum Hospitality Holdings and the Non-Executive Chairman, Africa Development, for Marriott International. Ms Elizabeth Kobilski (CEO: Rich Products) was acknowledged as the 2016 Golden Circle Alumnus of the School of Tourism and Hospitality.

The Institute of Transport and Logistics Studies (Africa) responded to industry needs for independent, unbiased, relevant and up-to-date research. Board members are Mervin Chetty (Transnet SOC), Abrie de Swardt (Consultant), Siyabonga Gama (Transnet Freight Rail), Prof David Hensher (University of Sydney), Thys Heyns (Larimar Group), Thandeka Mgoduso (Jojose Investments) and Piet van Hoven (Chairman: BA/Comair).

Understanding transformation

The Faculty has actioned a deepening of the collective understanding of the emotional work embedded in transformation. The Faculty collective was capacitated to use critical diversity literacy as a lens through which to explore the impact of internalised dominance and inferiority in work environments.

Mitigating risk in talent management

In mitigating talent retention risk, the Faculty implemented a "Future-fit Talent Management Strategy" overseen by the Dean. We revised our Promotions Policy and increased investment in "growing our own timber". Multi-disciplinary team research promoted job satisfaction and work identity among academics involved in designing innovative organisational solutions. Major investment was directed towards the development of the teaching and learning competence of academics.

Since 2011, full-time academic staff increased from 130 to 149 with new posts resulting from a consolidation of part-time academic contracts (-63%). Over the same period, administrative staff were reduced from 63 to 59 (-7%). Academics from designated groups increased from 34 to 61 (+79%), and black international academics from 3 to 18.

In 2014, the Dean's Leader Development programme was initiated. To date, an internal investment of R3.55 million enabled and empowered future faculty leaders to gain exposure to international best practice and to engage in multi-disciplinary academic work.

Since 2011, the number of academics holding doctorates has increased from 49 to 70 (+43%) and 38 have been promoted.

A total of 44 academics continue to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme.

The Faculty Knowledge Creation Policy Framework was entirely revised to support future endeavours with input by 219 staff members, contributing within the framework of Organisational Justice. The spinoff was that we have deepened our collective understanding of the emotional work embedded in transformation.

Since 2011, the Faculty has lost on average 11 academics per year, among which 75% were resignations, 19% retirements and 6% deceased, dismissed or transferred. Of all resignations, 60% were academics from non-designated groups. Resignations resulted from substantial promotions at other universities (45%), better financial prospects in either the public or private sectors (29%), family concerns (19%) or resigning before incapacity hearings on grounds of not having achieved a master's despite substantial support (6%).

Long service awards

The Faculty acknowledges our long-serving and dedicated staff members who have helped build UJ up, brick by brick, student by student, day by day. Their efforts reflect passion, dedication and perseverance inspiring us all.

STUDENT PROFILE

Our undergraduate footprint represents 86% of total enrolment. Vice-Dean, Prof Jane Spowart, led this portfolio in collaboration with the Faculty Academic Committee and various other faculty committees on student support.

The employability of our students and their impact on their organisations are strategic imperatives. We have learnt that talented academics are the source of excellent programmes, which in turn improve market reputation that then draws quality students, and ultimately boosts graduate throughput and employability.

Table 55: Quantitative progress from 2011 to 2016 in teaching and learning

KPA1: TEACHING & LEARNING	2011	2015	2016	2017	Shift (y-o-y)	Change since 2011	Shift: Last two years
Enrolment Profile							
CEP Enrolment	3 848	5 275	5 626		381	46%	351
UG Enrolment	9 167	7 749	8 282	7 800	-149	-15%	-482
PG Enrolment	902	1 126	1177	1191	52	32%	14
PG / UG	9,8%	13,6%	13,3%	15,3%	0,8%	5,4%	2,0%
Students with an APS>35	10,0%	18,7%	21,5%	21,5%	2,2%	11,5%	2,8%
Attraction of students from Q1 and Q2 Schools	17,3%	19,7%	19,8%	28,6%	1,3%	2,5%	0,1%
Attraction of students from Q3 Schools	32,2%	30,1%	34,5%	37,3%	0,9%	2,3%	4,4%
Attraction of students from Q4 and Q5 Schools	50,5%	50,2%	45,7%	34,1%	-2,2%	-4,8%	-4,5%
Graduate Output							
Undergraduates	1 620	1 788			40	10%	-199
Postgraduates	378	585			54	55%	37
UG Graduation Rates (Min Time)	21,1%				0,5%	2,0%	-0,7%
PG Graduation Rates (Min Time)	39,9%	48,7%			2,0%	22,1%	3,2%

KPA1: TEACHING & LEARNING	2011	2015	2016	2017	Shift (y-o-y)	Change since 2011	Shift: Last two years
UG Diploma Graduation Rates (Min Time + 2)	54,6%				4,2%	4,2%	4,2%
UG 3Y Degree Graduation Rates (Min Time + 2)	54,4%				3,2%	3,2%	3,2%
UG BTech Graduation Rates (Min Time + 2)	70,0%				2,7%	7,6%	-2,2%
PG Hons Graduation Rates (Min Time + 2)	80,9%				0,6%	4,2%	6,4%
PG Master's Graduation Rates (Min Time + 2)	42,0%				-2,0%	-0,5%	2,3%
PG Doctoral Graduation Rates (Min Time + 2)	25,0%				-4,8%	-9,6%	-9,6%
Quality Interventions							
Cumulative Academic Programme Reviews	1	132	133		31		1
First Year Dropout	26%	21%			-0,33%	-25,7%	-21,4%
Module Success Rates	78,0%	85,5%			1,7%	-78,0%	-85,5%

Student profile

The Faculty housed 9 509 residential and 5 500 non-subsidised students in 2016. First-year students with an Admission Point Score of at least 35 improved from 10% in 2011 to 25% in 2016. About 34% of students come from more affluent communities, 37% from middle class communities and 26% from the poorest communities. In 2016, the Faculty attracted 446 international students (5% of enrolment). The yield on international applications was about 73%, which was 15% better than the South African market. Our targeting of the continental market requires much improvement.

New subsidised programmes

Fourteen new programmes have been submitted and are at various stages of approval within SAQA, DHET and the CHE.

Service learning

Collaborative service learning was experienced by students who leveraged the benefits of the flipped classroom and blended learning. Students worked in multicultural teams and shared their experiences to find solutions to the problems experienced by co-operatives.

Work-integrated learning

Work-integrated learning (WIL) continued to be a strategic strength of diploma programmes, and included all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

Non-subsidised academic programme enrolment

Continuing education enrolments (CEP) have grown by 50% since 2011 to an enrolment of 5 557 students, showing progress in exploring new markets. Overall, CEP turnover grew from R77 million in 2013 to R110 million by 2016, highlighting the credibility of our products and services to external markets.

A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner, for example, the partnership between the Department of Transport and Supply Chain Management, Transnet and the Glasgow Caledonian University in delivering a BSc Railway Operations. Partnerships also led to consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes.

Student success and experience

Employer engagement is essential to ensure the academic relevance of faculty programmes. Faculty initiatives are especially aimed at exposing our students to prospective employers or opportunities for self-employment. Our sincere appreciation to the private and public sector organisations for their generous contribution of opportunities to enrich our students.

Programme improvements

All UG programmes have been reviewed over the last three years and improvement plans are being implemented to ensure that programmes are differentiated, employer-orientated, and curriculum coherent.

We have invested in deepening our understanding of the meaning of "Africanisation" in applications of management science by tapping into the intellectual thrusts found among the leaders of competitive industries, visiting scholars, our students and our research. It is clear that people who honour their indigenous ways of knowing can make original contributions to the body of knowledge. Global business respects and trusts those who are inspired, directed and energised by their cultural heritage. Culture is a determinant of mind-set and, therefore, determines the behaviour required to achieve success, peace, conceptualising futuristic innovations and a sound moral code. Therefore, we argue in favour of a cultural revolution, championed by the peoples of Africa, aimed at upping our ability to generate new ideas and to combine these with technology.

Programme improvement also centres on the impact of the Fourth Industrial Revolution, and, more specifically, on the future of management education in an era of uncertainty. Online learning has fully emerged as a strategic driver, evidenced by the number of universities ramping up online offerings. In 2016, nine new online programmes were developed and await national approval.

Undergraduate employability

The 2016 Undergraduate Employability Survey revealed that respondents were on average 25 years old with 81% having had part-time jobs during their studies. After graduation, 67% were employed within three months and 93% within 12 months. Employment resulted from student networking opportunities (20%); exposure during work-integrated learning (13%), web-applications (10%) and recruitment agencies (9%). Overall, 89% of respondents indicated that a UJ qualification helped them to be employed.

Mitigating the risk of first-year dropout rate

Passing the first year remains a major hurdle for university entrants. Up to 60% of first-year students at South African universities drop out, and of the remaining students, less than 50% graduate. The dropout rate of first-year students in the Faculty has slowly come down since 2011 to 21% in 2016. Initiatives have included a First Year Seminar, a peer mentoring programme, substantial tutoring and intensive revision sessions.

Student volunteering

Student volunteering in support of communities flourished with projects such as blanket knitting, the "Tops and Tags" initiative in collaboration with Interwaste Environmental Solutions, online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment and business plans for NGOs. Over 200 senior students volunteered and were trained to support first-year students.

Student recognition

The Department of Marketing Management awarded top students with membership into our Club 15. The winner of the UJ Two Minute Dissertation Competition, hosted by the UJ Postgraduate School (UJPS), Mr Tatenda Chabata from the Department of Marketing Management, was supervised by Prof Mercy Mpinganjira.

At the Final Varsity Athletics Meeting in Stellenbosch, the gold medallist was BTech Transport Management student, Jeromy Andreas, winning the 1-mile for men with a time of 4:04.35.

The School of Tourism and Hospitality celebrated its annual top achievers with generous sponsorships in the range of R250 000.

Our 44 UJenius students were provided with opportunities to attend conferences.

RESEARCH FOOTPRINT AND IMPACT

Postgraduate enrolment and research output serve as a pull factor in the Faculty's future-fit strategy. Vice-Dean, Prof Gert Roodt, led the Faculty postgraduate and research portfolio.

Table 56: Quantitative progress from 2011 to 2016 in knowledge creation

KPA2: KNOWLEDGE CREATION	2011	2015	2016	2017	Shift (y-o-y)	Change since 2011	Shift: Last two years
Faculty Trust Funds Investment (R million)							
Research Support	R5.0	R14.3	R15.5		R2.4	207%	R 1.2
Output							
Appointment of Distinguished Visiting Professors		3	6		3		3
Appointment of other Visiting Scholars	3	61	75		15		14
All Visiting Scholar appointments	3	64	81		16		17
Number of NRF-rated Researchers	3	13	13		2		0
Attraction of postgrads from other universities	12,3%	18,2%	16,7%		0,8%	4,4%	-1,5%
Research Output (DHET Credits)	118	201	209		22	77%	8
Research Output per Senior Lecturer Unit	0.84	1.21	1.29		0.11	54%	0.09

Postgraduate programmes

Faculty postgraduate programmes are outlined at http://www.uj.ac.za/EN/Faculties/management.

Postgraduate output

Over the last five years, the Faculty has conferred 2 490 postgraduate degrees, among which, 2 096 honours degrees (84% of total output), 337 master's degrees (14%) and 57 doctorates (2%). Postgraduate output grew from 418 degrees in 2012 to 546 in 2016 (+6% y-o-y) and represented about 22% of university postgraduate output. Since 2012, growth has been seen for honours (8% y-on-y) and master's (4% y-o-y) output, whereas doctoral output has declined by 14% y-o-y.

Postgraduate recruitment

Ten international doctoral students were recruited from universities in Ghana, Zimbabwe, Uganda and Rwanda with bursaries as a result of the Dean's Senior Leadership Development Programme. The School of Leadership grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Swaziland and Zambia.

Research output

Since 2012, the Faculty has contributed a total of 1 288 accredited publications, worth 798 subsidised research credits. Accredited research output grew from 112 credits in 2012 to a record high of 209 in 2016 (+17% y-o-y). Contributions of books, book chapters, conference proceedings and journal articles grew by about 9% annually.

Emphasising quality research

An internal review of postgraduate programme efficiency in 2014 identified substantial variation among postgraduate programmes. This prompted a closer strategic review of the postgraduate portfolio, focusing on

international and national competition, benchmarking and positioning. In response, the Faculty Higher Degrees Committee tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

Annual honours poster competition

The Annual Honours Poster Competition is an example of developing student interest in postgraduate studies. This competition also serves as a research methodology benchmark across disciplines in the Faculty. The first prize entails cash (R10 000) and sponsored attendance of an international conference.

What our researchers write about

An analysis of research titles showed that faculty researchers' intellectual pursuit has shifted since 2011 from general business dynamics to South African and continental business challenges, notably in the field of market intelligence.

Research productivity

In 2016, the People Leadership Hub contributed the largest number of postgraduates (324), accounting for 26% of postgraduate output.

The Department of Public Management and Governance was the most productive department, contributing 7 credits per Senior Lecturer Unit (SLU).

The predominant group contribution (33% of all output) was from the research network coordinated by Prof Deon de Bruin in the Department of Industrial Psychology and People Management yielding an excellent 5 credits per SLU.

An outstanding individual contribution of 13 credits per SLU was achieved by Prof Chris Rogerson (School of Tourism and Hospitality).

About 28% of research credits were generated in collaboration with visiting scholars.

INTERNATIONALISATION

Staff exchanges

The Uganda Technology and Management University appointed Prof Roberts-Lombard, Prof De Meyer-Heydenrych and Prof Mpinganjira as Visiting Professors and Dr Wait as Visiting Lecturer in the School of Business and Management.

Global Stakeholder Engagement

The Faculty developed active relationships with the following institutions:

- Civil Service College Uganda (Jinja Municipality, Uganda)
- Dar Es Salaam University (Dar Es Salaam, Tanzania)
- Ghana Institute of Management and Public Administration (Accra, Ghana)
- Institute of Local Government Studies (Accra, Ghana)
- International Swedish Governmental Agency (Stockholm, Sweden)
- Jamhuriya University of Science and Technology (Mogadishu, Somalia)
- Jimma University (Jimma, Ethiopia)
- Lagos Business School, Pan-Atlantic University (Lagos, Nigeria)
- Mount Crest University (Accra, Ghana)
- Riara University School of Business (Nairobi, Kenya)
- Rwanda Association of Local Governments (Kigali, Rwanda),
- SKL International AB (Stockholm, Sweden)
- Uganda Local Governments Association (Kampala, Uganda)

- Uganda Technology and Management University (Kampala, Uganda)
- University Cheikh Anta Diop De Dakar (Dakar, Senegal)
- University of Development Studies (Tamale, Ghana)
- University of Ghana Business School (Accra, Ghana)

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Public lectures

Forty public lectures included topics such as "He is perfect; don't hire him" (a debate on psychopaths in the workplace); "South Africa, How are you?" and conversations about "Women in Leadership".

RESOURCE MANAGEMENT AND SUSTAINIBILITY

Table 57: Quantitative progress from 2011 to 2016 in external academic citizenship and academic leadership

KPA4: ETERNAL ACADEMIC CITIZENSHIP AND ACADEMIC LEADERSHIP	2011	2015	2016	2017	Shift (y-o-y)	Change since 2011	Shift: Last two years
Investment from the Dean's Trust Fund (R million)		R4.7	R6.8		R1.1	x 3.5	R2.11
– GES		R2.1	R1.5		R0.3	x 3.2	-R0.62
– Talent Management		R1.1	R1.0		R0.2	x 2.1	-R0.12
– Departmental Strategic Initiatives		R0.8	R2.3		R0.3	x 2.6	R1.51
– Student Support		R0.7	R2.0		R0.4	x 9.6	R1.34

Subsidised programmes

The Faculty generated a total subsidised revenue of R380 million, of which 50% was from subsidies and 50% from tuition fees. Expenditure was at R179 million (+12% compared to 2015) with salaries accounting for 94% (R168 million) and operational expenses for 6% (R11 million). Subsidised programmes were managed at a gross margin of 53% (-3% compared to 2015). After institutional overheads, a net deficit of about R11 million (-3%) realised.

A dynamic shift towards third-stream revenue

The Faculty generated R110 million third-stream revenue (+5% compared to 2015) from Continuing Education Programmes (85%) and private sector contributions (15%). Expenditure of R56 million (+24% compared to 2015) was accounted for by salaries (22%, -7% compared to 2015) and operational expenses (52%, +6% compared to 2015). Third-stream revenue was managed at a gross margin of 57% (+8% compared to 2015) and realised a net profit of about R3 million (3%) after institutional overheads were deducted.

CONCLUSION AND WAY FORWARD

The 2016 Annual Report reflects that we rediscovered our strengths and weaknesses in the past year. Project South Africa and our respective roles in UJ and our Faculty require crossing several thresholds if we truly wish to contribute to the well-being of the next generation.

In the short term, we look forward to the inception of the UJ College of Business and Economics and to continue forging a Pan-African and international footprint.

Personal perspectives that will serve us well over the longer term reemphasise that successful strategy depends on excellent feedback loops. Valuable signals can be missed in the "busy-ness" of everyday business.

Pockets of excellence and random acts of transformation are often amplified by using measurable outcomes to indicate that all may be well in the system. Adopting a positivist approach to a transformation journey becomes a problematic approach when leading transformation.

Secondly, innovation flourishes in an environment devoid of egos and where new ideas are welcomed.

Thirdly, inclusive growth, political stability and credible state institutions are essential to attract the attention of investors, which clearly defines where the Faculty should catalyse change.

The UJ Faculty of Management community have many reasons to celebrate, and as many reasons to improve. We gratefully acknowledge the role of deities and the human spirit, life partners and business partners, co-workers and collaborators, families and friends, love and leisure for such opportunity.

Thank you for helping us to look back at 2016 with a sense of meaning.

Daneel van Lill (Prof)
Executive Dean: Faculty of Management

Faculty of Science

OVERVIEW

In the past year, the Faculty of Science utilised its dynamic environment to generate new knowledge and develop leading scientists and technologists through innovation.

The commitment of the Faculty to the realisation of the vision, mission and strategic objectives of the University, and in particular to the overarching goal of Global Excellence and Stature, is demonstrated by the higher than expected achievements of 2016. The Faculty succeeded in achieving its key objectives as stated in the updated mission statement, in a number of critical areas. These include: fostering an enabling environment conducive to excellence in teaching, research and innovation; being accessible to a wide range of students; presenting high-quality and relevant programmes (as demonstrated by the successful Faculty Review conducted in 2016); conducting high-quality, high-impact research; productively utilising our highly competent, qualified and motivated staff; fostering collaborative activities with other institutions, relevant industries and the community; enhancing the impact of the Faculty in terms of its public and community engagement; and being successfully involved with Science Education for learners and teachers.

The Faculty's commitment to excellence is illustrated by the continuing endeavours in elevating its staff profile, both in terms of qualifications (74,85% doctorates compared to 73% in the previous year) and by employing designated groups (see Staff Profile); improving undergraduate success rates; steadily improving postgraduate enrolments; dramatically raising its research profile in terms of both the quantity (achieving a record breaking 360.86 publication units in 2016 as opposed to the 270.02 units earned in 2015) and the quality (evident through the multiple Scopus citations) of its research outputs; advancing the impact of the Faculty in terms of its public, community and alumni engagement; and through successfully implementing a dynamic marketing strategy.

NOTABLE EVENTS

Notable events in 2016 were:

- The Faculty underwent a successful international review with the feedback being primarily positive. The Faculty was commended for its leadership, post-merger unity, efforts to increase UJ's national and international reputation, collaborative collegiate atmosphere, prudent resource usage, rigorous departmental reviews, identification of at-risk students and continued innovative initiatives to assist their progress, continually increasing journal publications in terms of number and quality, and internationalisation at both the student and staff level. The review committee was also of the view that the Faculty of Science, with the right amount of support from the institution, would propel the UJ to global status.
- The Faculty exceeded the 350 research unit milestone, achieving a total of 360 units with the majority of those arising from publications in accredited journals rather than conference proceedings. This is bolstered by the fact that 22 of the 33 top Google Scholar cited academics at the University of Johannesburg are employed in the Faculty of Science.

- By December 2016, the Faculty was proudly associated with 61 NRF-rated academics including three B-rated visiting professors.
- Numerous awards were conferred on faculty members at international, national, and institutional levels as shown in Table 58. Of special note is Prof Ngila's receipt of the African Union's Kwame Nkrumah Women in Science Award, which was announced in 2016 and conferred in early 2017. Prof Ngila was also the recipient of the DST Women in Science Award in 2016. Additionally, Prof Ngila, Prof Von Solms and Prof Karataglidis were inducted into the Academy of Sciences of South Africa (ASSAf), bringing the total number to seven UJ Science members at ASSAf, while Dr Makhubela was inducted into the African Academy of Science as a young affiliate member.
- Dr Njobeh hosted a successful and very well attended international conference on Food Safety and Security.
- His Royal Highness Prince Edward, the Earl of Wessex, visited the Soweto Science Centre on 23 May 2016 to confirm his support for university-led support programmes for the improved science education of high school learners and teachers.
- Professor Meyer secured an amount of R951 000.00 for bursaries to academically deserving students in the Mathematical Sciences programmes. These funds were deposited into the UJ bank account by True North Partners in December 2016.
- Separate fires damaged and displaced both the Department of Zoology and the Academy of Computer Science and Software Engineering (ACSSE). Thanks to the efforts of the staff members involved neither of these events disrupted teaching, learning, or research activities.

Table 58: Awards

INTERNATIONAL AWARDS	
Department Staff Member	**Award**
Academy of Computer Science and Software Engineering (ACSSE)	
Dr DA Coulter	• Best Junior Contributor Award at the 2016 Tools and Methods of Competitive Engineering Conference in Aix-en-Provence, France.
Dr WS Leung	• Best Presentation at the Early Careers Researchers Symposium on Cyber Security hosted by University of Oxford in United Kingdom.
Applied Chemistry	
Prof JC Ngila	• Winner of the 2016 African Union Kwame Nkrumah Regional Award for Women in Science, under the Basic Science, Technology & Innovation category, received in January 2017.
Prof SO Oluwafemi	• Awarded subsidy for the UK-South Africa Mobility Grant. • Scholarships from the Japan Service Student Organization (JSSO) were awarded to two of Prof Oluwafemi's students, N Tsolekile and AO Olhdipo.
Mrs KC Mqehe-Nedzivhe	• Best Poster Presentation at the International Conference on Pure and Applied Chemistry (ICPAC 2016).
Chemistry	
Prof HH Kinfe	• A novel compound synthesized in one step by the laboratory of Prof Kinfe appeared on the cover page of the highly reputable Organic and Biomolecular Chemistry Journal of the Royal Society of Chemistry. The journal's impact factor is 3.559.
Dr BCE Makhubela	• Inducted into African Academy of Sciences as Young Affiliate Member.
Zoology	
Dr R Greenfield	• Best Poster at the XXIII International Society for Photogrammetry and Remote Sensing (ISPRS) Congress Best Poster awarded to Dr Greenfield's student, M Boon in Prague, Czech Republic.

NATIONAL AWARDS	
Academy of Computer Science and Software Engineering (ACSSE)	
Prof SH von Solms	• Inducted as member of the Academy of Science of South Africa (ASSAf).
Dr WS Leung & (Alumnus) Mr KP Downs	• First place Microsoft Imagine Cup South Africa 2016 Innovation Category awarded to Dr Leung's student, R Heydenrych. • First place Microsoft Imagine Cup South Africa 2016 World Citizenship Category awarded to Mr Downs' student team, C Obodoekwe, R Vukela, K Sigauke, V Ngwenya.
Mr SMA Mavee	• 2016 Discovery Hackathon won by a team of Mr Mavee's students, S van Wyk, M da Silva, K Alexandre, J Oosthuizen, J Byun.
(Alumna) Ms Rebecca Franks	• Mail & Guardian Top 200 Young South Africans 2016 in the Science and Technology Category.
Mr Frans Blauw	• Mr Blauw's student team selected from a pool of 35 proposals from five countries across Africa to present their 3rd-year project in the Gartner Symposium/IT Expo. The team was the first set of students to ever present in the Gartner Symposium under the Aspiring Innovators Category. The team members were C Obodoekwe, R Vukela, K Sigauke, V Ngwenya.
Applied Chemistry	
Prof JC Ngila	• Winner of the 2016 DST Women in Science Award, under the Physical Sciences & Engineering category. • Inducted as member of the Academy of Science of South Africa (ASSAf).
Biochemistry	
Prof IA Dubery	• South African Society for Biochemistry and Molecular Biology Gold Medal. • S2A3 Bronze Medal (most outstanding research master's student in a scientific subject) awarded to Prof Dubery's student MI Mhlongo.
Dr LL Esterhuizen	• Recipient of the South African National Seed Organisation (SANSOR) 2016 Science for a Better Life Prize.
Biotechnology and Food Technology	
Mr JL Jardine	• Award for Best Oral Presentation at the Food Safety Conference.
Botany	
Ms E Pretorius	• Best PhD presentation in Botany at a national level.
Physics	
Prof S Karataglidis	• Inducted as member of the Academy of Science of South Africa (ASSAf).
Dr E Carleschi	• Best Poster Presentation at Honours level in Division for Physics of Condensed Matter at South African Institute of Physics (SAIP) Annual National Conference awarded to Dr Carleschi's student, CS van Niekerk.
Zoology	
Prof A Avenant-Oldewage	• Received an Honorary Medal in recognition of achievements and contributions towards the advancement and development of Science from South African Academy of Science and Arts.
Prof JHJ van Vuren	• SA Society for Aquatic Scientists Gold Medal for Research.
INSTITUTIONAL AWARDS	
Academy of Computer Science and Software Engineering (ACSSE)	
Dr WS Leung	• Faculty of Science Excellence in Teaching and Learning Award Winner.

Chemistry	
Prof Meijboom	• Faculty of Science Top Researcher at AP/P level.
Geography, Environmental Management and Energy Studies (GEMES)	
Prof J Rogerson	• Faculty of Science Top Researcher at SL/AP level.
Physics	
Prof AM Strydom	• Faculty of Science Highest Publication output for a Research Professor in 2015.
Prof H Winkler	• Elected Chair of the UJ Academy of Distinguished Teachers.
Dr BM Sondezi	• Faculty of Science Community Engagement Award.
Mr P Molefe	• Recognition for Outstanding Dedication and Commitment as a Soweto Science Centre facilitator presented by His Royal Highness Prince Edward during a visit to the SSC.
Pure and Applied Mathematics	
Ms C Duncan	• Faculty of Science Excellence in Teaching and Learning Award Runner-up.
Zoology	
Prof A Avenant-Oldewage	• Juan Heyns Medal awarded to one of Prof Oldewage's students, QM Dos Santos.
Prof GM Wagenaar	• Juan Heyns Certificate for best MSc presentation at the Zoology Departmental Colloquium awarded to one of Prof Wagenaar's students, L Robson.

STAFF PROFILE

- In 2016, staff of the Faculty were distributed over four campuses of the University. Table 59 depicts the staff distribution per campus in 2016.

Table 59: Staff distribution per campus in 2016

Category		APK	APB	DFC	SWC	TOTAL
Academic 72%	Permanent	113	0	51	0	164
	Contract	23	0	12	0	35
	Temporary	28	0	9	0	37
Administrative 15%	Permanent	25	1	5	1	32
	Contract	1	0	2	0	3
	Temporary	7	0	2	1	10
Workshop and Technical 13%	Permanent	24	0	10	0	34
	Contract	7	0	5	0	12
	Temporary	3	0	0	0	3
TOTAL		**231**	**1**	**96**	**2**	**330**

- Academic staff (permanent and contract) represented 72% of the total staff complement of the Faculty. Support staff comprised research, technical and administrative staff and represent 28% of all staff. Table 60 shows the shift in proportion from 2010 to 2016. The declining proportion of academic staff in 2015 seemingly in favour of technical staff improved in 2016.

Table 60: Proportion academic staff vs support staff

Year	Academic	Support
2010	71%	29%
2011	66%	34%
2012	64%	36%
2013	64%	36%
2014	75%	25%
2015	72%	30%
2016	72%	28%

- With respect to the permanent academic staff complement, the Faculty showed a slight improvement in its qualification profile as depicted in Table 61 below. This trend will continue as a number of staff members were engaged in doctoral study during 2016 and scholarship development was actively pursued by the Dean (one permanent staff member registered for master's, and 27 for PhDs in 2016). Several staff members improved their research profiles through involvement in research activities under mentorship of established researchers.

Table 61: Qualification profile of permanent academic staff

Qualification	2010	2011	2012	2013	2014	2015	2016
D degree	58,30%	61,60%	63,40%	68,30%	70,70%	73,01%	75,00%
M degree	37,70%	34,20%	32,30%	28,00%	26,20%	25,77%	23,17%
Total	**96,00%**	**95,80%**	**95,70%**	**96,30%**	**96,90%**	**98,77%**	**98,17%**

- Table 62 considers the demographic proportion of permanent academic staff members according to population group.
- If the membership of permanent and contract academic staff (including assistant lecturers) in designated groups includes both South African citizens and permanent residents, the proportion is: 85/199 = 42,7%.
- If the membership of permanent and contract academic staff (including assistant lecturers) in designated groups includes South African citizens, permanent residents and international, the proportion is: 47%.

Table 62: Demographic proportion permanent academic staff

Year	Designated Groups*
2009	26%
2010	25%
2011	26%
2012	36%
2013	40%
2014	42%
2015	40%
2016	45%

** Including international staff*

- Table 63 shows an overview of the racial profile of all permanent academic staff without taking nationality into account.

- Of the 13 permanent academic appointments made in 2016, eight were from designated groups (South African only), two from other African countries (Ethiopia and Zimbabwe) and one from the Philippines. This demonstrates that the Dean's commitment to achieving equity target needs is slowly paying off.
- The gender profile has remained fairly constant with only slight variations over the last few years. In 2016, 38% of the permanent academic staff were female as seen in Table 64. This decline from 2012 is indicative of international trends (Rampell, 2015).
- Table 65 indicates the percentage designated and female staff on senior lecturer, associate professor and professor level. The Faculty hosts only two designated black associate professors (excluding the Dean). Plans are in place (including AAMP) to address this matter soonest.

Table 63: Overview of permanent academic staff

	Lecturer		Snr Lecturer		A. Professor		Professor		TOTAL
RACE*	**M**	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Black	19	15	11	2	7	2	3	1	**60**
Coloured	1	2	1	0	0	0	1	0	**5**
Indian	1	2	2	3	1	0	0	0	**9**
White	10	10	20	12	10	7	15	6	**90**
TOTAL	**31**	**29**	**34**	**17**	**18**	**9**	**19**	**7**	**164**

** not taking nationality into account*

Table 64: Proportion female permanent academic staff

Year	Females
2012	39%
2013	37%
2014	37%
2015	37%
2016	38%

Table 65: Percentage designated (South African only) and female permanent staff

	Senior Lecturer	Associate Professor	Professor	Total
Female	17/50 = 4%	9/38 = 32%	7/25 = 28%	32%
Designated	14/50 = 8%	1/28 = 4%	2/28 = 8%	17%
Designated Female	5/50 = 10%	0	0	10%

This table does not include the position of Executive Dean

TEACHING AND LEARNING, ACADEMIC PROGRAMMES

- The Faculty applies an enrolment management strategy that focuses on access for success. After admission, first-time students are introduced to higher education by means of several support initiatives including academic orientation. At-risk students are identified within the first few months of the year and are provided with additional academic support early on. The position of faculty coordinator was vacant for the last six months of 2016, leaving a tangible gap in coordination of all undergraduate academic activities in the Faculty. This will be rectified early in 2017.

- In line with our mission to enhance the learning experience and success of our students, the following issues received attention during 2016: structured interventions for at-risk modules (e.g. intensive revision and additional classes over weekends); the enhancement of learning skills and student discipline; implementation of new teaching methodologies; optimal use of relevant technology; and special attention to top performing students (e.g. the Faculty of Science Top Achiever events and undergraduate research programmes).
- A number of programmes and modules were also amended (detail in the larger report) during 2016 to improve the quality and relevance of our offerings.
- Due to the number of interventions, the average success rate in undergraduate programmes was 81,3% in 2016 (for mainstream and extended degree students) which has steadily improved from 2010 to 2016.
- The success rate of first-time entering undergraduate students shows an increase with a 2016 success rate of 79%, an increase from 78,4% in 2015 (Table 66).

Table 66: Undergraduate success rates

	2010	2011	2012	2013	2014	2015	2016	% change since 2010	% change since 2015
Mainstream & extended overall	69,40%	72,70%	78,70%	81,20%	79,40%	80,80%	81,3%	16,7%	0,05%
Mainstream & extended – first-time entering	66,00%	70,40%	73,70%	78,30%	75,60%	78,40%	79,00%	23,6%	0,06%
Extended – overall	73,20%	77,00%	81,10%	82,00%	82,1%	82,1%	82,9%	13,25%	0,08%
Extended – first-time entering	72,60%	79,00%	80,50%	81,30%	83,50%	84,70%	84,9%	16,41%	0,02%

- Extended programmes succeed in increasing access to the Faculty in an academically responsible manner and make provision for a bridging period of six months from the Grade 12 Mathematics and Physical Science curriculum to first- year content in these subjects.
- The overall success rate of extended programmes of 82,9% in 2016 represents an increase of 13,25% from 2010; while the 2016 success rate of 84,9% of first-time entering students in extended programmes represents an increase of 16,41% from 2010.
- The stabilisation in the rate of improvement in successive years from 2010 to 2016 is the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above.
- The departments that have Work-integrated Learning (WIL) included in their programmes are Applied Chemistry, Biotechnology and Food Technology. At the time the departmental reports were submitted, only (2+2) of (59+93) students had not been placed. Reasons given in 2016 regarding the non-placement of students included: cancellations by students, high student numbers, and late CV submission by students.
- The Faculty's limited number of non-subsidised academic programmes are offered mainly in the Academy of Computer Science and Software Engineering, Geography, Environmental Management and Energy Studies (GEMES), Pure and Applied Mathematics and Zoology.
- The Academy of Computer Science and Software Engineering created a new Deputy HOD position with a focus on Information and Cyber Security within the Academy. This reflects emerging academic trends within the discipline.
- The two programmes, Bachelor of Science in Applied Physics and Bachelor of Science Honours in Physiology, were accredited by the Council for Higher Education and are awaiting registration on the National Qualifications Framework; the qualifications would therefore be presented from 2018 onwards.
- The Department of Statistics received Faculty and Senate approval in 2016 for the implementation of two modules on Engineering Statistics (STAE1B1 & STASCA1) to be offered in existing qualifications from 2017 onwards.

- Enrolment figures of formal contact students per qualification category are indicated in Table 67.

Table 67: Enrolment figures (formal contact) in 2015 vs 2016

Qualification categories		2015	2016
Undergraduate	**Diplomas**	675	716
	Degrees	2 622	2 594
	Total	**3 297**	**3 312**
Postgraduate	**Honours**	301	330
	Master's	347	366
	Doctoral	200	229
	Total	**848**	**925**
Total		**4 145**	**4 237**
Occasional*		10	12
TOTAL		**4 155**	**4 249**

** Casual students (registered for non-degree purposes) who are not allocated to either undergraduate or postgraduate categories.*

- Both undergraduate and postgraduate enrolments have increased over the last few years, with an increase of 29% overall enrolment from 2009, as shown in Table 68.

Table 68: Headcount proportion over 8 years

Year	N	% of 2016
2009	3 015	71%
2010	2 945	69,3%
2011	3 550	83,5%
2012	3 524	82,9%
2013	3 749	88,2%
2014	3 995	94%
2015	4 158	97,9%
2016	4 249	100%

- The proportion of postgraduate enrolments (of the total enrolment) has increased slightly from 20,4% in 2015 to 21,8% in 2016 after increasing from 17,0% in 2009, as shown in Table 69.

Table 69: Headcount proportions

	2011	2012	2013	2014	2015	2016
Diplomas and Certificates	15,8%	17,2%	17,8%	16,8%	16,3%	16,9%
Degrees	63,4%	61,2%	62,1%	62,0%	63,1%	61,1%
Undergraduate Total	**79,3%**	**78,4%**	**79,9%**	**78,8%**	**79,4%**	**77,9%**
Honours	7,3%	7,4%	6,5%	7,3%	7,2%	7,8%
Master's	7,7%	8,3%	8,5%	8,6%	8,3%	8,6%
Doctoral	5,2%	5,1%	4,8%	4,8%	4,8%	5,4%
Postgraduate Total	**20,2%**	**20,9%**	**19,8%**	**20,6%**	**20,4%**	**21,8%**
Occasional	0,5%	0,8%	0,3%	0,6%	0,2%	0,3%

- The proportion of master's and doctoral students of the total number of postgraduate students seems to have stabilised at 64% in recent years.
- International student enrolment of 363 students in 2016 represents 8,54% of the total enrolment, as seen in Table 70.

Table 70: Enrolment figures – All nationalities except RSA

	2011	2012	2013	2014	2015	2016
Undergraduate	87	109	100	111	166	169
Postgraduate	127	126	137	162	185	190
Occasional	1	8	7	8	2	4
Total	**215**	**243**	**244**	**281**	**353**	**363**
% of Total Enrolment	6,06%	6,90%	6,51%	7,03%	8,49%	8,54%

- Table 71 shows the success rates for international students at all levels.

Table 71: Degree success rates – All nationalities except RSA

Qualification type	2010	2011	2012	2013	2014	2015	2016
Diplomas and Certificates	72,7%	77,3%	73,0%	80,0%	82,1%	77,9%	76,7%
Degrees	71,1%	79,5%	79,3%	83,6%	80,2%	84,3%	83,1%
Honours	89,5%	81,4%	82,4%	86,1%	88,8%	87,2%	85,7%
Master's	46,6%	107,2%	81,5%	115,4%	30,4%	73,6%	16,0%
Doctoral	9,1%	30,1%	74,0%	66,3%	83,1%	56,7%	21,2%
Postgraduate Total	**40,7%**	**60,7%**	**78,0%**	**82,9%**	**66,0%**	**48,0%**	**33,6%**
Undergraduate Total	**71,8%**	**78,6%**	**77,0%**	**82,4%**	**80,8%**	**82,2%**	**80,8%**
Occasional	90,2%	93,0%	68,9%	78,7%	70,6%	100,0%	66,8%
Total	**65,0%**	**74,0%**	**77,2%**	**82,5%**	**75,7%**	**73,2%**	**69,1%**

Table 72: Proportion of students from designated groups* (Percentages for 2010-2016)

Year	Overall	Undergraduate	Postgraduate
2010	76,1%	82,1%	52,9%
2011	80,2%	85,9%	58,3%
2012	81,6%	86,3%	64,4%
2013	84,7%	87,9%	67,9%
2014	86,7%	90,3%	73,7%
2015	89,0%	91,0%	80,4%
2016	89,16%	89,88%	80,19%

** includes South African and international designated groups*

- In 2016, 89,88% of undergraduate students were from designated groups compared with 91% in 2015 as shown in Table 72.

- Students from designated groups (South African only) in 2016 represented 60,3% of all postgraduate students, while the inclusion of international designated groups gives a figure of 80,19%.
- The proportion of female students remained the same in 2016, as seen in Table 73. This is indicative of trends in SET disciplines (Rampell, 2015).

Table 73: Proportion of students – Female vs Male

Year	Female	Male
2009	47%	53%
2010	45%	55%
2011	46%	54%
2012	45%	55%
2013	45%	55%
2014	45%	55%
2015	44%	56%
2016	44%	56%

- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was 27,2% in 2016 compared with 16,5% in 2015.
- In 2016, the percentage of students with an APS of at least 30 was (681/757 = 89,96%) of all first-time entering undergraduate students as opposed to 52,2% in 2015.
- Table 74 shows the completion rates for all students (undergraduate and postgraduate) in the Faculty of Science for 2012 to 2016.

Table 74: Completion rates (UG & PG)

Year	Time to Completion										Total	Avg Time to Completion
	1	2	3	4	5	6	7	8	9	+9		
2012	101	71	146	199	86	19	14	9	6	8	659	3,5
2013	100	87	151	205	129	34	12	8	9	9	744	3,7
2014	130	76	126	239	118	58	12	2	3	3	767	3,5
2015	123	78	139	182	185	50	24	5	1	5	792	3,7
2016	138	60	116	196	124	65	17	4	2	1	723	3,6
Total	**592**	**372**	**678**	**1 021**	**642**	**226**	**79**	**28**	**21**	**26**	**3 685**	**3,6**

Table 75: Completion rates (PG)

Year	Time to Completion										Total	Avg Time to Completion
	1	2	3	4	5	6	7	8	9	+9		
2012	95	61	33	22	7	3	4	4	2	3	234	2,4
2013	96	73	46	33	15	7	3	2	2	3	280	2,6
2014	112	67	42	33	14	7	5		1	2	283	2,4
2015	102	73	37	27	20	7	4			2	272	2,4
2016	124	64	36	13	11	4	6			1	259	2,1
Total	**529**	**338**	**94**	**128**	**67**	**28**	**22**	**6**	**5**	**11**	**1 328**	**2,4**

RESEARCH

- The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) for a total of 360 research units as at 9 March 2017.
- The total number of research units represents an increase of > 30% on the 2015 output of 270.02 units.
- See Table 76 for year-on-year increases.
- The significant increase in the 2016 three-year average output shows a commitment by the Faculty to the goal of Global Excellence and Stature in research. Figures in Table 76 show that the remarkable sustained growth in the volume of published research output produced by the Science Faculty is not the result of growth in staff numbers, but rather the sheer intensified productivity of our personnel.
- The three-year average of 2016 is at 300.11 and shows an increase of 16% on the three-year average of 2015. This three-year average represents an increase of 201% on the 2009 three-year average and an increase of 59% on the 2012 three-year average, (Please see Table 76), These indicators show that the Science Faculty finds itself not merely in the midst of linear growth over time, but in fact that we have injected ourselves into a trajectory of accelerated growth.
- A remarkable achievement is that the total research output of subsidised units has increased by 354% from 2007 (79.57 units) and that the per capita output of permanent academic staff increased to 2.2 units in 2016, up from 0.52 in 2007.
- According to data from the Research Office, as at 10 March 2017, 97% of the units in 2016 were published in internationally listed journals as opposed to 92,2% in 2015.
- These increasing numbers of publications are also increasingly being cited internationally. The highest Scopus and Google Scholar H-indices associated with the Faculty are 49 and 61, respectively (associated with Prof Kramers of Geology).
- The units for 2016, according to the subsidy categories, are as follows: A total output of 360.86 made up of
  - Journal articles: 315.43
  - Proceedings: 31.45
  - Books: 9.83
  - Chapters in books: 4.15

Table 76: Accredited publication units 2007-2016

Year	Journals	Total	% change y-o-y	Units per permanent academic staff member	Three-Year Average (Total units)
2007	66.56	79.57	–	0.5	–
2008	89.92	101.03	26,97%	0.7	–
2009	109.21	118.66	17,45%	0.8	99.75
2010	117.32	135.48	14,17%	0.9	118.39
2011	159.98	196.19	44,81%	1.3	150.11
2012	220.47	235.06	19,81%	1.5	188.91
2013	199.70	236.83	0,75%	1.5	222.69
2014	230.21	269.44	13,77%	1.6	247.11
2015	231.52	270.02	0,2%	1.6	258.76
2016	315.43	360.86	34%	2.2	300.11

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The total number of NRF-rated staff has steadily increased over the last three years showing a 13% increase over 2015.

Table 77: NRF Ratings

NRF Ratings	2014	2015	2016[1,2]
A	3	3	3
B	13	14	17
C	26	27	31
Y	8	10	10
Total	**50**	**54**	**61**

[1] *includes visiting professors*

[2] *includes Prof Connell who moved to FEBE at the end of 2016*

- Academics participated in a total of 199 research projects in 2016 as opposed to 216 in 2015, and 172 in 2014. Of these 199 research projects in 2016, 120 projects reported access to funding external to the institution, in addition to institutional funding. This is an improvement on the 110 who reported external funding in 2015.
- In 2016, the Faculty signed seven new and renewed agreements with two international and six national institutions.
- Prof CS Whitehead and Dr E Venter applied to patent a "Preliminary evaluation of rapid decline in barley – germinative energy during post-harvest storage – mechanism to detect GA in barley" in July 2016.
- Prof MJ Cronjé applied for two patents for "Anticancer metallodrugs". The first is an Australian patent, which was applied for in August 2016, while the second is a South African patent applied for in September 2016.
- Prof R Meijboom applied for a patent in "Ag phosphine complexes" in seven territories (Europe, USA, Canada, India, Australia, New Zealand, South Africa) although the exact date for the application is uncertain.
- Prof OS Oluwafemi filed a patent for work arising from an MSc project in Japan during August 2016.
- More than 212 addresses were delivered at international congresses and seminars, as opposed to 215 in 2015. Of these addresses, 119 were at events outside of Africa, 32 were at events in Africa, but outside of South Africa, and 61 were at international events held within the borders of South Africa.
- More than 137 addresses were delivered at national congresses and seminars as opposed to 114 in 2015.
- According to the Research Office, there were 66 Postdoctoral Fellows registered in the Faculty in 2016, as opposed to 63 in 2015. Of the 66 Fellows, 43 published in 2016, producing 42.39 units (40.78 units were from journal articles, while 1.61 were from conference proceedings). Of these Postdoctoral Fellows, 38 were responsible for 23 conference proceedings and 88 journal articles. The total number of publications by registered PDRFs is thus 116 as opposed to 141 in 2015. PDRFs (23) who completed their terms prior to 2016 (i.e. were no longer registered in 2016) nevertheless contributed to publication units (14.63) in 2016 and these are recorded as well. The total publication units produced by registered and unregistered PDRFs is 57.02.
- Faculty staff members served in a variety of capacities in a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ.
- In 2016, there were 79 visitors from abroad who paid professional visits to the departments of the Faculty; of these, 15 visits were at least two weeks long, 74 research visits were undertaken by UJ staff members to other institutions for research purposes, of whom 18 visited for periods in excess of two weeks.
- In 2016, the Faculty appointed or re-appointed eminent scientists as visiting professors, senior research associates or research associates (20 senior research associates, 40 visiting professors and associate professors, 6 distinguished visiting professors, and 1 honorary visiting professor).
- The total Faculty Research Funds for 2016 amounted to R119 612 673.31, which constitutes an increase of 1,3% on 2015. These funds should positively reflect in future research outputs.
- A number of research groups in the Faculty are dependent on the central analytical facility (Spectrum) for access to instrumentation and the analytical expertise of instrument scientists, as is evident by the number of authors acknowledging the facility in their publication and conference outputs.

- In 2016, three members of Faculty staff served by invitation on the adjudication panel for the international L'Oreal/UNESCO Women in Science awards, namely Prof Catherine Ngila, Prof Suprakas Sinha Ray, and Prof AM Strydom.

Table 78: Research Funds

Funding Source	2015	2016	%
NRF Funding	R72 574 338.53	R92 878 913.10	78%
URC Funding	R12 736 108.00	R6 466 606.00	5%
Other External Funding	R32 716 026.77	R20 267 154.31	17%
Total	**R118 026 473.30**	**R119 612 673.41**	**100%**

The summary research profile of the Faculty of Science is given in Table 79.

Table 79: Selected research facts

% of permanent academic staff members with PhDs	74,85%
Number of permanent academic staff	164
Number of permanent academic staff contributing to research publication units	99
Number of post-doctoral research fellows contributing to publication units	43
Number of visiting staff contributing to research	61
DoHET submitted publication units	360
Publication units generated by PDRF	57.02
Publication units generated by visiting staff	57.51
Number of research centers	7
Number of National Research Chairs	3

QUALITY AND FACULTY GOVERNANCE

Quality promotion and good governance remain key priorities within the Faculty. The necessary quality structures are in place to ensure compliance with good governance practices and quality criteria, and these structures and their functions were rigorously evaluated by the Dean in 2016. The various Faculty committees for the quality monitoring of functions related to teaching and learning, research, higher degrees, and community engagement (established in 2015 by the new Dean) report to the Dean's Committee and the Faculty Board. Numerous departments: Botany, Chemistry, Statistics, Pure and Applied Mathematics, Physics, Biotechnology and Food Technology, and Applied Chemistry, underwent successful departmental and programme reviews in 2016. The Faculty itself underwent a successful review by an international panel of experts in 2016.

COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

Community engagement, in the form of community-based research and community outreach, is a core function of the Faculty. As such, the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities through a large number of community outreach projects.

The Community Engagement Committee, upon request of the Dean, instituted an annual community engagement award in order to recognise the contributions of Faculty staff to the greater community.

As part of its Nelson Mandela Day activities the Faculty collected books for an underprivileged local school, Eldorado Park Primary School. In addition to collecting books, the Faculty sees this as the beginning of an ongoing relationship with the school and is investigating the creation of a permanent library facility on the

school grounds using either a repurposed shipping container or prefabricated structure. The initiative managed to source approximately 500 educational books in 2016. Departments in the Faculty also lent their services to other high schools and contributed to the Scientiae initiatives (more information below) whereby schools were invited to campus for exposure to 'real-life' laboratories and demonstrations.

The Faculty's Science Centre on the Soweto Campus (SSC) provides supporting and enriching programmes to learners and educators in the vicinity of the Soweto Campus in the critical subjects of Mathematics, Physical Science, Life Science, English, Computer Skills and Geography. The SSC also has a mobile laboratory, which provides services outside of Soweto as well as outside of Gauteng province. Further enhancing the Faculty's drive to promote science at basic education level, several of its staff members volunteered as judges at the Eskom Science Expo hosted by the SSC on the Soweto Campus, engaging with the learners and encouraging them to pursue careers in science. The SSC was also privileged to welcome Prince Edward, the Earl of Wessex, as guest for one day in May 2016.

Active alumni engagement is demonstrated, among others, by the annual Academy of Computer Science and Software Engineering alumni breakfast, which was attended by approximately 75 alumni coming from established institutions, such as Absa; Capital; Amazon Web Services; BBD; CSIR; Discovery Vitality; DVT; Entelect Software; FNB; IBM; PMG; Microsoft; Nedbank; RMB Corporate Bank; SAP and Standard Bank. Several other departments hosted annual alumni engagement activities and opportunities.

BRANDING AND MARKETING

The Faculty continued with its focused strategy to recruit top performers from schools (in especially the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new competitions and initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders. Marketing and communication activities included successfully hosting an international Faculty review panel in September, participation in four Open Days at UJ, and also the #UJBeTheSolution Campaign, Top Achievers Day, Orange Carpet Day, Grade 9 Subject Choice Seminars, the annual Winter School, as well as departmental seminars and workshops.

UJ hosted three inaugural lectures for Faculty of Science academics; we placed two advertisements targeting high school learners in *Quest Magazine*, introduced a regular Dean's Communiqué and launched a Faculty Facebook Page. The 2016 public lecture series continued to enhance the impact of the Faculty in the academic and public arenas. The Dean also introduced a quarterly pamphlet called *Snippets* where everyday news and achievements are highlighted at Faculty Board meetings.

Prof Debra Meyer (Biochemistry) delivered her inaugural lecture as Executive Dean of the Faculty of Science on 23 May 2016. Prof Soebur Razzaque (Physics) delivered an inaugural lecture on 18 May 2016, followed by Prof Jan Kramers (Geology) on 12 September 2016.

A new network of high schools, including UJ's top feeder schools, joined the SCIENTIAE@UJ programme to participate in practical sessions, excursions, exhibitions and seminars, competitions, and special lectures presented by lecturers to learners, and hear about bursaries to top learners, especially Mathematics and Science Olympiad winners.

Staff members of the Faculty participated in a large number of radio and TV interviews. Perhaps the most visible person in this regard was Dr Buyi Sondezi of the Physics Department who also won the Faculty Community Engagement Award for 2016.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Matters concerning environmental sustainability are integrated in the research, undergraduate and postgraduate teaching, and community engagement programmes of the Faculty. Our four Citizenship modules address specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability.

Besides a serious attempt at paperless meetings, paper recycling, collection of hazardous waste in laboratories, the safe disposal of biological waste and the campus-wide placement of recycle bins, there appears to be a need for continued education regarding the value and benefits of recycling to improve on the sustainability of these efforts.

The continued increase in the size of the institution in terms of student numbers places strain on the provision and maintenance of essential services, facilities and equipment and could potentially impact on the quality of teaching and research. As an example, the number of honours research projects in the Academy of Computer Science and Software Engineering was increased to 59 in 2016 as opposed to 27 in 2015, an increase of 120%. The Executive Dean, Dean's Committee and Faculty Board remain vigilant to these challenges and are continually reinventing the Faculty's offering to stay ahead or on par with the demands.

The international review panel commended the Faculty on the prudent use of resources, but warned of the limited possibilities for growth, if the especially limited laboratory space matters are not urgently addressed. Future plans of the Faculty involve the formal appropriation of the Buxton Street Building for DFC staff and upgrades of D-Lab roof (similar to what was done at C-Lab roof for Biochemistry).

CHALLENGES AND RISKS

The nature of the business of conducting science research is that challenges and risks are fluid. In addition, some are within our own powers to address while others require dedicated institutional support.

A number of risks and challenges that affect the Faculty have been identified. Included in the Risk Category Profile of the Faculty are:

- Two of the Faculty's departments (namely Zoology and the Academy of Computer Science and Software Engineering) were affected by fires during 2016. This resulted in the displacement of staff members and reduced the availability of laboratories and equipment for both teaching and learning as well as research purposes.
- The Faculty has a relatively high proportion of staff members with doctorates and master's degrees; however, the older academics are the ones with the research reputation and high NRF ratings. Younger academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC and other funding applications. The Dean provides financial support to new and young researchers and initial support for those who demonstrate initiative.
- Retention and recruitment of good academic staff members is becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world. Especially younger academics in Mathematics, Statistics and Computer Science are easily recruited by relevant industries. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains a concern.
- The high number of non-returning senior students as well as the high dropout rate of students remains a matter of serious concern. School-leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, impact heavily on our pool of potential students as well as on our throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers etc.) to provide additional support to students and has established the Science Centre at the Soweto Campus to contribute to a larger pool of better prepared potential students.
- Complications following from the lack of an institutional programme of planned maintenance of equipment, infrastructure and facilities, and the absence of appropriate consultations with staff held serious implications for the Faculty of Science as important institutional risks in previous years, and continued to do so in 2016. As a prime example, the delayed move into the new Chemistry/Biochemistry laboratories that were not completed at the end of 2015 can be mentioned. This had a serious effect on postgraduate growth in the affected departments in 2016.

- The provision of adequate research and teaching space and infrastructure is an acknowledged problem in need of serious attention. In many cases, lecturers have to share inadequate office space.
- Pure and Applied Mathematics has 46 lecturers sharing 23 offices at APK, while at DFC Applied Chemistry, APEM and Biotech-Food Technology lost office, lecture and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Applied Chemistry is one of the top producers of research publications in the Faculty and the institution, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the institution's future research subsidy submission.

CONCLUSION AND WAY FORWARD

The Faculty is once again the leading producer of research publications, especially internationally peer-reviewed journal publications, which is an obvious contribution to the institution's GES aspirations. The recommendations from the successful Faculty Review (in September 2016) necessitate the development and implementation of an **Improvement Plan** that will serve as a blueprint for future endeavours. The improvement plan addresses, among others, the following concerns:

(i) Reducing the number of departments from 13 to 10 (initial discussions at Dean's Committee and Faculty Board level saw no strong objections to this suggestion but rather cautioned as to the logistics involved).

(ii) Implementing activities to optimise the use of staff (not all staff are acceptably productive) and space (for example, by merging departments), but also acquiring more space and staff for the expansion of research and in response to the continuous requests for more service-teaching (e.g. in the planned new UJ Medical School in the Faculty of Health Sciences where the first year consists largely of Faculty of Science content).

(iii) A targeted recruitment and promotions strategy to address national (equity) and institutional (GES) imperatives.

(iv) Improving the working relationship with relevant industries (in this regard the successful negotiations with Sasol, Standard Bank and True North Partners already bore fruit, e.g. the latter company donated R951 000 for bursaries).

(v) The Faculty was encouraged to engage more concertedly with top management for an improved understanding of the value that science adds to the institution's global ambitions and the country's economic growth needs. In this regard, we plan to engage more strategically with relevant stakeholders for mutual benefit.

Debra Meyer (Prof)
Executive Dean: Faculty of Science

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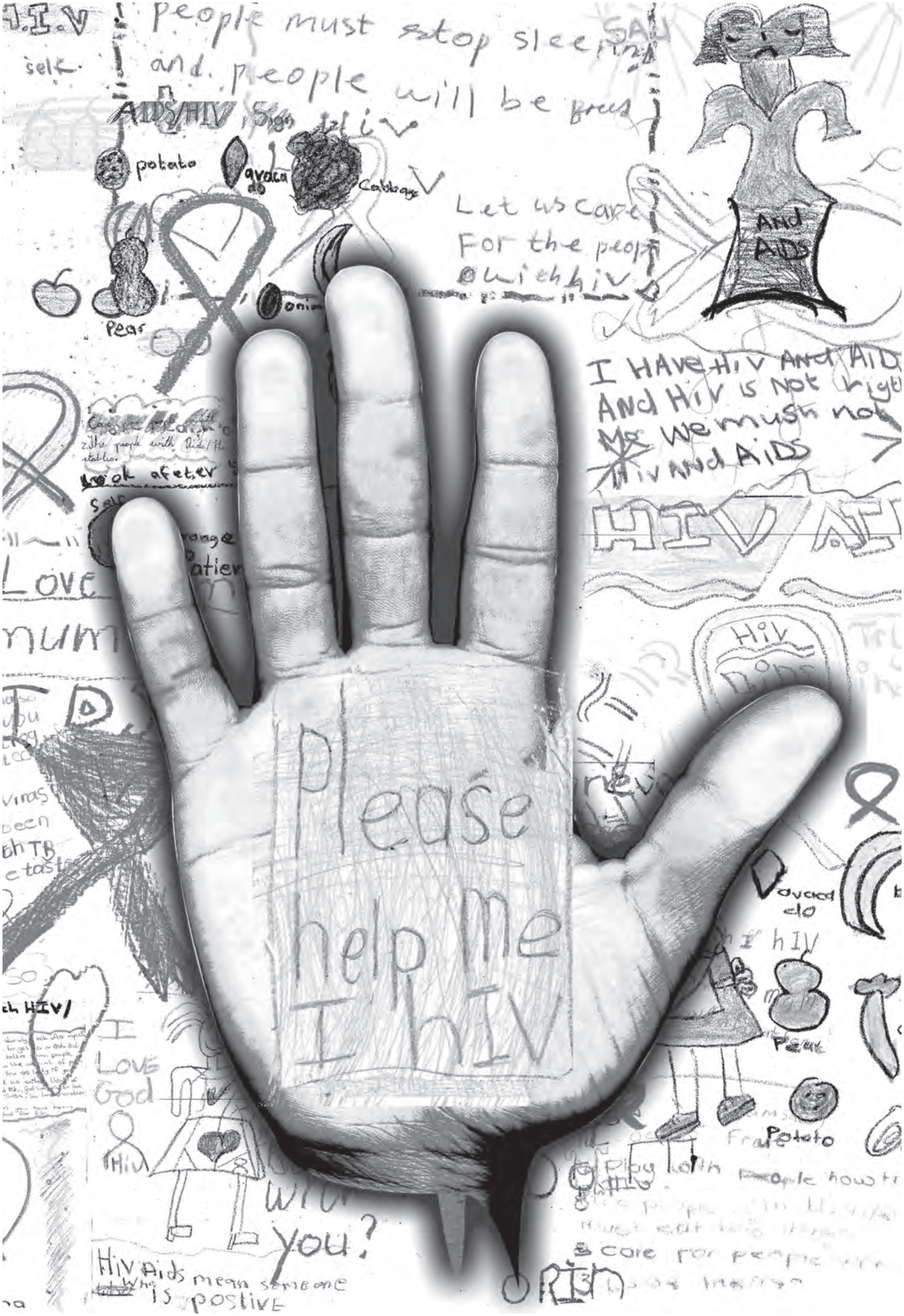
People must stop sleeping
and people will be
AIDS/HIV
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Cabbage
Let us care
For the people
with hiv
And AIDS
Pear
I HAVE HIV AND AIDS
And HIV is Not
We must not
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Community Engagement

OVERVIEW

In its pursuit of Global Excellence and Stature, the University has defined key strategic milestones aimed at enhancing its brand and elevating the institution's position in global rankings. A pivotal element of this focus is the role that Community Engagement (CE) needs to fulfil to foster service learning, community-based research, organised outreach and interaction with communities at various levels, to integrate and promote sustainable development.

The CE Unit aligns its efforts to respond and adhere to UJ's six strategic objectives as listed below:

- **Strategic Objective One: Excellence in Research and Innovation**
  Encourage community-based research, e.g. the action research undertaken by the Volunteer Champions (VCs) in their various engagements with external stakeholders and the university community.
- S**trategic Objective Two: Excellence in Teaching and Learning**
  Support service learning by means of the Active Citizenship Module and new strategic projects; activate new volunteers among students, academics and support/professional staff.
- **Strategic Objective Three: International Profile for Global Excellence and Stature**
  Ensure the success of the Nelson Mandela International Day and the International and National Women's Day by continuous engagement with international and global partners.
- **Strategic Objective Four: Enriching Student-friendly Learning and Living Experience**
  Expand and grow the UJ Volunteer Champion (VC) programme through continued involvement and interactions with students based in residences, day houses, societies, RAG, the SRC as well as students not affiliated to any of the student structures.
- **Strategic Objective Five: National and Global Reputation Management**
  Initiate student exchange projects and activities for joint participation with partner universities.
- **Strategic Objective Six: Fitness for Global Excellence and Stature**
  Create interactive platforms of communication with leading experts in the community engagement environment.

Community Engagement focus 2016

CE continually focuses on the promotion of health and well-being, the values of caring and compassion, respect for diversity and human dignity, community participation, community empowerment, good citizenship and social justice as highlighted in the UJ Community Engagement Policy. This is achieved through streamlining the capacity and efforts of the CE Section with available resources to drive the key priorities as outlined below.

CE mobilises internal and external stakeholders towards the empowerment of communities by:

- **Priority 1**: Creating interactive platforms and communication with external stakeholders and the university community;

- **Priority 2**: Developing new strategic projects and activating new volunteers among students, academics and support staff;
- **Priority 3**: Ensuring the success of the Mandela Day and the National Women's Day;
- **Priority 4**: Continuing with the involvement of and interactions with the members of the CE Advisory Board; and
- **Priority 5**: Initiating projects and activities for joint participation – alumni and students.

All of these are underpinned by an engagement ethos that centres on principles of humanity and collaboration, leading to amicable social compacts.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

Community Engagement is embedded in the University's mission as indicated by the powerful declaration "inspiring its community to serve humanity". Community Engagement as the third core function of the University is communicated in the UJ's Value Statement in the following terms:

- **Imagination**: Developing a cosmopolitan identity;
- **Conversation**: Engaging meaningfully with one another;
- **Regeneration**: Developing sustainability through creative contribution;
- **Ethical foundation**: Participating in and helping the community (Ubuntu).

In this way, UJ clearly demonstrates its commitment to being socially responsive, with the Community Engagement Unit playing a leadership role in this regard.

Governance structures

The CE Unit reports directly to the Executive Director (ED): Institutional Advancement. During monthly heads of section meetings, all Institutional Advancement section heads are appraised of CE matters and crosscutting opportunities are explored and implemented.

The CE Unit also reports its activities and outcomes to the Community Engagement Advisory Board (CEAB). The Board comprises senior academics, representatives of non-government organisations (NGOs) and communities, the UJ Student Representative Council and CE participatory divisions. The Community Engagement Advisory Board was fully functional and held its two meetings for 2016 successfully. Policy review discussions were documented in the minutes of the Board, and communication of the Policy to internal and external stakeholders also took place at Board level.

The Community Engagement Policy remains the foundation document guiding CE activities, initiatives and projects.

Risk management

The risks identified by Community Engagement are indicated in the Risk Management Register of the University and managed in accordance with the Risk Management Policy.

COMMUNITY ENGAGEMENT POLICY GUIDELINES, PRINCIPLES, ETHOS

Policy guidelines for CE implementation are provided to guide the coherent implementation of CE, and are embedded within the functional portfolios of all the CE staff. The operational mandate of the Community Engagement Unit in driving the strategic priorities is to:

- Identify, promote and coordinate community engagement initiatives (where required);
- Collate and record institutional community engagement information;
- Facilitate sustainable partnerships with communities;
- Raise internal and external awareness of community engagement;
- Facilitate training in service learning, community-based research and organised outreach;

- Establish broad principles for planning, implementing, monitoring and evaluating community engagement;
- Develop guidelines for the establishment of sustainable partnerships with local government, communities and relevant community service providers;
- Assist with identifying funding opportunities for selected community engagement projects.

CE's day-to-day operations reside within these guiding principles and the team undertakes to fulfil this mandate through structured stakeholder engagement at various levels.

Principles underpinning CE activities

- Community Engagement, in the form of service learning and community-based research, is a core academic function of the University. As such, service learning is a compulsory, credit-bearing component of identified academic programmes.
- Community Engagement, in the form of organised outreach, is an important component of the University's vision statement and one of its strategic goals, namely to be an engaged institution. Organised outreach, however, is not a core academic function of the University, but may be assessed for compliance with the UJ Conditions of Service.
- Community Engagement does not involve any form of remuneration for participants (i.e. employees and/or students) in community engagement projects, initiatives or activities.
- The University, as an engaged institution, is committed to interacting with communities in a partnership where all parties benefit from the relationship.
- The University is compliant with national guidelines and criteria (such as Higher Education Quality Committee (HEQC) requirements for programme reviews and institutional audits).
- The University strives for sustainable development in its community engagement initiatives.
- All community engagement projects are managed in accordance with generally accepted tenets of good governance.
- Funding for community engagement projects (whether service learning, community-based research or organised outreach) is managed in accordance with the University's Financial Policies and the institutional Fundraising Policy.
- Accountability and responsibility for a specific community engagement initiative or community-based research project resides with the initiating faculty/department, researcher, University employee, student body or division concerned.

Ethos governing CE initiatives

- The focus of Community Engagement is on the promotion of health and well-being, the values of caring and compassion, respect for diversity and human dignity, community participation, community empowerment, good citizenship and social justice.
- The organisation and the management of community engagement projects ensure that activities are conducted professionally and oriented towards the improvement of community life in ways that are democratic, equitable, liberating and life enhancing.
- The goals of community engagement projects reflect the public good and are directed towards moving from theorising and reflection to action that contributes to sustainable positive change in the lives of participants/community and/or existing programmes or services.
- The values and practices of community engagement connect knowledge produced inside and outside of academic institutions. The public good is best served when knowledge is collaboratively made and research findings are made known to the community concerned to the mutual benefit of all participating parties.
- Where relevant, the code of ethics of the respective professional councils and professional bodies constitutes an integral part of the ethos of community engagement.
- All service learning and all community-based research projects are compliant with the University's Code of Academic and Research Ethics.

ROLE AND ACTIVITIES OF THE COMMUNITY ENGAGEMENT UNIT

The strategic role of the CE Unit is to "… support UJ by increasing democratic and diverse participation; cooperation and partnerships with all communities in society aimed at eradication of past inequalities and greater responsiveness to a range of social and economic challenges with a concomitant commitment of seeking solutions to such challenges" (Community Engagement Policy, University of Johannesburg, 2014).

Major achievements during 2016

In all three of the CE elements – service learning, community-based research and organised outreach – the University has made significant strides through intensified collaboration and engagement with its stakeholders. In 2016, the CE Unit achieved its set performance targets in optimising the CEAB member roles and Volunteer Champion programme cycles, structures and campus committees. CE further bolstered stakeholder relations through strengthening ties with relevant residence and day house associations as well as nurturing and maintaining strategic external stakeholder collaborations through Community-based Organisation Forums. A UJ@11 Round Table Engagement with the theme: "*The future of community engagement reimagined*", engaged four universities on the future of CE in higher education.

Student volunteerism remains a key focus for the CE Unit and 2016 saw improved student participation, engagement and ownership of specific initiatives/programmes. The enhancement of graduate attributes, by providing leadership skills to the Volunteer Champions, is a prime example of the far-reaching benefits for students who participate in the Unit's student centred programmes.

While CE has taken advantage of existing opportunities in the global marketplace despite the many challenges facing the higher education sector, its continued success requires broad-based and sustained support from the extended community.

UJ CE database

In 2016, the number of registered faculty CE projects on the UJ CE database totalled 183. There were 41 Divisional CE projects registered on the UJ CE database and 23 student CE projects. The total of CE projects registered and operational for 2016 was 247. Furthermore, there were 74 projects in Service Learning (SL), 47 projects gave Community Based Research (CBR) opportunities and 126 projects were Organised Outreach (OO).

The distribution of projects among faculties and divisions are indicated in the table below.

Table 80: UJ Community Engagement Projects

Faculties	Number of Projects	SL	CBR	OO
Faculty of Art, Design and Architecture	36	16	15	5
Faculty of Economic and Financial Sciences	15	3	0	12
Faculty of Education	11	10	1	0
Faculty of Engineering and the Built Environment	7	0	1	6
Faculty of Health Sciences	55	18	0	37
Faculty of Humanities	31	11	12	8
Faculty of Law	5	2	0	3
Faculty of Management	15	3	1	11
Faculty of Science	8	0	3	5
TOTAL	**183**	**63**	**33**	**87**

Divisions	Number of Projects	SL	CBR	OO
ADS	2	0	2	0
Quality Promotion	1	0	0	1
Community Engagement	31	11	12	8
Sports	7	0	0	7
Student Structures	23	0	0	23
TOTAL	**64**	**11**	**14**	**39**

Volunteer Champions (VCs)

The concept of Volunteer Champions (VCs) honours our Vice-Chancellor. Through the UJ CE Student Volunteer Champion programme, CE organised outreach activities and trained volunteers to understand their role as change agents who empower and equip communities with the necessary tools, skills and access to resources.

The Student VC Programme Outcomes for 2016 were to:

- Develop responsible citizenship and a spirit of Ubuntu in the students;
- Ensure that UJ students' intellectual capital is shared with over 150 community-based projects in need;
- Enhance leadership competencies and skills in UJ students;
- Contribute to the students translating their theoretical learning – knowledge – into practical experiences through the VC programme; and
- Create active partnerships with community organisations and government departments.

At national level, Volunteer Champion Organised Outreach projects are addressed in alignment with the National Development Plan (NDP) priorities, and at global level through interaction with the Global Goals for Sustainable Development.

Volunteer leadership training is done in partnership with international role players, such as Monash, Rotary, Ikamva, Save the Children, Virtues Project and Mentorship Global.

As with previous years, the number of Volunteer Champions increased steadily in 2016.

Table 81: Total number of Volunteer Champions

Year	Number of VCs	Trend
2013	7 151	↑
2014	8 514	↑
2015	10 050	↑
2016	10 376	↑

Nelson Mandela Day

Student Volunteer Champions together with Employee Volunteers participated on 18 July, the annual Mandela Day, as is the institutional practice. All nine faculties and most divisions participated in high numbers.

The overarching objective of Mandela Day is to inspire individuals to take action to help change the world for the better, and in doing so to build a global movement for good. Ultimately, it seeks to empower communities everywhere.

In 2016, the Nelson Mandela Foundation identified key themes for Mandela Day activities around the world, namely: education and literacy, shelter and food security, and participation through volunteerism. Nelson Mandela left the world's citizens a simple instruction: "It is in your hands now".

Some faculties and divisions have autonomous projects steered by faculty/division CE coordinators, while the majority of staff and students joined the institutional programme in line with the identified themes.

UJ Women in Community Engagement Empowerment Programme

The University has various Women's Day projects that are rolled out during Women's month. The UJ Women in Community Engagement Empowerment Programme (UJWiCEEP) is a highlight in the UJ annual calendar, and the event celebrates and highlights the achievements of women in the field of development work. Pressing social justice issues are also raised during this opportune time. Over 200 women from all walks of life, including students, academics, community project leaders, care workers and women with disabilities attended the UJWiCEEP in 2016. As in previous years, these women from diverse industries, generations and backgrounds were united through their shared passion – community development work.

CE Brochure

A 12-page z-fold brochure highlighting faculties' flagship projects was designed. The brochure, which will assist greatly in cementing future partnerships and highlighting the life-changing community engagement work done by our faculties, was launched at the October meeting of the CEAB.

LOOKING FORWARD

Community Engagement is one of the three core responsibilities of the UJ – it is therefore recommended that the CE Unit should have much higher prominence to ensure its work towards establishing community engagement as a core pillar of the institution. It is essential for UJ to have a full understanding of the projects initiated and implemented within its faculties and divisions to ensure their alignment with overall University objectives as well as their contributions to and positive impact on the target communities. In order to achieve this, the following recommendations are made:

- A proper audit and profile of all activities that are defined as community engagement should be conducted to ensure their alignment to the University Policy and its strategic objectives.
- Faculties should manage and monitor their projects more effectively. In essence, it is recommended that each faculty employ a system that allows it to reflect the status and impact of a project at any given point in time and to provide feedback to the Community Engagement Unit to update the UJ CE database.
- There needs to be further integration between the Community Engagement Unit and the faculties; clear support for the prioritisation of community engagement within the faculties; and recognition of the role of the Community Engagement Unit as facilitator and overseer of initiatives and activities.
- Numerous organised outreach activities are undertaken by UJ staff and students, and it is therefore recommended that the Community Engagement Unit formally monitor all outreach activities to ensure that institutional resources are not expended on activities that do not fall under the broad umbrella of community engagement.
- The evidently missing seventh University strategic objective 2014-2025 should be included, namely Excellence in Community Engagement, as this will highlight the vital importance and acknowledgment of CE as the third pillar in the UJ. In turn, the Cinderella status of CE will be wiped out forever.

Community Engagement at the University of Johannesburg has moved from adding value to our external constituencies to building strategic relationships. CE at UJ builds sustainable, reciprocal partnerships between the institution and its external stakeholder communities. These partnerships support the University's aim of being an inclusively engaged, community-focused and socially responsive institution.

Community Engagement is one of the three core responsibilities of higher education institutions, alongside research and teaching. The University of Johannesburg has recognised the strategic importance of being an "Engaged University"; has an approved Community Engagement Policy; has established the Community Engagement Advisory Board, and is involved in many activities structured around research, teaching and outreach that entail engagement with a wide range of communities. Nevertheless, a closer look needs to be taken at these activities and projects to ensure that they are coordinated, strategically planned and systematic endeavours that are indeed mutually beneficial to the University and to its communities.

Lesmarie Bentley-Steyn (Ms)
Executive Director: Advancement (Acting)

UJ CHOIR
CLASSICAL CONCERTS
JAZZ CONCERTS
JOHANN LOUW
SOLO EXHIBITION
AUGUST 2013
ELEGY
CHRISTIAAN DIEDERICKS
SOLO EXHIBITION
SEPTEMBER 2013
LONG TABLE DINNER
OCTOBER 2013
SANLAM PRIVATE INVESTMENTS
NATIONAL PORTRAIT AWARD
GROUP EXHIBITION
OCTOBER - NOVEMBER 2013

festival
#THATSOGAY
VARIOUS VENUES
FROM
10 SEP 2013
VISUAL ART
READINGS
THEATRE
DANCE
conference
ACT | UJ
ARTS &
CULTURE
CONFERENCE
#CREATIVECURRENCIES
WWW.ACT.ORG.ZA
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JOIN US
@UJARTSCENTRE
UNIVERSITY OF JOHANNESBURG
ARTS & CULTURE
UNIVERSITY OF JOHANNESBURG
ARTS & CULTURE
BUY TICKETS
Computicket
:: ARTS CENTRE THEATRE BOX
OFFICE KINGSWAY CAMPUS
:: CON COWAN THEATRE BOX
OFFICE BUNTING CAMPUS
VISIT
UJ ART GALLERY HOURS
MONDAY TO FRIDAY
:: 09:00 TO 18:00 ::
+ SATURDAY
:: 09:00 TO 13:00 ::
THEATRE HOURS
:: AS ADVERTISED ::
www.uj.ac.za/arts

Stakeholder Engagement and Institutional Advancement

OVERVIEW

Developing and maintaining relationships with significant stakeholder groups is key for the University of Johannesburg to achieve its 2025 Strategic Plan. Stakeholder engagement impacts on UJ's reputation both nationally and internationally.

The stakeholder groups include, among others, staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and specific divisions at the University play an important role in stakeholder engagement.

These interactions will be highlighted in more detail within their specific annual reports: indeed, stakeholder engagement, and specifically engagement with UJ students and staff as key stakeholders, is a core theme running through this Annual Report.

The 2016 academic year highlighted the plight of a large majority of students in South Africa who cannot afford to pay the required fees to pursue a tertiary education. The higher education landscape saw renewed student activism and protest under the banner of #FeesMustFall. This report will highlight how UJ successfully engaged stakeholders during this critical time.

The report will further highlight non-academic stakeholder engagement, most of which is managed through the Division of Institutional Advancement, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

The report will further highlight how the University's divisions of Student Affairs, Internationalisation and UJ Sport engaged with stakeholders in their constituency.

STAKEHOLDER ENGAGEMENT DURING #FEESMUSTFALL

UJ's active engagement with its stakeholder groups since its merger in 2005 was evident during the #FeesMustFall movement that saw most South African universities experience violent protests and disruptions in their academic calendars.

During this time, UJ was able to continue with its academic programme uninterrupted, while it engaged its students, diffused the palpable climate of protests across South Africa on its campuses and communicated widely, both externally and internally.

Student engagement

At the core of UJ's student engagement is the foundational ground work that has been done in the last 11 years.

A strong awareness of the University's student structures, governance, policies and procedures has been consistently created among students in previous years. Student governance includes the Student Representative

Council (SRC), House Committees (HC), Residence Academic Advisors (RAA) and more than 210 student societies recognised by the SRC. These structures, together with 120 students not affiliated to student governance structures, form the UJ Student Parliament. The most risky student issues and concerns were managed and communicated to the general student body through these structures. Students who raised issues outside of these structures were reminded and redirected to engage their appropriate student leaders and to follow due process. Because of this, students followed procedures and any possible critical issues could be addressed in a constructive, non-obtrusive manner.

Throughout their engagements with students, the Student Affairs Division has fostered an ethos of mutual ownership, collective engagement, respect and open communication among UJ's student body. Student leaders are capacitated annually in leadership skills, University protocol and UJ values, among others, through a dedicated training programme. They subsequently engage their constituency and the University's management responsibly in line with the University's core values.

An important stakeholder group identified by Student Affairs consisted of influential student leaders who did not fall within formal structures. After making clear that formal structures should be recognised and followed, these leaders were also engaged to ensure that a congruent message would reach all students regardless of their political or philosophical orientation.

As an academic institution, UJ allows peaceful protests and honours the right of freedom of speech. However, any student actions and protests that endanger the well-being of fellow students, staff and communities around UJ, or damage University property, are considered misconduct. As in 2016, Student Affairs acted swiftly on any misconduct and positioned the disciplinary process as a corrective measure rather than immediate punishment. The disciplinary process was consistently, fairly, and indiscriminately applied in such cases, in line with UJ policies.

During the height of national student protests, the role of Student Affairs as a bridge between students and University management was magnified. The Division organised weekly meetings between the SRC and MEC from when the #FeesMustFall movement gained momentum in early September 2016 until the beginning of 2017. Robust discussions took place during these meetings, and agreements reached were honoured by all parties. This has further cemented the trust between the student body and University management.

Internationalisation

The Division for Internationalisation played an important role in updating and reassuring international students and other stakeholders regarding the protests.

UJ's international students and partners were provided, through email communication, with an accurate account of the protests and were advised that the Division was available and ready to assist with any queries that students or stakeholders might have regarding the protest action.

Further to this official correspondence, staff within the Division made a concerted effort to engage with students visiting the International Office, reassure delegations and converse with international colleagues and partners on the subject during their travels abroad.

Reputation management

A seamless coordination of rapid internal and external communication, supported by well-established media relationships, aided the safeguarding of UJ's reputation during the #FeesMustFall protests.

The University focused on timeous internal communication to staff, students and parents through online platforms and email. Rapid outward communication to the general public and other key stakeholders comprised traditional and social media, as well as media conferences and interviews.

Members of the Strategic Communications Section temporarily relocated to the Auckland Park Kingsway Campus during the fourth quarter of 2016 for immediate access to senior management in order to correct misinformation in the media and to swiftly mitigate potential reputational damage. Some Strategic Communication personnel were also deployed to other UJ campuses to accompany media reporting on student demonstrations.

To ensure that staff, students, parents, the public and the media were constantly updated, a set of pro-active communications was implemented. A 'Daily Updates' banner on the University's home page, linking to a page that contained relevant updates, ensured that media were constantly appraised. A WhatsApp group kept select ELG members abreast of developments, while they in turn filtered information to relevant stakeholders within their domains.

All communication underlined the University's commitment to transforming the lives of individuals by ensuring access to learning and qualifications, transparency, and the importance of freedom of opinion and debate in the absence of violence.

Key messages that were repeatedly communicated across platforms included the continuation of the scheduled academic programme, heightened security to ensure the safety of the UJ community and the University's support of free education for the poor, as well as the successful implementation of the 'missing middle' fundraising initiative.

INSTITUTIONAL ADVANCEMENT

Institutional Advancement takes an integrated approach to stakeholder engagement in order to ensure alignment with the University's Strategic Plan 2025. This approach emphasises national and international reputation management to further elevate UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of Institutional Advancement and its multiple operating sections is to ensure active stakeholder engagement to advance the profile, reputation and subsequent funding solicitation for the University.

This drive has a wide scope and is achieved through integrating the functions and stakeholder engagement of the various operating sections of Institutional Advancement: Marketing and Brand that builds UJ's corporate brand; Strategic Communication that safeguards and advances UJ's reputation; Development and Alumni Relations that stimulates vigorous engagement with UJ alumni; Community Engagement that creates active interaction between UJ and its communities; Development and Fundraising that manages the donor interface; as well as Strategic Government Relations that facilitates and sustains relations with Government, agencies and parastatals.

STRATEGIC FOCUS AND TARGETS

Marketing and Brand

Marketing initiatives underpinning the UJ Brand have been responsive to the national climate within the higher education landscape. The #UJBeTheSolution campaign that rolled out during 2016 showcased the agility of the University in providing answers to grand challenges.

#UJBeTheSolution signified a promise, from UJ, that we are united in our efforts to help the 'missing middle' pay for their tuition. The campaign encouraged target audiences to help UJ raise money and to join the positive conversation, thereby stimulating progressive debate.

#UJBeTheSolution engaged the mature market, while the same message accentuated the undergraduate marketing campaign.

Throughout the campaign roll-out, content appeared in diverse media spaces. The four pillars of the campaign consistently highlighted were:

1) Student bursaries
2) Alumni and auditorium
3) Transformation/decolonisation
4) Student achievements and initiatives

Media selected for the campaign included traditional media as well as new media to increase the campaign's impact. Prominent social media influencers (webfluencers) used their standing to spread the solution-based campaign messages.

While the Marketing and Brand Section was not able to run its annual marketing and brand perception research study, which was put on hold in 2015 and 2016, the extensive use of online and digital media for #UJBeTheSolution enabled UJ to track and analyse the campaign. A definitive return on investment could be measured.

The campaign generated 22 million different opportunities to view, due to its receiving mentions from various influential personalities, which grew its overall presence. A number of tweets by leading news outlets also assisted in advancing coverage.

In essence, along with many other efforts within UJ and from UJ management, the campaign successfully aided in fundraising over R100 million for the missing middle and general bursary funding. #UJBeTheSolution also countered possible negative perceptions of UJ during the protests by pushing the University's positive solution orientated stories to the South African and international market.

In support of international marketing efforts, adverts, advertorials and web banners were developed for the *Times Higher Education (THE) Magazine* and website and appeared throughout the year.

Social media

Content, curated in line with the UJ 2025 Strategy, was used to engage a variety of UJ stakeholders on social media. With a target audience of predominantly current students between the ages of 18 and 24, UJ student life was highlighted in 2016 to grow brand affinity and advocacy on Facebook.

LinkedIn pitched content suitable for more mature stakeholders to grow the follower base and to consolidate the fragmented brand pages on this platform.

Twitter was predominantly used to spread the #UJBeTheSolution campaign and negate negative posts regarding UJ during the #FeesMustFall protests.

A UJ Instagram account was started in 2016. With a vast following of learners between the ages of 13 to 18, the platform promoted UJ student life, one of UJ's key strategic objectives, to grow and engage followers in this stakeholder group.

Table 82: Social media fan base growth

Platform	2015	2016	Trend
Facebook	250 000	308 000	↑
LinkedIn	15 000	128 500 (owing to page consolidation)	↑
Twitter	9 190	12 288	↑
Instagram	–	7 721	–

Table 83: Social media fan base engagement

Platform	2015	2016	Trend
Facebook	44 200 post engagement	308 000 post engagement	↑
LinkedIn	2,81% engagement rate	4% engagement rate	↑
Twitter	2% engagement rate	2% engagement rate	→
Instagram	–	1 816 engagements per post	–

Brand management

In 2016, the Marketing and Brand Section engaged in the development of the updated UJ Brand Strategy and Corporate Identity. The process, spread over 18 months, was a collaborative effort between the ELG Marketing Committee and three external specialists ? Brand Pretorius, Sizakele Marutlulle and Reg Lascaris. The Section spearheaded the process with the two new agencies, Grid and Yellowwood, appointed to assist with this task. The new brand strategy look-and-feel, as well as the new go-to marketing concept was signed off in November 2016 and will roll out in 2017.

Undergraduate marketing

In 2016, the second year of the new Schools Marketing Strategy rolled out, with #UJBeTheSolution messaging woven into all undergraduate marketing activities.

Open Days have been refined and this concept is working exceptionally well as it offers potential students a focused interaction with UJ. Six Open Days, including the Orange Carpet Open Day, were hosted. Three Grade 9 subject choice seminars were attended by parents, learners and school groups, and feedback was very positive. This project helps UJ to build relationships with these stakeholders early in their high school career.

Engaging the stakeholder group of teachers remain key in attracting quality students to UJ. A very successful and prestigious UJ Schools Excellence Awards function, rewarding and challenging schools to increase their supply of top quality students to UJ, took place on 9 June 2016. More than 100 teachers, representing over 70 schools, attended the UJ Educators Conference on 25 August 2016.

Informed by the strategy to increase the enrolment of good quality students, an intensive above-the-line Orange Carpet marketing campaign rolled out during the year, supported by special interventions at schools by the Student Marketing team. There has been a significant increase in Orange Carpet applications, from 962 in 2015 to 1 610 for the 2016 intake, and 1 815 for the 2017 intake.

Events

The events team professionally managed more than 150 events, hosting internal and external stakeholders, during 2016. These included 78 graduation ceremonies, two rounds of VC Campus engagements and 12 professorial inaugurations. Prof John Saul received an Honorary Doctorate at a ceremony on 13 April.

Strategic Communication

The Strategic Communication Section aims to raise the University's profile among external and internal stakeholders in the media and public domain through the generation of positive image enhancers. It is also responsible for internal communications, publications and the UJFM student radio station.

Media

For UJ to be recognised in the public eye as the Pan-African epicentre for critical intellectual inquiry and scholarship, our researchers, lecturers and managers were encouraged to provide cutting-edge expertise in mainstream media.

The media is a crucial stakeholder in our reputation building endeavours. The forging of new, and the deepening of existing, relationships with the media remains vital. To this end, there were daily interactions with media representatives. The Media Office embarked on a media penetration plan to position the University and to elevate its academic reputation. Activities included media training for senior staff members; focused publicising of priority events; and expert commentary of academics and senior management in mainstream media.

For most of 2016, UJ was among the top three higher education institutions that generated, nationally, the most media coverage in South Africa.

From January 2016 until 30 November 2016, according to reports compiled by an independent media monitoring agency, Professional Evaluation and Research (PEAR), 28 961 media clippings related to UJ featured

in traditional media. The clipping total was attained across print, broadcast and online media. Comprising media statements and releases, thought leadership and expert commentary, the overall clip count had an Advertising Value Equivalence (AVE) of R1 515 617 848.30.

From a media cultivation perspective, working partnerships were forged with selected media houses to highlight significant institutional media stories. As a result, media widely reported on these stories.

For broadcast (Radio and TV), these include *Kagiso Media – Power FM*, *Jacaranda FM*, the *SABC* and *eNCA*. For print and online, these include, *Mail & Guardian, The Conversation, Sunday Times, The Times, Netwerk24, News24*, and *Independent Media*.

Alumni Relations

The singular aim of the Alumni Relations Unit is to steward alumni who are supportive and engaged, encouraging them to contribute to the University and its resource base.

UJ is a large and diverse institution with a broad range of alumni from its legacy institutions (Rand Afrikaans University (RAU), Technikon Witwatersrand (TWR)), UJ graduates and the international community. Through its strategy, Alumni Relations strives to strengthen a shared identity that unifies all pockets of alumni. By stewarding a reciprocally beneficial relationship between the University and its alumni, a platform for donations is created.

Due to the climate in higher education – specifically the #FeesMustFall movement, the arson attack on the Auditorium and the planned timing of the UJ Alumni Festival coinciding with the fees increment in August – the Alumni Festival as UJ's primary alumni engagement initiative was cancelled for 2016. Alternative alumni engagements were put in place to curb costs as the University was publically lobbying for donations for student bursaries and the auditorium rebuilding fund. The alternative alumni engagements also mitigated any possible security risks during the nationwide student protests. To further enhance the call for positive conversation, all communication to alumni underscored the #UJBeTheSolution campaign.

Subsequently, alumni were engaged through focused, smaller faculty based, affinity and interest group activities with the goal to attract, engage and build sustainable relationships with all pockets of UJ alumni. The following engagements took place:

- Faculty of Engineering and the Built Environment, Nigeria Pilot Project;
- Graduation Engagements;
- UJ School of Tourism and Hospitality (STH) Inaugural Annual Alumni and Industry Fundraising Event;
- African Literature Debate;
- UJ Convocation AGM.

During 2016, 3 577 alumni were active in UJ events and alumni boosted the University's coffers by R1 650 993.00 through the STH fundraising event, membership fees and financial contributions.

Community Engagement

As an engaged university, one of the UJ's strategic goals is to "add value to external constituencies through strategic initiatives and partnerships" by engaging in mutually beneficial community partnerships. Community Engagement (CE) is one of the key pillars embraced by UJ for 2025, as part of the broader principle objective of an engaged university. UJ aims to contribute to the developmental challenges in our region and country, especially by producing quality socioeconomic innovations.

The University has made significant strides in service learning, community-based research and organised outreach through intensified collaboration and engagement with its stakeholders. In 2016, the CE Section achieved its set performance targets in optimising the Community Engagement Advisory Board member roles and Volunteer Champion programme cycles, structures and campus committees. CE further bolstered stakeholder relations through strengthening ties with relevant residence and day house associations as well as nurturing and maintaining strategic external stakeholder collaborations through community-based organisation forums. A UJ@11 Round Table Engagement with the theme: "*The future of community engagement re-imagined*", engaged four universities on the future of CE in higher education.

Student volunteerism remains a key focus for the CE Section, and 2016 saw improved student participation, engagement and ownership of specific initiatives and programmes. The enhancement of graduate attributes, by providing leadership skills training to the Volunteer Champions, is a prime example of the far-reaching benefits for students who participate in the Section's student-centred programmes.

While CE has taken advantage of existing opportunities in the global marketplace, despite the many challenges facing the higher education sector, its continued success requires broad-based and sustained support from the extended community.

CE mobilises internal and external stakeholders towards the empowerment of communities by:

- **Priority 1**: Creating interactive platforms and communication with external stakeholders and the university community;
- **Priority 2**: Developing new strategic projects and activating new volunteers among students, academics and support staff;
- **Priority 3**: Ensuring the success of the Mandela Day and the National Women's Day;
- **Priority 4**: Continuing with the involvement of and interactions with the members of the CE Advisory Board; and
- **Priority 5**: Initiating projects and activities for joint participation – alumni and students.

All of these are underpinned by an engagement ethos that centres on principles of humanity and collaboration, leading to amicable social compacts.

The entire scope of the University's community engagement is contained in the Community Engagement Report in Section Eleven of the Annual Report.

Development and Fundraising

The Development and Fundraising Unit is predominantly aligned to GES Objective Six: Fitness for Global Excellence and Stature. Efforts to solicit additional funding towards the support of University flagship initiatives started in 2014 and continued in 2015 and 2016. Additional projects were given to the Unit in 2016 and included the burnt Sanlam Auditorium rebuilding fund (R20 million) as well as e-textbooks and tablets (R80 million). The Unit played a critical supporting role in the fundraising efforts towards UJ's missing middle campaign.

The Kresge Inyathelo Advancement Initiative was included in the Unit's performance targets and most of the milestones were met, while the 2015 challenge grant was awarded in 2016. In collaboration with Alumni Relations, major outputs were embedded in the following milestones (aligned to the Kresge-Inyathelo Advancement Initiative):

- **Donor identification and cultivation**
  The donor database was further enhanced by 154 additional prospects in 2016. Eighty organisations were identified to be in line with UJ fundraising projects. A total of 87 funding applications were submitted to local organisations and 15 applications/proposals to international organisations.
- **Achieve the Advancement Division's fundraising target of R13.5 million for 2016**
  While the overall UJ target for 2016 was R116 million, the Development and Fundraising Unit's target was R13.5 million. These targets were exceeded with Development and Fundraising raising R17.9 million and the University raising R217 749 312 (which included R101 million for the Missing Middle Fundraising Project).
- **Enhance the existing stewardship programme**
  The Donor Survey conducted in 2015 was analysed to develop an improved stewardship framework. The Survey results translated to 31 current donors being stewarded more extensively and effectively in 2016.
- **Priority fundraising projects**
  Each fundraiser was assigned a priority GES project and the three additional projects assigned later in the year were shared among the fundraisers. The Missing Middle Fundraising Project took preference in 2016. An action plan for this initiative was written, and a target of R60 million was set. This target was exceeded with more than R100 million raised by end 2016.

- **Alumni**
  Compliance with the new POPI and PAIA Acts was put in place. This was helpful in growing the membership database by 458 members in 2016. Headway was made in communicating with new alumni as soon as they graduated. Convocation has become more operational and aligned itself with the Missing Middle Fundraising initiative.

Donor income

Donor income increased by an impressive 193% in 2016 due to the additional funds of R101 million for the missing middle. The following table shows the trend of donor income in the last five years. The figures include unencumbered and some bursary funding, and exclude research income.

Table 84: Accumulated donor income comparison 2012-2016

Year	Income	Trend
2012	R77 583 810	–
2013	R54 213 394	↓
2014	R72 357 510	↑
2015	R74 231 155	↑
2016	R217 749 312	↑

Strategic Government Relations

The focus of the Strategic Government Relations Section is to strengthen and facilitate relations with government, agencies and parastatals (GAP). A key objective of the Section in 2016 was to open doors for third-stream income and fundraising opportunities within these organs of state as well as maintenance of stakeholder relations within GAP.

The relationship with the City of Johannesburg (CoJ) had been established and, in close partnership with Wits University, a close relationship was nurtured in 2016. The strongest relationships with this governmental structure existed within the following CoJ departments: Economic Development; Social Development; Transport, Infrastructure and Development Planning; Shared Services; and the Speaker's Office.

Facilitated by the Government Relations Section, UJ participated and assisted with various research projects, including migration together with the Centre for Education Leadership, and the healthy lifestyle project together with STH.

With a Memorandum of Understanding (MOU) in place between the City and UJ, the interaction with local government departments ensured that the relevant objectives of the MOU were realised.

During the year under review, an informal collaboration with the Department of Infrastructure was established, and more partnership/collaboration opportunities will be cemented in 2017.

The Section managed to raise R4.1 million for postgraduate bursaries from MerSETA.

ADDITIONAL STAKEHOLDER ENGAGEMENT

Thus far, this report has highlighted stakeholder engagement through the University's Institutional Advancement Division. However, a report on stakeholder engagement will not be complete without highlighting the significant role other support divisions within UJ play in stakeholder engagement.

What follows are highlights of these endeavours by the Divisions of Student Affairs, UJ Sport, Arts & Culture and the Division of Internationalisation. Full details of their scope of engagement, work and achievements can be found in their individual reports.

Student Affairs

The Student Affairs Division focuses on providing its primary stakeholders, namely its students, with an environment that is nurturing and supportive of their academic endeavours through extracurricular programmes and activities aimed at fostering their development.

In this regard, partnerships with external stakeholders also play a role. Student Affairs continued their external partnerships with the City of Johannesburg, surrounding communities, ward councillors from the communities around UJ's four campuses, the South African Police Services (SAPS) and various accredited off-campus accommodation providers. These partnerships (in collaboration with UJ Protection Services) focused mainly on quality off-campus accommodation and student safety and security in the campus environments. The Division also engaged with societies that influence UJ students, including political organisations, religious organisations and civil society groups.

Further partnerships with Gift of the Givers and Stop Hunger Now Organisation were focused around the Student Meal Assistance Programme. As part of the Risky Student Behaviour Programme, in collaboration with the South African National Council on Alcoholism and Drug Dependence (SANCA), interventions were presented to the student body.

To ensure stability in leadership, the National Student Leadership Academy was also engaged.

Further details can be found in Section Thirteen of this Annual Report.

UJ Sport

In addition to its focus on campus sport (both sport participation and sport excellence) for current students, UJ Sport makes a substantial contribution to maintaining and building relationships with alumni through sport. Prospective students, external and internal service providers, sport federations, sponsors and other tertiary institutions were engaged throughout 2016.

Potential risks regarding the facilities, equipment and compliance with UJ policy were identified. This was done to mitigate against the reputational risk for the institution and safety for students and staff. Clear communication lines with all stakeholders were devised, which enabled UJ Sport to respond timeously to arising issues and to solidify relations by avoiding costly disappointments due to communication breakdowns.

The Division hosted successful events regardless of the challenges that were faced country wide during 2016.

Further details can be found in Section Thirteen of this Annual Report.

UJ Arts & Culture

During the period under review, the Doornfontein Campus Cultural Office worked closely with Student Affairs to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts & Culture provided input and support to the SRC cultural groups and societies.

The Soweto Campus Cultural Office worked closely with faculties, the SRC, UJ Language Unit, Student Accommodation, UJ Sport, Alumni Affinity Groups and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, such as Soweto high schools, Maponya Mall and Soweto Theatre.

In partnership with the Johannesburg Correctional Services, Arts & Culture, in conjunction with various stakeholders, launched Cult Attainment, which aims to use performing arts with the inmates of Leeuwkop Prison and the Boksburg Prison Juvenile Section as a means of expression and to expose UJ students to the consequence of criminal activity and risky social behaviour.

Johannesburg Youth Orchestra Company (JYOC)

In 2013, UJ entered into an agreement with the Johannesburg Youth Orchestra Company (JYOC) and the POPCRU group of companies (PGC). The agreement, signed at JYOC'S 2013 Celebration of Spring concert, saw

UJ allocating JYOC premises for their exclusive use on the University's Bunting Road Campus in Auckland Park.

Operating in Soweto, Johannesburg, Evaton and Sebokeng, the Johannesburg Youth Orchestra Company (JYOC) is a centre of musical excellence in instrumental tuition. Responding to the needs of the youth in all communities, the JYOC is a meeting place for over 600 young people with musical aspirations. Almost 300 students are members of one of ten graded ensembles and orchestras that cater for all levels of competence. This MOA is under review in 2017.

Arts & Culture Conference

The 2016 ACT | UJ Arts & Culture Conference was presented alongside the Arts & Culture Trust, and received support from the Department of Arts and Culture, Business and Arts South Africa (BASA), and the SAMRO Foundation.

The two-day conference was an interactive learning forum, which presented interdisciplinary thought as problem solving to the 283 delegates in attendance.

The Department of Arts and Culture supported the attendance of sponsored delegates through their Mzanzi Golden Economy programme. The partnership with BASA shifted from a supporting grant in previous years, to a more substantial sponsorship, with direct engagement of curatorial, practical and financial support for a particular cluster of sessions.

In 2016, the official media partners were Creative Feel Magazine and SAfm. SAfm did an outside broadcast from UJ on Wednesday, 16 March, during Ashraf Garda's show.

Leading up to the conference, a series of free public engagements entitled Creatives in Conversation was launched during February. Conceived as a bridge between the content and questions that emerged from the previous two conferences, the series has been curated as a link to and beyond the 2016 ACT | UJ Arts & Culture Conference. Following the Conference, a further five conversations were hosted to provide a platform for those engaged in the creative industries to take the Conference conversations forward.

Internationalisation

Internationalisation at UJ entails the cultivation of an international environment on campus and within the academic curriculum. Crucial to the mandate of Internationalisation is the development of international partnerships and the implementation of international collaborations involving research, student and staff mobility.

During 2016, the Division for Internationalisation targeted over ten countries on three continents and participated in up to 15 exhibition and information sessions. Internationalisation again ventured into South America, to build on the brand awareness created by visits in 2014 and 2015, through exhibiting in six cities in Brazil. The Division also visited Bali and Jakarta in Indonesia for information sessions and attended a postgraduate University Fair.

Stakeholder engagement continued with Scandinavia in 2016. A UJ Executive delegation visited Finland in June and November. The visit included strategic engagement with Laurea University of Applied Sciences (UAS), in a follow-up consultation from a previous visit in 2013, to discuss common identified areas for collaboration. Laurea UAS will visit UJ in February 2017.

As UJ becomes more visible globally, the University attracts more potential partners, and continues its tradition of offering warm hospitality to international delegations. Some of the best universities around the world congregated at UJ when UJ and Times Higher Education (THE) hosted the 3rd THE/UJ BRICS & Emerging Economies Universities Summit. The Summit was historic, as the inaugural BRICS & Emerging Economies Universities Rankings were revealed on the first day of the Summit.

In addition, UJ hosted 32 delegations from notable institutions across the globe. These institutions included a delegation of Swedish academics from 14 Swedish universities, University of New South Wales, University of Ghana, the African Leadership Centre and the University of the West Indies. These engagements explored opportunities for collaboration. Agreements were signed with the National University of Science

and Technology (MISiS), Russia, MPETROMIN PDVSA, Venezuela and Instituto Technologico Y de Estudios Superiores de Monterrey, Mexico.

The University remains focused on the African continent due to its aim to become the Pan-African epicentre for critical intellectual inquiry and scholarship. Significant partnerships were discussed and formed with African universities, including University of Ghana, Polytechnic of Namibia, HO Polytechnic (Ghana), Africa University (Zimbabwe) and Al Zaiem Al Azhari University (Sudan).

Relationships with governments, especially in Africa, continued to grow, contributing towards UJ's connectedness to the continent, as well as to potentially growing funded student numbers, in line with the University's strategic objectives. In 2016, UJ welcomed a number of governmental delegations, including the Botswana High Commission, a Malawi Government delegation and the Tertiary Education Trust Fund, which is a Federal Government Agency under the Federal Ministry of Education, Abuja, Nigeria.

As part of the "Decolonising Knowledge Thought Leadership Series", the University partnered with M&G Africa, AFLA (Africa Legal Aid) and UJ's Institute for Pan-African Thought and Conversation, to host four strategic dialogues that explored the overarching theme of the Decolonisation of Knowledge. Some of the key speakers at these dialogues included Prof Hilary Beckles (Vice-Chancellor, University of the West Indies), Ms Fatou Bensouda (Prosecutor at the International Criminal Court ? ICC) and Prof Ahmed Bawa (CEO: Universities South Africa).

UJ signed ten Erasmus+ agreements in 2016, which focused on student and staff mobility. The University is part of a joint PhD programme in collaboration with U21 partners. This was created to provide the Health Sciences Faculty, within Universitas 21 member universities, with a framework for exploring opportunities for collaborative research, information exchange, and the sharing of resources.

The strong relationship that exists between UJ and the African Institute for Economic Development and Planning (IDEP) continued in 2016 with a Joint Master in Industrial Policy programme. The first cohort of students started in February 2016 and consisted of ten international and nine local students. The joint programme is offered specifically through the Faculty of Economic and Financial Sciences.

CONCLUSION AND WAY FORWARD

2016 was a significant year for the Division of Institutional Advancement. The importance of agility in stakeholder engagement came to the fore and the Division realigned core projects in an answer to socioeconomic challenges. The #FeesMustFall movement and students' plight as to funding their studies gave rise to a far-reaching and successful Missing Middle Fundraising initiative supported by the positive conversations driven by the #UJBeTheSolution marketing campaign, as well as robust engagement with internal and external stakeholders.

Guided by UJ's Strategic Objectives for 2025, the Division remains focused on promoting the reputation of the UJ Brand by highlighting its proven excellence and stature through integrated communication and marketing campaigns, engaging its students in social citizenry through CE and aiding in UJ's Fitness for Global Excellence and Stature through the solicitation of funding and alumni engagement.

For Marketing and Brand, the focus for 2017 will be on implementing the new strategy and visual language that was approved at the end of 2016, internalising the brand, on an administrative and academic level, and rolling out the new marketing campaign. The Student Marketing Unit will again focus on attracting better quality students rather than on attracting quantity, while the targeted above-the-line Orange Carpet campaign will continue to support this effort. Relationship building with schools remains a priority.

Strategic Communication will bolster international coverage, assisting in carrying out the global excellence and stature message to the international market. Relationships with national and international media houses will be fostered, and internal communications will be strengthened and streamlined as a platform for boosting institutional interactions.

The next years up to 2025 will see fundraising activities escalated in aid of 'global excellence and stature', and strategies will align more closely to gain international funding aid. Alumni Relations will engage strongly with heritage institutions' alumni to increase alumni membership and will give through an integrated communication campaign. A more focused Strategic Government Relations Strategy will be implemented towards increasing third-stream income and cultivating an enabling relationship with government in support of this role.

In 2017, disparate divisions within the University such as faculties, Student Affairs, Arts & Culture, UJ Sport and Internationalisation will continue to promptly and continually engage stakeholders with a unified voice. The University's commitment to transparency, safety and access to education will once again be the key messages communicated across the various platforms.

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Arts & Culture, and Sport. Student Affairs is headed by an Executive Director; Sport is headed by a Senior Director; and Arts & Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Tumi Mketi (Ms)
Deputy Vice-Chancellor:
Employees and Student Affairs

Student Affairs

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

The Division of Student Affairs aimed at providing opportunities for a preferred student experience. Even though the year was characterised by student activism that had elements of disruptive conduct, Student Affairs continued to focus on providing a stable and supportive environment in order for the University to be able to continue with its core business of academics, research, teaching and learning. The Division also offered extracurricular programmes and activities aimed at fostering the holistic development of students.

At the start of the year, the Division comprised three subdivisions, namely: Student Accommodation and Residence Life (SARL), Student Ethics and Judicial Services (SEJS) and Student Life and Governance (SLG). However, towards the end of 2016, Student Affairs restructured itself in pursuit of improved efficiency and effectiveness. By December 2016, Student Affairs comprised two subdivisions: SARL and SLG. The SEJS Directorate was incorporated in the SLG subdivision.

SARL focused on the admission and placement of students in residences; residence life; residence operations; vacation accommodation; and accredited Privately Owned Student Accommodation (POSA).

The SEJS subdivision was responsible for disciplinary enquiries including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, conflict resolution as well as reparation. The subdivision also coordinated and presented programmes aimed at promoting a culture of ethics among students.

SLG was responsible for coordinating student development activities and providing administrative support to student structures, such as the Student Representative Council (SRC); student societies; RAG; as well as general student development programmes.

Governance of Student Affairs

During 2016, the Student Affairs Division reported to the Deputy Vice-Chancellor: Employees and Student Affairs. For the initial part of the year, three directors, namely the Director: Student Accommodation and Residence Life (SARL), the Director: Student Ethics and Judicial Services (SEJS), and the Director: Student Life and Governance (SLG), reported to the Executive Director: Student Affairs.

The Central Student Representative Council (CSRC) and the four campus SRCs of the University of Johannesburg Student Representative Council (UJSRC), the house committees and various committee structures made up the

student governance structure. The 16-member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 elected members, and this brought the total number of SRC members to 48.

The House Committee Primaria Council, made up of the chairpersons of all residence house committees, together with the house committees – one for each of the 35 residences and day houses – formed the core of the student governance structures in the residences. The sub house committees, which consisted of floor representatives and the residence academic advisors who facilitated the residence academic programme, supported the house committees. In addition, the Residence Monitoring Committee, comprising residence managers, house committee members, house wardens and the Head of Residence Operations, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence introduction programme and reported on activities that were not in line with UJ values in residences during the first three months of the academic year.

The Student Disciplinary Committees dealt with most of the various disciplinary cases reported. The UJSRC dealt with the two cases that were deemed to be within its jurisdiction. The Student Disciplinary Committees were constituted by a chairperson, an assessor, an SRC representative and SEJS officials who acted as presenters and administrators during the student disciplinary hearings as per policy. The chairpersons and assessors appointed were either senior lecturers from the Law Faculty or external legal experts. SEJS submitted quarterly reports on student disciplinary cases, detailing trends, statistics and findings, to Senex and the Student Services Council.

The management of Student Affairs held monthly staff meetings and monthly meetings with the UJSRC, house committees, and RAG committees in order to ensure good governance and quality management. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The Student Services Council (SSC), which was co-chaired by the DVC: Employees and Student Affairs and the UJSRC President, met quarterly to address issues pertaining to student services and support.

Risk management

Several risks related to student life and activities were identified and mitigating mechanisms were put in place. The following risks were prioritised:

- **Squatting and sub-letting** – Regular raids were conducted in UJ residences by SARL, assisted by Protection Services.
- **Lack of adequate accommodation on campus forcing students to stay in Privately Owned Student Accommodation that does not meet UJ standards** – Approval for the construction of another residence at Soweto was obtained and secured. The accreditation process of Privately Owned Student Accommodation was conducted according to the newly amended policy. One administrative staff member of SEJS was redeployed to SARL to augment the Office of Privately Owned Student Accommodation.
- **Safety of students** – Collaboration with Protection Services and the local police station continued. Regular safety and security awareness campaigns were conducted.
- **Student protest disrupting University business** – The biggest risk of disruption of the University business arose through the #FeesMustFall campaign, which had a negative impact on the 2017 SRC elections and posed a threat to the 2016 end of the year examinations. Student Affairs regularly and extensively engaged with student leaders from various student organisations that were contesting for space within student leadership and governance, to ensure that matters were resolved before they escalated into student protests. Student leaders were also advised of the procedure to follow when staging protests. Student Affairs worked extremely hard to prevent the collapse of the student governance system and facilitated meetings between various student representatives, divisions and management. Student disciplinary procedures were also applied, where necessary, to deal with misconduct that occurred during the student protests.
- **Disregard of legitimate student structures** – The strict application of the SRC Constitution and the SRC Electoral Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.

- **Disruption of SRC elections** – The elections of the 2016 SRC took place on 13 to 15 April 2016 (having been postponed from 21 to 23 October 2015 due to disruption). Student Affairs then proposed the postponement of the election of the 2017 SRC from 19 to 21 October 2016 to early 2017, and furthermore made a proposal to Council that the term of office of the SRC should be changed from January to December of the respective to May to April of the following year. Council approved the proposal.
- **Delay in finalising the operational details of the amended SRC Constitution and Electoral Policy** – The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC; however, the student organisations and SRC continued to contest the amendments that had been approved by the Council, and this delayed the implementation of the revised SRC Constitution and Policy. The amendments were implemented progressively with two amendments being put in abeyance until the management resolves the matter with the SRC.

STRATEGIC FOCUS AND TARGETS

The strategic focus of Student Affairs was on *Strategic Objective Four: Enriching Student-friendly Learning and Living Experience*. However, Student Affairs also contributed towards the achievement of Strategic Objectives One, Two, Three and Five.

Strategic Objective One: Excellence in Research and Innovation

Student Affairs continued to provide an environment conducive to creating excellence in research and innovation by providing world-class accommodation to postgraduate (PG) students and postdoctoral fellows. In 2016, postgraduate students accounted for 15% of the overall residence students.

Postgraduate students also participated in organised student activities and 30 of them took leadership positions in the structures of SRC, societies, house committees and RAG. Student Affairs also provided administrative and managerial support to the Postgraduate Student Association. The Postgraduate Student Association Committee succeeded in presenting its draft constitution for consideration by the University, and it was agreed that the draft constitution would be finalised in 2017.

Strategic Objective Two: Excellence in Teaching and Learning

During 2016, UJ had the capacity to accommodate 40% (19 583) of the enrolled students on and off campus, which was a slight improvement on the 38,9% of 2015. Privately Owned Student Accommodation accounted for 66% of the available accommodation. On-campus residences, which were in great demand, had a high occupancy rate of 99,6%, while occupancy in Privately Owned Student Accommodation was also high at 94,2%.

In an effort to support the University's strategy to improve student success rates and student retention, Student Accommodation and Residence Life made strides in implementing the targets set by the Admissions and Placement Policy regarding accommodating first-year students within University residences. First-year students accounted for 30% of the total number in residences, which was the target for 2016. Senior students accounted for 55%. The remaining 15% were postgraduate students.

International students residing in residences accounted for 6,7% of the total number. Twenty students living with various disabilities were also accommodated in UJ residences.

Table 85: A summary of key student accommodation statistics

	Category	2016 Numbers
Applications for Residence	Total number of applications for residences	14 929
On-campus Accommodation	Total number of beds available in on-campus residences	6 628
	Total number of beds occupied	6 600
Privately Owned Student Accommodation	Total number of beds available in POSA	12 955
	Number of POSA beds occupied	12 204

In terms of overall student registration demographics, black students accounted for 83%, while 4% were Coloured, 4% were Indian and 9% were white. The racial distribution of students in residences reflected a comparable demographic pattern, though with a higher proportion of black students: 94% black, 2% Coloured, 1% Indian and 3% white students in residence.

The following residences were recognised for their academic excellence at the Academic Opening in January 2016: APK – Impumelelo Female Residence; APB – Horizon Female Residence; DFC – Gauta Residence; and SWC – Hector Peterson Mixed Residence. The overall winner was Gauta Residence, while the most improved residence was Robin Crest.

The University reviewed the Policy for Privately Owned Student Accommodation in 2016, and the name Privately Owned Student Accommodation replaced the former name Off-campus Accommodation. For the 2016 accreditation cycle, 258 applications with a capacity of 13 380 beds were received. Of these, 214 applications with a capacity of 12 955 beds were approved.

Strategic Objective Three: An International Profile for Global Excellence and Stature

Student Affairs contributed to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Life and Governance, by ensuring a supportive environment for an enriching student experience.

International students enrolled in UJ were also encouraged to participate in organised student activities. Approximately 400 international students participated in student societies, such as Golden Key, AIESEC, Angolan, Congolese, Kenyan and Zimbabwean student associations. In 2016, 541 international students were accommodated in UJ residences.

Student Affairs hosted 12 students from Arcadia University in the United States on the Soweto Campus on 27 May 2016. Furthermore, four of UJ AIESEC society students attended a training workshop at the University of Nairobi from 16 to 23 June 2016. Fourteen UJ students attended the conference of the Model United Nations South African Universities at the University of Pretoria on 12 July 2016.

The coordination of the application process for the Abe Bailey Travel Bursary was moved from Student Affairs to the Division of Academic Development and Support as the bursary was open not only to students but also to young academic staff.

Strategic Objective Four: Enriching Student-friendly Learning and Living Experience

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

Living and learning communities

Academic excellence was also one of the pillars of the 5-Pillar Model adopted in the Residence Life Programme. The 5-Pillar Model comprised Academic, Leadership, Community Engagement, Sport and Social pillars. Living and learning communities in the UJ residences were kept active through the Residence Academic Advising (RAA) Programme in which 202 senior students served as academic advisors. After training by PsyCaD, these RAAs provided guidance and support to first-year residence students throughout the year.

Day students continued to participate in Residence Life activities, organised by seven day houses.

Orientation of first-year students

In 2016, the calendar and pamphlet of Student Affairs containing tips, rules and regulations, which had hitherto been distributed in hard copies during orientation, were uploaded onto the Student Portal (uLink).

During the first-year orientation programme, Student Affairs made several presentations and conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 3 466 students attended these presentations and workshops.

Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes.

The number of recognised student societies (which were mainly academic, political, religious and social organisations) stood at 238 across all campuses, with about 20 470 active members. This increase in participation in student organisations can be attributed to the successful Societies Week, among other campaigns, held across all campuses in February 2016.

Student leadership development and training

Several student leadership and development opportunities were available for student leaders. These ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.

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

- Induction Programmes for the Student Representative Council and RAG were conducted in June and August 2016, respectively. The Induction Programme of the House Committees was postponed to 2017.
- A Leadership Skills Development Programme for the Student Representative Council, themed Conflict Resolution, Negotiation and Mediation, was conducted by the Department of International Relations and Cooperation from 20 to 24 June 2016, and a programme entitled Perspectives, Constructive and Inclusive Communication channels was conducted by the Circuit Organisation on 30 and 31 March 2016.
- The Financial Literacy Programme for student leaders took place on 26 May 2016.
- The induction of societies was conducted on 6 and 16 May 2016.
- A Youth Life Skills Seminar and an Academic Skills workshop were conducted on 20 and 21 May 2017, respectively.
- House Committee members and House Wardens attended at least two workshops on Change Management in March and October 2016.

In addition, Student Affairs staff members provided one-on-one coaching for a number of students. For example, those students who were facing disciplinary and/or court cases with regard to the unlawful protest that had taken place were advised of the best way to resolve the matter with the University.

In addition, members of the SRC were provided with guidance, advice on their respective academic and leadership role challenges, and fee discussions. The SRC was assisted in writing reports for the University Council and the Student Services Council.

Academic Integrity Campaigns during exams

Academic Integrity Campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners (46 banners were strategically erected on all four of UJ's campuses for the 2016 semester exams) and media campaigns, through which messages on academic honesty and integrity were aired on UJFM during the June and November examinations. The Campaign sent clear, yet stern, messages about academic honesty and integrity in exams and reached an estimated number of 30 000 students.

Ethical and responsible student behaviour

A total of 30 000 pamphlets on safety and security were distributed at the entrances of the University among students. Furthermore, media campaigns on Substance and Alcohol Abuse and Gender-based Violence were run on UJFM in June 2016.

These programmes, thematising risky student behaviour, were aimed at raising awareness, educating, mitigating, informing, and altering the behaviour of students.

Student discipline

Student Affairs ensured an ethos of responsible and accountable student behaviour through the management of the student discipline process. Student Affairs received and managed a total of 330 student disciplinary cases in 2016, which were spread across campuses as follows: APB (37), APK (191), DFC (87) and SWC (15). This represents a decrease compared to the 425 cases received in 2015.

A total number of 216 cases were finalised through the Student Disciplinary Committee (SDC) process, 36 cases through the Alternative Dispute Resolution (ADR) process, 17 cases were withdrawn due to lack of sufficient evidence and 61 of the cases are pending. Out of the completed 216 cases, 193 students were found guilty and 23 students were found not guilty.

Student welfare and support

A total of 3 879 deserving students received two cooked meals a day. In addition to the cooked meals, 4 608 dehydrated meal packs were handed out to deserving students. A total of 3 857 students were assisted with registration fees through the SRC Trust Fund. Students assisted with the SRC Trust Fund were those considered to fall within the 'missing middle' category.

In addition to managing the student meal assistance programme and the SRC Trust Fund, Student Affairs coordinated the University's response to psycho-social and personal issues affecting students. The issues that were handled included student deaths; assisting students who were mugged and robbed in and around UJ campuses; students who had experienced trauma; students in distress (financial and emotional); students without accommodation; students arrested by the SAPS; and students who attempted suicide.

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

Cultural activities

A number of student organisations, together with the Student Affairs Directorate, organised student cultural activities, such as the traditional First Years Concert (which took place between 19 and 25 February 2016). UJ students also participated in the Debate Nationals in Cape Town on 29 June 2016 and in the ATKV National Serenade Competition at the University of Pretoria from 2 to 4 September 2016.

Student governance

The election of the 2016 SRC took place from 13 to 15 April 2016. The elections of the leadership structures of other student organisations and structures, such as house committees, were conducted in September/October 2016 under the leadership and coordination of Student Affairs. Approximately 97% of the student societies conducted their annual elections, but the elections of the 2017 SRC were postponed due to the student protests in September/October 2016. In light of the postponement of the SRC elections, the term of office of the 2016 SRC was extended.

Strategic Objective Five: National and Global Reputation Management

Student Affairs, in conjunction with the other internal and external stakeholders, helped the University to ensure that the protests did not disrupt the academic business of the University, which in turn boosted the reputation of the University.

EMPLOYEE PROFILE

Student Affairs had a total of 71 permanent and contract staff members servicing all four campuses. The demographics are as listed below:

Table 86: Permanent and contract employees

	Female	Male	Black	Coloured	Indian	White
SARL	41	10	41	2	–	6
SEJS	3	6	7	2	–	2
SLG	4	4	8	–	–	–
EDs Office	2	1	3	–	–	–
TOTAL	**50**	**21**	**59**	**4**	–	**8**

Community service, stakeholder engagement and reputation management

Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools.

Approximately 27 student societies and four groups from RAG participated in cleaning and donating food and clothing to Fitters, Bombani Shelter in Alexandra, Thokoza and Auckland Park. An estimated 1 500 residence students participated in the cleaning campaign, donating food parcels, renovating and painting homes and providing learning materials to pupils in the surrounding schools and in orphanages, churches and HIV/AIDS homes around Johannesburg.

Stakeholder engagement

Internal partnerships

Student Affairs continued to partner with UJ Sport, Arts & Culture, the Division for Internationalisation, Occupational Health and Safety, Operations, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinic.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited Privately Owned Student Accommodation residences. These partnerships focused mainly on the Privately Owned Student Accommodation, as well as ensuring that UJ students were safe in and around the campuses.

Two other important partnerships with Gift of the Givers and the Stop Hunger Now Organisation ensured that the Student Meal Assistance Programme was a success.

LEADERSHIP

The Director: Student Ethics and Judicial Services and the Executive Director: Student Affairs left the employ of the University in August and September 2016, respectively. The Director: Student Life and Governance acted in these two positions until the end of 2016.

CHALLENGES

Student Accommodation faced the following challenges during 2016:

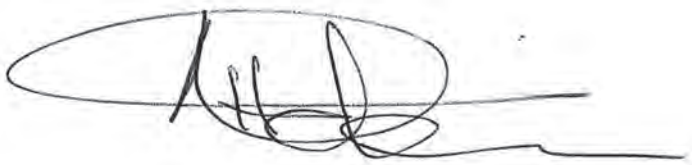
- The lack of adequate accommodation on campus led to most UJ students staying in off-campus accommodation, which exposed them to various dangers when travelling between campus and their place of residence. A noticeable number of students were found sleeping on campus in classrooms and other areas due to lack of accommodation. The situation was made worse by the fact that most of these students were financially needy students.

- The initiation of first-year students by senior students remained a challenge; however, the scale of this was now minimal.
- Some dishonest service providers of Privately Owned Student Accommodation do not fully comply with the policy and procedures.
- A number of students went without daily meals despite the intervention of the Student Meal Assistance Programme.
- Safety and security of students around campus remained a challenge.

CONCLUSION AND WAY FORWARD

The variety of programmes and activities facilitated by Student Affairs created multiple opportunities for students to enjoy a vibrant student life and participate in outreach activities and student development programmes. Overall, 2016 saw the following improvements in Student Affairs as a whole:

- Continued improvement of the off-campus accommodation system.
- Development of new policies and review of existing ones.
- Improved systems and processes in an effort to improve efficiency in service delivery.
- The restructuring of Student Affairs undertaken in 2016, which improved responsiveness.
- Improved collaboration and team work within and outside Student Affairs.



Godfrey Helani (Mr)
Senior Director: Student Affairs

UJ Arts & Culture

OVERVIEW

UJ Arts & Culture's full report is contained in the report of the Faculty of Art, Design and Architecture in this Annual Report However, UJ Arts & Culture also makes a substantial contribution to institutional Strategy 5: A student-centred and caring institution. Our aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and that will encourage a positive lifelong relationship with the University.

OPERATING CONTEXT

UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future. A range of arts platforms are offered on all four campuses. Facilities include the UJ Arts Centre located on the Kingsway Campus comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms; the Experimental Theatre Space also located on the Kingsway Campus; the 150-seater Con Cowan Theatre and dance studios on the Bunting Road Campus; and cultural offices on the Soweto and Doornfontein Campuses. Venues are both producing and receiving houses in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. All events (both internal and external) are offered to students, either free of charge or at a significantly reduced rate.

The DFC Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs and the residences and day houses, to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts & Culture provided input and support to the SRC cultural groups and societies.

The SWC Cultural Office worked closely with the campus faculties, the Memorial Services Committee (HR), SRC, UJ Language Unit, Student Accommodation and Residence Life, UJ Sport, Alumni Affinity Group and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, for example, Soweto high schools, Maponya Mall and Soweto Theatre.

Open classes

A range of open classes are free and available to all staff and students. SWC offers classes in drama, hip-hop dance and flash mobbing. DFC offers Latin and Ballroom dance, hip-hop dance and poetry; and ballet and contemporary dance are offered on APB and APK.

PERFORMING ARTS

The Arts & Culture programme, entitled LIBERAT!ON, comprised a bold and provocative line-up of productions, exhibitions and concerts. Against the backdrop of the new wave of student activism across the country, these

works did not seek to offer answers to the core questions "If not us, then who? If not now, then when?", but rather, collectively sought to provoke conversation and discussion around our pursuit of individual freedoms and the desire for collective emancipation.

In addition to this public-facing programme, a robust range of arts platforms were offered on all four UJ campuses for students, staff, alumni and the general public to experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

Music

We rebooted our classical music programme with a series of classical concerts, which featured industry stalwarts such as Richard Cock, Nicholas Nicolaidis, Malcolm Nay and the Wits Trio, Lesley Stansell and the Umoya Wind Quintet, and Kabelo Mothlomi and the Resonance String Quartet. The season culminated with the all-new Dean's Gala Concert in November, which was a fundraising initiative to raise money for deserving students at FADA. A total of R36 500 was raised for the Dean's Bursary Fund.

Choirs

A total of 238 students auditioned for the 2016 choir of whom 60 members were finally selected to make up the choir complement. The choir performed at 16 graduation ceremonies reaching an audience of approximately 12 000 people during March and April. Due to a lack of space, the Choir did not perform in the Arts Centre Theatre when the graduation ceremonies were moved.

As the Alumni Choir, choristers comprising 60 UJ students (with an additional 40 alumni complement) played to a capacity audience of 800, which set a record. The music highlight was to perform on the Guy Butler stage as part of the Main Programme at the National Arts Festival in Grahamstown.

The UJ Choir has extensive experience on the international stage and made its national television debut on the reality TV and kykNET (DSTV) initiative – *Varsity Sings*. UJ came in second place and won R45 000 with a total viewership – as taken from kykNET, YouTube and SAfm's voting public – of approximately 3 570 500 hits.

The Unijoh Chorale based on the Soweto Campus complements the Kingsway-based choir. Together they ensure that a range of events including graduation ceremonies, campus lunch-hour concerts and performances in the local community fly the UJ flag.

Exhibitions

A total of 166 artists exhibited 633 works to the value R3 285 370.00, which were seen by 2 341 individual gallery visitors; 12 walkabout/lectures were presented; 2 external curators and 42 external/internal assistants were involved with the setting up of the exhibitions.

VALUE AND IMPACT

Costs are low compared to the incredible impact in terms of student experience, community outreach and branding of UJ. The theatre and precinct have seen some fantastic productions and events. UJ Arts & Culture remains well known in the arts and culture community. It is increasingly an important part of student life and is seen as perhaps more beneficial to some students than sports or other extracurricular activities because the nature of the engagement is so much more intensive.

Students, stakeholders and patrons report exciting content, great physical spaces and places. Findings from an internal review process during 2016 show that the annual programme and activities offered by UJ Arts & Culture are perceived to be of great value to students, especially students who participate in dance, drama and the choirs. Some clearly articulated wishes that emerged from the research were the desire for more dance and movement opportunities and the tweaking of logistics and communication from UJ Arts & Culture.

Federico Freschi BAFA (Prof)
Executive Dean: Faculty of Art, Design and Architecture

UJ Sport

INTRODUCTION

It was an important year in the sporting calendar: the Olympic year. UJ Sport had the privilege and opportunity to contribute towards team South Africa and our coaches and athletes had the opportunity to be in Brazil for the Olympics.

UJ Sport continues to offer a comprehensive range of sport programmes for elite athletes, as well as taking into consideration the needs of recreational sport through internal leagues.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

UJ Sport Division focuses on providing sporting opportunities to our students and staff. The Division strives to maximise access to opportunities, facilities and other resources to enable all students to participate and compete without discrimination. Levels of participation are categorised and classified accordingly, as High Performance, Competitive and Social Mass Participation.

Table 87: Sporting code categorisation

A – Priority Codes	B – Competition	C – Social / Mass Participation
Athletics	Rowing	Martial Arts
Football	Volleyball	Chess
Cricket	SSD	Table Tennis
Rugby	Golf	Tennis
Netball	Squash	
Basketball		
Hockey		

The Division comprises three Units: Sport Clubs, Performance Excellence and Support Services. This is one less unit than in the previous year, as the Biokinetic Clinic was moved to the academic Department of Human Movement Studies. The Sport Club Unit is the biggest unit and relies on the two other units for support to ensure that our sport clubs perform and deliver the desired results.

Governance

As of 1 January 2016, UJ Sport Division reported to the Deputy Vice-Chancellor: Employees and Student Affairs. The new reporting line brought Sport and Student Affairs closer, which allowed easier service delivery and reach to students, who are our primary clients.

The Senior Director, together with all line managers and the business partners for both Human Resources and Finance, form the Sport Management Committee, which meets bi-monthly to consider all policies of the Division. Monthly operations meetings are held where members of the Sport Management Committee invite sport managers or any other staff members from the Division to attend, depending on the agenda items. The operations meeting looks at the day-to-day running of the Division. A full staff meeting is held once a quarter with all subdivisions, coaches, managers and the two business partners to interact and develop an understanding of all other units. One-on-one monthly working meetings were held by the Senior Director and Line Managers.

Each Unit holds its own monthly meetings to deal with matters pertaining to the individual units. The Sport Clubs Unit, as the core function of the Division, is the biggest unit. Sports Clubs are governed by individual club constitutions that are aligned to the federation the club is affiliated to. UJ policies, rules and regulations are drawn on to govern the clubs.

Risk management

Several risks related to sport and its activities, including facilities and accidents, were identified, and mitigating mechanisms were put in place. Student protests were a major risk: even when our students were not on strike, the events at other institutions affected our sport programmes. The protests led to activities being moved from campuses, postponements and cancellations.

The Division kept a Risk Register, which was updated regularly. The risks were dealt with both internally and externally, with a specific focus on safety first for both students and staff, as follows:

- Safety of cars and equipment, including electrical cables in our facilities. was a major risk. Security had to be enhanced and users of the facilities had to remain vigilant.
- Emergency power supply generators were sourced, and lights for emergency evacuation and reflector stickers were put in place, especially around the staircases.
- Certification and compliance of facilities: most facilities have a life span of about eight years maximum, and thus need to be refurbished within their final year, to maintain the compliance required to be able to host international events.
- Secure parameter fencing as some of the fencing is not fully secured.
- Adapting offices and facilities to be wheelchair friendly.
- Labour Relations Act (LRA) legislation on temporary and fixed-term appointments.
- Travel between campuses for class, training sessions and residences.
- Travel to and from sporting events/competitions in residences.
- Dropout rate after major competitions.
- Obtaining the necessary credits to be eligible to represent UJ.

STRATEGIC FOCUS AND TARGETS

UJ Sport endeavours to be a trendsetter in University Sport. In 2016, the focus was on the following strategic objectives:

3. An International Profile for Global Excellence and Stature.
4. Enriching Student-friendly Learning and Living Experience.
5. National and Global Reputation Management.

However, UJ Sport also contributed towards the achievement of two other objectives:

Strategic Objective 1: Excellence in Research and Innovation

UJ Sport, in partnership with Sport and Movement Studies, provided the students with topics for research. The sport scientists, biokineticists, and conditioning coaches use the latest technology and the latest recovery methods to train and prepare.

The work-integrated learning programme gives the students an opportunity for on-the-job experience, including innovative work of applying theories learnt in real match situations.

Strategic Objective 2: Excellence in Teaching and Learning

Through the 60-credit system requirements within Varsity Cup and sport competitions, student athletes are required to pass a minimum number of modules, to ensure that they finally complete their qualification.

Strategic Objective 3: An International Profile for Global Excellence and Stature

UJ Sport has positioned itself to be the preferred sporting destination. The first ever individual universities tournament of the Federation of Africa University Sport was hosted with nine countries and 35 universities participating in the inaugural version of the games. UJ Sport, with the support of the City of Johannesburg, provided world-class facilities for the different sporting codes, from athletics to table tennis.

International students represented the University in various competitions and later went on to represent their countries.

Strategic Objective 4: Enriching Student-friendly Learning and Living Experience

Through internal leagues, UJ Sport was able to promote mass participation among students while identifying talent for our competitive sport teams. This has led to an increase in participants across all four campuses. All four campuses have biokinetic clinics to attend to student injuries and the rehabilitation process.

Afslaan Student Residence houses the bulk of our student athletes, which allows easy access to the high performance services, including the gym.

Strategic Objective 5: National and Global Reputation Management

Our staff participated in a number of conferences on the continent and globally, including the International Africa Women and Sport Conference held in Botswana, where five staff members and a student represented UJ. Members of staff also served in a number of national executive committees in federations and international bodies.

Our students competed in the Federation of Africa University Sport, Federation of International University Sport Championships, Rio Olympics, Squash World Championship, World Rowing Championships and the Kenya University Sport Rugby Sevens. Our target was to finish top four in all the competitions we participated in.

We hosted a number of national and international events, including the FASU Conference.

Table 88: Achievements

Code	Competition	Achievement
Athletics	USSA Track & Field Varsity Athletics USSA Cross Country	Gold Medalists – Men Champs Overall Champs
Basketball	FASU 3x3	Gold Medalists
Cricket	GCB Premier League President's League Varsity Cricket	Gold Medalists Gold Medalists Bronze Medalists
Football	FASU Football Varsity Football Jo'burg Cup (SAB League)	Champs – Men Runners Up Champs – Men
Hockey	Varsity Hockey Hockey Southern Gauteng League Hockey Premier Men 1st Team	Champs – Men's 1st Team Champs – Men's Champs – Men's 1st Team
Rowing	USSA Sprints Rowing Regatta Universities Boat Race	Champs Champs – UJ A Women
Rugby	Pirates Grand Challenge League Senior Grand Challenge U20 B League	Champs – Five UJ teams (1st, 2nd, 3rd, Under 19A and Under 19B) Champs

Code	Competition	Achievement
Volleyball	Johannesburg Volleyball League	Champs – Men
Squash	USSA Squash Squash World Champs	Champs Bronze Medalists
SSD Athletics	National Champs	2 SA Record Holders 3 Athletes are African Record Holders
	Rio Paralympics	T38 Shotput – 4th place T37 Long Jump – 5th place
Para-Rowing	Paralympics	LTA Mix4+ Finished 5th position ASWx – Paralympics Rio 2016 5th in B Final
Chess	FASU	UJ came 2nd in the overall Team Events Mnguni Jacob Dumisani took the silver medal in the Standard Event

EMPLOYEE PROFILE

The Division has a total of 273 staff members, with 244 of these appointed as temporary staff, 25 permanent and 4 fixed-term contracts. Of the total staff complement, there are 89 black, 23 Coloured, 3 Indian and 129 white employees.

Five new appointments were made during the year:

Manager Rugby:	Mr Jomo Mashiya
Senior Manager Sports Clubs:	Ms Nompilo Zondi
Coach Rugby:	Mr Werner Janse van Rensburg
Coach Hockey:	Mr Gareth Ewing
Coach Football:	Mr Mandla Zwane

All coaches were appointed on a three-year fixed-term contract, which gave them job security.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Community Engagement

Most of our Sport Clubs allow communities the opportunity to use the UJ Sport facilities at no cost. Development programmes, including administration courses, are conducted for schools.

In 2016, Sport was officially launched at Funda Ujabule Primary School, introducing cricket, netball and football; the three federations donated kit and equipment for the school. On the day of the launch, the Dean of Education, Prof Saartjie Gravett, Ms Tumi Mketi (DVC: Employees and Student Affairs) and Mr Joe Carrim from the 2010 Legacy Trust officiated, and thereafter the children enjoyed a football coaching clinic.

The rugby first team went to People Opposing Women Abuse, a house for abused women and children, to paint and revamp the garden, which is a Varsity Cup initiative.

STAKEHOLDER ENGAGEMENT

Internal partnerships were strengthened during this year. The Division works closely with Student Affairs, Protection Services, Occupational Health and Safety Operations, Transformation Office, Sport and Movement Studies and Student Finance.

Externally, we partnered with the City of Johannesburg, Gauteng Provincial Government, SAPS, surrounding communities, various sporting code Federations and Tshwane University of Technology.

Potential risks regarding the facilities, equipment and compliance with UJ policy were identified. This was done to mitigate the reputational risk for the institution and to ensure safety for students and staff. Clear communication lines with all stakeholders were devised, which enabled us to respond timeously to arising issues and to solidify relations by avoiding costly disappointments due to communication breakdowns.

UJ Sport deals with a wide variety of stakeholders, both internally and externally; these include the following groups:

- Staff
- Student athletes
- Coaches
- Prospective students
- Service providers (internal and external)
- Sponsors
- Other tertiary institutions
- Sport federations

During the #FeesMustFall protest, UJ Sport relied heavily on communication from the University's Management Executive Committee as the basis of information communicated to our stakeholders. Internally among staff, verbal conversations, formal meetings, informal meetings and emails were the source through which we were able to disseminate information. The student population and all sports participants were reached through the social media platforms, where they were able to share and forward information to one another.

Sport club members were reached via WhatsApp groups and SMS notifications, which were used to alert members to changes on their practice schedules and official events. Members were requested to also share information via word of mouth with others who could not be reached for any reason. UJ Sport Management would first engage the sporting body responsible for the code to reach consensus on whether the match should continue, be postponed or cancelled. Following the outcome of the consultation, members would then be informed.

Externally, we primarily communicated via telephone, followed by written communication in the form of emails or press releases. At the time of the #FeesMustFall campaign, we worked closely with Protection Services and the South African Police Service to ensure that safety and security issues were taken care of.

LEADERSHIP

Numerous staff members served in a wide range of capacities on sporting committees and teams – as team managers, coaches, convenors and judges, at national and provincial levels.

CONCLUSION

In conclusion, as a Division we were able to host successful events regardless of the challenges that were faced country wide. Our aim was to raise 10% of our budget at the beginning of the year; we closed off our books having raised 15%. With all the challenges facing higher education, the Division has to look at creative ways of providing services beyond the University environment and also to the community at large, to remain relevant and achieve self-sustainability.

Nomsa Mahlangu (Ms)
Senior Director:
Sport

Tumi Mketi (Ms)
Deputy Vice-Chancellor:
Employees and Student Affairs

CLEAR
ENTER
rpm
SPEED
HEART RATE
EFFORT LEVEL
STOP
QUICK START
GOAL
20 MINUTE TIME LIMIT

Management and Administration: Human Resources

OVERVIEW

2016 was an eventful year for the Human Resources Division as evidenced by the significant progress on the journey of change, a journey that is guided and informed by the University of Johannesburg's Strategic Plan for 2025.

The Division plays an instrumental role in securing the future success of the University by adopting a long-term vision of working in partnership to create an environment where employees can thrive and are enabled to deliver sustainable organisational performance. The following longer-term strategic priorities have been identified for the Division:

- Resourcing to build an organisation fit for purpose, including insourcing
- Talent leadership
- Diversity of academic staff and employment equity
- Management, leadership and staff development
- Performance management
- Institutional culture
- Data integrity and automation
- Staff health and wellness.

RESOURCING TO BUILD AN ORGANISATION FIT FOR PURPOSE

A workforce that is fit for purpose plays a crucial role in assisting the University to achieve its 2025 Strategic Goals. In keeping track of the progress towards this goal, it can be reported that the overall University workforce increased from 3 183 (2015) to 3 684 (2016) reflecting a growth of 15,74%. The Academic workforce grew by 2,66% from 1 128 (2015) to 1 158 (2016), whereas the support staff workforce increased significantly due to insourcing by 22,92% from 2 055 (2015) to 2 526 (2016). The Academic staff turnover rate in 2015 was 6,78% and this increased marginally to 6,82% in 2016, which is still below the projected benchmark of 10%. It reflects the positive impact of the retention strategies, in an environment where talent pools are limited and competition is fierce. The ratio of academic to support staff was 1 to 2,18, largely as a result of the insourcing process.

Throughout 2016, our team of professionals provided support, guidance and advice to the University community with regard to their talent needs. The team was actively involved in the process of robust faculty/division human resource planning interventions spanning short to medium term. The HR team took active ownership of the implementation of recruitment strategies to secure the right candidate in positions and deliver excellent on-boarding experiences for new employees.

We continued our partnership with the campuses in establishing the University as a preferred workplace by assisting in the recruitment of 440 employees and the insourcing of 414 Protection and Gardening Services employees. To enhance the end users' experience and facilitate the onboarding of these new employees, improvements were made to our new employee sign-in process. The induction manual for new employees

was revised and was disseminated to all new employees prior to the first day of employment. Induction for new employees took place on every first working day of the month, with nine induction days taking place since February 2016. A total of 412 new staff, including insourced staff, attended these induction days. The feedback is that the majority of participants experience UJ as a welcoming work environment.

The recent insourcing of Security and Garden Services' employees has resulted in an increase in semi-skilled labour, thereby causing employment relations challenges, which are different to those that would ordinarily be experienced in the UJ environment. The Employment Relations Unit provides a continuous supportive role to line management to ensure that these challenges are addressed fairly and objectively. The aim is to ensure that employee conflicts are resolved internally and swiftly, thereby protecting the reputation of the University and the rights of the employees. The approach is to resolve issues in a conciliatory manner where possible, rather than to 'formalise disputes'.

A number of key and vital positions were filled in 2016, including:

- Upgrade of Senior Executive Director: Vice-Chancellor's Office to Deputy Vice-Chancellor: Employees & Student Affairs
- UJ General Counsel
- Advisor: Special Projects
- Executive Dean: Law
- Executive Director: Research and Innovation
- Executive Director: Expenditure
- Senior Director: Postgraduate School
- Senior Director: Student Affairs.

Talent leadership

The focus in 2016 was on achieving a representative Executive Leadership Group. The race profile at ELG level in 2016 had increased from 51,8% black staff in 2015 to 56% in 2016. Black females constitute 29,6% of the ELG, while black males make up 22,2%. In order to further enhance representation at this level, the remaining vacant positions will target talented designated candidates.

Coordination and administrative support to Global Excellence and Stature (GES) initiatives forms an important deliverable for HR. Since the inception of the project in 2014, Management Executive Committee (MEC) has approved a total of 62 applications, resulting in 50 illustrious appointments being made from 2015 to date. Additionally, as part of this initiative, a total of 34 assistant lecturers and 45 GES tutors were appointed by the end of 2016.

Our talent management strategy is carefully designed to balance reward and incentives for talented staff against attraction and retention imperatives. The Division is developing workforce management solutions to optimise the balance between supply and demand for capabilities, on the one hand, and to manage the cost and employee base more efficiently and effectively, on the other. In this regard, focused attention is given to the optimal management of remuneration expenditure.

Strategic Workforce Planning is grounded in its contribution to the University's Talent Management Strategy within the University's 2025 Strategic Objectives and overall performance. It provides information to facilitate the alignment of the human resource requirements with the 2025 strategic objectives and annual operational plans. It addresses both current and future workforce issues. Strategic Workforce Plans (20172019) for all environments were completed to ensure proper monitoring and evaluation. This process of workforce planning also required Executive Deans/Executive Directors to identify mission critical positions and nominate staff with potential as part of the succession planning programme. Furthermore, EE targets highlighted in the Annual Performance Plan were also used in each environment as part of this planning process. These targets were incorporated into the University's Employment Equity Plan, which was also approved by MEC, the Human Resources and Social Ethics Committee of Council (HRSEC) and the Institutional Forum (IF). These will be reviewed during the first quarter of 2017.

DIVERSITY OF ACADEMIC STAFF AND EMPLOYMENT EQUITY

The University of Johannesburg is committed to an inclusive culture that respects and embraces the diversity of employees, clients and communities. The University aims to attract, develop and retain the most capable employees from all cultures and countries, and of all ethnicities, races, genders, sexual orientation, abilities, beliefs, backgrounds and experiences. The ongoing commitment of the Division to ensuring the diversity of staff through monitoring institutional Employment Equity (EE) targets is reflected in progress made from 2015 to 2016. For example, the headcount of black staff appointed on an annual basis increased as a percentage of the total staff complement, from 75,82% in 2015 to 88,41% in 2016. The target for a black academic staff complement of 38,5% was also exceeded with an achievement of 39,03%. The target for the appointment of new black academic staff was set at 70% and was nearly reached with an outcome of 68,75%.

There has been noticeable progress with a 6,61% growth in the number of professors and associate professors, signifying an increase from 242 in 2015 to 258 in 2016 and comprising 15,89% (41/258) black and 37,21% (96/258) female.

The ability of the University to meet its goals in terms of research, teaching and learning is directly linked to the proportion of academic staff with master's degrees and doctorates. In working towards its goal and targets for 2025, the University set a target of 45% for academic staff with doctoral qualifications and 39% for academic staff with a master's qualification for 2016. Both targets were surpassed with a final total of 46,2% of academics with doctorates and 43,61% with master's degrees.

It can also be reported that the number of academic promotions increased from 39 academic promotions in 2015, to 49 academic promotions in 2016. This satisfactory increase in the number of promotions could be attributed to the success of current talent management strategies (such as the Accelerated Academic Mentorship Programme (AAMP)), as well as to the decision to increase the frequency of academic promotion presentations at Senex. It is anticipated that for 2017, promotions from the AAMP will increase and enhance the number of designated candidates promoted.

MANAGEMENT, LEADERSHIP AND STAFF DEVELOPMENT

One of the key areas of focus is skills development, which enables employees to acquire the skills necessary to take up new roles within the organisation. The University actively supports internal, cross-divisional career mobility by identifying and offering opportunities for training and development. The 2016 professional/personal development programmes continued collaborations across campuses to provide development interventions geared towards the University's priorities. To enable employees to maximise their potential and get the most out of their career, the University promotes the continuous professional and personal development of its staff. The total investment in training was R4 million in 2016, an increase of 12% over the previous year. In accordance with the strategic priorities of the University, there was a greater focus on regulatory and compliance topics, including interventions focusing on obtaining a qualification (e.g. Learnerships on NQF Level 4), parts of qualifications (e.g. Project Management) and formally assessed interventions. With these changes, the rate of participation in the mentioned topics rose by almost one-third in 2016. From January 2016 to date, a total number of 146 training interventions have been conducted and, in total, 2 473 employees have participated in development interventions. Additionally, a total of 112 employees are in the process of obtaining formal qualifications through a Business Administration Certificate and a Project Management Advanced Programme.

A total number of 219 staff members attended the training interventions in Management presented by the Division. This training consists of the following interventions: Middle Management (96); New Manager Orientation Programme (9); Supervisory Programme (32); and Functional Leadership Training (63). Other leadership interventions are directed at change management, financial management, performance management, strategy implementation, trust, project management, conflict management and the leading of teams.

The University also prides itself on the number of long-serving staff members. Many of these staff members have served the premerger institutions and the present University for most, if not their entire careers. Service periods

of 30 and 40 years are not uncommon among this group. This group continue to play a vital role in the inner life of UJ, not just through the skills and experience they exhibit, but also through the precious institutional memory they hold. Each year, the significant milestones in the lives of these individuals and the institution are celebrated through the University's Annual Long Service Awards. In November 2016, the contribution of 141 employees was celebrated, and their combined 3 465 years of committed service to the University were lauded.

Performance management

The Performance Management System (PMS), originally introduced in 2008, has further matured in scope, acceptance and application. Performance Management as a subset of overall Talent Management processes and systems becomes the core for all attraction, reward, retention, and engagement and development initiatives. As a management tool, performance management is essential for planning, monitoring and measuring talent. Considerable strides were made to improve the effectiveness of the PMS. The 2016 performance contracts compliance rate was 96%, yearend performance appraisal compliance was 98% of all contracts signed and 80% of these employees received performance bonuses.

INSTITUTIONAL CULTURE

A strong organisational culture remains essential for the University's long-term success and its stakeholder relationships. The approach to strengthen the University's culture has been multi-pronged. In addition to a clear tone from the top, the University has focused on actively engaging employees, anchoring the values and beliefs in all people processes, and embedding the values in business processes, practices and policies. In October 2016, the University of Johannesburg conducted the fifth biennial Culture Survey. The participation rate was high with at least 60% of the questionnaires being completed. In terms of the University of Johannesburg culture (collective values, norms, customs, beliefs and principles according to which people behave), people responded positively. Employees support the vision, mission, values and strategic objectives of the University. Employees also view the University as an employer of choice. Several areas where further interventions are required, have been highlighted and will receive attention in 2017.

Data integrity and automation

The automation of HR processes is a high priority and the initial scoping and requirement specification was completed for the Oracle Performance Management System (Cloud based) that will minimise reliance on paper based documents, manage risks and ensure that errors in transcription are minimised.

The Division also launched another significant project, HR Oracle Business Intelligence Module. The data quality and the system optimisation were completed, which included the implementation of the UJ HR Dashboard. As part of the HR Dashboard, a key number of HR metrics are measured and evaluated on an ongoing basis. Key metrics include factors such as the progress towards EE targets, the time to hire statistics, time taken for finalisation of disciplinary processes, monitoring of exits from the University and the tracking of remuneration expenditure. These are used to analyse trends and direct future improvements. This approach has facilitated improved turnaround times and effectiveness in HR delivery. IT also assisted in evaluating the effectiveness and efficiency of the Division in supporting the University's 2025 Strategic Plan and the Annual Performance Plan.

Staff health and wellness

The ongoing health and wellness of staff is ensured via the Employee Assistance Programme (EAP) initiatives and programmes of the Division. The Division has remained committed to supportive people practices and works thoughtfully and respectfully in every situation to provide information and support, and to find sustainable solutions for our colleagues. In this regard, staff are supported through extensive Wellness Support Programmes. The service has also been extended to include the provision of E-Care support to staff. Through these, staff are provided with access to a range of counselling, legal and financial services. There was a significant increase in the uptake of these services after intensive marketing events.

RISK MANAGEMENT

The Human Resources Risk Management Plan is developed and reviewed quarterly to enable the identification, analysis, evaluation and treatment of risks that may have an impact on the University. The Human Resources Risk Register is derived from a critical analysis of Institutional Risk as well as issues that emerge from internal and external audits. During the course of 2016, various audits were conducted via internal and external audit processes. While there were recommendations related to business process improvements, there were no major adverse audit findings. The Division made progress in 2016 in defining and managing controls, creating a common understanding of its own role related to controls, and assigning HR risk owners. This important work, which affects all activities from talent acquisition and development to disciplinary processes, will continue in 2017. A risk that remains a challenge is associated with the optimal management of temporary employees.

POLICY DEVELOPMENT

The following policies and procedures were revised or developed to ensure compliance with legislation or internal governance:

- HR Delegation of Authority
- Resourcing Policy
- Conditional Appointments Guidelines
- Guidelines for Acting Appointments at ELG Level (up to 30 days)
- Policy on Overtime Compensation
- Policy on Incapacity Management
- Conditional Appointments Implementation Guidelines (internal procedure)
- Standby Allowance Policy.

In 2017, emphasis will be placed on the identified priorities of the University's 2025 Strategy, with particular attention being paid to:

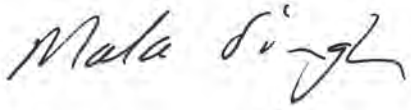
- Insourcing
- Organisational Citizenship Behaviour
- Enabling Leadership
- Performance Management
- Strategic Workforce Planning
- Optimal Management of Remuneration/Compensation Expenditure
- Institutional Culture.

WAY FORWARD

The following internal divisional priorities to enhance and improve service delivery are:

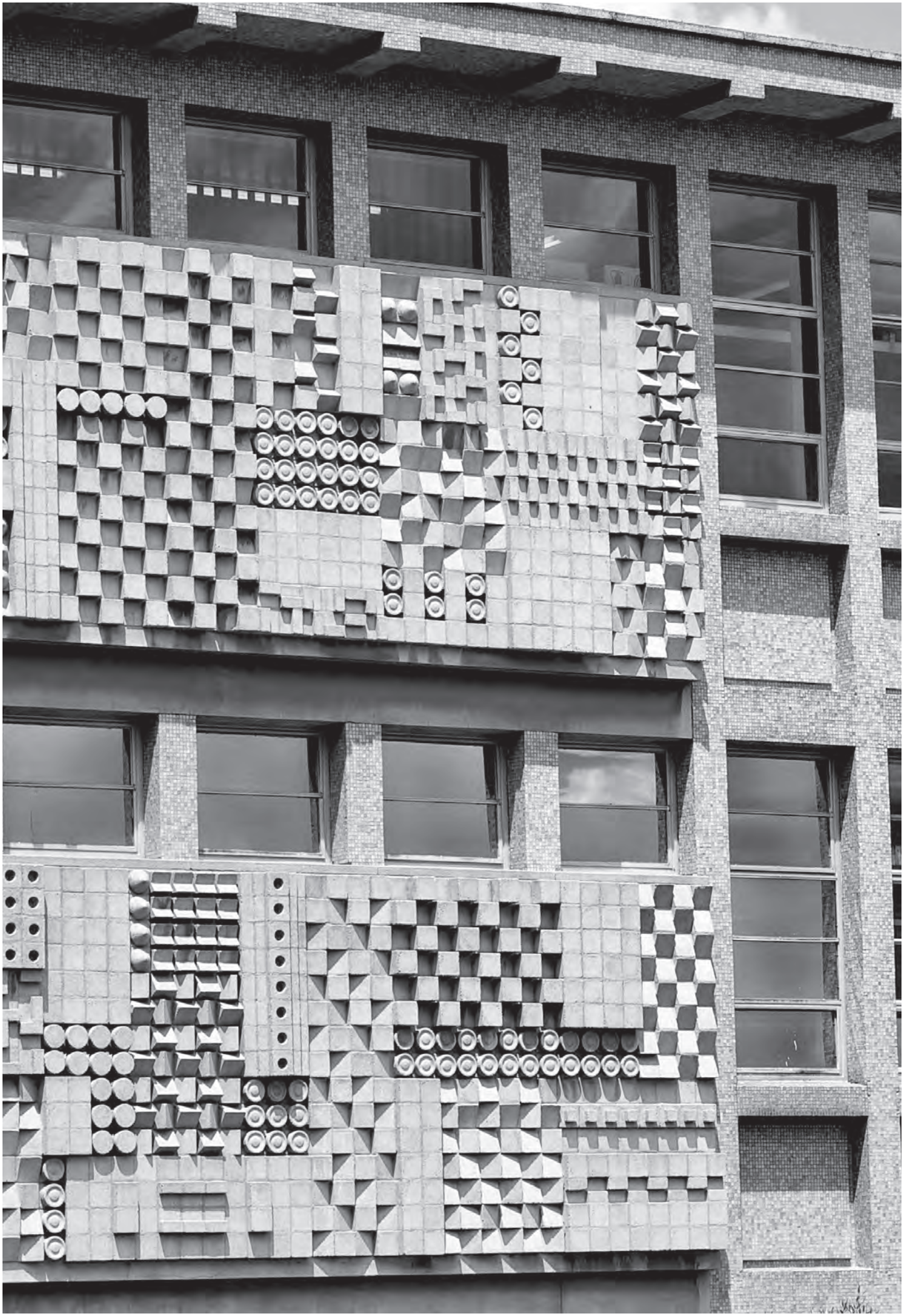
- Enhancing HR Service Delivery Charter;
- Full roll-out of the HRBP Model.

The Division looks forward to working with all academic and administrative units to lead the enhancement of Human Resources and Transformation services in ways that support the University's goals. Together, we will continue to create an outstanding work environment for all employees ? one that surpasses the environment of the day before. We will continue to work proactively to ensure our people practices are congruent with the University's mission, vision, and culture. We will continue challenging our practices and policies to reflect an evolving community of supportive, successful individuals, who are all valuable members of the University community.



Mala Singh (Dr)
Executive Director:
Human Resources

Tumi Mketi (Ms)
Deputy Vice-Chancellor:
Employees and Student Affairs



Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Objective Four: Enriching Student-friendly Learning and Living Experience, and Objective Six: Fitness for Global Excellence and Stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information and Communications Systems
- Institutional Planning, Evaluation and Monitoring
- Operations

Furthermore, the encompassing Registrar's Portfolio includes:

- Central Academic Administration
- Unit for Quality Promotion
- Central Administration
- Corporate Governance
- Health and Wellness
- Occupational Health
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)

The operating context and governance, as well as the performance review of all these support services divisions are reflected in this report.

GOVERNANCE

Reports of the various support services serve at the MEC Operations Committee, and, where applicable, at the MEC. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets regularly. The cycle reports of Academic Administration (i.e. Undergraduate Application Report, Registration Report, and Graduation Report) also serve at the Senate Executive Committee, Senate, Council Executive Committee and Council. Several institutional academic administration committees, chaired by the Registrar, are operational (i.e. Admission Committee, Assessment Committee, Registration Committee, Timetable Committee and Graduation Committee). An MEC Enrolment Management Committee (chaired by the Deputy Vice-Chancellor: Academic) monitors compliance with the UJ Registration Plan from application to registration.

POLICY FRAMEWORK

The support services divisions function in accordance with the institutional policy framework and governance as reflected in Section Three. The corporate governance principles reflected in King III, as well as the relevant national and international standards, and any specialised legislation and regulations are applicable.

Ihron Rensburg (Prof)
Vice-Chancellor and Principal

Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An Enriching and Student-friendly Living and Learning Experience; and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle and the operational quality of support units, to the assurance and promotion of the quality of programmes, faculties, support divisions and even campuses.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff in these units are contributing research papers to national and, on occasion, international conferences. In short, the work of these units is focused and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of Global Excellence and Stature.

Kinta Burger (Prof)
Registrar

Academic Administration

OPERATING CONTEXT AND GOVERNANCE

Academic administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Academic administration operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee and Graduation Committee, all chaired by the Registrar. In addition to this, various specialised operational committees exist within Central Academic Administration (CAA) to attend to operational matters.

The Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is Integrator 3 from Adapt IT. Academic Administration governance is divided into the following units: Faculty Coordination, including Academic Structure; HEMIS Coordinator; Registration Logistics; Student Enrolment Centre; Timetabling; Assessment; and Graduations. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex.

RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the academic life cycle of the student, was developed in 2007 and has been continually refined since then. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by the academic life-cycle-based institutional committees reflected in the overview above. The academic administration risks are listed below. Their impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

A register reflecting the conflict of interests declared by employees (e.g. family members registered at UJ) is compiled on an annual basis, and applicable internal controls are in place to mitigate risks related to assessment marks on the student data system.

Disruption of lectures and final year-end assessments due to student unrest

When the University re-opened on Monday 26 September 2016 for the fourth and final quarter of the 2016 academic year, sporadic disruption of lectures and class tests was experienced. Wednesday 28 September 2016 was most affected, with the following percentages of class disruption on that day reported:

Table 89: Percentage of class disruption on 28 September 2016

CAMPUS	%
APB	2,56
APK	21,45
DFC	22,76
SWC	41,64

On Tuesday 4 October, 41,67% of SWC classes were again disrupted.

In spite of the general climate of unrest, of the 14 782 scheduled teaching sessions for the period 26 September to 6 October 2016 on all campuses, fewer than 10% were affected. Where this was the case, tests were rescheduled and additional teaching sessions were scheduled to make up for lost academic activities.

After this initial two-week period, disruptions declined to lower than 1%. In total, of the 23 613 scheduled teaching sessions for the fourth quarter, fewer than 5% were disrupted by student protests.

Risk mitigation

In this situation of unrest, active risk mitigation was put in place, specifically to ensure that final assessments were not disrupted.

- Students to arrive at least one hour prior to the start of the assessment session.
- Strict access control at entrances to campus with security vetting stations to assist with enquiries.
- Improved governance in terms of safekeeping venues and the "no bags" rule in the assessment venues.
- Improved access control at assessment venues by means of exam timetable verification at the entrances.
- De-activation of access cards after the students' last assessment date; for students in residences, after 48 hours.

These arrangements proved successful and final assessments ran without any disruption.

Large number of late applications/walk-ins

The University of Johannesburg (UJ) has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results.

To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

Immediately after the release of the NSC results, UJ calculated the final admission status of applications as well as declined applicants whose Grade 12 results had improved. All category applicants were informed by means of an SMS of their final admission status. Application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 3 to 6 January 2016, and students were only allowed on campus for, among other reasons, supplementary assessment sessions.

Registration

Comprehensive risk mitigation strategies were also put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a national leader in this domain.

- Only online off-site registrations were accepted. (Assisted on-site registrations decreased from 40% in 2015 to 15% in 2016.)
- More online services were introduced, e.g. for F7 appeals and special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries.
- An extended call centre and online chat facility assisted with off-site registration.

Risk mitigation planning for 2017

Based on the experience of registration in 2016, comprehensive planning was undertaken in preparation for registration in 2017. In addition to the volatile climate within higher education, NSFAS decided to centralise all NSFAS applications from 2017 onwards, with outcomes only available on 20 January 2017. As a result, universities would no longer be able to assess these applications, which might also negatively impact on UJ's registration processes scheduled to commence on 9 January 2017.

A medium-risk classification was again assigned, to provide for heightened visibility and responsiveness by Public Order Policing. Once again, strict access control to all campuses was in place during the period following the release of the Grade 12 results in January 2017, while at the same time adequate support was ensured for entrants who wished to submit late applications, register online and offsite, and have queries answered.

Module exemptions

The Office of the Registrar undertook an intensive investigation into the potential risks relating to the process of awarding exemptions. The University's systems regarding the recording of marks, changes of marks, the verification of the proper completion of qualifications and the management of module exemptions have been significantly improved. Improvements in the systems include:

- ITS access for the capturing of module exemptions and mark changes was restricted to senior faculty staff (Senior Faculty Officer and HFA).
- Exceptions reports were generated on a monthly basis to verify that change requests had been duly authorised and correctly captured on ITS.
- A 0% test was conducted after each examination session to verify that all module requirements had been fulfilled before the qualification was awarded.

STRATEGIC FOCUS AND TARGETS

Realisation of goals and targets in 2016

Applications

The University again promoted the utilisation of the online application system by means of the No Application Fees Policy. A total of 95% of applicants applied online as opposed to 87% in 2015 and 11% in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest, this new pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants in 2016 was 161 779. A database of unsuccessful yet qualifying applicants was developed to use as a "selection list" in case enrolment targets were not met.

The ID information of applicants was successfully verified electronically, which resulted in increased efficiency and cost saving. Applicants whose IDs could not be verified were requested to submit a paper copy for verification.

Registration

A student satisfaction rate of 86% was reached for registration. The academic record module on Integrator 3 was enhanced to include the GPA rankings to enable the international conversion of results. This development will be fully implemented in the first semester of 2017.

Timetables

The Celcat timetable optimisation software, which was implemented in 2012, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation of the assessment timetable for the period 2016 to 2018 was successfully completed for all campuses. Dynamic e-forms were implemented to facilitate timetable change requests.

Assessment

The Management of Assessment Mark System (MAMS) was fully implemented in 2015 and enhanced in 2016 for semester and year modules. This system has increased the governance regarding marks significantly, and a central repository has been established to assist with the early identification of at-risk students.

The biometric scanning of students in selected assessment venues on all campuses has been implemented. This system verifies the identity of the student and registration data against the student system. The system acts as a deterrent against examination transgressions. To enhance the integrity of assessments further, surveillance cameras were installed in large venues where the layout of the venue inhibits physical invigilation. Unfortunately, towards the end of 2016, it became clear that the requisite technical support for this system was inadequate, and CAA will be investigating new service providers in the first semester of 2017.

CCTV cameras have also been installed and are active in A Ring G01, G02, B Les 100 and B Les 101 to monitor and record the proceedings of assessment opportunities. Recorded material may be used as evidence in assessment transgression cases.

The installation of cameras in the remaining main assessment venues is under investigation. Cameras have also been installed in all the assessment printing venues.

Students who for religious reasons could not sit for assessment opportunities scheduled on Saturdays were accommodated: they could either write a deferred assessment or write during the supplementary assessment period in July and November 2016.

Graduations and certification

A total of 12 169 students graduated at 79 centrally coordinated graduation ceremonies. A student satisfaction rate of 99% was reached. Unfortunately, due to the arson attack on the main auditorium, a large number of ceremonies had to be moved to the Soweto Imbizo and APK Art Centre, which considerably increased the number of ceremonies required.

UJ's new advanced security certificates not only protect the University's certificates from fraud, but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was acquired in 2016 and will be fully installed in two phases in 2017, which will further enhance the security aspects associated with issuing certificates and also provide the functionality of verifying qualifications on the UJ website.

In addition, external auditors performed the annual compliance audit. As for a number of years now, no exceptions were recorded.

CONCLUSION AND WAY FORWARD

Central Academic Administration reached most of its performance targets and achieved an 86% in the registration student survey and a 99% in the graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was executed successfully. The development of software for the electronic selection of undergraduate international students was developed and will be implemented in 2017. The risk of walk-in late applications was effectively mitigated by means of the electronic late application enquiry

system, also available via mobile devices with Internet access. An extended Call Centre was also available to assist applicants with application enquiries. The triennial re-optimisation of the assessment timetable and the re-optimisation of the lecturing timetable of the Soweto Campus were also completed successfully. Further enhancement of the interface between Celcat and Adapt IT, however, is needed and will be addressed in 2017.

The Management of Marks System (MAMS) was successfully implemented in 2015 and further enhancements were done in 2016. Sustained excellence in data quality was achieved in 2016 and the assessment processes were successfully completed without any major disruptions.

The loss of the UJ Auditorium on APK in the context of student unrest necessitated the use of alternative venues for graduation: the SWC Imbizo for CEPs and the UJ Art Theatre for curricular programmes (degrees and diplomas). This posed a significant challenge of rescheduling ceremonies: due to the smaller size of the UJ Art Theatre, double the number of graduation sessions was required. The number of graduation ceremonies for the CEPs was not affected by the move of venue. A total of 12 169 qualifications were awarded at 79 centrally coordinated graduation ceremonies held in March, April, May, June, September and October 2016.

No certification risks were identified or reported during 2016. Two audits were undertaken on certification: an internal audit in March 2016 and the annual external audit in November 2016. No exceptions were reported.

Additional measures put in place to minimise the disruptions created by the #FeesMustFall movement prevented any significant disruptions of academic activities, and the final assessments were concluded on time in 2016.

Central Academic Administration successfully performed and completed all life-cycle processes.

We look forward to 2017 with confidence, to taking our processes further and to successfully addressing any new challenges in academic administration that may arise.

Kinta Burger (Prof)
Registrar

Unit for Quality Promotion

OVERVIEW

The goals of the Unit for Quality Promotion (UQP) (aligned with UJ Strategic Objectives Two and Six) are to:

- provide leadership and support with the implementation of the *UJ Strategic Plan 2025* with respect to quality reviews;
- sustain, support and improve the UJ quality promotion system.

The UQP oversees and facilitates the implementation of:

- Module and programme reviews;
- Faculty and campus reviews;
- Reviews of service and support divisions.

STRATEGIC FOCUS AND TARGETS

The strategic focus of the UQP centres on conducting reviews, finalising reports and working with units that have been reviewed to develop improvement plans. Progress towards institutional targets for reviews is discussed below.

Quality reviews in faculties

The following progress (up to the end of December 2016) has been made with reviews in faculties:

Table 90: Progress with targets for 2016

Type of review	Target 2016	Completed 2016	Completed 2011-2016	% Completed 2011-2016[1]
Qualifications: undergraduate	46	41	115	23%
Modules	14	13	51	No institutional target
Qualifications: postgraduate	27	4	184	37%
Non-subsidised whole qualifications	7	2	15	34%
Short learning programmes	5	0	13	No institutional target
Faculty reviews	3	3	9	100 %

[1] 2014 baseline used to calculate %.

Quality reviews in the service and support domains

Progress with regard to quality reviews in the service and support domains is as follows:

Table 91: Progress with quality reviews for 2016

Type of review	Target 2016	Completed 2016	Completed 2011-2016	% Completed 2011-2016[1]
Service and Support Divisions	2	0	12	57%
Campus reviews	1	1	1	25%

The site visits of the following 14 reviews (academic programmes and service and support divisions) had to be postponed to 2017 because of lack of progress with preparations:

Table 92: Postponed reviews

	Faculty/Division	Programme/Unit
1	**Central Academic Administration**	Student Enrolment Centre
2	**Central Academic Administration**	Examinations
3	**Central Academic Administration**	Certification
4	**International M & D student experience**	
5	**FADA**	BA Industrial Design
6	**FEFS**	Extended year of all undergraduate degrees
7	**FEFS**	MCom Development Economics
8	**FEFS**	Bridging Programme in Finance
9	**FEFS**	Bridging in Financial Management
10	**FEFS**	Advanced Diploma in Financial Management
11	**Health Sciences**	Research M & D review
12	**Humanities**	Research M & D review
13	**Management**	Higher Certificate Business Management/Project Management; Advanced Diploma Business Management: Project Management; SLP Project Management
14	**Management**	Research Awareness for Leaders; Industrial Policy; Transitional Justice; Strategic Diplomacy; SLPs in the School of Leadership

The workload of academics is mainly cited as the reason for the postponement of reviews. Additionally, external panel members were unavailable due to student unrest. It is envisaged that these reviews will be conducted in 2017.

THE UJ QUALITY PROMOTION SYSTEM

The following achievements are noted:

- A report on the programme reviews conducted in 2015 was finalised and presented to the Senate Teaching and Learning Committee (STLC) on 10 May 2016. Individual faculty reports as well as an institutional overview were developed. The main areas highlighted for further action include teaching and learning, curriculum, programme management and the value added by reviews.

- Quality reviews conducted in 2016 included faculty reviews that were more comprehensive. Panels evaluated the strategic plans of the faculties and whether the capacity and resources existed to achieve these.
- A campus review of the Auckland Park Bunting Road Campus, focusing on the effectiveness of the management of the campus, was conducted.
- The UQP maintained its sustained and committed participation in UJ committees and structures, i.e. the STLC, Faculty Review Management Committee, Faculty Quality Discussion Forum, Programme Working Group, Quality Working Group, First Year Seminar Committee and the Community Engagement Advisory Board.
- The UQP continued monitoring of and support for the submission of improvement plans and progress reports to the STLC and other committees, according to the reporting lines.
- Benchmarking the UJ Quality system: the UQP contributed to external/national higher education structures, associations and forums, e.g. Higher Education Quality Committee (HEQC), Southern African Association for Institutional Research (SAAIR), international conferences, and ARMIN Group. In February 2016, three UQP delegates attended the Garmin Group – an inter-institutional quality discussion forum. The discussions focused on *Closing the Quality Loop*. All attendees participated and shared challenges as well as best practices.
- The Council for Higher Education's (CHE) Quality Enhancement Project (QEP): The UJ QEP Plan was approved in 2013. UJ submitted its report in 2014. After the second submission in 2015, the CHE visited UJ on 3 June 2016. UQP was responsible for all logistical arrangements. The report from the CHE has not yet been received.

RISKS AND CHALLENGES

The UQP regards itself as the custodian of the quality review processes to ensure credible peer review reports to faculties and divisions. Guarding against practices/approaches that may have a negative impact on the credibility of the review process and ultimately on the peer review report is an ongoing responsibility of the UQP. Since the beginning of 2014, a questionnaire focusing on the key areas of the quality review process has been completed by each peer review panel member on the last day of a site visit. Peer review panel members identified the following areas as high risk in quality reviews:

- Development of a superficial or incomplete self-evaluation report (SER), i.e. no real self-evaluation in the SER, no buy-in into the development of the SER;
- Incomplete or unstructured evidence management, making it difficult to triangulate.

UQP's interventions were targeted at addressing these areas of concern. The impact of these interventions are gauged, again using feedback from peer review panel members. Fewer problems with these aspects were recorded in 2016.

UQP identified the following as risks within the quality review processes:

- Lack of commitment to the quality review process in some departments.
- Superficial improvement plans and lack of commitment to real improvement in some departments. In some cases, it seems that this may be due to a lack of commitment to quality, but in the majority of cases, it seems that time constraints and heavy academic workloads are barriers.

These risks are mitigated by means of the Quality Discussion Forums for faculties, the involvement of members of the UQP as critical readers of reports with provision of feedback, training of review report writers, the establishment of the Quality Working Group and an online survey to determine client satisfaction with UQP services.

CONCLUSION AND WAY FORWARD

The flexibility of the *UJ Strategic Plan 2025*, combined with the decision to review all programmes by 2025, poses the following ongoing challenges to the UQP:

- Customising support for the different types of reviews (e.g. module reviews, combined programme and departmental reviews, non-subsidised programmes);
- Keeping track of the progress in faculties and in the service and support units.

It is envisaged that the vacancy of the post of Director of UQP will be resolved in 2017.

Central Administration

OVERVIEW

Central Administration comprises the following units:

- Director's Office
- UJ Graphic Design Studio
- Postal Services Unit
- University Secretariat.

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. In view of this, the various units within Central Administration strive for alignment with the following UJ strategic objectives:

- Fitness for Global Excellence and Stature;
- National and Global Reputation Management; and
- Enriching Student-friendly Learning and Living Experience.

The different subsections within the directorate have performed admirably and have provided excellent service with regard to ensuring the efficient use of the Madibeng conference venues; support to employees in the design and preparation of graphic material; the collection and distribution of post; and committee administration.

DIRECTOR'S OFFICE

The Director's Office ensures the efficient and effective use of the different Madibeng conference venues, which has resulted in the optimum utilisation of these venues. The improved sign-posting has made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office played a significant role during the 79 graduation ceremonies where 12 352 students received their qualifications.

UJ GRAPHIC DESIGN STUDIO

The UJ Graphic Design Studio is the in-house design studio for the University. The Design Studio's key function is to conceptualise ideas through the integration of text, typography and illustrations in the production of printed and marketing material. Clients provide the Design Studio with "raw" information, which is used to create and design a visually pleasing, printable end product that satisfies the client as well as communicate the intended message.

In terms of quality management, the designers strive for excellence in keeping up to date with the latest global design trends, as well as attending the annual Design Indaba Conference in Cape Town.

The Design Studio processed a total of 1 611 projects, consisting of 6 722 designed pages (which included posters, brochures, placards, cover pages, advertisements, stickers, transparencies, certificates, and promotional material).

POSTAL SERVICES UNIT

The Postal Services Unit strives to ensure efficient, accurate distribution and dispatch of mail for the entire University on all campuses for both students and staff members.

The Unit has recently seen substantial shifts in work: online registration has considerably reduced the amount of incoming registration documentation and fees, and the amount of post being handled has also decreased enormously (69 bags of post were received at the beginning of 2015 compared to only two at the beginning of 2016.)

UNIVERSITY SECRETARIAT

The core business of the University Secretariat is to render professional support to the following statutory committees of the University of Johannesburg:

- Council and Council Committees
- Senate and identified Senate Committees
- MEC and identified MEC committees
- Joint committees of the Council and Senate, and the Council and the MEC.

In addition, the Secretariat also offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions upon request by the environment concerned.

The workload of the University Secretariat staff increased significantly in 2016, specifically because of the following:

- The special MEC meetings held daily from 25 September to 9 December 2016 to discuss the management of the student protest action.
- The ad hoc Committee of Senate, which discussed issues relating to student protest, decolonisation, etc.
- The revised process to be followed for an inquorate Council meeting.

Nevertheless, the University Secretariat has continued to function exceptionally well. Their main achievements in 2016 were as follows:

- Servicing 199 statutory committee meetings in 2016, with very positive feedback from all parties concerned.
- Updating schedules of business of the Council committees, using the following cross-cutting directives: strategy, policy, performance, risks, innovations, sustainability and transformation.
- Reviewing the charters of the applicable Council committees.
- Developing new performance review instruments of the Council committees, with members to assess the annual performance in the following categories: organisation of the committee, composition, meeting procedures and protocol; execution of functions; role of the members and chairperson; and administration.
- Converting the committee performance review instrument into online forms using Google Forms.
- Updating the Rules for Effective Meetings to include additions to the general meeting procedure relating to electronic participation prior to and after meetings, as well as additions relating to declaration of conflict of interest and other minor amendments.

Table 92: Secretariat risk register and risk management interventions/strategies

Risk	Intervention
Load shedding	Arrangements were made with the PAs at Madibeng to temporarily use open offices that had back-up power.
Committee members not disseminating committee decisions	Where possible, reminders were sent to members and to non-members to take appropriate actions.
Submissions to a statutory committee not clearly stating its purpose	A submission template was developed and circulated to non-members to assist them when compiling a submission to a statutory committee (which they could adjust as required).

The University Secretariat is generally acknowledged as one of the leaders in South Africa, and a number of our peer departments engage with us on processes and procedures. Further benchmarking will be undertaken with leading peer institutions, specifically in Universitas 21, in order to identify areas of improvement. The aim going forward will be to improve the security of electronic agenda packs, in consultation with relevant staff at UJ, as well as enhancing our presence by creating a dedicated website on the UJ website.

CONCLUSION AND WAY FORWARD

The different subsections within the Directorate will continue their excellent performance and find ways to cope with any challenges that may arise during the coming year.

Kinta Burger (Prof)
Registrar

Corporate Governance

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Core business

The Corporate Governance Division functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), and the Institutional Statute of the University of Johannesburg, its vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its subunits. Our clients include internal as well as external stakeholders. Corporate Governance also strives to improve our footprint at national and international level.

The functions of the Corporate Governance Division include the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The Corporate Governance Division and subunits have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

The strategic objectives of the Division are aligned with the following strategic objectives of the University of Johannesburg:

- Fitness for Global Excellence and Stature;
- Excellence in Research and Innovation;
- National and Global Reputation Management.

The functions of the units within the Corporate Governance Division include:

Corporate Governance (Compliance)

- Nominations and elections.
- Access to information in compliance with Protection of Personal Information (POPI) Act 4 of 2013; Promotion of Access to Information (PAIA) Act 2 of 2000; and the Electronic Communications and Transactions (ECT) Act, 2000.
- Commissioners of Oaths.
- A-regulations.
- Policy development.
- Senate lists and membership of Senate Committees.
- B-BBEE status preparation.
- Business Continuity plan and execution thereof.

Contract Management

- Development and compliance input of contracts and agreements as well as life-cycle management of contracts from development to archiving and destruction.

Records management paper and electronic

- Legislative and compliance framework; life-cycle management of records from development to destruction or archiving.
- Securing of vital records of UJ and the former RAU and TWR in paper and electronic format in accordance with the phased-in plan.
- Maintaining the EDRMS system.

Risk management

Key risks within the Division relate to institutional non-compliance – with the Law of Contract; with legal requirements and best practices relating to higher education; and with regard to institutional records management.

MAJOR ACCOMPLISHMENTS DURING 2016

Business Continuity Management

Business continuity plans and battle boxes procedures were prepared and assessed. The first disaster exercise was completed. Staff attended further training for the second phase of the Business Continuity roll-out.

POPI roll-out throughout the institution

The MEC provided the Corporate Governance Division with a mandate for the full implementation of the Protection of Personal Information (POPI) Act 4 of 2013 within UJ. The Act imposes stringent obligations on UJ pertaining to the collection, storing, processing, sharing, archiving and destruction of personal information and data. This roll-out implied training of all UJ employees on system implementation and handling of all personal information in a secure manner. During 2016, gap analysis workshops were presented and gaps were identified. The final report on the implementation of POPI was compiled and it would serve at MEC during 2017.

B-BBEE certification

The compilation of all the data and the application for UJ's B-BBEE certificate were completed and the B-BBEE certificate was issued. As the codes for the 2016 B-BBEE certificate had changed, the necessary training was provided to stakeholders. The new certificate for 2016-2017 was received. This information gathering exercise takes place annually.

Legal and compliance advice within contract management

Within an environment of contract management and systems, clients were provided with assistance from development stage to signatures. Contracts were secured as vital records, with easy access to information to make informed decisions. The Contracts Manual was finalised and two training sessions were presented on how to draft contracts.

Implementation of the recommendations of the Gap Analysis Report: Records Management

During 2016, three e-forms were implemented within three environments, namely mark changes, historical data changes, and university timetables. The electronic environment shows a logical and true reflection of the business environments. Digital signatures were also implemented.

Environmental sustainability

The Division focused on the roll-out of technology implementations in order to handle processes and record-keeping electronically as far as possible, and strongly discourages printing of documents, for example, the new e-Ballot system; web-based requests for information; the Electronic Documents and Records Management System (EDRMS); and the Qualification Verification System. These systems actively contribute to reducing the carbon footprint of the University.

External collaboration and leadership

Corporate Governance is becoming known for its leadership in records management within HEIs. The Director: Corporate Governance was invited to deliver a workshop on the implementation of POPI at the Metrofile

Suppliers Group as well as at Monash University. She also accepted an invitation to present a workshop on Enterprise Content Management at CPUT. UCT invited Corporate Governance to deliver a workshop on records management strategy and access to information. The Director: Corporate Governance is Chairperson of the ImageNow User Group of South Africa.

FOCUS AREAS FOR 2017

- During 2016, preparation was completed for the upgrade of the Electronic Document and Records Management System to Perceptive Content 7.1.5. The upgrade will be actioned in preparation for the new application cycle 2017-2018. The Business Intelligence Module in Perceptive Software will be implemented to generate reports to clients.
- Implementation of the Gap Analysis Report will be concluded in environments utilising records management.
- The focus of Records Management during 2017 will be on the development of the Institutional File Plan, the institutional retention schedule of records within all the faculties and classification of records.
- A records review register will be compiled and a file plan for institutional records will be drafted.
- The contract drawer clean-up project will be concluded, and title deeds and patents will be captured into the EDRMS.

Kinta Burger (Prof)
Registrar

Occupational Health Practice

BACKGROUND

Contextual framework

The Registrar's Portfolio is home to the Occupational Health Practice (OHP). The OHP is represented at all campuses through the Campus Health Clinics (the clinic model accommodates both the OHP and the Primary Healthcare Service).

The OHP was founded in 2004 with one staff member. Innovative programmes were custom built to align with legal and institutional demand. The Practice has matured into a comprehensive medical service consisting of a team of nine people. An Occupational Medicine Practitioner is the UJ Clinic's designated medical officer and visits three days per month. The Radiation Protection Officer (RPO) forms part of this structure and therefore radiation audits and reports are assimilated into the OHP.

Approach

The risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare and Event Risk Management internally, and with external peers in healthcare, food safety, travel medicine and agencies, such as the World Health Organization and the International Commission on Occupational Health.

Clientele

Employees are our principal clientele; however, contractors, students and visitors may *become* clients to this Practice in case of injuries on site or exposure to occupational health risks. Legal instruction and programmes, such as occupational health risk assessment, resilience programme, injury management, incapacity assessment, travel health, food safety monitoring, and medical surveillance, are therefore intended for the UJ employee.

This report was prepared in fulfilment of the UJ Occupational Health Committee Charter and serves at the MEC, the Registrar's Exco, Projects and Resourcing Committee of Council (PRCC), Managerial Executive Committee: Operations (MECO) and Managerial Executive Committee: Academic (MECA).

SUMMARY OF PERFORMANCE

Sustained excellence

- Execution of legal mandates on behalf of the institution:
  - **Medical surveillance** of at-risk employee groups was completed at a rate of 245%* of the scorecard target. Medical assessments included Public Driver Permits, physical assessments, lung function tests, audiometry and blood tests, and occurred in accordance with the Medical Surveillance Plan. **The unusually high rate of completion is ascribed to the 258 baseline medical assessments that had to be done on insourced staff – above annual targets.*

- **Health risk assessments**: For the period, 59 health risk assessments were carried out by the OHP, prompted by existing or emerging risk. Approved Inspection Authorities conducted quantitative legal surveys, and further risk assessments were shared between the OHP team and Occupational Hygienists. The completion rate is at 179% compared to the scorecard target.

- A total of 68% of the 2 944 client contact sessions for 2016 were devoted to Occupational health interventions such as the 565 baseline and periodic medical assessments, while 30% consisted of primary healthcare, such as the 587 vaccinations administered. A further 503 vision screenings, 465 lung function tests and 326 audiometric tests were done, while acute and chronic conditions took up 256 sessions and travel medicine required 164 visits.
- Event medical risk management was completed for 63 academic and cultural events – a lower than average figure consistent with postponed and cancelled events due to student protest action risks in 2016.
- Radiation dosimetry results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation workers at UJ.
- The annual Influenza Campaign reached 500 employees across all campuses.
- The annual *Movember* Campaign aimed at promoting men's health (early detection of prostate cancer) benefitted 41 clients, who each had a complimentary blood test, evaluation and feedback or referral as indicated.
- Food Safety auditing: The state of food safety at UJ was audited against 90% compliance to HACCP standards. UJ, after steady growth since 2011, achieved an annual average total Food Safety score of 92% in 2016. Food poisoning has effectively been prevented as demonstrated by the 98% average microbial score achieved for all food vendors on UJ premises.
- Consistent, high client satisfaction rates and positive narrative feedback exceeding 95%.

Key contributions towards GES in 2016

- **National Food Safety certification for four UJ food vendors**
  Following five years of Food Safety assessments at all food vendors on UJ premises, and given the surpassing of international norms and reaching a 92% average for UJ in 2016, a level of maturity has been reached. This status prompted certification for HACCP compliance at four UJ food vendors, where a gap audit was done in anticipation of such certification in 2017. Certification occurs in alignment with the International Standards Certification.
- **Adaptability by this Practice to accommodate the additional 258 insourced workers' baseline medicals despite budget constraints and annual targets**
  Planning was effected to accommodate the 258 additional medical assessments precipitated by the insourcing process and legal requirement. This occurred in addition to the annual targets and resulted in a 245% completion rate across board.
- **Fitness testing for Protection Services staff**
  A programme was designed and 45 baseline medical assessments completed. Prof Coopoo will do the fitness assessments in February/March 2017 and advise on exercise regimens and good rates at UJ gyms.
- **Qualitative OH Risk Profile**
  A qualitative UJ Occupational Health Risk Profile was created to demonstrate impact and probability of risk factors and hazards.
- **Comprehensive protest action medical planning**
  Events during second semester were assessed for medical risk in the context of protest action risks and hazards. Daily monitoring of developing situations followed on two-way radio and through site visits. Netcare was placed on high alert and kept informed. Medical casualties – staff and students – were treated at the clinics.

Key short-, medium- and long-term initiatives in support of OHP's role in enhancing the excellence and stature of UJ

Short- and medium-term initiatives

- Conduct further baseline or pre-placement medical assessments on insourced employees in addition to annual medical surveillance targets;
- Produce a 10-minute video clip on the OH Practice and post on the web and Intranet;
- Facilitate Food Safety certification for VC Lounge, STH Main Kitchen, Design Café and JIAS;
- Establish Alcoholic Anonymous group sessions for staff;
- Zika virus infection and other emerging communicable diseases: comprehensive monitoring continued into 2017, including health education, awareness and travel alerts issued to the UJ travelling population;
- Doctoral study proposal submitted on a model for the safe use of Hazardous Chemical Substances at HEIs;
- Publication on master's study in the academic journal *Occupational Health SA*;
- Fitness Programme for Protection Services staff: further roll-out.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers such as Universitas 21, Sigma Theta Tau International (Honour Society for Nurses), Medichem Scientific Committee and the International Commission for Occupational Health;
- Trendsetting in OHP governance at an HEI.

Areas requiring attention

- Poor chemical storage practices at laboratories, chemical storerooms, technical workshops, gardening services and workshops at UJ place staff and students at risk of the acute (fire; explosion; burns; asphyxiation) and chronic (occupational asthma, contact dermatitis; target organ damage) hazards of chemicals. A very wide range of chemicals is stored in differing quantities across laboratories and storerooms.
- Poor indoor air quality at selected venues and workshops, e.g. FADA Visual Art, Jewellery and Industrial Design; APK Library; laboratories where extraction ventilation patency is poorly maintained and causes a potential build-up of fumes.
- Emergency communication system needs improvement. For example, clinics were not kept informed on developing risk during student protest action; its potential impacts on clinic facilities, staff and anticipated numbers of casualties requiring medical interventions could not be estimated appropriately.

RECOMMENDATIONS

- HODs and supervisors must comply with their s16(2) role under the Occupational Health and Safety Act 85 of 1993 to provide systems of work that are safe and without risks to the health of employees – also in the use and management of chemicals under their control.
- Poor indoor air quality remains on the Institutional Risk Register and needs comprehensive assessment, and remedial and maintenance attention.
- Review, testing and upgrading of the current emergency communication system is recommended. Clinics should ideally receive continual information about developing risk to interpret and prepare accordingly.

CONCLUSION

In exceeding its targets across all indicators, the Occupational Health Practice has presented UJ with an annual performance result that has achieved efficient anticipation, recognition and control of occupational health risk on all campuses.

Kinta Burger (Prof)
Registrar

Primary Healthcare Service

OPERATING CONTECT

Primary Healthcare Service (PHC) is a division that focuses on student health and wellness and reports to the Registrar's Portfolio. The services are offered to UJ students and staff, and as historically, at no cost to the patient. The service is available at all campuses and managed by primary healthcare nurse practitioners (PHCNP) who are certified to carry out physical examinations on patients and prescribe medication as legislated in the Nursing Act 33 of 2005 and the Medicines and Controlled Substances Act 101 of 1966. The medical doctor provides clinical services to all clinics and provides support to nursing staff. Higher level care patients are referred to clinics and hospitals as preferred by the patient or to the nearest hospital.

GOVERNANCE

The Primary Healthcare (PHC) Committee Charter guides the operation of the service in alignment with the National Department of Health's (DOH) Primary Health Care Core Standards. The core operational functions include the provision of PHC, Sexual Reproductive Health (SRH), HIV Testing Service, event medical planning for UJ Sport Division, health promotion, screening of chronic conditions and travel health medicine. PHCNPs are all suitably qualified and licensed to practise under the Nursing Act 33 of 2005. They have the licence to prescribe medication according to Section 56(6) of the Act. All have a dispensing licence, which is a requirement for all clinicians. The clinics are managed by PHCNPs with Medical Practioner Dr S Surtee providing additional medical support, as is the statutory requirement of the licence to practise.

The Division is operated and guided by the following:

- **Vision**: To be a leader in excellent healthcare service delivery.
- **Mission**: To provide the UJ community with optimum preventative, promotive and curative healthcare while making use of appropriate referral systems.
- **Values**:
  - The promotion of ethical integrity and accountability towards the profession, patients and the University.
  - The promotion of cultural diversity and unconditional acceptance of all individuals in our care.
  - The recognition and promotion of innovation in healthcare delivery and health promotion.

RISK MANAGEMENT

The following are key risks, and mitigations:

- Accidental exposure to infectious agents for patients, staff and students resulting from needle stick injuries. Mitigation: Vaccination against Hepatitis A & B and provision of treatment post needle stick injury.

- Travel health risks: Infections and illnesses that may occur while on excursions. Mitigation: A pre- and post-travel health assessment is done on clients who use the clinic with dissemination of information on outbreaks via uLink.
- Delay in medical response due to unforeseen circumstances poses a risk such that patients may not receive prompt high-level intervention from Netcare 911. A contract exists with emergency medical support from Netcare 911 and they will in turn source nearest resources should they not meet the need.
- The current location of the DFC Clinic poses a risk to patient confidentiality and does not meet the legal requirements of a health facility. The new location is being renovated to be occupied by the end of the first term 2017.

STRATEGIC FOCUS AND TARGETS

Focusing on the Strategic Objectives 2017-2025

Aligning departmental objectives with the overall University strategic objectives has led to the Division focusing on the following objectives:

- **Enriching Student-friendly Learning and Living Experience**
  - Providing excellent PHC with the focus on enhancing the student experience.
  - Following the strategic plan as guided by the DOH.
- **National and Global Reputation Management**
  - Risk identification and mitigation thereof within the medical management of patients, therefore eliminating risk of injury to patients.
  - Thorough event risk assessment for sporting events taking place at UJ.
- **Fitness for Global Excellence and Stature**
  - Ensuring good governance in relation to human and financial resources to ensure sustainability of the service, while taking care of the environment locally and globally.
  - Students on international trips are assessed to ensure their health status is adequate, and prophylactic medication is provided to protect them against prevalent medical conditions.

Strategic objectives and targets for the period 2017-2018

Short-term goals

- Promoting health: using peer education to promote awareness;
- Engaging residences and day houses in addressing identified health related risky behaviour in the Risky Student Behaviour Forum;
- Providing anti-retroviral medication to students via Themba Lethu Clinic in Helen Joseph Hospital as provided for in the Right To Care MOA;
- Maintaining a high client satisfaction rate of 85% and above;
- Achieving a 5% annual increase in HIV counselling and testing;
- Maintaining a 0% rate of adverse medical events;
- Completing and occupying the new DFC Clinic;
- Engaging with Departments of Health and of Social Development to facilitate awareness and resources for drug and substance abuse.

Long-term goals

- Implementing Memorandum of Agreement with Department of Health at UJ level and an expectation to increase the same to all Gauteng universities;
- Listing the PHC Clinic on the District Health Information System for accurate record keeping and future resource allocation;
- Restructuring APK Clinic to accommodate an additional consulting room;
- Engaging with DOH to expand services such as mental health, dentistry, dietetics/nutritionists, etc.

PERFORMANCE

Achievements

- **Renewal of licence to practise** was signed off by the Director-General of the National Department of Health, allowing us to operate as a health facility.
- **Consultations**: The total number of consultations provided by healthcare practitioners at the clinics was 27 773. Of these, 24 484 were students and 3 262 were employees. The figures show that 12% of consultations were for staff members, which is a 1% increase in relation to 2015. The slight increase demonstrates the continued use of the clinic by staff, which further puts students (most of whom do not have medical insurance) at risk of not receiving the medical attention they require. The service is provided by Primary Healthcare Nurse Practitioners (PHCNPs) and/or the Medical Doctor at no cost. Some consultations were medical emergencies. The overall number of consultations has remained relatively stable over the past three-year period.
- **Sexual Reproductive Health (SRH) Services**: The new Family Planning (FP) Contract for private providers was signed by the Department of Health's Reproductive Health Division. The contract is valid for a three-year period. Various methods of FP were provided to 8 498 clients, which is a 13% increase from last year. A total of 1 206 pregnancy tests were done, with 327 testing positive and 110 referred for termination of pregnancy. Emergency contraception, commonly referred to as the "morning after" pill, was given to 205 patients. Sexually Transmitted Infections (STIs) were 1 148 in total, which is a marked 30% decrease compared to 2015. This may indicate less engagement in risky sexual behaviour, and is a good indicator that health awareness programmes are yielding good results among the students.
- **HIV Testing Services**: A total number of 4 055 clients tested for HIV, of whom 73 tested positive. The prevalence rate has increased to 1,8% from 1,7% in 2015. The number of clients tested at the Clinic has increased by 6% in comparison to the previous year. This is above the targeted 5% increase, which is attributed to shortening the testing session to 15 minutes and also using social work interns in the HIV testing programme. This is in support of the DOH strategy for all HIV positive clients to be put on anti-retroviral treatment (ART), to eradicate HIV by the year 2030. The new strategy was effective from 1 September 2016. The strategy for 2017-2018 is to provide adequate ART for all clients diagnosed HIV positive at UJ.
- **Health Promotion focused on the following area**s:
  - Condom/STI month, which focused on SRH programmes
  - Tuberculosis awareness month
  - Vaccination drive
  - Drug and alcohol abuse
  - Gender-based violence
  - Breast cancer
  - Men's health

  These activities were undertaken in collaboration with the Library, IOHA, Student Affairs, SRC, UJFM, residences and day houses. External partners included DOH, Right to Care-Themba Lethu Clinic, SANCA, City of Johannesburg, Wits HIV Clinical Research Unit and Foundation for Professional Development. SANCA provided a five-day training to peer educators on substance abuse.
- **Travel health**: The service was offered to a total of 118 students. Most required malaria prophylaxis; a few required yellow fever vaccinations.
- **Events medical risk**: UJ Sport had a total of 98 events, both planned and unplanned, 52 being notifications to Netcare 911. Departments had to pay from their budgets due to depletion of funds in the Netcare 911 account. Planning has now ensured that departments would not have to pay for medical support in 2017 going forward.
- **Emergency medical care**: *MySOS* app was advertised on all communication media within the University. The uptake was not optimal and further marketing is required. An evaluation of the uptake will be done with new students in 2017.
- **Client satisfaction survey**: 89% average at all clinics.
- **Medical adverse events** were maintained at 0%.

EMPLOYEE PROFILE

The staff complement is 18 permanent and one temporary staff member reporting to the PHC manager. The profile of employees is 94% black and 83% female. This is in keeping with the national trend, in that the ratio of male to female nurses is at 1:17 in South Africa. 38% of staff are Coloured and 11% Asian.

Training and development

Staff attended conferences and regular training activities. Sr Ramaema was awarded her Master's degree in Nursing Science.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

The Division operates four cost centers with a budget allocation of R6 080 854.92 with an approximate spend of 94% of the operational budget. There have been no reports of irregularity in spending.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholder engagement

The Division works closely with IOHA, PsyCaD, Student Affairs, Protection Services and HR Wellness in carrying out the health and wellness mandate, which mostly involves risky behaviour of students and in some cases of staff. The HIV Committee is the focal point for HIV/Aids related collaborations, with the Wellness Committee reporting on staff wellness matters. The Library was instrumental in the book launches that brought awareness of social issues, such as transactional relationships and how to avoid them.

Leadership

Sr Geya is Chairperson of the National Forum for Campus Health HODs, which comprises all Heads of Campus Health Clinics in South African universities. The Forum aims to represent Campus Health Service Clinics at national level by giving input to health policy, such as participating as civil society in planning the National Strategic Plan 2017-2022. The forum operates under HEAIDS and holds one executive committee meeting and one all-inclusive national forum meeting annually.

Sr Geya was also the invited guest speaker at the SAACHS 2016 annual conference hosted by the Limpopo region.

CONCLUSION AND WAY FORWARD

Short-term plan

- Engagement with the Social Work Department for practical work for senior students in 2017;
- New partnership with URC (University Research Company) to improve TB awareness and training for both staff and students;
- Implementation of ART via the Right to Care-Themba Lethu Clinic;
- Display of PHC information and awareness campaigns on Blackboard and uLink;
- Engagement with PsyCaD and the DOH to investigate the option of contracting a psychiatrist to consult at UJ for patients requiring specialised mental health services.

Long-term plan

- Memorandum of Agreement with Department of Health at UJ level and an expectation to increase the same to all Gauteng universities;
- The PHC Clinic to be on the District Health Information System (DHIS) for accurate record keeping and future resource allocation by the DOH;
- Restructuring of the APK Clinic to accommodate an additional consulting room.

Kinta Burger (Prof)
Registrar

Institutional Office for HIV and AIDS (IOHA)

BACKGROUND

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and provides holistic service for PLHIV (People Living with HIV) within the UJ community. The core operational functions include HIV prevention through: sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV.

The purpose of the report is to highlight objectives, achievements and challenges; to make recommendations; and to provide an overview of the coordinated institutional HIV/AIDS response, as monitored and evaluated by the HIV/AIDS committee.

KEY ACHIEVEMENTS DURING 2016

- **HIV prevention**
  - HIV Counselling Service (HCS) is one of the key contributors towards the realisation of 90-90-90, i.e. 90% of community to know their status, 90% diagnosed with HIV infection to know their status, and 90% virally suppressed. The First-Things-First strategy adopted by HEAIDS for HEIs and TVETS contributes significantly to this. Initiatives implemented in the second semester assisted in achieving the planned 2016 targets. These included implementation of residence wellness programmes, taking wellness services to UJ gyms, active case finding at Primary Healthcare where students who come for general consultations can be offered HCS as well, and decreasing HCS consultation time from 30 minutes to 15 minutes without compromising the quality of service. In view of the disruptions and risks caused by student protests, some planned residence wellness days had to be moved to 2017; but all other initiatives were achieved.
  - A total of 8 887 clients were tested in 2016 (target: 8 498) compared to 8 093 in 2015, an increase of 794, i.e. 9%.
- **HIV care and support**
  - A total of 107 clients tested HIV positive, i.e. prevalence remained at 1%.
- **Barrier methods distribution**
  - Different barrier methods are available across campuses. Correct and consistent use of barrier methods, like condoms, has been identified as an effective means of providing protection against STIs including HIV.
  - A total of 1 267 340 male condoms were distributed across campuses compared to 798 000 in 2015. (This total, too, was much higher than the 2016 target of approximately 800 000.)
  - The higher uptake of female condoms is pleasing. A total of 47 050 female condoms were distributed for the year compared to 12 500 distributed in 2015, due to numerous efforts to promote uptake.

- Lubrication is also frequently being requested. In this year, more than 10 000 packages were distributed. This is evidence that students are aware of different HIV prevention barrier methods and are thinking about reproductive health.

- **Peer education (LINK) programme**
  - The LINK Programme is key in the realisation of two UJ Strategic Objectives, namely Student-friendly Living and Learning Environment, and Global Excellence and Stature.
  - Of the 129 LINK members, 120 completed six weeks training and were awarded certificates. A total of 65 students completed the full LINK programme, and 48 received a certificate of training and participation. The ceremony included the crowning of two peer educators as the face of IOHA, who will play the role of being the office ambassadors.

- **Curriculum integration, research and innovation**
  - Training and capacity building workshops were facilitated in six faculties, i.e. Education, FADA, FEFS, Health Sciences, Humanities, and Management, which shows an encouraging willingness by faculties to acknowledge the importance of issues around sexual reproductive health in active citizenship.
  - While overall feedback was at 89% satisfaction, students would have preferred more time for discussions and debates.

- **Events and awareness campaigns**

  Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sport, HR Wellness and PsyCaD. Campaigns were often linked to international commemorative days and included the following:
  - First Things First Testing Campaign: Sexual Health Awareness Month, otherwise known as "Healthy is the New Sexy", was held during February, May and August 2016 in conjunction with the Gauteng Department of Health, the Department of Social Development, PASOP, Campus Health, Choma, Grassroots Soccer and UJFM on all four UJ campuses. The aim of the event was to promote testing and overall health management. An online movement (#knowyournumbers) encouraged students to take pictures of themselves as tested, with the IOHA mascot promoting the hashtag via social media, which successfully brought in humour as well as serious dialogue before testing.
  - In view of World Tuberculosis Day on 24 March, the TB Division in Campus Health, in partnership with IOHA and the City of Johannesburg, hosted its own TB and HIV screening for all students and staff during the month.
  - A campaign commemorated Zero Discrimination Day: UJ staff, students and partners were encouraged to upload, like and share their selfie or video on the UJ IOHA Facebook page, with their own personal message using the hashtag #NotinmynameUJ. Total reach was 4 736 for the campaign.
  - May Care Month: An online campaign was launched on Facebook encouraging staff and students to nominate their HERO in showing UJ how much they care: a person who goes above and beyond in making a difference within UJ. Stories with pictures of the person nominated were posted on Facebook with the hashtag #ujcares.
  - Candlelight Memorial: In commemorating International AIDS Candlelight Memorial on 12 May, the UJ Community was invited to show global solidarity, breaking down barriers of stigma and discrimination, and giving hope to new generations.
  - The IOHA Annual High Tea: In August, IOHA hosted the second Annual High Tea for ladies as part of its "Cover Up Campaign", with the goal of encouraging the use of female condoms.
  - UJ Stigma Knockout Challenge & Dialogue: IOHA in partnership with UJ Sport, Student Ethics & Judicial Services, Grassroots Soccer & UJ SRC hosted its annual Soccer & Netball challenge to heighten awareness of Stigma and Discrimination against marginalised communities, i.e. People with Disabilities, LGBTI+ and People with HIV.
  - UJ World Aids Day: During September Diversity Week, the University of Johannesburg (UJ) celebrated World AIDS Day in recognition of people affected and infected by HIV and AIDS in its community.
  - UJ Iconic Man: A programme that seeks to address masculinity and sexual diversity issues among students and staff, to create awareness of men's issues and to advocate for behavioural change modification among all UJ men through conversation, positive re-enforcement and Ubuntu principles.

- The One Million Pads Campaign: In 2016 the Citizen ZA movement in partnership with Student Affairs, PHC, IOHA, Community Engagements and Advancement, formally launched the One Million Pads Campaign aiming to raise one million sanitary towels for female students nationwide. Individuals and stakeholders were requested to bring sanitary pads in support of the event.
- UJ World Aids Day Mind the Reading Series: UJ Arts and Culture in partnership with IOHA presented a reading of *The Normal Heart* by Larry Kramer. This largely autobiographical play focused on the rise of the HIV/AIDS crisis in New York between 1981 and 1984, as seen through the eyes of writer/activist Ned Weeks, the gay founder of a prominent HIV advocacy group.
- Collaboration with faculties, residences and other support divisions improved and expanded during 2016, which resulted in enhanced awareness and prevention programmes regarding Risky Student Behaviour.
- Monitoring and Evaluation: The overall client satisfaction rate during HCT testing campaigns average was at 90%, while feedback from capacity building workshops and training averaged at 85%.
- The HIV/AIDS Committee continued to monitor and supervise University faculties' and departments' response to the HIV pandemic. Additionally, the focus has now shifted to addressing the social determinants of HIV that are fuelling it, such as relationships, gender-based violence (GBV), risky student behaviour (RSB), and the Sugar Daddy phenomenon.

CHALLENGES AND RECOMMENDATIONS

- Some residence wellness days were postponed or cancelled due to student unrest. In 2017, the plan is to compile a residence wellness calendar with both internal and external partners, which includes contingency plans.
- Linkage to care processes needs to be improved and strengthened through record keeping, improved communication between all health and wellness departments and follow up. This process ensures that students and staff, immediately after receiving positive results, are referred or linked to the care of their choice; and hence no clients are lost in follow up.
- Withdrawal of external testing partners affected testing services, especially for male students. In the new year we therefore intend to establish relationships with other testing providers who focus on men's health issues.
- Care and support can be further strengthened and coordinated among IOHA, PHC and PsyCaD. A model that will streamline the services offered by the three departments is being investigated and will be discussed with the Registrar in the first semester of 2017.
- Curriculum integration can be improved. The faculties' sub-committee is exploring several options to realise active participation of all faculties and departments.

Kinta Burger (Prof)
Registrar

Office of General Counsel

OVERVIEW

The Office of General Counsel (OGC) was established on 1 January 2016. The professional staff of the Office comprise the General Counsel and two legal advisors.

It was a priority during 2016 to establish the OGC as a trusted partner of UJ's governance and management structures, its office-bearers and employees in respect of institutional affairs, which the Office sees as its clients. It sought to achieve this aim by being recognised for its creativity, expertise, and commitment to the University's vision, mission and values.

The OGC assists its clients to conduct the University's business involving legal dimensions effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts in those requirements, but are problem solvers committed to helping resolve issues in a practical, timely and efficient manner and to advising on pro-active measures to mitigate problems.

The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable. Moreover, the Office emphasises the need for innovation and creativity in assisting University managers to develop new and useful approaches to the challenges facing, and opportunities presented to, the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities.

The main subject matters to which the Office attended during 2016 were:

- Business transactions
- Educational affairs
- Contracts
- Litigation

The OGC assists all the faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

Apart from the legal matters one normally expects to arise from the business of a university, the work of the Office during 2016 was dominated by issues that arose from the #FeesMustFall and #OutsourcingMustFall movements, which started to have a serious impact on the activities of UJ towards the end of 2015. The OGC assisted with complex legal questions that arose from the insourcing of gardening and security staff, which was successfully concluded in 2016.

Starting on the first business day of the year, the University became involved in what turned out to be a series of urgent high court applications. Six urgent applications brought by a range of applicants were defended, and the University applied for an interdict to ensure the safety and security of the University's students, staff and assets on

an urgent basis. The inference is justified that several of the urgent applications brought against the University were carefully choreographed to cause the maximum inconvenience and costs to the University. The usual pattern was for an urgent application to be served on the University on a Wednesday or Thursday (sometimes by email), set down for hearing the following week. The timing of the applications required members of staff of the University and the legal practitioners of the University instructed to oppose the applications to work after hours, during weekends and on public holidays. Four of the applications were brought consecutively and spaced so close together that it can be inferred that they were intended to tie the University and its senior management up in court and distract them from performing their normal duties to deliver a successful academic programme in 2016.

The applications included frivolous ones, which clearly had no prospects of success from the outset, including one to find the Vice-Chancellor guilty of contempt of court and one to interdict the University from using private security providers to protect persons and property on the University's campuses. Since the applicants in these matters raised Constitutional issues, the University was only able to obtain an order of costs against the unsuccessful applicants in one of these matters in terms of the so-called *Biowatch* rationale formulated by the Constitutional Court. Informed by engagements with the University's student regulations, which formed part of the aforesaid litigation, a new policy in line with national legislation was developed to give effect to the right to protest peacefully and unarmed (Principles and Rules Addressing Gatherings of Students – PARAGOS).

The OGC and the Student Judicial Affairs Office worked together to conclude disciplinary hearings of students involved in violent student protests in the first half of the year. Some of the hearings were unnecessarily protracted as a result of the approach adopted by the legal representatives of the students, which in the end did not assist their clients. The OGC was also involved with a range of issues arising from the destruction of the Sanlam Auditorium as a result of arson on 16 May 2016. This included insurance issues, reinstatement issues, and forensic investigations.

Various complex legal issues arose on a continuous basis in the University Property Management Office and were dealt with by the OGC.

- The University was successful in High Court litigation aimed at returning to UJ the unimproved property adjacent to the Sophiatown residence, of which the municipal valuation is R25 million. The judgment is currently subject to an appeal.
- Arbitration proceedings relating to the lecture venues built behind A Ring (APK) were concluded. Judgment in the matter is awaited.
- Pleadings have closed in arbitration proceedings arising from the construction of the second Soweto Residence.
- More mundane attendances arising from the Property Management Offices included conveyancing and town-planning issues, and the eviction of defaulting tenants.

Legal advice on 543 new contracts was provided and 356 contracts were revised during 2016. The range of activities of a university is much wider than many multinational corporations, which limit their focus to specific activities. Contracts within the realm of academic activities include those that focus on teaching and learning, research, and community engagement. At the same time, commercial contracts are concluded to ensure the smooth running of a modern city university. During the year, the OGC encouraged a cultural change among those who negotiate contracts on behalf of the University on two levels. Firstly, the University is a large and important role player in the country and the city, and while it should not abuse the power that flows from this, it should nevertheless use it to its competitive advantage when concluding contracts. It has the ability to resist the imposition of unfair contract terms by other parties, even large multinational corporations. Secondly, when concluding contracts, attention should be paid not only to the performances directly arising from the contract, but also to the overall costs and risks that arise over the duration of the contracts. In this regard, the issue of donations (which are contracts) not based solely on philanthropy but also aimed at promoting the interests of the donors, was emphasised. Accepting such donations may, for example, involve expenses to maintain the assets donated, or subvert the University's procurement processes in future.

As a public higher education institution, there are a number of statutes that impose special duties on the University, for example, the Promotion of Access to Information Act 2 of 2000, the Promotion of Administrative Justice Act 3 of 2000, and the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008. Providing advice in respect of this legislation, and applying the provisions of these statutes in a wide range of contexts, form a substantial part of the work rendered by the OGC.

All professional members of the OGC are also members of the Legal Practitioners' Forum, a forum open for all the legal advisors of universities. The OGC was also instrumental in establishing a Regional Practitioners' Forum for the universities in Gauteng. Benchmarking exercises in respect of corporate governance and information security were undertaken locally and globally.

CONCLUSION

The priority for 2017 will be to further imbed a culture in the institution of concluding contracts to govern the University's relationships with third parties. This will reduce the risk of costly litigation and contribute to the University's pursuit of global excellence and stature.

Patric O'Brien (Prof)
General Counsel

Information Communication Systems (ICS)

OVERVIEW

The Information Communication Systems (ICS) Division is the central information technology services division of the University of Johannesburg tasked with planning, implementation and support of core Information and Communications Technology (ICT) systems and services within the University of Johannesburg. ICS is driven by a vision to be an ICT services provider of choice for all of UJ's communities and a credible partner and enabler in the delivery of the University's strategic goals.

Embedded in ICS's culture is a mission to make sound IT investment decisions that are aligned to the University's strategic direction, and to provide leadership in the effective and efficient use of ICT within UJ, ensuring a reliable and secure IT service across all UJ's campuses, while maintaining a motivated and highly skilled workforce that is able to address both current and future ICT needs of UJ.

The ICS Division comprises the following units:

- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- IT Operations and Infrastructure Support
- Networks and Telephony
- IT Service Delivery
- Information Security
- IT Portfolio Management

These units work together to ensure the smooth and efficient delivery of a comprehensive range of ICT services to a variety of stakeholders across UJ.

OPERATING IN A CONSTANTLY CHANGING ENVIRONMENT

The ICT environment is dynamic, influenced by the ever-changing technology trends and the constantly evolving needs of users. ICS has weathered the storm to ensure a successful year of delivery, which has been achieved in partnership with its stakeholders.

In assessing the performance of the functions of a Division, it is always helpful to compare it with its peers. Educause, the association of leading big and small global institutions of which UJ is a member through ICS participation, provides a good measure of such comparison. Every year, Educause conducts a survey of its membership from which it extracts a Top Ten list of key ICT issues that they predict will inform the ICT agenda of many of its members in the upcoming year.

It is interesting to note that many of the issues listed by Educause as being top of mind at North American universities also appear on the lists of their South African counterparts, more specifically, the UJ list.

Locally, UJ continues to have one of the most optimal support technician-to-user ratios: many of its peers have over 200 total ICT workforce, while serving a fraction of UJ's population, while ICS achieves same with a total of 152 employees. These include audio visual services, which are normally excluded by other institutions.

SUMMARY OF KEY ACHIEVEMENTS

The following key deliverables were achieved in 2016:

- **Wi-Fi and network service stabilisation**
  - Following the escalation of Wi-Fi issues that threatened the roll-out of blended learning in the classroom, ICS initiated a project to identify and address key Wi-Fi issues. The process has resulted in a greatly improved Wi-Fi experience, which has allowed for an increased number of concurrent users in excess of 30 000 at any given time of the day. The process of connecting devices and logging in has also been simplified and all technical complexities removed. Work continues to expand network coverage and to ensure a robust network in preparation for the roll-out of Online Learning.
- **Roll-out of Business Intelligence (BI) services**
  - The Business Intelligence system has been rolled out to assist divisions to make the most of their data. BI provides a data warehouse and a number of tools that allow executives to slice and dice data to gain insights. HR, Finance and Payroll have gone live reaping big reductions in effort when producing reports and dashboards, while achieving improved data accuracy.
- **Online streaming of key events**
  - ICS has introduced affordable technology that allows for events to be streamed live over the YouTube platform. Streamed events can also be stored online indefinitely for later viewing. This service has become very popular, to the extent that ICS has had to reorganise the Audio Visual Unit in order to have a special media team focusing on providing audio visual support during events as well as streaming key events.
- **Improved governance and risk management processes**
  - ICS undertook a Self-evaluation Review, which was performed by an independent panel of experts from both within and outside the higher education sector. The results were largely very positive; all recommendations made by the panel are in the process of being addressed.
- **Delivery of custom developed application systems**
  - The Solution Delivery Department within ICS houses the capability to develop custom software applications for UJ's community. A number of applications were developed in 2016; of note being the Ukuhlela system currently being used by PsyCaD to manage its engagement and consulting activities.
  - A system to manage the events booking for the Health and Safety Department was also developed. The system has helped in managing down the number of rogue events and in ensuring that set processes are followed when organising events.
- **Improved UJ website technical architecture**
  - Following discussions with the Division of Institutional Advancement, it was agreed that the Web technical team be moved under ICS for better management and technical oversight. Following this move, the UJ website technical architecture has been reviewed with the assistance of a technical expert, and recommendations to improve navigation and response times are currently being implemented. Part of the review included assessing ways of improving user access, to increase web hits and thus improve WeboMetric ratings. WeboMetric ratings are a key part of the GES strategy.
- **Operational efficiencies**
  - A number of initiatives were started to improve overall efficiency of key systems. These include efforts to mitigate risks by consolidating all key systems that are currently operated by individual departments outside of the ICS data centre and standard operating procedures. This effort will secure personnel contained within these systems and will improve business continuity in case of disaster.

KEY CHALLENGES

ICS is constantly in the midst of action as ICT is an ingredient in all of UJ's activities. As such, challenges are a norm and have to be factored into our operations.

The following are some of the key challenges noted for 2016:

- **The need to extend technical support in line with 24-hour service expectations**
  Provisioning of ICT services has become a 24x7 operation, as staff, students and guests require systems to be constantly available and issues attended to 24- hours a day, should something crop up. There is no longer such a thing as after hours. Staff members visiting overseas also require service when stuck, regardless of time differences.
- **Retention of key technical staff in the face of private sector poaching**
  Poaching of staff by the private sector continues to be a challenge. Unfortunately, the higher education sector does not have the means to go into a salary war with the likes of FNB who sometimes pay double the going higher education rate for resources.
- **General improvements in administrative functions**
  Administrative processes supporting the ICS Project Office as well as the ICT Steering Committee have been identified as needing improvements. This is due mainly to the lack of secretarial services for these functions. ICS is attending to this.

TARGETS AND WAY FORWARD

- **Online learning**
  Online learning is a key driver in UJ's 2025 institutional strategy, and ICS is working with the Academic Development and Support Division (ADS) as well as the outside provider Academic Partners to modify and align the systems of the two organisations for smooth operations.
- **Cyber security**
  ICS has identified cyber security as a key focus area going forward. As such, efforts are being put in place to review current system security levels in order to develop an integrated security programme that will drive a three-year cyber security management program. KPMG, the UJ internal auditors, are assisting with performing an independent baseline assessment and providing recommendations for the integrated security programme. Key vulnerabilities will be prioritised for implementation in 2016.
- **Thin Client/Desktop Virtualization**
  Desktop Virtualization provides for the use of inexpensive devices to replace the more expensive laptops and computers. These Thin Client devices consume less energy and have a life span double that of a laptop. Following a successful proof of concept, a project to deploy Thin Client technology within selected departments instead of the more expensive desktops is under way. This initiative will reduce support efforts and save costs.
- **Leveraging Cloud Computing**
  The Cloud provides for a 'pay as you go' model, removing the need for onsite investment in expensive servers and data centre space, skills and infrastructure. A proposal to migrate the email system (Exchange) has been tabled with the Management Executive Committee (MEC) for consideration and approval. It is envisaged that migrating the emailing system to the Cloud will save UJ in support as well as hardware renewal costs that are currently due, considering that warrantees have expired.
- **Mobile App development capability**
  To communicate with today's Generation X, one needs to use the language of Apps. ICS is building an internal Apps development capability in order to respond to the needs of the student population who are more comfortable in accessing services via Apps than through the traditional website mode. Development of a trial App by the team is under way; finalisation of this development will kick-start a new era in the way ICS delivers services to the UJ community.
- **Better utilisation of the High Performance Computing cluster (HPC)**

There is a concern within ICS that while much effort was put into establishing the High Performance Computing facility, there is limited utilisation of this facility within faculties and the UJ research community. ICS aims to engage stakeholders as part of awareness raising to promote better utilisation of the facility which will help contribute towards the GES strategy.

- **Better management of software assets**
  Increased investment in software continues unabated within UJ, with the 2017 preliminary budget showing an increase of 30%. There is a need to measure the benefit of acquiring new software against better utilisation of existing functionalities. This exercise is intended to make users aware of existing functionalities and to assist them to make best use of these through training and other aids. The result will be better utilisation of software assets and a reduction in software licence and support costs.
- **Renewal of key support contracts**
  A number of key support contracts will become due for renewal in 2017. This presents an opportunity to evaluate the need for renewal while at the same time being wary of the risk of delaying procurement and tendering processes, which could leave the University exposed without an official service provider. ICS has identified several contracts that could potentially be consolidated for better management and cost savings.
- **UJ ICT strategy review**
  UJ's ICT strategy has been around for five years and has given rise to a number of initiatives that have placed UJ on the map. However, there is need to revisit the current strategy, to review and realign it with the bigger changes within the UJ institutional strategy. These include Online Learning, Blended Learning, and Bring Your Own Device. ICS will be starting a process to redefine the ICT strategy and align it to UJ's new strategic imperatives.

CONCLUSION

2016 brought a number of challenges for ICS; however, it is our belief that these storms were weathered successfully. ICT utilisation has reached critical mass, in that it has now become a key enabler to many of UJ's strategic initiatives. This situation provides both challenges and excitement in ensuring that new solutions are brought to bear through innovation, while the bar is constantly raised to guarantee quality of service. Technology is forever changing, requiring that team skills be updated constantly and members be equipped with new tools to respond swiftly and efficiently to new user demands.

Many of the technology solutions being used are at renewal stage in their cycle, providing an opportunity to assess and review their adequacy against the latest technologies. Network technology is one such area, where UJ's security firewalls, WiFi and core network technologies are being renewed to take advantage of the latest technologies. Cloud technology and infrastructure virtualisation are being utilised to help bring about service quality at lower costs.

ICS has seen a continued increase in the demand for ICT services from across UJ, which in many instances exceeds available capacity. Coupled with this is a need for ICS services to be available around the clock, putting further strain on limited resources. This calls for careful planning.

Finally, the #FeesMustFall challenges have put strain on the financial resources of every higher education institution in South Africa, resulting in many of the planned technology investment projects being severely cut or, worse, completely scrapped. A strategy is needed to ensure that the risks of outdated infrastructure and skills flight are mitigated.

Andile Swartbooi (Mr)
Executive Director: ICS

Institutional Planning, Evaluation and Monitoring

OVERVIEW

The work of the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) encompasses a number of important activities in support of the strategic, institutional and academic planning processes of the University. In many ways, the Division has also been a fairly sensitive barometer of contextual changes in the wake of the student protests that began in late 2015, such as new financial dispensations for students and demands for the decolonisation of knowledge and curricula. The easing of financial conditions for students manifested itself in a very different enrolment pattern at the start of 2016 and a markedly lower dropout rate as more senior students were able to return to their studies than in the past. Within the broad context of protest, the issue of decolonisation, raised by both students and staff, has challenged the ways in which curricula and programmes are constructed and presented. These considerations have informed the formulation of guidelines for the development of more Africa-centred curricula and for different pedagogical approaches, which have also been factored into the preparation of new academic programmes for submission to external regulatory authorities.

Various indicators, linked to the six objectives of the University's Strategic Plan 2025, have likewise been revised to take account of new imperatives, and the initiatives arising out of these will be monitored in 2017. Enrolment planning in a constantly changing environment remains a critical activity, and 2016 saw the implementation by DHET of a mid-term review of the current five-year enrolment plans of all institutions in the system. This provided the University with an opportunity to revise its plan for the period 2017-2019 to bring it more in line with the dramatic gains made in both Science, Engineering and Technology (SET) and postgraduate enrolments at UJ over the past few years. The monitoring of student academic performance has shown further gains in success rates, providing evidence of the value of the investments made in the teaching and learning domain.

Other activities, such as the production of research that is based on data generation through the conduct of various surveys, give insights that help the University community understand some of the broader dynamics operating internally and externally to shape the institution, and provide the means to monitor progress towards achieving key goals. Effective management of the Higher Education Data Analyser (HEDA) system is vital in this respect and enables access, for many stakeholders across the University, to student and staff data captured in the Higher Education Management Information System (HEMIS) as well as to operational data on ITS. Data from this source are also used to prepare submissions to international ranking agencies, and the Division tracks and analyses the outcomes at global, regional and national levels.

KEY ACHIEVEMENTS

Data reporting and analysis in support of strategy

Strategic decision making within the University is dependent on the provision of reliable, accurate data, and the production of pertinent data analyses and reports that give insights into critical issues where action is required. With the institution's focus on student access and success, a range of datasets, dashboards, reports and presentations were delivered on success rates, dropouts, postgraduate and undergraduate completion rates as well as graduate outputs. The overall undergraduate success rate for 2016 currently stands at 85,5%, which represents a huge achievement given the underlying tensions experienced on campuses through the course of the year.

In a full analysis of UG student success and completion rates, it emerged that a stronger focus was needed on monitoring student retention and in this regard the Unit for Data Governance in the Division collaborated with the Centre for Academic Technologies (CAT) in advocating the acquisition of Blackboard Predict, a product that will valuably extend the current uses of the Blackboard Learning Management System. The Unit formed part of the Blackboard Predict Data Task Team as part of the Blackboard Predict Roll-out Project, which kicked off at the end of 2016.

The rise in postgraduate enrolments during 2016 was accompanied by concerns that some PG students were getting stuck in the system and taking longer than desirable to complete their studies. A presentation on the time to completion of PG students was made at a supervisor workshop at the request of the Postgraduate School, and this highlighted the need for monitoring postgraduate student input and output. This has triggered a review of PG policies in relation to minimum time to completion for various qualifications, and in relation to the role of supervisors. This analysis also resulted in an initiative focused on the setting of achievable milestones for students, which are designed to help them move steadily through the demands and requirements of their programmes. It will take the form of a PG tracking system that will use some of the capabilities inherent in Blackboard Predict and will provide an interactive platform for both students and supervisors.

In support of the University's commitment to provide financial help to students identified as the Missing Middle, a dataset was produced of students who fell into this category and who were both in good academic standing, and had fallen into financial arears. The output of this analysis enabled the institution to provide targeted support for those students in financial need.

Good governance of the HEDA system is vitally important, since it enables the production of business intelligence that can be trusted and acted upon.

Tracking performance: the UJ and DHET Annual Performance Plans

In the second half of 2016, DIPEM took over responsibility for monitoring and reporting of performance against the indicators in the UJ Annual Performance Plan (UJ APP) and the DHET Annual Performance Plan (DHET APP). This was a sensible move, given that the Division has always updated information against the indicators of the Strategic Plan 2025 of which the two APPs are subsets.

Challenges in this area lie in data collection (where there is no central database), data ownership, and having a single version of the truth. In an attempt to move away from the current spreadsheet-based reporting used for the APP and the Strategic Plan, the Unit for Data Governance supported and took custodianship of a web-based reporting system ESM (Executive Strategy Manager), which enables data collection and aggregation of KPI data across scorecards. Training of the core ESM data group happened at the end of 2016 and a roll-out to executive level is scheduled for the first half of 2017. The ESM system is built around a data governance process, which includes data definitions, data owners and a data reporting governance calendar.

A changing academic profile

The strategic vision of the University is aligned to national imperatives and priorities and the University has made significant progress in influencing its size, shape and mix through enrolment planning. The original DHET-

approved UJ enrolment plan for the period 2014-2019 was revised in 2016 as part of the DHET national mid-term review. The 2017-2019 revision reflects the strategic drive that has already re-shaped the University's enrolment profile towards increased SET and postgraduate enrolments. Revised targets should also bring subsidy levels in line with the teaching input units that are actually being generated by the University. Enrolment of international students, which has been relatively sluggish, picked up pleasingly in 2016 showing a 430 increase on 2015 levels.

Other factors that affected enrolment in 2016 include the moratorium on tuition fee increases for 2016, increased funding from NSFAS, agreements reached with student bodies regarding the zero fee increase, the UJ SRC Trust Fund grants to students, and additional funding raised by UJ to the value of approximately R100 million for the Missing Middle students. These funding dispensations resulted in expansion beyond the planned enrolment for 2016, in terms of both first-time entering and continuing (senior) undergraduate students.

Table 93: Enrolment 2016

Qualification Type	2016 Senate Approved headcount targets	Actual 2016 headcount	Variation	% Variation
UG Diplomas	15 285	16 020	735	4,8%
UG Degrees	26 423	27 461	1 038	4,0%
UG Total	**41 708**	**43 481**	**1 773**	**4,3%**
PG below Master's	3 805	4 120	315	8,3%
Master's	2 652	2 942	290	10,7%
Doctoral	824	984	160	18,7%
PG Total	**7 281**	**8 046**	**765**	**10,3%**
Grand Total	**48 989**	**51 527**	**2 538**	**5,2%**

The University is conscious of the long-term impact of this enrolment spike, particularly in the category of first-time entering students, and so the revised enrolment plan took into consideration the need to normalise and reshape the University to create stability in the future.

The Faculty of Engineering and the Built Environment (FEBE) saw the final cohort of new students registered in the national diploma programmes in the Faculty that have been identified for phase out, and 2017 sees the launch of a suite of new Bachelor of Engineering Technology degrees. The last intake into BTech degrees will be in 2019 because this qualification type is to be phased out nationally in accordance with the HEQSF. The qualification changes in FEBE will produce another change to the enrolment profile in the form of a much greater proportion of degree students in the undergraduate mix.

Work began in earnest in 2016 on proposals for the complex process of merging the Faculty of Management with the Faculty of Economic and Financial Sciences. The Division provided assistance and advice, and took part in a number of workshops to this end. The proposed new College of Business and Economics was approved by Senate and will come into existence in July 2017. Advice and assistance was also provided to the Dean of Health Sciences on the proposed establishment of a Medical School at UJ.

Programme development, reform, and a new mode of delivery

New programmes

A critical dimension of the work undertaken in the Division is to oversee programme and curriculum development and ensure compliance with regulatory structures external to the University. This work is undertaken by the Programme Working Group prior to submission of new academic programmes for internal approval by Senate.

In 2016, a total of 92 programmes were reviewed and evaluated, including 51 short learning programmes. The very long lead time before full approval, accreditation and registration by external bodies is achieved for whole programmes, has led to the development of a fast-tracked internal process to help reduce delays, but ongoing concerns with the sluggishness of external processes have been taken up with the CHE, DHET and SAQA.

Decolonisation

The issue of 'decolonisation' of the curriculum has been widely discussed across different platforms at the University. The focus of the work on decolonisation was to ensure that it was not reduced to a technical, additive, largely outcomes-based exercise. It was clear that deep and broad discussions on this issue were required. The intellectual challenge was not underestimated and one of the issues anticipated was that it would be difficult to measure or evaluate the extent to which curricula come to reflect engagement in a process of deep reform. A hindrance from the start was the absence of a shared, common understanding of what was intended by decolonisation, especially when translated into different disciplinary domains. Further interrogation of the decolonisation of knowledge and curriculum reform was explored through a series of workshops and seminars. Analysis of faculty feedback on progress made revealed unevenness and different levels of engagement.

An ad hoc Senate Task Team on '*Decolonisation of Knowledge and Curriculum Reform*' was established to initiate and guide institutional effort as well as to establish a platform where staff and students could analyse and discuss pertinent issues with regard to this subject. Through participation in the Task Team, the following were developed:

- Guidelines for curriculum reform;
- Analysis of faculty initiatives;
- Facilitation of workshops and seminars;
- Facilitation of the finalisation of the UJ Charter on Decolonisation;
- Development of a reporting template on decolonisation.

A new mode of delivery: UJ online

The decision by the University to move into the area of distance education through online provision prompted the development of an Online Policy Framework in 2016, which was approved by the University governance structures in June. Further work delegated by the Senate Teaching and Learning Committee (STLC) in October 2016 required the development of a Distance Education Policy for the University.

Six formal distance programmes were developed and submitted for approval and accreditation and a further five continuing education whole programmes were submitted to the CHE for accreditation. The launch of some of these online offerings is planned for July 2017.

UJ's enhanced global stature

Times Higher Education World University Rankings

The *Times Higher Education World University Rankings (THE WUR)* of 2016-2017 listed the 980 top universities in the world for 2016-2017. The ranking system employs 13 indicators to assess universities' performance and rank them according to an overall score on these indicators. The rankings for 2016-2017 include institutions from 79 countries, and represent an elite 5% of the world's higher education institutions. This year, eight South African institutions appeared on the rankings list, including the University of Johannesburg, which was officially ranked by the *THE WUR* for the first time. Some other SA universities have participated in this system since 2010/11.

The University had initially submitted data on a trial basis to *THE* in 2015 and the provisional outcome indicated that UJ would be ranked among the top 900 *globally*. When UJ applied formally for *THE* ranking for the first time in 2016, the outcome was better than expected as it was placed in the 601-800 interval along with the University of Pretoria and the University of the Western Cape. Only the University of the Witwatersrand improved its ranking position from 2015, while UCT, SU, UKZN, Pretoria and Unisa had lower ranking positions compared to their performance the previous year.

Quacquarelli Symonds (QS) World University Rankings

The QS World University Rankings (WUR) 2016-2017 were published for the 13th consecutive year in 2016. This was UJ's fourth year of participation in the ranking system. Published annually, the QS WUR provides an index of the world's leading higher education institutions, based on six performance indicators. In 2016, the pool of institutions ranked was extended to 916 institutions from 891 in 2015. While UJ maintained its ranking position in the 601-650 bracket, other SA universities dropped in position and all had lower scores than previously. This is in part a function of increased competition globally, but also the consequence of changes to methodology.

In 2015, QS changed its methodology for calculating citations. It imposed a cap on the number of affiliations permitted per article, and normalised citations across different fields. In relation to the former, the cap was initially set at 10 (in 2015) and then, after numerous objections, the cap was differentiated by field (in 2016). The former change was of some benefit to UJ; however, in terms of the latter, all the publications (and their associated citations) in the field of high energy physics that have come out of international research collaborations in LHC projects and ATLAS are excluded as they exceed the permitted cap. This has resulted in the loss of an estimated two thousand citations for UJ. Similarly, the citation score for UCT has significantly dropped to 42.3, from the 70.4 it obtained in 2014.

QS BRICS Rankings

The QS BRICS Rankings focus on universities in Brazil, Russia, India, China and South Africa that exert significant regional influence. In 2016, 400 universities across the five BRICS countries were assessed, of which the top 250 were ranked. The 2016 BRICS Rankings featured 11 South African universities. UJ was ranked in position 63 among BRICS universities and attained fifth position nationally. UJ and Wits were the two South African universities that had improved their overall scores the most since 2013.

QS Subject Rankings

In this ranking system, QS evaluates the performance of universities in subject fields, which are grouped into five major subject areas. For 2015/16, QS evaluated a total of 4 226 universities and the number of institutions on the published list has now expanded to 945. The number of subject fields assessed has also increased. For 2013/14, QS assessed the performance of universities in thirty subject fields, then expanded this to 36 in 2014/15 and to 42 in 2015/16. The organisation intends to assess 50 fields over time.

UJ's performance in this respect has been the following:

- 2013/14 – UJ was scored in 15 out of 30 fields.
- 2014/15 – UJ was scored in 29 out of 36 fields.
- 2015/16 – UJ was scored in 36 out of 42 fields.

UJ succeeded in being *ranked* in four subjects (Development Studies, Geography, English and Education) and was placed in the top 100 globally for Development Studies. Scores improved in twenty subjects and the University was also ranked in the broad subject area of Arts and Humanities.

Nationally, the University of Cape Town took the lead in this ranking system, and the University of Witwatersrand came in second position with UJ rising from sixth to fifth place, ahead of UKZN, Rhodes and the other four SA institutions reflected in the rankings.

Monitoring student experience and employability

As in the past, annual surveys were conducted on how undergraduate and postgraduate students experience the learning and living environment provided by the University. The outcome of these surveys has been consistently high (80%-85%) over the past four years. Some of the findings point to areas where intervention or improvement is needed, such as where students in master's and doctoral programmes feel relatively isolated in the conduct of their research. They would like to be more fully integrated into their respective departments' research environments and activities. Other issues raised included delays in receiving feedback on submitted work and the lengthy process required for some administrative procedures, such as being granted ethical clearance to conduct their research, which can take months.

Undergraduate students seem to have a positive experience of the campus environment and events. Transport remains an issue and they requested that the University should look into having sufficient Mega Buses available to transport students between the different campuses, especially during the mornings, to ensure that they arrive at their classes on time, and also at night for students residing off campus to ensure that they reach their destinations safely.

Of employed graduates, well over 90% have consistently reported over the past three years that they were employed within twelve months of graduation, with over 70% finding employment within the first three months of job-seeking. Having some work experience before graduating was identified by respondents as a key factor in finding employment after graduation. It was also shown that the longer it takes to find a job, the greater the probability that graduates will move into work areas for which they have not studied or to which their qualifications do not relate. In this respect, the critical period for this movement is between the fourth and the ninth month of job-seeking.

VC Consultations with the Senior Leadership Group

Three meetings took place in 2016 where the Vice-Chancellor had sustained engagements with the Senior Leadership Group of UJ. This is a broad group of senior leaders and managers from both the academic, and service and support domains, and these occasions were very well attended. They have enabled senior leaders to draw attention to specific issues that require attention, but more than anything, they have provided opportunities for the VC and his executive team to share their concerns and plans with this critical group and invite discussion and debate. In a volatile environment, this open communication has been immensely valuable in building trust and confidence.

GOING FORWARD

Programme reform will be an important focus area in 2017 as faculties begin to implement plans for the decolonisation of knowledge and curricula. In this respect, a new online module, 'Africa Insights', will be launched in July 2017 for all first-year students and will be available for senior students and staff as well. Other modules in the same vein are being proposed for development and while these will not be credit-bearing, completion of one or more will be a requirement for graduation.

The Division will continue to provide advice and guidance in the creation of the new College of Business and Economics, and in the development of a new MBA programme clearly differentiated from others currently offered in the HE market.

For enrolment planning, the greatest challenge will be ensuring that processes are in place to curtail the kind of practices that led to over-enrolment in 2016. In particular, the issue of second semester registration needs to be understood and addressed in a way that keeps enrolment within the parameters established in the approved plan. In this respect, analyses will be undertaken of teaching input generation so that there is a ready way to understand and take remedial action for the consequences of any deviations from the planned shape of enrolments.

Reporting on progress towards achieving the targets set in the UJ Annual Performance Plan is done quarterly, and on a six-monthly basis for the institution's approved Annual Performance Plan with the Department of Higher Education and Training (DHET). The full implementation of the new software programme ESM (Executive Strategy Manager) should greatly expedite data collection and reporting in 2017. Related to this, a review will be undertaken of all indicators in the University's Strategic Plan 2025 to ensure that wording is unambiguous and to develop a set of definitions to ensure complete consistency in reporting across years.

Population of all the available dashboards on PowerHEDA will be undertaken in 2017. These provide users across the institution with instant access to information and graphics with filter and drill down facilities.

Questionnaires used in the Student Experience surveys will be reviewed to ensure that new elements are explored related to decolonisation and student experience of critical services. A new survey will also be developed, directed

at staff, which will assess levels of satisfaction with the efficiency and effectiveness with which various service-related issues are addressed and with the quality of their direct experience of service divisions.

The Division will provide data to the two ranking systems in which UJ participates (QS and THE) and provide full analyses of results showing historical trends and national comparisons. In this regard, UJ's massively increased research output is expected to have a positive effect on the outcomes of the subject rankings.

As always, the Division will respond to the many requests it receives in the course of an year for ad hoc reports on particular issues of interest or concern and prepare the final presentations on achievements for the year for the University Council.

Trish Gibbon (Ms)
Senior Director: Institutional Planning,
Evaluation and Monitoring

Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic

Operations

OVERVIEW

The Operations Division (OPS) is responsible for providing all faculties and other support divisions within the institution with facilities needed for their academic, research and other related functions, to ensure that they perform their work well and flourish. OPS also ensures that the institution is safe and secure and complies with all safety regulations. It is therefore responsible for all components of the institution's Strategic Objective Six regarding Fitness for Global Excellence and Stature. This report presents an overview of performance trends in key measures and the extent to which the 2016 targets have been achieved.

Through the execution of its functions, the Division also aligns with the following strategic objectives:

- Excellence in Research and Innovation
- Excellence in Teaching and Learning
- International Profile for Global Excellence and Stature
- Enriching Student-friendly Learning and Living Experience
- National and Global Reputation Management.

The past year saw remarkable planning and execution in the following six key areas, which helped the Division to improve its delivery:

- Introduction of the project prioritisation model in terms of the budgeting process for projects, achieved with great success.
- The creation of OPS portfolios to ease work and responsibilities within the Division. This also entailed the creation of portfolio committees for each of these portfolios.
- The repositioning of Central Technical Services (CTS) as the Project Management Office (PMO).
- The assessment of all student residences to enable work to be done to enhance the current excellent student experience.
- Stakeholder engagement processes, which enabled OPS to consult with the various faculties and divisions to update them on current and planned work.
- The development of project charters for all projects done by the Division, as part of addressing some of the audit queries raised by KPMG. This accompanied the creation of the Campus Master Plan Steering Committee.

The above six areas will assist the Operations Division to run its operations smoothly from 2017 onward.

STRATEGIC OVERVIEW

Divisional objectives

The several portfolios referred to above and listed in the following table drive the Division's strategic objectives in support of the institutional objectives.

Table 94: Divisional strategic objectives

Divisional strategic objectives	Portfolio
Strategic planning for and maintenance of the University of Johannesburg's physical infrastructure within the framework of the University's Infrastructure Master Plan	**Campus Maintenance**
Security and protection of the physical infrastructure of the University and of the staff, students and members of the public, utilising such infrastructure	**Security**
A safe and healthy environment for employees and students of the University of Johannesburg	**Occupational Health and Safety**
Provision of excellent facilities for academic activities to occur	**Teaching and Learning**
Provision of excellent student accommodation/ residences	**Student Residences**
Provision of accommodation to all international and national researchers	**Academic Accommodation**
Energy efficient management	**Sustainability**
Access for People with Disability to all the institution facilities	**Compliance**
Availing great facilities to all within the institution	**Infrastructure**
Approval of all major building projects and acquisition of physical assets	**Central Technical Services**

Portfolio focus and targets

As indicated above, a number of portfolios were created in 2016 based on the portfolio facilities management methodology. These portfolios are aligned with the strategic framework for the development of campuses by implementing key initiatives derived from the six strategic objectives of the University. Portfolios may overlap in terms of the benefits they provide, but for record purposes, each portfolio is discussed according to the particular strategic objective that it most aligns with.

- **Strategic Objective One: Excellence in Research and Innovation**
  - Infrastructure Portfolio:

  The portfolio charter was developed and approved during 2016. Space management activities provide information regarding space use and space planning purposes. The Infrastructure Portfolio has set up processes for regular engagements with Student Affairs and faculties. The DHET Norms and Standards on Student Housing, which refer to the provision of student accommodation, also align with Strategic Objective One and allow the various projects under way to address the standard of student accommodation appropriately.
  - This aspect also links directly to Strategic Objective Four – that of an enriching student-friendly learning and living experience.
- **Strategic Objective Two: Excellence in Teaching and Learning**
  - Teaching and Learning Portfolio:

    A project manager was allocated to this portfolio and the necessary project charters were approved. The portfolio addresses all the teaching and learning needs and requirements of the four University campuses.
  - Sustainability Portfolio:

  A project manager was allocated to this portfolio and the portfolio charter was approved. The objective of the portfolio is to address all sustainability matters on all campuses of UJ. Collaboration with FEBE has commenced. The formal UJ Sustainability Policy was developed and tabled for approval in August 2016.
- **Strategic Objective Three: International Profile for Global Excellence and Stature**
  - Campus Master Planning Portfolio:

The establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which Strategic Objective Three can be realised. The planning and development of infrastructure and related capital projects that support Global Excellence and Stature will be enhanced and the profile of the University systematically improved in a consistent manner.

- **Strategic Objective Four: Enriching Student-friendly Learning and Living Experience**
  - Student Residence Portfolio:
    A project manager was allocated to this portfolio and project charters for all residences work were approved. Residence upgrade projects were implemented and a significant number completed in 2016 across all campuses. All work needed for residence refurbishment was identified per residence, which allowed UJ to work towards addressing the norms and standards as required by the promulgated DHET Policy on Student Housing.
  - Library Upgrade Project:
    The Library Upgrade Project has significantly improved the study and learning spaces in the libraries at APK, APB and DFC in support of Strategic Objective Four.
- **Strategic Objective Five: National and Global Reputation Management**
  - Although operational projects do not directly support Strategic Objective Five, the establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which to support National and Global Reputation Management.
- **Strategic Objective Six: Fitness for Global Excellence and Stature**
  - The introduction of the Campus Master Plan Steering Committee will provide a platform for the integration of the many different initiatives that support the University's Strategic Objective Six. The following initiatives were identified: improvement of the campus libraries; wayfinding projects; improvement of accommodation; participation in community projects; and initiatives that either create or improve the overall experience of staff, students and visitors at UJ.

Project Management Office

The profile of the Central Technical Services project management function was adjusted in terms of the implementation of a portfolio based on project management methodology. As such, the Central Technical Services has been repositioned as the Project Management Office with the objective of managing the various projects and portfolios within a portfolio based methodology, an approach that will better align staff and resources with the UJ Strategic Objectives.

Through the course of 2016, the Project Management Office managed various projects in the following portfolios: Student Residences, Teaching and Learning, Occupational Safety, Infrastructure and Sustainability, and completed 13 such projects.

GOVERNANCE FRAMEWORK

OPS reports to the following UJ Council Committees:

- Planning and Resource Committee of Council
- Risk Management Committee of Council
- People with Disabilities Committee of Council.

In addition, OPS reports to the University Management Executive Committee (MEC), and various other committees.

The governance of the Operations Division is regulated by:

- UJ Finance and Procurement Policies and Procedures
- The Operations Annual Performance Plan
- The UJ's Campus Master Plan.

The UJ Campus Master Plan of 2013 is the approved infrastructure interpretation of the strategy of the University and was the basis and guideline of what informed the UJ Infrastructure Plan of 31 July 2014. It included key

programmes, such as the consolidation of the Faculty of Management on APB Campus and the creation of the Johannesburg Business School. Planning for DFC Campus projects, which include the expansion of the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences Medical School, started in 2016.

This is also in line with the capital project planning focus, a review of the UJ Campus Master Plan, which was completed in 2014. The revised UJ Campus Master Plan subsequently informed a review of the original UJ Infrastructure Plan during 2016.

RISK MANAGEMENT

A Risk Register is consistently managed by bringing forward and updating identified or new risks at monthly OPS Management Team and Risk Management meetings, throughout the year. Each portfolio within the Division based their 2016 budget on the mitigation and reduction of risks, which were identified through internal and external audit reports, meetings of the Risk Management Committee of Council, and various committee structures and forums. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be prioritised. A number of mitigating measures have been implemented to address areas that require more focus, and appropriate accountability has been assigned. In 2016, most risks were managed down; however, two risks, Residual Risks 15 (earthing wires) and 16 (backlog maintenance), remained the highest within the OPS environment.

Risks and mitigation interventions/initiatives

- Lack of human resource capacity in CTS/PMO – A lack of appropriately skilled human resource capacity continued to affect the quality of services as well as the ability to service the full scope of services required of CTS/PMO during 2016. HR has been actively engaging in recruitment towards the end of 2016 and into 2017 to fill vacant posts.
- Non-compliance with regard to fume cupboards, chemical storage cabinets and extraction systems – The project for the design, installation and upgrading of equipment and facilities for Phase 3 DFC Fume Cupboards made further progress in 2016. Funding allocations will allow Phase 4 to start in 2017.
- Non-compliance with regard to overcrowding in APK Library – The Library Upgrade Project achieved practical completion on 27 June 2016, with smaller items subsequently completed. The outstanding component of the project is the DFC Library coffee shop, including the additional emergency exit stair and the lift for people with disabilities (PWD), which will be completed in 2017.
- Corporate Governance identified a risk with the signing of the Lift Contract maintenance agreements. The new PURCO Lift Contracts were sent for approval to Corporate Governance and for tender in June 2016. A total of 95% of the contracts were signed with work completed in 2016; outstanding contracts will still be finalised for signoff.
- Renewal of maintenance contracts for 2017 – New risks were identified in 2016 relating to maintenance contracts that had expired or were set to expire at the end of 2016. Engagements were held with service providers and Procurement to identify and mitigate potential risks to service delivery. The resolution was to renew contracts on a monthly basis, while the tendering process for new tenders and contracts or contract renewals was being finalised for 2017.
- The Deloitte Audit in 2015 had identified a number of shortcomings in the maintenance processes as well as the Archibus system. During 2016, mitigation efforts resulted in the completion of 80% of the preventive maintenance information in Archibus.
- The Capital Projects Planning and Execution Internal Audit Report issued in June 2015 with specific reference to governance, project prioritisation and business case development required additional implementation of the management action plans to resolve the audit findings during 2016, with the following table identifying progress made in this regard:

Way forward

Effective financial governance, internal controls and risk management are essential elements for the sustainability and growth of the institution. The number of risks with a rating of over 16 (residual risks) is targeted to decrease

Table 95: Resolution of audit findings for capital projects planning and execution with reference to governance, project prioritisation and business case

Previous Rating	Number of Findings			
	Total Previous Findings	Findings Resolved	Findings Partially Resolved	Findings Not Resolved
Major	5	5	0	0
Significant	3	1	2	0
Minor	1	1	0	0
Total	**9**	**8**	**1**	**0**
Percentage	100%	88%	12%	0%

to 10 in 2017, with further annual reductions to four by 2020. Of the 2016 internal audit queries, 60% were resolved by OPS in 2016. All senior staff members were trained in critical risk management techniques. Greater awareness and knowledge will reduce and ultimately eliminate the number of failed projects due to risk issues not being identified during the decision-making process.

The implementation of the management action plan deriving from Internal Audit reached 30% in 2016, which was the target for the year. This will increase to 100% in 2017. This process is guided by the implementation of the KPMG recommendations. Similarly, the implementation of the management action plan deriving from External Audit was set to reach 100% in 2016, but only 80% was achieved. Achievement of these targets will result in full implementation of the risk management action plan in 2017. The risk management function will be enhanced by the implementation of risk management strategies promoting compliance, risk management training and the creation of a Project Management Office Project. The PMO will be responsible for business case development, project prioritisation and project planning.

The most important project initiated in 2016 was the revamp of all lecture venues within the institution. This project will take 24 months to complete. The process will start with the assessment of all lecture venues and consultation with the academic sector, the Registrar and the Academic Development Centre, to determine criteria for future UJ lecture venues. Consultation with these stakeholders, which will be coordinated by the Registrar, will be followed by the submission of a proposal/recommendation to OPS at the end of April 2017. The renovation project will start in July 2017 and conclude in July 2019.

PERFORMANCE ANALYSIS

The performance analysis was organised in terms of the key institutional strategic objectives for which the Operations Division has responsibility; and through reviews of performance against the key performance measures, as they are included in the Annual Performance Plan (APP).

Strategic Objective 6: Fitness for Global Excellence and Stature

Responsible stewardship of the environment relates largely to our response regarding energy and water consumption, reduction of the carbon footprint and waste management. The institution is required to reduce energy consumption at a rate of 10% per annum. With only a 1,3% reduction in 2016, this target was not achieved. A plan of action has been put in place to reduce energy consumption, and a more rigorous focus on monitoring both the monthly and annual electricity bill and a reduction in the percentage of unaccounted electricity delivery will be pursued to improve performance in this area.

With regard to water consumption, the target for usage reduction was 6% in 2016, and this target was achieved by a reduction of more than 12%. Average water usage per campus increased marginally by 2% from 693 078 kl in 2014 to 706 765 kl in 2016.

The institution managed to improve the level of reduction in the carbon footprint by 3.04% from 2015 to 2016, from 54 832 tons of CO_2 in 2015 to 53 164 tons in 2016.

Legal compliance aims to improve the level of satisfaction with support divisions. Satisfaction with support divisions improved from 3,0% in 2014 to 3,5% in 2016.

Strategic planning for maintenance of physical infrastructure at the University of Johannesburg

The **maintenance strategy** relating to this objective improved drastically during 2016, especially at student residences. Much is still to be attended to as regards lecture venues. Although improvements have been recorded, the Division recognises the need to intensify efforts in the maintenance portfolio to ensure improvement in the quality of facilities and to provide a conducive environment for students to excel academically.

Maintenance management

The CTS/PMO is managing the Service Desk and Archibus Maintenance Management System in order to improve maintenance service delivery and establish a comprehensive maintenance strategy. Comprehensive maintenance consists of planned maintenance (PM) and reactive (unplanned) maintenance.

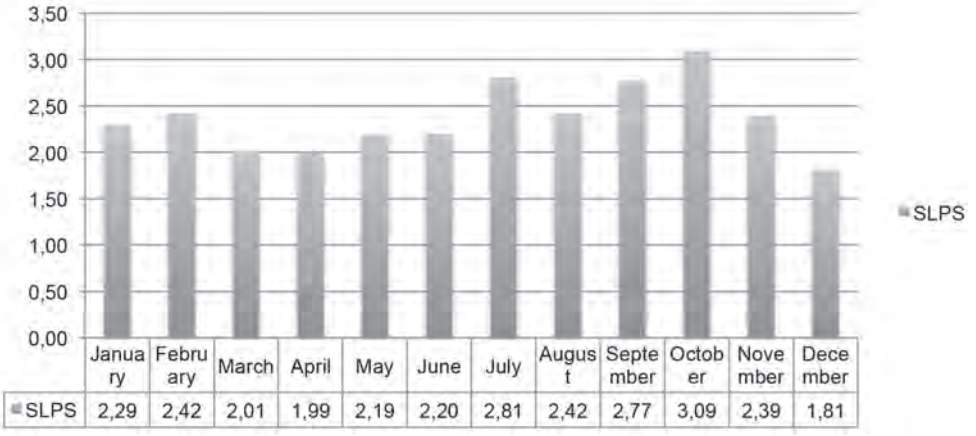
An assessment of the conditions of student residences was conducted with the assistance of BuiltCare, which included an assessment of the infrastructure changes required to meet the Government Gazetted Minimum Norms and Standards for Student Residential Housing.

Reactive maintenance

For reactive (unplanned) maintenance, CTS/PMO monitors the response by Campus Operations by means of a Service Level Performance Score (SLPS), which is a composite score that measures maintenance service response against a 48-hour standard. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 = Acceptable and 5 = Excellent). This includes a penalty for taking longer than two working days to respond to the client.

The graph below shows the overall maintenance performance for Operations in 2016. The overall average rating declined from 2015, with the average range being between 2.0 and 3.0, with a 3.0 achieved only in October 2016. Thus, performance was below the target of 3.5. A process to monitor performance for 2017 will be put in place.

Table 96: Operations overall activity and SLPS for 2016



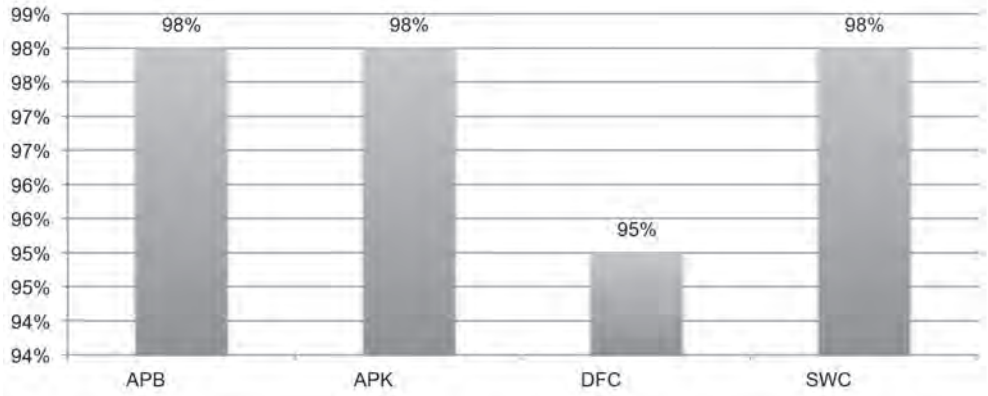
	January	February	March	April	May	June	July	August	September	October	November	December
SLPS	2,29	2,42	2,01	1,99	2,19	2,20	2,81	2,42	2,77	3,09	2,39	1,81

Preventative maintenance (PM)

PM compliance refers to the percentage of completed versus issued PM work orders each month. For a particular month, all PM work should be executed by the last day of that month. Contractors and maintenance teams have up to the end of the first week of the new month to return all paper work for capturing into Archibus. The

graph below shows the PM compliance monthly statistics for the year 2016. During 2016, overall preventative maintenance compliance averaged 97%.

Table 97: PM compliance per campus for 2016



Outstanding work requests

During 2016, the Service Desk assisted in reducing the total number of outstanding work requests by regular reports and follow-up with the various staff on all campuses. The same target as in 2015 was adopted in 2016: to keep below 350 outstanding work requests. Outstanding work requests increased when full academic activities started. This was reduced during the quieter recess periods. Lack of capacity in OPS to attend to and close out outstanding orders was a contributing factor to the statistics.

The average score (condition rating) for the institution's buildings remains at 2, which implies that UJ's buildings are still in good condition. The Division's focus for 2017 is on improving lecture venues and access to buildings for people with disabilities.

Backlog maintenance

The University's maintenance backlog amounted to R520 million in 2014. The plan is to reduce this on an annual basis, through allocating 35% of the Maintenance Project Budget to this challenge. In 2016, the backlog maintenance was reduced at all UJ residences (at APB, DFC, SWC and 5 of 15 residences at APK). Attention will be given to the remaining 67% of the APK residences in 2017. The plan to reduce backlog as regards lecture venues starts in June 2017. The revamp process will take 24 months and will commence in June 2017.

Universal access (access to UJ buildings by PWD) has been identified as a new key performance area that will be supported by measuring the percentage of building space accessible for the disabled as well as compliance with the South African National Standard 10400 Part S of 2011 (Facilities for persons with disabilities). The Disability Infrastructure Audit Plan will guide focus in this new area. The intention is to review the policy on an annual basis to ensure this group is adequately covered.

Safety and security

Protection of the physical infrastructure of the University and of the staff, students and members of the public

Addressing contact crime and contact related crime at UJ campuses was an ongoing process in 2016. Crime statistics are slowly decreasing. However, vandalism of buildings is on the increase, due to student protests during the #FeesMustFall campaigns.

The property related crimes performance area also recorded mixed results during 2016:

- Burglary at student residential premises decreased;
- Burglary at laboratories, lecture venues and libraries increased due to student protests;
- Theft of motor vehicles and motor cycles decreased;
- Theft of computers and tablets increased.

Challenges in this area will be addressed by the following new measures from 2017: the percentage of students and staff checked who exceed specified alcohol limits; the average time to respond to an emergency; the percentage of investigations finalised within 30 days; and the percentage of firearm investigations resulting in a referral for criminal prosecutions. Performance improvements will also be encouraged through enhancements of the Safety and Security Strategy.

Protection Services is completing an audit of all CCTV cameras to identify their location and functionality.

CONCLUSION AND WAY FORWARD

Significant improvements are required as regards maintenance and security. Looking forward, the Division has identified a number of priority focus areas for 2017, which will drive improvements in measuring the current suite of key performance areas for which all portfolios within the OPS Division portfolios are responsible. Improvements in these challenging core areas will have widespread impact in that they will address interdependencies in other areas or functions beyond the division. A number of priority projects have already started and others are in the planning stage.

Joe Manyaka (Dr)
Senior Director: Campuses

Financial Sustainability

OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- Focus
- Financial performance

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management;
- UJ financial strategy and five-year plan, approved by Council;
- Financial policies and procedures;
- Fundraising Policy;
- Policy on Student Fee Structure;
- Financial and contract delegation of authority;
- National Student Financial Aid Scheme Rules and Regulations;
- Risk Management Policy;
- Procurement policies and procedures;
- Tender policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MECRMC) is chaired by the DVC: Finance (refer to Statement on Risk Management). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The following four divisions reported to the Deputy Vice-Chancellor: Finance during the year under review:

- Financial Governance and Revenue
- Expenditure (Procure to pay, assets and payroll)
- Strategic Financial Projects
- Commercialisation and Technology Transfer Office.
- In addition, the Division of Information and Communication Services began reporting to the DVC: Finance from September 2016.

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management were reflected on the institutional Risk Register:

- Financial sustainability of the University
- Financial sustainability risks associated with the #FeesMustFall campaign
- The uncertainty around the tuition and residence fee increases for 2018 and beyond and the impact of this on the financial viability of the University
- Increase in irrecoverable student debt
- Inadequate National Student Financial Aid Scheme (NSFAS) allocation
- The implication of the ineffective roll-out of the NSFAS Student Centred Model on the students
- Students not qualifying for NSFAS and not able to afford total cost of study
- Impact of the funding framework review on the subsidy of the University
- Increased electricity and other utility costs
- Impact of insourcing previously outsourced services on the financial sustainability of the University
- Cost pressures due to the volatility of the South African rand against other major currencies, increasing CPI and domestic interest rates

Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above are affecting the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, ARCC and the FSCC. Strategies adopted to manage this risk include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

Financial sustainability risks associated with the #FeesMustFall campaign

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate state subsidy, which will allow the University to provide quality teaching and learning, research and community service.

- The Higher Education sector has undergone major changes since the emergence of the #FeesMustFall campaign in the last quarter of 2015, which resulted in a decision by the President that a 0% fee increase would be applicable for 2016. The tuition and residence fees, which the University did not raise, were R199 million, with the State contributing R139 million (70%) of this shortfall. The University had to reduce the 2016

expenditure budget by R60 million. The State's contribution has been included in the 2017 subsidy and will be part of the subsidy base going forward.

- While universities were allowed to increase fees for 2017 by up to 8%, the University and the sector remain uncertain about increases in the future. The recommendations of the Presidential Commission and the Council on Higher Education, which will provide guidance on this, are expected during the course of 2017.
- It is important to note that the Council of the UJ also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. An adequate level of reserves, on which investment income is earned, is required to fund the expenditure of infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve level.

Increase in irrecoverable student debt

The University is acutely aware of the economic status of our students and their parents. The uncertainty on the fee landscape has negatively impacted our ability to collect outstanding student debt.

It is, however, a priority of the Finance Division to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; some of these are to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource.

We also actively engage our bursary providers to obtain more resources to assist students.

The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students.

Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, both for our staff and for our collection agencies. We will continue to manage this risk actively.

Inadequate NSFAS allocation

The University has a strategic intent of providing access to students from working-class parents. This strategy resulted in the admission of a less affluent cohort of students, which placed incredible pressure on the financial resources of the University and the adequacy of our allotted NSFAS funding. This also has a material influence on the unrecoverable debt of the University. The University has provided assistance, in addition to its 2016 allotted NSFAS amount, to NSFAS students to the amount of R25 million.

The #FeesMustFall campaign also highlighted the plight of the 'missing middle' students who fall above the financial threshold for qualifying for NSFAS but cannot afford the cost of study. The University allocated R20 million of own funds to assist these students. With the proceeds of the Missing Middle Fundraising Campaign, which raised R101 million during 2016, 3 878 of these students had their fees settled in 2016.

These subventions are not a sustainable solution and will have to be limited to an affordable amount in the near future. While we have seen an increase in the number of students funded by NSFAS over the year under review, there is a need to continue growing this number.

Real decline in Government subsidy

Taking note of the risks described above and the financial effect of these on the long-term financial sustainability of the University, the real decline in the per capita subsidy in the recent past presents an institutional risk for the University.

Impact of the funding framework review on the subsidy of the University

The report of the Ministerial Committee dealing with the review of the funding formula has not been finalised. The possible impact of the review is a significant downward shift in funding for Business/Commerce Studies, with particular implications for UJ for the Faculty of Management and Faculty of Economic and Financial Sciences.

When the report is finalised, we will study the report to determine the impact of any changes to the subsidy formula and formulate strategies to manage this risk.

Increased electricity and other utility costs

The increasing energy cost, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption, and all new developments and any refurbishments are designed to be energy efficient. We have also conducted research and launched a process to develop more ways of reducing our electricity consumption. This is a strategic issue and we are continually improving our processes to manage this risk. An additional item, which increases our risk in this area, is the poor accounting, misallocation of payments made, incomplete and faulty customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The Executive of the University has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

Impact of insourcing

The University committed to insourcing approximately a thousand staff who performed previously outsourced services. A material proportion of this number of staff were insourced during the year under review with the rest planned for 1 April 2017. The additional costs associated with the insourcing pose a risk to the financial sustainability of the University that will be managed very closely into the future.

General financial risk management

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

Financial risk management is carried out by the Finance Division under policies approved by the ARCC, which provide written principles for the overall risk management. The ARCC oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. The ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and *ad hoc* reviews of risk management controls and procedures, the results of which are reported to the ARCC.

Credit risk

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

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the use of debt collection attorneys and agencies. As already indicated above, this risk is ever increasing as students expect free tertiary education.

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

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring

unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash-flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments. The guaranteed state subsidy also assists in managing this risk.

Currency risk

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

Interest rate risk

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

The University's investment policy determines that all long-term investments, including capital and money market investments, are managed by the University's fund managers, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

Market risk

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

Operational risk

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and the ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

FOCUS

In 2016, we continued to focus on cost consciousness and effectiveness and sustainable resource generation. An additional focus was raising bursary funding from external sponsors, as well as refining strategies for generating other third-stream income.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

FINANCIAL PERFORMANCE

The University once again posted positive operating results during the year under review.

As per the audited financial statements, the operating income increased by 10%, while operating expenses increased by 12%, which resulted in an operating surplus of R16 million (2015 R87 million).

The surplus for the year amounted to R268 million. This is the operating surplus after the inclusion of finance income, finance costs and impairments made.

The external audit of the University was also completed on time with no qualification and no significant findings.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Recycling
Station

Financial Governance and Revenue

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Financial Governance and Revenue has four separate subdivisions, which deliver a range of services on all four campuses of the University.

The subdivisions are:

- Treasury and Reporting
- Financial Risk and Insurance
- Budget and Project Management
- Student Finance

Our primary strategic goal is to ensure financial stability and sustainability of the institution to support the global excellence and stature drive. We strive to deliver service excellence by ensuring that effective and efficient business processes are implemented and adhered to so as to deliver value to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain the achievement of our pre-determined objectives.

Risk areas are under constant scrutiny and identified risks are addressed and mitigated in a well-structured process. The Risk Registers for all areas are updated continuously. The Department mitigates its risks by incorporating appropriate precautionary measures in all its business processes.

Major risks identified in 2016 were:

- Financial sustainability of the University going forward due to changes in the fee landscape and a real decline in government subsidies;
- The increasing level of doubtful debt facing all universities due to the current financial climate and student demand for free education;
- Inadequate funding from NSFAS, impacting negatively on the University's ability to achieve its enrolment plans;
- NSFAS administration processes;
- Escalating municipal costs and incorrect billing by the City of Johannesburg.

Treasury and Reporting – Director: Tommie Ramage

The Division is divided into two subdepartments:

- General Ledger & Reconciliations – responsible for the UJ income budget, statutory reporting, the maintenance of the general ledger and related financial structure and systems;
- Cash Management & Sundry Debtors – responsible for cash flow planning, the short- and long-term investment management according to the UJ mandate set by the UJ Investment Committee as well as the effective management of sundry debtors.

Financial Risk and Insurance – Senior Manager: Este Sorour

The Division is responsible for the coordination of the UJ's Risk Management function, the insurance portfolio of UJ and the process management of the various internal and external audit functions. This Division is also responsible for setting up the UJ business continuity processes.

Financial Governance is an important function, which is performed in both the Treasury and Reporting and the Financial Risk and Insurance Divisions.

Budget and Project Management – Director: Mariana Erwee

This Division is responsible for reporting to internal clients on financial management information. The compilation of the UJ expense budget, research expenditure reporting, expense budget management and project accounting and reporting are the major functions of this Division. Service delivery is attained through dedicated Financial Business Partners, for each of the faculties and professional services divisions.

The staff of the Division report to two senior managers.

One of the primary functions of the Division is the preparation of the annual UJ expenditure budget. The approved budget sets the financial parameters for expenditure control and the Division is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances, and the Division is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

Student Finance – Director: Mzwakhe Matukane

This Division is responsible for administration of student fees, NSFAS funding, bursaries and student debtors. Student Finance strives to provide excellent service to all students, parents, sponsors, donors, and internal and external clients.

The Division is decentralised to allow NSFAS, bursaries and student account enquiries to be accessed on all campuses.

STRATEGIC GOALS FOR THE DIVISION IN 2016

- **Strategic Financial Management**:
  - Timeously complete audited annual financial statements and input into annual report;
  - Manage financial resources within the parameters of the amended UJ Finance Plan and GES financing proposal;
  - Make progress finalising billing errors of utility accounts of the City of Johannesburg;
  - Switch University's main bankers from ABSA to FNB;
  - Ensure timeous submission of useful management accounts to MEC;
  - Manage the improvements in the Treasury environment;
  - Create meaningful and individualised dashboard reports for key decision-making personnel.
- **Student Finance**:
  - Ensure effective student debt recovery;
  - Increase external bursary funding;
  - Review NSFAS and bursary funding allocation processes to achieve efficiency;
  - Effectively manage the implementation of the NSFAS Student Centred Model;
  - Continuously improve student and faculty experience on interaction with Student Finance.
- **Governance**:
  - Ensure effective and efficient internal audit process;
  - Ensure effective and embedded risk management culture within UJ.

SUCCESSES DURING 2016

Our strategic thrusts for 2016 were aimed at ensuring financial stability and sustainability of the institution; improving processes and maximising use of current financial systems; reducing our financial exposure on student debt; and promoting a sound internal control environment through good governance practices. Our successes in these areas are listed below.

- Our target for an increase in external bursary funding was exceeded, with R101 million new funding raised by the University.
- The bursary policy was reviewed with changes implemented to ensure efficiency in the allocation of funds.
- The Student Finance team played a significant role in assisting with the roll-out of the NSFAS Student Centred Model. This ensured that there was minimal impact on students and the University during the transition period.
- We played a significant role in defining the process adopted by the sector to identify students who qualify for the Fee Increase Grant.
- The audited Annual Financial Statements were completed and submitted on time with no significant audit findings.
- All other external stakeholder reports and audits were completed and submitted on time with no audit findings.
- The Council approved financial sustainability model was updated with new relevant information. This model identifies the drivers that are under the control of the University to manage and mitigate financial risk as best possible, including identifying opportunities for other sources of income.
- Our return on short- and long-term investments for the 2016 financial year was in line with expectations.
- Capital and maintenance projects were migrated to cost centres, which has enhanced productivity and turnaround time of reporting and has improved support to our clients in Operations.
- A substantial role was played in the insourcing of gardening and security staff.
- Notable progress has been made towards finalising billing errors of utility accounts of the City of Johannesburg.

CHALLENGES

- The 2015 nationwide student protests against fee increases created significant risk and uncertainty about the sustainability of university funding. The announcement of a 0% tuition fee increase for 2016 had a significant impact on the 2016 budget. While we were able to increase fees in 2017, the increase was capped at 8% and we remain uncertain as to what the future holds.
- The resultant protest by staff, employed by UJ outsourced service providers, also created a major uncertainty that may negatively impact UJ finances in the future.
- Uncertainty on the funding formula for universities: the review of the funding formula has not been completed and thus we do not have certainty as to how the government subsidy will be amended in the future.
- Cost pressures, due to the material depreciation of the rand, increased domestic interest rates and increasing CPI, were also a challenge.
- Student demands for free education as well as the ongoing unfavourable economic climate remain challenges that negatively impact our success in collecting student debt and consequently put pressure on our short-term cash flow.
- Sourcing additional funding to cater for the ever increasing student demand for funding, due to the increase in the number of financially needy students year on year.
- Pressure on staff brought by the very welcome additional student funding provided by NSFAS and the State.
- Bursary providers are continuously increasing their administrative requirements, which increase the workload, while capacity remains the same.
- Inefficient management of the NSFAS rollover to the Student Centred Model negatively impacting enrolment management and student experience.

- Communication with students continues to be a challenge. Current platforms in use are email/SMSes/ student portal/hardcopy statements, in order to make contact with debtors.
- Inaccuracies in the City of Johannesburg (CoJ) billing continue to be a challenge.

STRATEGIC GOALS

Below are the strategic goals of the Division for the years 2017 to 2025:

- **Strategic Financial Management**:
  - Continuously update the approved Strategic Financial Model, taking into account the current uncertain fee dispensation and the final financial effect of the insourcing process.
  - Manage financial resources within the parameters of the amended UJ Finance Plan and GES financing proposal.
  - Implement revised debt collection strategy in light of the #FeesMustFall drive, students' non-payment of debt and historic debt patterns.
  - Identify and eliminate wasteful expenditure; and more effective cost management
  - Prepare the 2018 to 2025 Budget to ensure that the goals as per the UJ Finance Plan, the GES Plan and the UJ Strategic Plan are achieved.
  - Manage the balance sheet of the UJ to provide adequate funding in order to ensure the financial sustainability of the University.
  - Differentiate income streams.
  - Submit audited Annual Financial Statements and other stakeholder reports as required timely.
  - Continuously improve processes and optimisation of current financial systems to maintain and improve financial governance.
- **Student Finance**:
  - Drive a process, with NSFAS, which will result in increased annual NSFAS allocation for UJ.
  - Continue the discussions with the Universities South Africa Funding Strategy Group (FSG), NSFAS, and SETAs and DHET to manage the lack of funding/ strategic management of students' expectations for future years.
  - Provide assistance to finalise a new student funding model in order to address the missing middle.
- **Governance**:
  - Ensure an effective and efficient internal audit process.
  - Finalise implementation of the Integrated Assurance Model.
  - Ensure an effective and embedded risk management culture within UJ.
  - Review the insurance claims process to manage escalating cost of insurance.

EMPLOYEE PROFILE

Table 98: Employee profile

Designation	Post Level	Permanent Staff	Total Staff Count
Executive Director	P3	1	1
Director	P5	3	3
Senior Manager	P6	9	9
Financial Business Partner/Manager	P7	25	25
Accountant	P8	14	14
Financial Officer	P9	16	16
Financial Officer	P10	27	27
Financial Officer	P11	10	10
General Assistant	P14	1	1
General Assistant	P15	1	1
Total Staff Count		**107**	**107**

Table 99: Equity profile

Level	Vacant	Black		Coloured		Indian		White		Total	
		F	M	F	M	F	M	F	M	F	M
P3		1								1	0
P5			1					1	1	1	2
P6		2				1		3	3	6	3
P7	1	5	5	4	1			6	3	15	9
P8		2	3	1	1	2		3	2	8	6
P9	1	6	1	2			1	5		13	2
P10	2	11	2	5	1			6		22	3
P11	1	4	3					2		6	3
P14			1							0	1
P15			1							0	1
Total	**5**	**31**	**17**	**12**	**3**	**3**	**1**	**26**	**9**	**72**	**30**
Total	**5**									**102**	
Grand total										**107**	

Appointments and resignations

The Director: Treasury and Reporting was appointed into the role on 1 August 2016.

Staff development

We believe that our staff are our greatest asset, and therefore we create opportunities for staff to grow their skills and knowledge to increase their chances of progression. We provide opportunities for staff to act in senior positions to enable us to appoint internal staff when there are vacancies.

A Culture and Climate Survey was undertaken within the Division to facilitate effectiveness in the business and to scope the needs for creating the desired high performance culture. The aim was to facilitate and create processes that shift perceptions, attitudes, behaviours and personal understanding, in order to enable a departmental culture where each person knows that they can make a difference, irrespective of their personal stories and who they are. Actions were created to address the results of the survey, and the focus for these was:

- Consistency of leadership behaviours
- Enhanced leadership visibility
- Clarity of communication
- Prioritisation of people engagement activities
- Making time for strategic conversation, planning and tracking of plans
- Role and performance clarity
- Shaping of the desired high performance culture
- Commitment to UJ values

Apart from continuous on-the-job training, staff are sent for internal and external training and conferences to be exposed to the environment and to meet with peers from other Institutions.

Staff are encouraged to attend the various short courses available on campus and a number of our staff members are enrolled in further educational programmes.

The staff of the Division also attended teambuilding exercises where staff participated in various activities to create a more cohesive team and to encourage a better understanding of one another, both individually and culturally. On these occasions, the divisions reviewed their previous year's performance, and planned the next years' goals. In doing this, the objectives of the University were considered and goals of the Division were aligned with these.

The equity profile of the Division needs attention, and we are in the process of developing and implementing a plan to address this.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Community engagement project

Financial Governance and Revenue took part in various community engagement projects/activities during the year under review.

The Annual Diversity Day was well supported by the staff. This has been instrumental in promoting understanding of our diversity and our respective cultures and values.

Resource management and sustainability

The Division receives an annual budget to perform its duties and to fund the Division's operating expenditure. We were able to utilise our allocated budget in such a way to ensure efficient service delivery without wasting resources. We were able to run the Division within the allocated financial resources.

This Division has various responsibilities towards the maintenance of good financial governance in the institution. We are responsible for enforcing the financial policies and procedures of the institution.

Environmental sustainability

The following initiatives were implemented to support environmental sustainability:

- Placing Nampak deposit boxes for waste and old paper for recycling purposes.
- Consistently striving to optimise financial systems to their full potential to create a paperless environment.
- Implementing electronic signatures, which reduced the amount of printing. This has also contributed to improving efficiency towards clients, as electronic signatures reduce travel time between campuses (for collection of approved documents), together with improving our carbon footprint by reducing fossil fuels burned.
- Redeploying unused furniture, computers and equipment within UJ.

LEADERSHIP

Our view is that leadership is essential to the success of teams, organisations, communities and societies. The need for different and better leadership was identified and we have concentrated on developing management in this area. Various interventions have been implemented to improve working relationships and communication within the Division.

CONCLUSION AND WAY FORWARD

The Division works towards the Finance vision of being "a world-class empowered strategic partner striving for global excellence and stature".

Mutually agreed goals to improve service delivery were set and the level of achievement against these goals was an indication of improved staff performance across the domain.

The well-being of staff members is frequently analysed and action plans are developed and implemented as required to ensure staff wellness.

Nolwazi Mamorare (Mr)
Executive Director:
Finance Governance and Revenue

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Finance Expenditure

OVERVIEW

Following the events in 2015, it became clear that to make an impact as Finance Expenditure, 2016 could not continue to be "business as usual". Insourcing was one of the key activities that had to be prioritised, and as such the environment had to be ready. Coordinated efforts among all stakeholders ensured successful insourcing of the Gardening Services, Security Services and the Student Residence Projects. These were over and above general amendments being introduced by the Budget Speech, which are monitored and implemented annually.

Our work in 2016 was further challenged by the legislative changes and reforms introduced, which required overhaul in some of our operations.

- The changes in the Broad-based Black Economic Empowerment (B-BBEE) Codes, which became effective from 1 May 2015, meant a change in the manner in which the University B-BBEE certification was being compiled. This led to the Level 3 achieved in 2015 dropping to Level 7 and an overhaul of the manner in which we had been handling Enterprise and Supplier Development.
- The Retirement Fund tax harmonisation became effective from 1 March 2016. This implied that the employee and employer contributions to the pension funds had to be shown as a pre-tax deduction. The change meant that a systemic change had to be effected onto the Payroll system to meet the new requirements. These changes not only required system changes that had to be tested, but required wide-scale education of our employees, who were not familiar with these changes.

Ensuring a smooth transition meant that we had to perform with great agility but still within the boundaries of governance. Listed below are activities undertaken to improve efficiency and effectiveness within the environment.

Supply chain processes

New opportunities were identified in the way we had been doing business: a shift from commodity focus to customer focus with the intention of identifying, evaluating and managing customer needs and expectations. This change in approach was aimed at service excellence in our approach towards client support, and at creating awareness about adherence to policy and procedures, while achieving value for money. Efficiencies created include among others:

- One of the drives in the standardisation of processes was to increase the utilisation of PURCO contracts.
- Value was added through the tendering process by considering post tender negotiations, the right to negotiate, total cost of ownership and general value for money in the acquisition process.
- The roll-out of the 3-Bid committees (Specification, Evaluation and Adjudication) enhanced the tendering process. This intervention includes upfront planning of requests, screening of suppliers, and finalisation of specifications and evaluations criteria prior to the tender being advertised.

- LexisNexis ProcureCheck, an electronic supplier vetting tool, was introduced as part of improving the supplier evaluation process. This helps to mitigate the risk of potential interests by staff within the acquisition process and to advise of any potential risks the supplier poses to the acquisition process.
- To minimise the supplier onboarding process and related costs, VendorSure is being introduced. This is a web-based electronic system that streamlines the vendor vetting and management processes. VendorSure will assist in the introduction of the supplier portal, a self-service portal aimed at empowering suppliers to update their information directly.
- More focus was placed on supplier performance management as part of maintaining a credible supplier database. Great responses were received from end users following completion of supplier evaluation reports, which allowed us to address issues of performance and transgressions regarding completed works/projects.
- We continued to invest in the development of suppliers and enterprise as part of the B-BBEE Code of Good Conduct. 2016 saw the second phase of the Supplier and Enterprise Development programme being rolled out with enrolment of 92 candidates. The Small Business Enrichment Programme was carried out within our Centre for Entrepreneurship at Soweto Campus. Supplier mentoring is among the initiatives being introduced to ensure sustainability of these small businesses.
- The technical stores were fully incorporated into the main store and an exercise was done to identify fast moving consumables. This has helped to reduce the number of low value/high volume orders.
- All tagging of fixed assets has been completed and the tagging of locations has begun. This will simplify the process of identifying and reconciling fixed assets with the different locations.
- Overdue orders were reduced through a concerted effort of expediting orders by the procurement team.
- The roll-out of a business intelligence system for Finance enabled a better understanding of the cost drivers. Given the extensive use of credit card payments within the University, it made sense to pay the credit cards within 30 days to minimise the interest charged for pending over 55 days.
- From a governance perspective, all transgressions of the procurement policy are reported upon.
- The fourth value for money audit was concluded in June 2016. Even though no major findings were raised, the audit indicated room for more improvement. Emanating from this audit, the following was achieved:
  - Jobbing contracts were formalised with thirteen suppliers over fifteen different disciplines.
  - These contracts were standardised and reasonable rates were negotiated with these service providers.

These service improvement initiatives generated a general savings of around R11 million.

Payroll

The 2016 highlight of the Payroll Department was the piloting of the insourcing programme, with the Gardens and Ground Maintenance staff being the first phase of staff to be successfully insourced, while the second phase involved the Security staff. To ensure successful payment to all insourced staff members, the team had to be ready to meet tight deadlines. The Alert System was enhanced to inform UJ staff of any changes and payments being made against the staff member on the payroll system. This has improved communication from the Payroll Department to staff and has resulted in greater efficiency as far as the turnaround time for payments is concerned. Some further highlights in these activities are:

- The successful implementation of the general salary increases for 2016, although the negotiations were only concluded at the beginning of the year. These increases involved a differentiated increase based on the Peromnes grade of the employees. Despite the delay in the conclusion of the negotiations, the increases were successfully and timeously processed in the January 2016 pay run.
- The Budget Speech also had an impact on the Payroll Department due to the budget changes that were announced; the most notable of which were the changes in the tax tables, including an increase of the tax threshold to R75 000 per annum for people below age 65 (thus resulting in a maximum primary rebate of R13 500).
- Integrity of the payroll data is one of our key activities, and this is maintained through tax-related biographical data validations, which are now being done on a weekly basis. Corrections are made as soon as they are

identified. This has significantly reduced the number of validation errors on annual and bi-annual IRP5 tape submissions.

- An update was made on the system to ensure proper onboarding of temporary staff. This system enhancement, the Phase 1 Tax Patch, brought about a number of changes to the online temporary system, which is a system outside of ORACLE.
- Phase one of the insourcing saw a total of 36 employees being insourced in June 2016, followed by 379 who were insourced as part of the second insourcing phase. The process was successfully implemented, including the related incorporation of related benefits.
- Full service bonuses were paid to all CTC (Cost to Company) and UJ Payroll staff who chose to receive their bonuses annually (as opposed to monthly) in December 2016 for the first time. Merit bonuses were also successfully processed to all qualifying staff in December 2016.

2016 Statistics

- Accounts payable processed R1.5 billion payments (2015 ? R1.27 billion) and 66 573 invoices (2015 ? 66 999).
- A total of R562.4 million (in 2015 ? R183.58 million) was capitalised. Some of the higher value capitalisations included the Soweto Student Housing at R82 million and the National Skills Fund project at R170 million.
- Procurement spend amounted to R210 million, while tender expenditure amounted to R807 million.
- The Warehousing and Distribution Department was responsible for the distribution of merchandise to the value of approximately R980 million (2015 ? R942 million).
- The Procurement recognition levels as a percentage of Total Measured Procurement Spend was 110% (2015 – 81,4%) against a compliance target of 80%. Total points achieved on the Preferential Procurement Indicator as part of the Generic Scorecard were 33 out of 50. This included 6 points from our Supplier and Enterprise Development Initiatives.

PERSONNEL

Continued professional development of the Expenditure staff is a key focus within the Division. A number of staff members are studying towards a recognised qualification. Most notably:

- A number of buyers are studying towards the Chartered Institute of Purchasing and Supply (CIPS) qualification;
- The Payroll staff attended a number of training sessions hosted by CRS Technologies (Pty) Ltd. The training focused on Workman's Compensation, the Compensation for Occupational Injuries and Diseases (COID) Act, Tax Insight workshop, Retirement Reform and Payroll Best Practice.

RISK AND CONTROLS

Fraud and corruption are still major concerns within the Expenditure business processes. Efforts are being made to identify and combat fraudulent and corrupt activities on an ongoing basis. The following control measures have been put in place to mitigate the risk of fraud and/or corruption:

- A zero tolerance approach towards fraud and corruption;
- The use of internal auditors in developing fraud prevention strategies;
- User awareness of the applicable policies and procedures;
- Investigation of every allegation of suspicious activities; to prove these allegations, the services of the forensic auditors and of SAPS and SARS are sought.

CHALLENGES

- The roll-out of MyMarket had to be delayed since, on implementation, it turned out that the solution promoted the use of Bidvest suppliers and would not be able to incorporate the current suppliers of UJ.
- Pre-payment of suppliers still poses a high risk of possible non-delivery of goods/services and impact on the cash flow. We ended the year with pre-payments to the value of R30 million.
- Circumvention and transgression of policy is still a big concern for Expenditure. Continuation of these practices without proper consequence management impacts on the reputation of the University and compromises the general governance principles.

- The medical aid changes required by staff are not implemented in a timely manner by the service providers, with the risk of subscriptions being revoked while money is being deducted from the affected staff. Further interventions are being done to mitigate this.
- The roll-out of the electronic payslip has impacted on the staff who do not have access to computers. Support for these staff is made available at the Payroll Help Desk.
- The stability and support of the online Temporary System is still a challenge.
- Late requests for salary payments on both the Permanent and Temporary payrolls remain an ongoing challenge.

GOING FORWARD

The Expenditure Division is constantly looking at improving the way we do business. To improve the effectiveness and efficiency of our processes, the following initiatives are planned for 2017.

- Automation of processes in order to reduce routine work and migrate towards a fully paperless environment. One of the systems to be introduced is an electronic scanning system with OCR (Optical Character Recognition), which will help manage all documents.
- Implementation of a CSI (Customer Service Index) survey to rate our service delivery and its impact within the UJ community.
- Introduction of procurement demand plans with key departments and Finance Business Partners (FBP).
- Implementation of an e-Tendering system, which will cover end-to-end activities in the tendering process and yet provide enough control over planning and management of different tender activities to invoke a fair and transparent environment for vendors.

CONCLUSION

The Division has come a long way in its turnaround time, and customer services will always bring challenges. Improvement of customer service requires a coordinated effort. To achieve this, the review and enhancement of business processes from time to time in line with global best practice is a necessity. This will ensure service excellence within Expenditure.

The Expenditure Division commits to rendering value for money services that are effective and efficient to the UJ community.

Sarah Makinta (Ms)
Executive Director: Expenditure

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Compliance with the B-BBEE Act

The B-BBEE rating of the University of Johannesburg for the year ended 31 December 2016 is:

Element	Company Performance	Weighted Points
Management Control	11.67	20
Skills Development	26.00	30
Enterprise Supplier Development	27.99	54
Socio Economic Development	5.00	5
Total	**70.66**	**100**

The verification conclusion is that UJ is a Level 7 contributor with a 50% Procurement recognition level and is an empowering supplier.

A Level 7 B-BBEE rating is a significant downgrade from the previous Level 3 B-BBEE rating. This is mainly attributable to the fact that the changes introduced in the amendment of the B-BBEE codes on 01 May 2015 had become effective.

The impact of the new codes on the scorecard

2.1 **Management Control**

Management Control and Employment Equity were individual elements, equating to a combined total of 34 points. Under the new codes, Management Control and Employment Equity became one element with a total of 20 points. This resulted in a substantial drop in points available.

2.2 **Skills Development**

Skills Development had 3 sections which comprised of total training for "black" employees (8 points and Compliance target of 3.00%), total training of "black" employees with disabilities (4 points and compliance target of 0.3%) and lastly total "black" employees participating in Learnerships, Apprenticeships and Internships (8 points and compliance target of 5.00%).

2.3 **Enterprise Supplier Development**

This element arises as a result of the combination of the Preferential Procurement and Enterprise Development Elements. Enterprise and Supplier Development, consists of three sub-elements;

a) Preferential Procurement;
b) Enterprise Development; and
c) Supplier Development.

The new codes have different compliance targets and an additional criteria for each of the sub-elements. Enterprise and Supplier Development became a Priority Element. This required UJ to score at least 40% of the points in each sub-element to avoid dropping a B-BEE level.

2.4 **Social Development**

For this element, only the points changed from 15 points (old codes) to 5 points (new codes). UJ scored the total available.

In conclusion, the UJ scorecard was mainly impacted by the changes which were introduced to Management Control and Enterprise and Supplier Development Elements to move from a Level 3 to a Level 7.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

UJ Trust

OVERVIEW AND CONTEXT

The University is the sole beneficiary of the UJ Trust. The Trust allocates, on an annual basis, funds to the University for specific, agreed strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since 2013, the Trust has distributed a total of R126 million to the University towards research and development for centres, underprivileged student support, and postgraduate bursaries as follows:

Table 100: Trust distribution

CATEGORY	2016	2015	2014	2013
Research development for centres, innovation and commercialisation	R7.5m	R16m	R10m	R7.5m
Underprivileged student support (food, books and bursaries)	R15m	R12m	R15m	R9m
Postgraduate bursaries	R2.5m	R10m	R15m	R6.5m
TOTAL	**R25m**	**R38m**	**R40m**	**R23m**

2016 FUNDS ALLOCATION

The disbursement of R25 million transferred to the University in 2016 was allocated as follows:

Research development for centres, innovation and commercialisation

An amount of R7.5 million was earmarked for the development of interdisciplinary research and technology projects. The interdisciplinary research combines research of various UJ faculties with a commercial opportunity. These are projects where interdisciplinary research will form part of a commercial and community organisation.

In view of the current uncertainties around subsidy and fees in the public higher education landscape, due to the #FeesMustFall campaign and the general lack of adequate funding for higher education, commercialisation and innovation at UJ are non-negotiable strategic activities to ensure the financial sustainability of the University.

Underprivileged student support

The 2016 allocation for assistance to UJ students was used as a contribution towards funding the meal assistance programme for financially needy students. UJ, in partnership with Gift of the Givers, provides two meals a day to at least 3 200 students who otherwise would have no food. An amount of R9 million was used for this purpose. In addition, R6 million was awarded to underprivileged students to assist with tuition, accommodation and book allowances.

Postgraduate bursaries

The Trust allocated R2.5 million towards postgraduate bursaries in 2016. This amount was used to fund honours bursaries, with the goal of further building postgraduate student numbers. With more external funding available for master's and doctoral bursaries than for honours bursaries, means have to be found to ensure that the cohort of honours students is adequate to allow enough students to progress to master's degrees.

The increase in postgraduate students is a strategic imperative of the University, and therefore the amount allocated by the UJ Trust assists in achieving the strategy of the University.

FINANCIAL PERFORMANCE

The Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and cash and cash equivalents) carefully selected under agreed mandates. While the downward turn of the performance of equity and bond markets during the year negatively impacted our return on these investments, our reserves remain healthy.

TRUSTEES

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees.

The following Trustees represented the UJ Trust in 2016:

- Mr S Rossouw (Chairperson)
- Prof RD Marcus
- Prof A Dempsey
- Mr MJN Njeke
- Prof PH O'Brien
- Prof IL Rensburg
- Mr JA van Schoor
- Dr ME Gama
- Adv S Khumalo
- Prof LG Mpedi

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Technology Transfer Office and Commercialisation

OPERATING CONTEXT

The Technology Transfer Office (TTO) and Commercialisation assists inventors as well as innovative entrepreneurs in the commercial implementation of novel technologies or business processes. Inventors are advised and assisted in developing strategies for protection of Intellectual Property (IP). This includes drafting the relevant legal agreements, managing the patenting of inventions and registration of trademarks, acquiring funding for further development of inventions, establishing start-up companies or acquiring equity in established companies subsequent to commercial due diligence.

MAJOR RISKS

- Inventions and technology developments are not registered, neither at the UJ Research Office, nor at the TTO, and thus the IP is lost for the UJ.
- Early stage commercial funding for the commercialisation of inventions and technologies.
- Lack of funding for start-up companies.

STRATEGIC GOALS

- To formalise internal systems and procedures for the UJ TTO.
- To drive a number of high potential inventions to commercialisation.

SUCCESSES

- Collaboration with Resolution Circle was formalised to ensure that roles were properly defined. This needs to be completed in 2017.
- Working in close partnership with TIA, funds to the value of R1.94 million for four new projects were secured in the first 2016 funding round.
- The TTO was also awarded support funds by NIPMO to the value of R2.458 million for 2016 to 2018. The first progress report was received favourably by NIPMO and they indicated their satisfaction with the progress made by the TTO in terms of further developing and maturing the Office, specifically strengthening the staff component, training of current staff, obtaining TTO tools and implementing the Innovation Ambassadors programme.
- TTO received 23 new invention disclosures of which seven were actionable, five were returned to the inventor for further research and 11 could not be pursued.
- TTO filed two Provisional South African patents, two South African patents, while one Complete Patent was filed in South Africa, Europe and the USA. Four design applications and one trademark were also filed.
- One invention (Silver Anti-Cancer Compounds) was granted patents in Australia and South Africa, and patents were applied for in the USA, Canada, Europe, and India for the same invention.

CHALLENGES

- Extraction of innovations, inventions and technology out of the UJ research project. With the development of the TTO's scenario plan, it was highlighted that the start of the technology transfer process was not with the invention disclosure but earlier in the process of IP development and that the TTO should therefore actively participate in the development of IP. An approach of active participation in the establishment of the innovativeness of the institution was taken by the TTO, which resulted in the development and implementation of the Innovation Ambassador (IA) Programme. Twenty new Innovation Ambassadors were recruited throughout 2016 and three events were held, which included IP 101 training.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Strategic Financial Projects

OPERATING CONTEXT

- Strategic Financial Projects (SFP) is situated on the Auckland Park Kingsway Campus, as well as at the Resolution Circle (RC) Towers offices, from where it delivers financial services in respect of budgeting, expenditure control, reporting and management of all the statutory commercial entities of the UJ and various projects of the commercial entities and the Technology Transfer Office (TTO) and Commercialisation.
- A key focus area is the management of the statutory documents, in terms of the Companies Act 71 of 2008, as well as the Income Tax Act 58 of 1962, for all the commercial entities.

The commercial entities require annual financial statements and statutory audits, which are arranged and managed by this Division.

MAJOR RISKS

- Different complexities in the various commercial entities resulting in a tax and other legislative compliance risk;
- Non-profitable commercial projects and unidentified new commercial projects;
- Incomplete statutory documents (i.e. agreements, delegation of authority, board minutes, etc.);
- Financial risk due to non-compliance with contracts by third parties;
- Lack of proper transfer pricing principles that can lead to financial loss;
- Technology risks due to projects not being market ready in time, therefore the technology becomes outdated and the opportunity in the market expires, impacting negatively on the possible return on investment for UJ;
- Lack of financial sustainability of the commercial entities, and the possible loss of funds contributed by UJ.

STRATEGIC GOALS

- Establishing a third-stream income strategy for the University of Johannesburg;
- Implementing processes, policies and procedures, specifically relating to the commercial unit environment;
- Providing effective and efficient financial, risk management and statutory support to the commercial environments;
- Producing and refining a standard monthly management reporting pack to enable new commercial units to make better decisions regarding financial matters;
- Ensuring successful completion of the National Skills Fund (NSF) project at the budget value of R212 809 305.75, a final audit as well as the submission and acceptance of a close-out report to the NSF;
- Successfully managing the rezoning of UJ Properties (Pty) Ltd from business to educational;
- Implementing a UJ Subsidiary Finance Committee (SFC), a UJ Subsidiary Audit and Risk Committee (SARC) and a Social and Ethics Committee for each commercial entity as prescribed by the New Companies Act;
- Completing audited annual financial statements on all commercial entities and input into annual report timeously.

SUCCESSES

- Created a number of internal financial structures to support the governance of the commercial entities, i.e. Commercial Investment Committee, UJ Subsidiary Audit and Risk Committee (which reports to the UJ Audit and Risk Council Committee), UJ Subsidiary Finance Committee, Commercial Unit Committee, and the Social and Ethics Committee, which have all been rolled out according to the New Companies Act requirements.
- Managed the taxation and other statutory requirements accompanying the various commercial entities and projects.
- Implemented effective financial management system to support all commercial entities and trusts.
- Completed all commercial entities' external audits within the deadline for inclusion in the consolidated UJ annual financial statements, ensuring that audited annual financial statements for all commercial entities and trusts comply with International Financial Reporting Standards (IFRS).
- Represented UJ on project operational management committees as well as on the steering committees as defined in the project agreements. Further to this, we submitted a monthly financial report to the committees for notice and evaluation. We managed and facilitated the full stipulated quarterly audit reviews of the specified projects.
- Performed the financial management of the following projects:

Table 101: Financial management of projects

Project		Year	Value (Incl VAT)	Year	Status
National Skills Fund		**2013**	212,809,306	**2016**	Close out finalised
City of Johannesburg					
Green City Start Up Challenge	**Round 1**	**2015**	5,000,000	**2016**	Close out finalised
	Round 2	**2016**	6,840,000	**2017**	Close out to be finalised
Jozi Digital Ambassadors (JDA)		**2015**	80,000,000	**2017**	Close out to be finalised
Wellness Warriors		**2016**	12,848,020	**2016**	Contract lapsed
		2017	9,561,980	**2017**	To be negotiated and concluded - Funds to be returned to CoJ
Community Innovation Fund	**CIF Ops**	**2015**	9,802,060	**2016**	Close out
	CIF 1	**2015**	7,297,940	**2017**	Close out
	CIF 2	**2016**	30,883,186	**2017**	To be negotiated and concluded
	CIF 3	**2016**	7,016,814	**2017**	Negotiation & close out
		2017	7,700,000	**2017**	To be negotiated and concluded - Funds to be returned to CoJ
Plantation Road		**2016**	4,557,298	**2017**	Close out March 2017
UJ Properties - Lift Replacement		**2015**	5,735,042	**2017**	Signed off February 2017
UJ Properties - Lift Shaft Cladding		**2016**	4,005,801	**2017**	Signed off 2016 - Retention to be paid in 2017
UJ Maintenance - Training of students		**2016**	10,768,896	**2016**	Concluded
		2017	14,767,862	**2017**	Will be concluded

The UJ properties lift replacement and the lift shaft cladding projects were both operationally project managed by the SFP staff, in addition to the financial management, because the UJ Operations Division did not have the capacity to project manage these two projects.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Resolution Circle

OVERVIEW

Resolution Circle (Pty) Ltd (Resolution Circle) is a wholly owned subsidiary of the University of Johannesburg. The company was formed in 2012 with substantial investment from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). This investment was made to establish an ecosystem of equipment, infrastructure and support services that could support its dual mission statement: *An ecosystem that commercialises technology and develops practical engineering skills*.

A Board of Directors governs Resolution Circle (RC), which is a private company in terms of the South African Companies Act. The members of the Board consist of both UJ and independent directors (mostly specialists from industry). The UJ directors represent key roles of the University of Johannesburg in relation to the mission statement of Resolution Circle, e.g. the Deputy Vice-Chancellor Finance, Deputy Vice-Chancellor Research and Internationalisation, Executive Deans from the Faculties of Science, Engineering and the Built Environment (FEBE), and Art, Design and Architecture (FADA), the Director Technology Transfer and Commercialisation and the Director Strategic Financial Projects.

An external independent director chairs the Board. Senior management has two representations on the Board in the form of the Chief Executive Officer and the Chief Financial Officer. In 2016, one additional external board member was appointed.

An additional committee, Management Committee (MANCO), with representation from both the Board and senior management, provides regular operational oversight. This takes the form of either a full operational meeting, or only a finance meeting to review the monthly financial performances.

Mostly operational issues (e.g. policies, key issues) are dealt with at the MANCO. The main purpose of the Manco is to provide more guidance to Resolution Circle management, as this company is still relatively new operationally. Minutes of the Manco meetings are included in the Board documents for notification.

Resolution Circle operates from two sites, the Resolution Circle Towers site mostly focused on the commercialisation aspects, and the Qoboza/Klaaste (Q/K) Building, DFC, which is mostly focused on the Work-integrated Learning (WIL) and production activities.

In pursuing its vision, Resolution Circle developed Six Strategic Goals for the period of 2016-2020, which were approved by both the Board of Directors of Resolution Circle and the shareholders:

- **To be the benchmark in technology solutions for industry**
  - Reputation as a technical solutions partner
  - Ability to deliver solutions successfully
  - Productivity and efficiency

- **Preferred eco-system for commercialising innovation**
  - Recognised tech innovation platform
  - Preferred partner for commercialisation
  - Preferred ecosystem for fostering entrepreneurship
- **Excellence in technical skills development for industry**
  - To provide student employability
  - Applied skills for improved productivity
- **Credible engineering services execution partner**
  - Productivity and efficiency
  - Reputation as a delivery partner
- **UJ brand enhancement by being an effective gateway to industry**
  - UJ brand enhancement
  - Effective gateway to industry
  - Growing postgraduate students
  - Supporting teaching and learning
- **To be a responsible and sustainable corporate citizen**
  - Provide shareholder return on investment
  - B-BBEE level
  - Responsible citizen
  - Employment practices
  - taff development

This was the second year of full operations as an independent company (e.g. without NSF financial support). In total, Resolution Circle managed to generate R72.5 million revenue and other income (up 112% from 2015 revenue), with a 50% drop in loss to R7.5 million.

In this year, Resolution Circle managed to scale the internship part of its mission statement and to break even.

The commercialisation part of the mission statement started to get traction, but will only start to climb from mid-2017.

Resolution Circle provided maintenance services to all the University of Johannesburg campuses as part of the P2-training of the FEBE students. It also designed, built and installed furniture (tables and chairs) for all the campuses in available nooks and crannies. The total value of this project was R1.2 million, which was successfully delivered, again utilising UJ WIL students.

Resolution Circle again received a Level 2 B-BBEE contribution.

At least 20 staff members from Resolution Circle registered for postgraduate studies (BTech, Master's and PhDs) at UJ.

Resolution Circle successfully trained over 200 WIL students during 2016, of which 88 were UJ students (completing both P1 and P2) from FEBE. In addition to this, Resolution Circle executed the FEBE contract with the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MerSETA) (value R3.7 million). As part of the public projects, Resolution Circle recruited UJ students from most faculties to act as mentors, and paid out R1.2 million in student stipends.

Resolution Circle facilitated over R170.5 million in research funding for UJ (FEBE, Health Sciences, and Sciences) through the various public projects (Green City, Wellness Warriors, Digital Ambassadors and Community Innovation Fund). Through these projects, it is estimated that over 12 academic articles will be published. Resolution Circle also supported development work for a final year Mechanical Engineering project.

In partnership with the Gauteng Department of Education, Resolution Circle provided practical training to 120 technical teachers from all over Gauteng. The total contract value was over R3 million. Resolution Circle utilised FEBE lecturers to help with the development of the Gauteng Department of Education curriculum for the Grade 11 technical teachers' programme. In addition to this, UJ academics were utilised in competition evaluation panels and advisory roles.

During 2016, the bulk of the R170.5 million worth of public projects were mostly implemented, with many of them to be completed in February 2017. These projects were partnerships between the City of Johannesburg (CoJ) and UJ, with Resolution Circle as the designated execution partner. The major projects were as follows:

- Digital Ambassadors in collaboration with FEBE (training 1 800 unemployed youth and deploying them as micro-enterprises to activate 450 000 CoJ citizens on the free Wi-Fi).
- Community Innovation Fund (CIF) Phase I in collaboration with the Centre for Social Entrepreneurship and Social Economy (CSESE) (developing 16 tech start-up ideas with application to CoJ, to demonstration phase).
- Community Innovation Fund Phase II (developing 56 grassroots entrepreneurs in containerised micro malls located in townships).
- Green City Start-up in collaboration with FEBE (a competition that provides R250 000 start-up capital to the top eight tech start-ups, with the winner receiving an additional R1 million prize money).
- Wellness Warriors in collaboration with the Faculty of Health Sciences (training and deploying unemployed youth in the development of school wellness programmes).

Towards the end of 2016, the new mayor of CoJ cancelled some development projects in the city. The only project affected was the CIF Phase II project, which Resolution Circle will not be able to complete.

A signed Memorandum of Understanding (MOU) governs the commercial relationship between Resolution Circle and UJ. This establishes and governs UJ's right to utilise Resolution Circle as an execution agent for commercial work; and Resolution Circle's right to access some UJ services.

RISK MANAGEMENT

- The CEO takes overall responsibility for risks and risk management, which are also reported to the Board through a risk register, which is updated regularly.
- Financial sustainability risks are constantly monitored and managed by the CFO and UJ's Strategic Financial Projects Division through the monthly management accounts consisting of cash flow statements and analysis, sales pipeline reports, debtor's age analysis and budget variance reports. Material risks are recorded on the risk register, and reported to Manco and the Board.
- Insurance of equipment and facilities is included in the comprehensive UJ insurance, as UJ owns most of these and UJ is able to obtain more cost-effective insurance premiums.
- Operational risks are the responsibility of the various group managers. These are managed by the weekly senior management meetings, and where it is material, recorded on the risk register and reported to Manco and the Board.
- The business support groups, specifically the Health and Safety Department, manage health and safety risks. This group is also responsible for the security function at RC Towers, which, where it is material, is recorded on the risk register and reported to Manco and the Board.

The Resolution Circle Board and management team recognise that certain risks, e.g. reputational risks, cross company borders to UJ. The management team of Resolution Circle is cognisant of this fact in evaluating day-to-day risks.

The key risks for 2016 were negotiating the economic downturn, managing the cash flow and gaining operational traction. Various operational support systems were implemented to provide better visibility of the company's operational and financial sustainability.

FUTURE OPERATIONAL STRATEGIES

In the period 2012 to 2015, the key focus of Resolution Circle was on establishing infrastructure and defining the general operations.

During 2016, the internship programmes were redesigned to better fit our operations and market conditions. The facilities could also be better utilised for commercial training. This resulted in partnerships with other universities, SETAs and industry.

At the end of 2016, the internship part of the mission statement (including both WIL and training) was finally profitable and operating well. This will be increased further in 2017 to reach capacity.

However, with the national phasing out of the engineering diplomas (and subsequently the WIL programmes), Resolution Circle is repositioning itself in two ways from 2017 onwards:

- Target the large number of undergraduates that still require P1 training, but are now employed. These candidates will soon be unable to complete their diplomas, unless they finalise before these programmes are fully phased out. Conservative estimates place this at over 4 000 candidates. These programmes will need to provide P1 (e.g. workshop type) training in an employment-friendly way.
- Start the introduction of a graduate intern programme (both technical and business orientated). This will start in 2017 and increasingly increase with every year.

Resolution Circle has been providing dedicated commercialisation-orientated services from mid-2014. These services took the form of projects, prototypes, small production runs and various other services. These were introduced in a very tough economic environment, exacerbated by the fact that they require deep experience and systems (both of which Resolution Circle did not have). During this time, valuable experience and insights were gained, which were not generally available.

Towards the end of 2016, analysis showed that providing individual services in the market is not a sustainable strategy due to the following reasons:

- Increased sales and marketing costs to cover all the different services;
- Brand dilution due to multiple market segment focus and positioning;
- Competitive pressures as some services were playing in competitive markets (e.g. small scale manufacturing will never have the volumes to compete unless it provides high value services);
- Difficulty in establishing depth and excellence due to the wide focus.

During the second half of 2016, a revised commercialisation strategy was devised to rather position Resolution Circle in the entrepreneurial space as an end-to-end service provider of technology commercialisation services. This required the redesign and adjustment of our sales and marketing approach, by targeting funders and technology entrepreneurs.

From a services approach, Resolution Circle identified that the technology commercialisation process required 35 standardised service offerings, to move a new idea to the point of securing its first customer.

The sales position is to provide a one-stop "idea-to-barcode" service (encompassing all the 35 services) and remove the technology risks for funders. In addition, Resolution Circle is also positioning itself to help raise funding for start-ups, and in the process taking up 3%-5% revenue share of a product we develop for a duration of three years from product launch.

In addition, UJ is starting to focus on the entrepreneurial and commercialisation agenda. To assist in this strategy of UJ, Resolution Circle is executing various projects of the University of Johannesburg Technology Transfer Office (TTO). In total (through the innovation competitions), Resolution Circle allocated R1.2 million to student and lecturer innovation projects. On an undergraduate level, Resolution Circle is collaborating with FEBE Mechanical Engineering to develop and commercialise (and localise) a high-end bolt for the industry. Resolution Circle is further busy with the development of the Plantation Road project, which has the purpose of housing TTO, but also the pre-incubation space.

Resolution Circle partnered with the Centre for Social Entrepreneurship and Social Economy (CSESE) from the Faculty of Management to train over 30 start-ups as part of the Community Innovation Fund Phase I. In addition, Resolution Circle is executing the SAB Kickstarter programme in collaboration with the UJ Faculty of Management. This requires that Resolution Circle houses the start-ups in its incubator and provides incubation and technical support. Furthermore, Resolution Circle is also providing incubation for a UJ graduate student's start-up (from FEBE) that is developing technology for print houses using 3D-printing technology. This start-up was financially supported (R600k) through the Community Innovation Fund Phase I and involves the CSIR as development partner.

Jaco van Schoor (Mr)
Deputy Vice-Chancellor: Finance

Report: Chairperson of the Finance Committee of Council

OVERVIEW

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, pressures of the #FeesMustFall campaign, NSFAS funding shortfalls, rising utility bills, increase in the cost of higher education, and the shift in the socioeconomic circumstances of the University's students were some of the factors impacting on the financial results for the year. UJ once again registered more students than expected, which resulted in additional tuition fee income of R73 million in 2016. UJ also received R76 million more government subsidy than budgeted for. Externally generated income was also R32 million more than budget.

As a result of the decision of 0% fee increases for 2016, the tuition and residence fees that the University could not raise were R199 million, with the State contributing R139 million (70%) of this shortfall. The University had to reduce the 2016 expenditure budget by R60 million.

The financial principles adopted by UJ clearly state that the University will at all times endeavour to ensure a match between recurring expenses and recurring income, and this assisted in managing the finances during the tough times. Non-recurring income is used to finance once-off capital expenditure, to further enhance the overall sustainability of the University and for strategic interventions of a non-recurring nature.

The budget process is strategy-led whereby all faculties and departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide strategic goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detailed issues, such as affordability of the budgeted requests and the priorities of the relevant faculty or department in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the Management Executive Committee (MEC) for consideration. On recommendation by the MEC, the Financial Sustainability Committee of Council (FSCC) will consider the suggested budget and recommend the final approval of the budget to the Council.

As the University moves forward on the implementation of its 2025 Strategic Plan, it is clear that additional income generated from the strong Statement of Financial Position as well as third-party financial contributions will remain very important in supporting and funding future strategic initiatives.

The widening gap between funding allocated by NSFAS and demand from students continues to place pressure on the operating results and eventually the reserves of the University. While UJ has contributed R25 million towards this funding gap, the sustainability of this contribution is a concern. The MEC continually seeks

alternatives to fund the difference and is also in discussion with NSFAS and the Department of Higher Education and Training (DoHET), as this is a systemic financial risk. This year saw an increase in the number of students funded by NSFAS, but more work still needs to be done to maximise this number.

Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the FSCC, an approved Financial and Contract Delegation of Authority Framework and budget control as exercised by relevant financial business partners in the various faculties and departments. To this end, continuous internal audits are performed to evaluate the effectiveness of the internal controls.

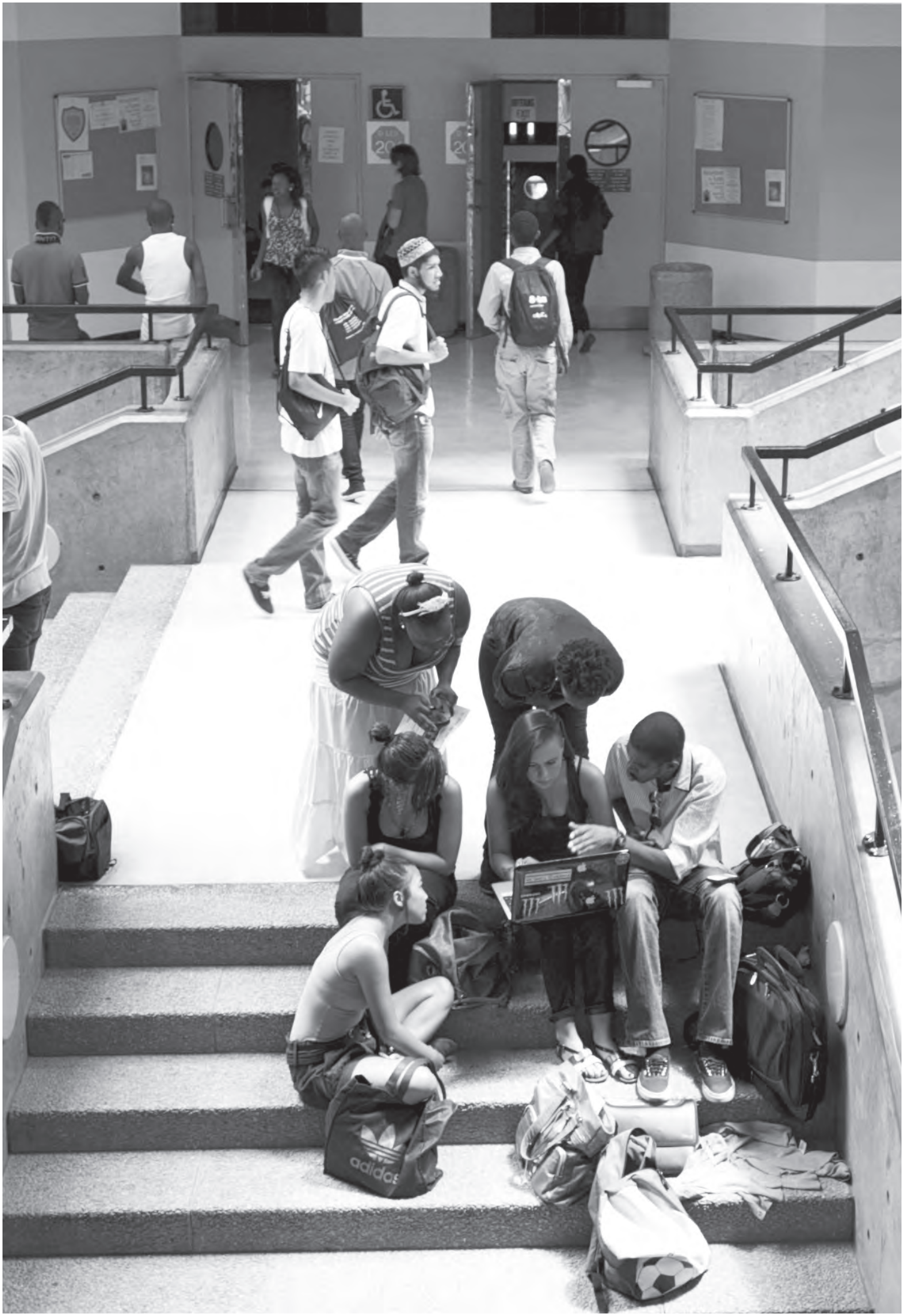
The 2016 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training reporting requirements. UJ achieved an operating surplus on budgeted activities of R137 million (2015 – R120 million). A consolidated total surplus of R329 million (2015 – R303 million) was achieved, before post-retirement obligation adjustments and fair value adjustments, and after taking investment income into account. The main drivers for this outperformance include higher than expected enrolments resulting in higher tuition fee income, better than expected state subsidy income, increased external funding and savings on operating expenses.

UJ closely monitors the ratio of remuneration and related expenses (including leave payments, post-retirement medical aid (PRMA) and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of the institution. During 2016, the actual ratio was 59% (2015 ? 61%). Management is satisfied that this ratio is not too high; however, continuous efforts are made to manage the ratio, more especially in light of the insourcing of staff performing hitherto outsourced services.

While the downward turn of the performance of equity and bond markets negatively impacted our return on long-term investments, our reserves remained on an upward trend during the year as a result of the operating surplus achieved. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).

UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2016. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2017 and beyond.

JP Burger (Mr)
Chairperson: Financial Sustainability Committee of Council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Consolidated and Separate Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2016

CONTENTS

Statement of responsibility of the Members of Council	434
Report of the independent auditors	435 – 440
Consolidated statement of financial position	441
Consolidated statement of comprehensive income	442
Consolidated statement of changes in equity	443 – 444
Consolidated statement of cash flows	445
Notes to the consolidated annual financial statements	446 – 499
Supplementary consolidated and separate statement of comprehensive income	500 – 503

Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2016

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

The consolidated and separate financial statements presented on pages 441 to 503 of this Annual Report for 2016 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

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

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

APPROVAL OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 441 to 503 of this Annual Report were approved by the Council on 22 June 2017 and signed on its behalf by:

R Marcus (Prof)
Chairperson of Council

IL Rensburg (Prof)
Vice-Chancellor and Principal

JA van Schoor (Mr)
Deputy Vice-Chancellor: Finance

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INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Opinion

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 441 to 499, which comprise the consolidated and separate statement of financial position as at 31 December 2016, and the consolidated and separate statement of comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of Johannesburg and its subsidiaries as at 31 December 2016, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, act no. 101 of 1997.

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated financial statements section of our report.

We are independent of the group in accordance with the International Ethics Standards Board for Accountants' *Code of ethics* for *professional accountants* (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council

The council is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa and for such internal control as the council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the council is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

PricewaterhouseCoopers Inc., 2 Eglin Road, Sunninghill 2157, Private Bag X36, Sunninghill 2157, South Africa
T: +27 (0) 11 797 4000, F: +27 (0) 11 209 5800, www.pwc.co.za
Chief Executive Officer: T D Shango
Management Committee: S N Madikane, J S Masondo, P J Mothibe, C Richardson, F Tonelli, C Volschenk
The Company's principal place of business is at 2 Eglin Road, Sunninghill where a list of directors' names is available for inspection.
Reg. no. 1998/012055/21. VAT reg.no. 4950174682

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Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in Annexure A to the auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the University. We have evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the reliability of the reported performance information for the following selected objectives presented in the annual report of the University for the year ended 31 December 2016:

Objectives	Pages in the annual report
Objective 1: Excellence in Research and Innovation	61
Objective 2: Excellence in Teaching and Learning	61-62
Objective 3: International Profile for Global Excellence and Stature	63

We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the reliability of the reported performance information for the above-mentioned objectives.

Achievement of planned targets
Refer to the annual report on page 60 to 68 for information on the achievement of the planned targets for the year.

REPORT ON AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope
In accordance with the PAA and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the University with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Other information
The group's council is responsible for the other information. The other information comprises the information included in the annual report which includes the Chairperson of Council report, the Vice-Chancellor and Principal Report to Council, Council and Council Committees' Governance Report, Senate and Senate Committees', Governance Report, Report of the Management Executive Committee (MEC), Student Representative Council (SRC) Report, Student Services Committee (SSC) Report, Institutional Forum (IF) Report, Convocation Report, Report from the MEC Risk Management Committee (RMC), Report from the Audit and Risk Committee of Council (ARCC), Risk reporting, Report Chairperson of the Finance Committee of Council and the Department of Higher Education and Training consolidated statement of comprehensive income. The other information does not include the consolidated and separate financial statements, the auditor's report thereon and those selected objectives presented in the annual report that have been specifically reported on in the auditor's report.

Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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INTERNAL CONTROL DEFICIENCIES

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.

OTHER REPORTS

We draw attention to the following engagements conducted by ourselves and other parties that had, or could have, an impact on the matters reported in the consolidated and separate financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Performance audits

No performance audits in progress.

Investigations

No investigations in progress.

Audit-related services and special audits - Agreed-upon procedures

Agreed-upon procedures on certificates were performed for grants, other funding and similar items. Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2016.

Engagement name	Description of engagement	Year-end	Name of party performing the engagement	Expected report date
NGAP	Verification procedures performed over the grant received from DHET relating to New Generation of Academics Programme and its correct utilization.	31/03/2017	SizweNtsaluba Gobodo	18/04/2017
DHET Foundation grant utilisation	Verification procedures performed over the grant received from DHET and its correct utilization.	31/03/2017	SizweNtsaluba Gobodo	18/04/2017
DHET Teacher development grant utilisation	Verification procedures performed over the grant received from DHET and its correct utilization.	31/03/2017	SizweNtsaluba Gobodo	18/04/2017
TIA grant	Verification procedures	31/03/2017	SizweNtsaluba	20/05/2017

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utilisation	performed over the grant received from the Technology Innovation Agency and its correct utilization.		Gobodo	
National language Grant allocation	Verification procedures performed over students who received grants from department of Arts and Culture and its correct utilization.	31/12/2016	SizweNtsaluba Gobodo	20/11/2017
Mintek grant utilisation	Verification procedures performed over the grant received from Mintek and its correct utilization.	31/03/2017	SizweNtsaluba Gobodo	06/04/2017
THRIP grant utilisation	Verification procedures performed over the THRIP grant received and its correct utilization.	31/12/2016	SizweNtsaluba Gobodo	10/06/2017
UJ Metro - GDE grant utilisation	Verification procedures performed over the UJ Metropolitan Academy grant received Gauteng Department of Education grant received and its correct utilization.	31/12/2016	SizweNtsaluba Gobodo	11/03/2017
DHET Infrastructure development	Verification procedures performed over the grant received from DHET and its correct utilization.	31/12/2016	SizweNtsaluba Gobodo	11/03/2017
HEMIS	Verification of various information relating to the HEMIS submission to DHET.	31/12/2016	PwC	15/06/2017
Financial Data	Verification of financial data from the financial statements.	31/12/2016	PwC	15/06/2017
Research Articles	Verification of research journals.	31/12/2016	PwC	31/05/2017

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.
Director: Roshan Ramdhany
Registered Auditor
Johannesburg
26 June 2017

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Annexure A – Auditor's responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on reported performance information for selected objectives and on the group's compliance with respect to the selected subject matters.

Financial statements

2. In addition to our responsibility for the audit of the consolidated and separate financial statements as described in the auditor's report, we also:
   - Identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
   - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
   - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
   - Conclude on the appropriateness of the council's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to us at the date of the auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
   - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
   - Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated and separate financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

3. We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
4. We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and where applicable, related safeguards.

CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2016

	Notes	Consolidated 2016 R'000	Consolidated 2015 Restated R'000	University 2016 R'000	University 2015 Restated R'000
ASSETS					
Non-current assets		**5 519 132**	**5 478 757**	**4 797 364**	**4 772 392**
Property, plant and equipment	3	2 175 189	2 075 547	2 083 289	2 000 147
Intangible assets	4	26 022	14 669	15 539	3 644
Investments in subsidiaries, associates and joint ventures	5	47 704	56 852	166 420	185 852
Available-for-sale financial assets	6	3 205 124	3 278 457	2 467 023	2 529 517
Long term employee benefits	15	65 093	53 232	65 093	53 232
Current Assets		**488 735**	**403 724**	**436 332**	**378 826**
Inventories	7	4 394	6 826	4 394	6 826
Trade receivables and prepayments	8	232 745	190 562	217 628	180 045
- Students fees		69 241	86 959	62 286	80 816
- Other receivables		163 504	103 603	155 342	99 229
Cash and cash equivalents	9	251 596	206 336	214 310	191 955
Total Assets		**6 007 867**	**5 882 481**	**5 233 696**	**5 151 218**
EQUITY AND LIABILITIES					
EQUITY					
Non-distributable reserves		**2 519 679**	**2 599 873**	**2 434 823**	**2 479 800**
Funds invested in property, plant and equipment		2 080 933	1 983 085	2 094 847	1 999 268
Non-current investment revaluation		438 746	616 788	339 976	480 532
Reserve funds		**2 671 363**	**2 432 171**	**2 022 779**	**1 839 784**
Restricted use funds		*1 186 950*	*1 055 673*	*612 619*	*440 520*
Student residences funds		102 136	85 774	166 018	84 401
Trust/donor/bursary funds		1 084 814	969 899	446 601	356 119
Unrestricted use funds		*1 484 413*	*1 376 498*	*1 410 160*	*1 399 264*
Designated/committed funds		39 242	20 036	81 028	56 624
Undesignated funds		1 445 171	1 356 462	1 329 132	1 342 640
Non-Controlling Interests		3 007	2 223	-	-
Total Equity		**5 194 049**	**5 034 267**	**4 457 602**	**4 319 584**
LIABILITIES					
Non-current liabilities		**297 276**	**273 510**	**283 289**	**254 513**
Trade payables, accruals and other liabilities	13	13 849	-	13 849	-
Borrowings	10	17 462	22 938	3 475	3 941
Long term employee benefit obligations	15	265 965	250 572	265 965	250 572
Current liabilities		**516 542**	**574 704**	**492 805**	**577 121**
Trade payables, accruals and other liabilities	13	380 363	387 758	364 197	394 114
Student deposits and accounts in credit	11	130 663	105 739	128 102	105 739
Borrowings	10	5 516	4 519	506	580
Deferred revenue	12	-	76 688	-	76 688
Total Liabilities		**813 818**	**848 214**	**776 094**	**831 634**
Total Equity and Liabilities		**6 007 867**	**5 882 481**	**5 233 696**	**5 151 218**

CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	Consolidated 2016 R'000	Consolidated 2015 Restated R'000	University 2016 R'000	University 2015 Restated R'000
Revenue		**3 432 135**	**3 202 798**	**3 422 958**	**3 184 211**
State appropriations - subsidies and grants	**16**	1 633 506	1 427 204	1 633 506	1 427 204
Tuition and other fee income	**17**	1 601 729	1 545 929	1 592 552	1 530 595
Research income		196 900	229 665	196 900	226 412
Other operating income	**21**	524 343	383 334	532 948	407 515
Operating income		**3 956 478**	**3 586 132**	**3 955 906**	**3 591 726**
Personnel costs	**14**	(2 148 214)	(2 004 506)	(2 098 195)	(1 964 272)
Depreciation	**3**	(105 660)	(89 974)	(102 247)	(87 057)
Amortisation	**4**	(4 043)	(4 922)	(3 956)	(4 823)
Bursaries	**19**	(330 537)	(259 630)	(330 533)	(259 600)
Other operating expenses	**18**	(1 389 503)	(1 193 051)	(1 404 853)	(1 188 483)
Operating (deficit)/surplus		**(21 479)**	**34 049**	**16 122**	**87 491**
Share of loss of associate	**5**	(5 987)	(3 153)	(5 987)	(3 153)
Net impairment (losses)/reversal of impairment	**20**	8 609	(36 747)	(34 480)	(36 615)
Income from investments	**22**	302 803	308 376	247 506	236 097
Finance income	**23**	46 459	20 103	44 539	19 270
Finance costs	**23**	(1 739)	(20 006)	1 096	(16 709)
Surplus for the year		**328 666**	**302 622**	**268 796**	**286 381**
Other comprehensive income/(loss)					
Items that may be subsequently reclassified to profit or loss					
Fair value adjustments on available-for-sale financial assets	**6**	(178 042)	21 898	(140 556)	15 663
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'		(146 923)	(162 831)	(118 433)	(116 674)
Increase/(decrease) in market value of investments		(31 119)	184 729	(22 123)	132 337
Items that will not be subsequently reclassified to profit or loss					
Actuarial gains and (losses) on defined benefit plans	**15**	9 778	(5 484)	9 778	(5 484)
Total comprehensive income for the year		**160 402**	**319 036**	**138 018**	**296 560**
Surplus for the year attributable to:					
- University		328 397	303 756	268 796	286 381
- Non-Controlling Interests		269	(1 134)	-	-
		328 666	**302 622**	**268 796**	**286 381**
Total comprehensive income attributable to:					
- University		160 133	320 170	138 018	296 560
- Non-Controlling Interests		269	(1 134)	-	-
		160 402	**319 036**	**138 018**	**296 560**

CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2016

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Controlling Interests R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2016	1 356 462	20 036	1 376 498	969 899	85 774	1 055 673	2 223	616 788	1 983 085	5 034 267
Surplus for the year	303 851	-	303 851	8 658	15 888	24 546	269	-	-	328 666
Other comprehensive (loss)/income	9 778	-	9 778	-	-	-	-	(178 042)	-	(168 264)
Transactions in the Non-Controlling Interests	-	-	-	-	-	-	(619)	-	-	(619)
Total comprehensive income	**313 629**	**-**	**313 629**	**8 658**	**15 888**	**24 546**	**(350)**	**(178 042)**	**-**	**159 783**
Transfers between funds	(224 920)	19 206	(205 714)	106 257	474	106 731	1 134	-	97 849	-
Balance as at 31 December 2016	**1 445 171**	**39 242**	**1 484 413**	**1 084 814**	**102 136**	**1 186 950**	**3 007**	**438 746**	**2 080 933**	**5 194 049**
Balance as at 01 January 2015	1 079 137	152 188	1 231 325	915 031	75 715	990 746	-	594 889	1 893 778	4 710 738
Surplus for the year	51 179	-	51 179	242 519	10 058	252 577	(1 134)	-	-	302 622
Other comprehensive (loss)/income	(5 484)	-	(5 484)	-	-	-	-	21 898	-	16 414
Transactions in the Non-Controlling Interests	-	-	-	-	-	-	3 357	-	-	3 357
Total comprehensive income	**45 695**	**-**	**45 695**	**242 519**	**10 058**	**252 577**	**2 223**	**21 898**	**-**	**322 393**
Transfers between funds	231 630	(132 152)	99 478	(187 651)	1	(187 650)	-	1	89 307	1 136
Balance as at 31 December 2015	**1 356 462**	**20 036**	**1 376 498**	**969 899**	**85 774**	**1 055 673**	**2 223**	**616 788**	**1 983 085**	**5 034 267**

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Non-Controlling Interests" has been present since consolidation and is recognised for the first time in 2015 as it was previously not significant.
5. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2016

University	Notes	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2016		1 342 640	56 624	1 399 264	356 119	84 401	440 520	480 532	1 999 268	4 319 584
Surplus for the year		199 882	-	199 882	(12 703)	81 617	68 914	-	-	268 796
Other comprehensive (loss)/income		9 778	-	9 778	-	-	-	(140 556)	-	(130 778)
Total comprehensive income		**209 660**	**-**	**209 660**	**(12 703)**	**81 617**	**68 914**	**(140 556)**	**-**	**138 018**
Transfers between funds		(223 168)	24 404	(198 764)	103 185	-	103 185	-	95 579	-
Balance as at 31 December 2016		**1 329 132**	**81 028**	**1 410 160**	**446 601**	**166 018**	**612 619**	**339 976**	**2 094 847**	**4 457 602**
Balance as at 01 January 2015		1 063 291	168 033	1 231 324	332 970	75 715	408 685	464 869	1 915 575	4 020 453
Surplus for the year - Restated	**31**	49 436	-	49 436	228 259	8 686	236 945	-	-	286 381
Other comprehensive (loss)/income		(5 484)	-	(5 484)	-	-	-	15 663	-	10 179
Total comprehensive income		**43 952**	**-**	**43 952**	**228 259**	**8 686**	**236 945**	**15 663**	**-**	**296 560**
Transfers between funds		235 397	(111 409)	123 985	(205 110)	-	(205 108)	-	83 693	2 570
Balance as at 31 December 2015 - Restated		**1 342 640**	**56 624**	**1 399 264**	**356 119**	**84 401**	**440 520**	**480 532**	**1 999 268**	**4 319 584**

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	Consolidated 2016 R'000	Consolidated 2015 R'000	University 2016 R'000	University 2015 Restated R'000
Cash flows from operating activities					
Cash generated from/(utilised in) operations	**25**	108 384	(3 633)	121 385	45 154
Finance cost	**23**	(1 739)	(20 006)	1 096	(16 709)
Finance income	**23**	46 459	20 103	44 539	19 270
Net cash generated from operating activities		**153 104**	**(3 536)**	**167 020**	**47 715**
Cash flows from investing activities					
Purchases of property, plant and equipment	**3**	(208 397)	(197 154)	(187 996)	(191 067)
Proceeds from disposal of property, plant and equipment	**25**	3 150	15 748	2 663	16 899
Purchases of intangible assets	**4**	(14 323)	(8 513)	(14 777)	(500)
Purchase of investments	**6**	(1 672 942)	(816 198)	(1 313 917)	(616 427)
Proceeds from sale of available-for-sale financial assets		1 635 059	825 396	1 242 621	581 913
(Increase) in loan to associate	**27**	(1 792)	-	(1 792)	-
Interest income	**22**	114 061	99 948	97 127	84 964
Dividends received	**22**	41 819	45 597	31 946	34 459
Net cash inflow/(outflow) from investing activities		**(103 365)**	**(35 176)**	**(144 125)**	**(89 759)**
Cash flows from financing activities					
Repayments of borrowings	**10**	(4 479)	(3 676)	(540)	(630)
Net increase/(decrease) in cash and cash equivalents		45 260	(42 388)	22 355	(42 674)
Cash and cash equivalents at beginning of the year		206 336	248 724	191 955	234 629
Cash and cash equivalents at end of the year	**9**	**251 596**	**206 336**	**214 310**	**191 955**

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

1 General information

The consolidated and separate financial statements were authorised for issue by the Council on 22 June 2017.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rand (thousands, except as disclosed in note 29 which is not in thousands)

2.1 Basis of presentation

The consolidated financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended ("IFRS").

The consolidated and separate financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 28.

2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the short to medium term.

The student protests towards the end of 2015 and again in 2016 brought about uncertainty in the funding of the higher education sector. Universities were not able to increase tuition fees in the 2016 financial year as a result. An uncertainty still exists regarding the impact of the "no fee increase" from the 2016 financial year and further. A Presidential Commission of Inquiry has been constituted to advise on the sector funding landscape going forward.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continues to adopt the going concern basis in preparing its annual consolidated and separate financial statements.

2.1.2 Changes in accounting policies and disclosures

During the year, the following amendments to IFRS became effective:

	Effective date: Years beginning on or after	**Impact:**
Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28,'Investments in associates and joint ventures' on applying the consolidation exemption - The amendments clarify the application of the consolidation exception for investment entities and their subsidiaries.	01 January 2016	Not material
Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation. (01 January 2016) - This amendment adds new guidance on how to account for the acquisition of an interest in a joint operation that constitutes a business. The amendments specify the appropriate accounting treatment for such acquisitions.	01 January 2016	Not material
Amendments to IAS 1,'Presentation of financial statements' disclosure initiative. In December 2014 the IASB issued amendments to clarify guidance in IAS 1 on materiality and aggregation, the presentation of subtotals, the structure of financial statements and the disclosure of accounting policies.	01 January 2016	Not material
Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortisation. - In this amendment the IASB has clarified that the use of revenue based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodied in the asset. The IASB has also clarified that revenue is generally presumed to be an inappropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset.	01 January 2016	Not material

2.1.2 Changes in accounting policies and disclosures (continued)

	Effective date: Years beginning on or after	Impact:
Amendments to IAS 27, 'Separate financial statements' on equity accounting. In this amendment the IASB has restored the option to use the equity method to account for investments in subsidiaries, joint ventures and associates in an entity's separate financial statements.	01 January 2016	Not material

2.1.3 Changes in accounting policies and disclosures - not yet effective

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

	Effective date: Years beginning on or after	Expected impact:
Amendment to IAS 7 – Cash flow statements. - In January 2016, the International Accounting Standards Board (IASB) issued an amendment to IAS 7 introducing an additional disclosure that will enable users of financial statements to evaluate changes in liabilities arising from financing activities. The amendment responds to requests from investors for information that helps them better understand changes in an entity's debt. The amendment will affect every entity preparing IFRS financial statements.	01 January 2017	Not material
Amendment to IFRS 15 – Revenue from contracts with customers. - The IASB has amended IFRS 15 to clarify the guidance, but there were no major changes to the standard itself. The amendments comprise clarifications of the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation). New and amended illustrative examples have been added for each of these areas of guidance. The IASB has also included additional practical expedients related to transition to the new revenue standard.	01 January 2018	Not material
IFRS 9 – Financial Instruments (2009 & 2010) • Financial liabilities; • Derecognition of financial instruments; • Financial assets; • General hedge accounting. - This IFRS is part of the IASB's project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value. The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and derecognition of financial instruments. The accounting and presentation for financial liabilities and for derecognising financial instruments has been relocated from IAS 39, 'Financial instruments: Recognition and measurement', without change, except for financial liabilities that are designated at fair value through profit or loss.	01 January 2019	Not material
IFRS 16 – Leases. - This standard replaces the current guidance in IAS 17 and is a far reaching change in accounting by lessees in particular. Under IAS 17, lessees were required to make a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet). IFRS 16 now requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard. At the very least, the new accounting model for lessees is expected to impact negotiations between lessors and lessees. Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. IFRS 16 supersedes IAS 17, 'Leases', IFRIC 4, 'Determining whether an Arrangement contains a Lease', SIC 15, 'Operating Leases – Incentives' and SIC 27, 'Evaluating the Substance of Transactions Involving the Legal Form of a Lease'.	01 January 2019	Not material
Annual improvements 2014-2016. - IFRS 12,'Disclosure of interests in other entities' regarding clarification of the scope of the standard. The amendment clarified that the disclosures requirement of IFRS 12 are applicable to interest in entities classified as held for sale except for summarised financial information (para B17 of IFRS 12). Previously, it was unclear whether all other IFRS 12 requirements were applicable for these interests. These amendments should be applied retrospectively for annual periods beginning on or after 1 January 2017.	01 January 2017	Not material

2.1.3 Changes in accounting policies and disclosures - not yet effective (continued)

	Effective date: Years beginning on or after	Expected impact:
Annual improvements 2014-2016. • IFRS 1,' First-time adoption of IFRS', regarding the deletion of short term exemptions for first-time adopters regarding IFRS 7, IAS 19, and IFRS 10. • IAS 28,'Investments in associates and joint ventures' regarding measuring an associate or joint venture at fair value. IAS 28 allows venture capital organisations, mutual funds, unit trusts and similar entities to elect measuring their investments in associates or joint ventures at fair value through profit or loss (FVTPL). The Board clarified that this election should be made separately for each associate or joint venture at initial recognition.	01 January 2018	Not material
Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures' on sale or contribution of assets. The postponement applies to changes introduced by the IASB in 2014 through narrow-scope amendments to IFRS 10 'Consolidated Financial Statements' and IAS 28 'Investments in Associates and Joint Ventures'. Those changes affect how an entity should determine any gain or loss it recognises when assets are sold or contributed between the entity and an associate or joint venture in which it invests. The changes do not affect other aspects of how entities account for their investments in associates and joint ventures. The reason for making the decision to postpone the effective date is that the IASB is planning a broader review that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.	Postponed, initially 01 January 2016	Not material

2.2 Consolidation

2.2.1 Subsidiaries

a) Acquisition of subsidiaries

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the University. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the Subsidiaries are fully consolidated from the date on which control is transferred to the University.
The University recognised any non-controlling interests in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement.

Any contingent consideration to be transferred by the University is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the University's accounting policies.

b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(c) Disposal of subsidiaries

When the University ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the University had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.
Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
  - Restricted funds
  - Unrestricted funds
    - Designated/Committed funds
    - Undesignated funds

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

  - National Research Foundation and similar funds – restricted use
  - Endowment funds – restricted use
  - Bursaries and scholarship funds – restricted use
  - Residences funds - restricted use
  - Funds attributable to fair value adjustments

- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of "unrestricted funds". Under the grouping "Designated-use funds" a further category is used, namely "Committed funds", this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
  - Personal research funds
  - Departmental reserve funds
  - Departmental bursaries funds
  - Division reserve funds
  - Bursaries and scholarships
  - Maintenance of property, plant and equipment
  - Replacement of plant and equipment
  - Acquisition of library and art collections

- Committed funds
  - Capital projects
  - Future pension fund shortfalls

b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within 'other operating expenses'.

2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably.
The carrying amount of a replaced part is derecognised.

Library purchases are written-off in the year of acquisition as these mainly have useful life of less than a year.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 to 100 years
Building Lifts	40 years
Air-conditioner plants	20 years
Electric generators	20 years
Air-conditioners	15 years
Uninterrupted power supply	15 years
Gas boilers	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	8 years
Network and mainframe computer equipment	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R15 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating surplus/(losses).

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.8 Financial assets

2.8.1 Classification

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

2.8.2 Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted closing prices as this is most representative of fair value in the circumstance. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the statement of comprehensive income within 'income from investments'.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) by the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the statement of comprehensive income.

2.8.3 Impairment of financial assets (continued)

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the asset is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10%, or more, of the value of the investment, per year, over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

2.8.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.13 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

In determining whether the University has access to a surplus on the plans, the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

2.14 Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post- retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

2.15 Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.16 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measureable until all contingencies relating to the activity have been resolved.

2.16.1 Tuition and other fee income

Tuition fees are recognised in the period to which they relate and at the time that they are formally billed. The revenue is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

2.16.2 State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.16.3 Research income

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

2.16.4 Donations

Bursary donations are recognised on receipt of contract. These donations are included in 'other operating income' in the statement of comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.
Other donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

2.16.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

2.16.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.16.7 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

2.16.7.1 Grants with specific conditions

These are grants with specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore are recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of financial position.

2.16.7.2 Grants with no specific conditions

These are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general of within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, are transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

2.16.8 Rental income

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

2.16.9 Finance income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.17 Accounting for leases

2.17.1 Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.17.2 Finance leases

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

2.18 Government grants

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.19 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

2.20 Provisions

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

2.21 Tax

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

3 Property, plant and equipment

Consolidated	Vehicles	Network & Mainframe computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Building Lifts	Uninterrupted power supply	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2016												
Gross carrying amount as at 1 January 2016	46 780	73 011	33 047	424 609	17 355	424	15 239	33 433	40 356	66 239	1 955 577	2 706 070
Additions during the year	8 129	33 953	7 622	191 096	420	-	1	4 269	6 139	681	32 775	285 085
Written off as a result of government grants received	-	-	-	-	-	-	-	-	-	-	(76 688)	(76 688)
Reclassifications	-	1 582	-	-	-	-	-	34	-	-	(1 616)	-
Disposals during the year	(891)	(334)	(757)	(2 416)	-	-	-	(106)	-	-	-	(4 504)
Gross carrying amount as at 31 December 2016	**54 018**	**108 212**	**39 912**	**613 289**	**17 775**	**424**	**15 240**	**37 630**	**46 495**	**66 920**	**1 910 048**	**2 909 963**
Accumulated depreciation as at 1 January 2016	(28 301)	(41 950)	(24 642)	(176 465)	(9 620)	(370)	(1 804)	(11 144)	(8 410)	(38 566)	(289 251)	(630 523)
Current year depreciation	(6 073)	(18 546)	(3 574)	(49 522)	(533)	(14)	(725)	(2 250)	(1 083)	(2 154)	(21 186)	(105 660)
Depreciation on disposals made during the year	353	151	164	672	-	-	-	2	1	-	66	1 409
Accumulated depreciation as at 31 December 2016	**(34 021)**	**(60 345)**	**(28 052)**	**(225 315)**	**(10 153)**	**(384)**	**(2 529)**	**(13 392)**	**(9 492)**	**(40 720)**	**(310 371)**	**(734 774)**
Net carrying amount												
Cost as at 31 December 2016	54 018	108 212	39 912	613 289	17 775	424	15 240	37 630	46 495	66 920	1 910 048	2 909 963
Accumulated depreciation as at 31 December 2016	(34 021)	(60 345)	(28 052)	(225 315)	(10 153)	(384)	(2 529)	(13 392)	(9 492)	(40 720)	(310 371)	(734 774)
Net carrying amount as at 31 December 2016	**19 997**	**47 867**	**11 860**	**387 974**	**7 622**	**40**	**12 711**	**24 238**	**37 003**	**26 200**	**1 599 677**	**2 175 189**
Assets with zero net carrying value as at 31 December 2016 included in the balances above (cost price).	19 347	25 026	21 040	22 463	1 800	288	-	2 677	-	25 040	887	118 568

As of 31 December 2016, included in the carrying amount for Buildings, is property to the value of R141 385 (2015: R398 509) that is still under construction.

As of 31 December 2016, assets to the accumulated amount of R642 855 (2015: R566 167) were captalised and written off in full as a result of government grants received (Note 2.18).

3 Property, plant and equipment

Consolidated	Vehicles	Network & Mainframe computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Building Lifts	Uninterrupted power supply	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2015												
Gross carrying amount as at 1 January 2015	43 664	59 941	30 173	378 509	17 092	597	9 958	31 452	39 568	65 564	1 859 977	2 536 495
Additions during the year	4 976	13 652	4 296	60 352	263	-	5 281	2 394	1 565	675	221 164	314 618
Written off as a result of government grants received	-	-	-	(8 299)	-	-	-	-	-	-	(109 165)	(117 464)
Reclassifications	-	-	-	(5 334)	-	(173)	-	-	-	-	5 507	-
Disposals during the year	(1 860)	(582)	(1 422)	(619)	-	-	-	(413)	(777)	-	(21 906)	(27 579)
Gross carrying amount as at 31 December 2015	**46 780**	**73 011**	**33 047**	**424 609**	**17 355**	**424**	**15 239**	**33 433**	**40 356**	**66 239**	**1 955 577**	**2 706 070**
Accumulated depreciation as at 1 January 2015	(22 547)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(799)	(9 296)	(8 217)	(33 665)	(277 957)	(552 656)
Current year depreciation	(6 366)	(13 840)	(3 183)	(37 985)	(896)	(22)	(952)	(1 987)	(970)	(4 934)	(18 839)	(89 974)
Depreciation on disposals made during the year	612	582	1 914	594	(38)	-	(53)	139	777	33	7 547	12 107
Depreciation on reclassifications	-	-	-	(116)	-	118	-	-	-	-	(2)	-
Accumulated depreciation as at 31 December 2015	**(28 301)**	**(41 950)**	**(24 642)**	**(176 465)**	**(9 620)**	**(370)**	**(1 804)**	**(11 144)**	**(8 410)**	**(38 566)**	**(289 251)**	**(630 523)**
Net carrying amount												
Cost as at 31 December 2015	46 780	73 011	33 047	424 609	17 355	424	15 239	33 433	40 356	66 239	1 955 577	2 706 070
Accumulated depreciation as at 31 December 2015	(28 301)	(41 950)	(24 642)	(176 465)	(9 620)	(370)	(1 804)	(11 144)	(8 410)	(38 566)	(289 251)	(630 523)
Net carrying amount as at 31 December 2015	**18 479**	**31 061**	**8 405**	**248 144**	**7 735**	**54**	**13 435**	**22 289**	**31 946**	**27 673**	**1 666 326**	**2 075 547**
Assets with zero net carrying value as at 31 December 2015 included in the balances above (cost price).	6 538	10 487	17 529	19 141	1 800	288	-	2 677	-	25 040	886	84 386

As of 31 December 2015, included in the carrying amount for Buildings, is property to the value of R398 509 (2014: R352 975) that is still under construction.

As of 31 December 2015, assets to the accumulated amount of R566 167 (2014: R448 803) were captalised and written off in full as a result of government grants received (Note 2.18).

3 Property, plant and equipment

University	Vehicles	Network & Mainframe computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Building Lifts	Uninterrupted power supply	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2016												
Gross carrying amount as at 1 January 2016	46 482	73 011	31 446	422 629	17 354	424	15 238	33 362	38 650	66 239	1 863 005	2 607 840
Additions during the year	8 129	33 953	7 060	191 067	420	-	-	4 271	3 640	681	15 463	264 684
Written off as a result of government grants received	-	-	-	-	-	-	-	-	-	-	(76 688)	(76 688)
Reclassifications	-	1 582	-	-	-	-	-	34	-	-	(1 616)	-
Disposals during the year	(891)	(334)	(757)	(2 416)	-	-	-	(106)	-	-	-	(4 504)
Gross carrying amount as at 31 December 2016	**53 720**	**108 212**	**37 749**	**611 280**	**17 774**	**424**	**15 238**	**37 561**	**42 290**	**66 920**	**1 800 164**	**2 791 332**
Accumulated depreciation as at 1 January 2016	(28 187)	(41 950)	(24 440)	(175 873)	(9 620)	(370)	(1 805)	(11 143)	(8 368)	(38 566)	(267 371)	(607 693)
Current year depreciation	(6 036)	(18 546)	(2 941)	(49 318)	(533)	(14)	(725)	(2 245)	(1 044)	(2 154)	(18 691)	(102 247)
Depreciation on disposals made during the year	353	151	728	664	-	-	-	1	-	-	-	1 897
Accumulated depreciation as at 31 December 2016	**(33 870)**	**(60 345)**	**(26 653)**	**(224 527)**	**(10 153)**	**(384)**	**(2 530)**	**(13 387)**	**(9 412)**	**(40 720)**	**(286 062)**	**(708 043)**
Net carrying amount												
Cost as at 31 December 2016	53 720	108 212	37 749	611 280	17 774	424	15 238	37 561	42 290	66 920	1 800 164	2 791 332
Accumulated depreciation as at 31 December 2016	(33 870)	(60 345)	(26 653)	(224 527)	(10 153)	(384)	(2 530)	(13 387)	(9 412)	(40 720)	(286 062)	(708 043)
Net carrying amount as at 31 December 2016	**19 850**	**47 867**	**11 096**	**386 753**	**7 621**	**40**	**12 708**	**24 174**	**32 878**	**26 200**	**1 514 102**	**2 083 289**
Assets with zero net carrying value as at 31 December 2016 included in the balances above (cost price).	19 347	25 026	21 040	22 463	1 800	288	-	2 677	-	25 040	887	118 568

As of 31 December 2016, included in the carrying amount for Buildings, is property to the value of R141 385 (2015: R398 509) that is still under construction.

As of 31 December 2016, assets to the accumulated amount of R642 855 (2015: R566 167) were captalised and written off in full as a result of government grants received (Note 2.18 and Note 12).

3 Property, plant and equipment

University	Vehicles	Network & Mainframe computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Building Lifts	Uninterrupted power supply	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2015												
Gross carrying amount as at 1 January 2015 - Restated	44 748	59 941	28 806	376 664	17 091	597	9 958	31 452	39 427	65 564	1 770 086	2 444 334
Additions during the year	3 594	13 652	4 044	60 217	263	-	5 280	2 323	-	675	218 383	308 431
Written off as a result of government grants received	-	-	-	(8 299)	-	-	-	-	-	-	(109 065)	(117 364)
Reclassifications	-	-	-	(5 334)	-	(173)	-	-	-	-	5 507	-
Disposals during the year	(1 860)	(582)	(1 404)	(619)	-	-	-	(413)	(777)	-	(21 906)	(27 561)
Gross carrying amount as at 31 December 2015 - Restated	**46 482**	**73 011**	**31 446**	**422 629**	**17 354**	**424**	**15 238**	**33 362**	**38 650**	**66 239**	**1 863 005**	**2 607 840**
Accumulated depreciation as at 1 January 2015	(22 470)	(28 692)	(22 918)	(138 575)	(8 686)	(466)	(800)	(9 295)	(8 179)	(33 665)	(257 828)	(531 574)
Current year depreciation - Restated	(6 329)	(13 840)	(2 844)	(37 776)	(896)	(22)	(952)	(1 987)	(966)	(4 934)	(16 511)	(87 057)
Depreciation on disposals made during the year	612	582	1 322	594	(38)	-	(53)	139	777	33	6 970	10 938
Depreciation on reclassifications	-	-	-	(116)	-	118	-	-	-	-	(2)	-
Accumulated depreciation as at 31 December 2015 - Restated	**(28 187)**	**(41 950)**	**(24 440)**	**(175 873)**	**(9 620)**	**(370)**	**(1 805)**	**(11 143)**	**(8 368)**	**(38 566)**	**(267 371)**	**(607 693)**
Net carrying amount												
Cost as at 31 December 2015	46 482	73 011	31 446	422 629	17 354	424	15 238	33 362	38 650	66 239	1 863 005	2 607 840
Accumulated depreciation as at 31 December 2015	(28 187)	(41 950)	(24 440)	(175 873)	(9 620)	(370)	(1 805)	(11 143)	(8 368)	(38 566)	(267 371)	(607 693)
Net carrying amount as at 31 December 2015 - Restated	**18 295**	**31 061**	**7 006**	**246 756**	**7 734**	**54**	**13 433**	**22 219**	**30 282**	**27 673**	**1 595 634**	**2 000 147**
Assets with zero net carrying value as at 31 December 2015 included in the balances above (cost price).	6 538	10 487	17 529	19 141	1 800	288	-		-		886	56 669

As of 31 December 2015, included in the carrying amount for Buildings, is property to the value of R398 509 (2014: R352 975) that is still under construction.

As of 31 December 2015, assets to the accumulated amount of R566 167 (2014: R448 803) were captalised and written off in full as a result of government grants received (Note 2.18 and Note 12).

4 Intangible assets

Consolidated	Artwork 2016 R'000	Computer Software 2016 R'000	Total 2016 R'000	Artwork 2015 R'000	Computer Software 2015 R'000	Total 2015 R'000
Period end						
Gross carrying amount						
Opening cost	1 192	35 849	37 041	1 192	27 336	28 528
Additions	-	15 397	15 397	-	8 513	8 513
Disposal	-	(1 074)	(1 074)	-	-	-
Total cost	**1 192**	**50 172**	**51 364**	**1 192**	**35 849**	**37 041**
Amortisation						
Opening balance	-	(22 373)	(22 373)	-	(17 451)	(17 451)
Amortisation charge for the year	-	(4 043)	(4 043)	-	(4 922)	(4 922)
Amortisation on disposals	-	1 074	1 074	-	-	-
Total accumulated amortisation	**-**	**(25 342)**	**(25 342)**	**-**	**(22 373)**	**(22 373)**
Net carrying amount						
Gross carrying amount as at 31 December	1 192	50 172	51 364	1 192	35 849	37 041
Accumulated amortisation as at 31 December	-	(25 342)	(25 342)	-	(22 373)	(22 373)
Net carrying amount as at 31 December	**1 192**	**24 830**	**26 022**	**1 192**	**13 476**	**14 669**

University	Artwork 2016 R'000	Computer Software 2016 R'000	Total 2016 R'000	Artwork 2015 R'000	Computer Software 2015 R'000	Total 2015 R'000
Year ended 31 December						
Gross carrying amount						
Opening cost	1 192	24 634	25 826	1 192	24 134	25 326
Additions	-	15 851	15 851	-	500	500
Disposal	-	(1 074)	(1 074)	-	-	-
Total cost	**1 192**	**39 411**	**40 603**	**1 192**	**24 634**	**25 826**
Amortisation						
Opening balance	-	(22 182)	(22 182)	-	(17 359)	(17 359)
Amortisation charge for the year	-	(3 956)	(3 956)	-	(4 823)	(4 823)
Amortisation on disposals	-	1 074	1 074	-	-	-
Total accumulated amortisation	**-**	**(25 064)**	**(25 064)**	**-**	**(22 182)**	**(22 182)**
Net carrying amount						
Gross carrying amount as at 31 December	1 192	39 411	40 603	1 192	24 634	25 826
Accumulated amortisation as at 31 December	-	(25 064)	(25 064)	-	(22 182)	(22 182)
Net carrying amount as at 31 December	**1 192**	**14 347**	**15 539**	**1 192**	**2 452**	**3 644**

5 Investments in subsidiaries, associates and joint ventures

5.1 Investments in subsidiaries and other entities

	Consolidated		University	
	2016	2015 Restated	2016	2015 Restated
	R'000	R'000	R'000	R'000
Cost of investment in commercial entities	-	-	105 366	87 962
Impairment of investments in commercial entities	-	-	(3 400)	-
Total loans to commercial entities (note 27.4)	529	2 205	56 968	43 244
Impairment of loans to commercial entities (note 27.4)	-	-	(39 689)	-
Other investments	4 764	5 568	4 764	5 567
	5 293	**7 773**	**124 009**	**136 773**

5.2 Investment in associates and joint ventures

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 36.80%. The company does not share the same year end as the University, as its year end is 28 February.

The were no changes to the University's shareholding in PTIP during 2016.

	Consolidated		University	
	2016	2015	2016	2015
	R'000	R'000	R'000	R'000
Cost of investment – 1 January	9 141	9 141	9 141	9 141
Total loan to associate opening balance	92 171	92 171	92 171	92 171
Additional loan to associate	1 792	-	1 792	-
Accumulated impairment recognised - 1 January	(49 080)	(16 127)	(49 080)	(16 127)
Additional impairment of loan to associate	(2 472)	(32 953)	(2 472)	(32 953)
Plus: share of associate's post tax (loss)	(5 987)	(3 153)	(5 987)	(3 153)
Accumulated share of associate's post tax (loss)	(3 153)	-	(3 153)	-
Carrying amount of investment – 31 December	**42 411**	**49 079**	**42 411**	**49 079**

The value of the University's investment in PTIP, net of cumulative share of losses recognised, as at 31 December 2016 is Consolidated R0 / University R0 (2015: Consolidated R1 233 / University R1 233). The unrecognised losses, as at 31 December 2016 is Consolidated R11 420 / University R11 420 (2015: Consolidated R0 / University R0).

	47 704	**56 852**	**166 420**	**185 852**

Impairment losses

Subsequent to the testing of external loan accounts, an additional impairment of the loan to PTIP was calculated to the amount of Consolidated R2 472 / University R2 472 (2015: Consolidated R32 953 / University R32 953). The accumulated impairment recognised at year end is at 50% of the total investment.

6 Available-for-sale financial assets

Consolidated	Cost	Market Value	Cost	Market Value
	2016	2016	2015 Restated	2015 Restated
	R'000	R'000	R'000	R'000
Opening balance 1 January	2 680 917	3 278 457	2 529 739	3 100 690
Cost of additions during the year	1 672 942	1 668 639	816 198	819 991
Disposals during the year	(1 588 077)	(1 575 011)	(661 226)	(660 328)
Impairment of shares	-	-	(3 794)	(3 794)
Impairment of shares reversal	11 081	11 081	-	-
Fair value adjustments on available-for-sale financial assets	-	(178 042)	-	21 898
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(146 923)	-	(162 831)
Increase / (decrease) in market value recognised in other comprehensive income	-	(31 119)	-	184 729
	2 776 863	**3 205 124**	**2 680 917**	**3 278 457**

Available-for-sale financial assets include the following:

Government bonds and stocks	157 995	163 562	389 520	378 907
Listed - stocks and debentures	404 001	414 166	307 588	301 023
Listed - shares	1 794 300	2 203 238	1 472 446	2 085 188
Fixed deposits	54 535	58 567	55 736	55 736
Other deposits	330 300	328 615	449 744	452 362
Endowment policies	35 732	36 976	5 883	5 241
	2 776 863	**3 205 124**	**2 680 917**	**3 278 457**

6 Available-for-sale financial assets (continued)

University	Cost 2016 R'000	Market Value 2016 R'000	Cost 2015 Restated R'000	Market Value 2015 Restated R'000
Opening balance 1 January	2 068 237	2 529 517	1 947 678	2 388 610
Cost of additions during the year	1 313 917	1 309 663	604 481	608 121
Disposals during the year	(1 255 535)	(1 242 682)	(480 260)	(479 215)
Impairment of shares	-	-	(3 662)	(3 662)
Impairment of shares reversal	11 081	11 081	-	-
Fair value adjustments on available-for-sale financial assets	-	(140 556)	-	15 663
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(118 433)	-	(116 674)
Increase / (decrease) in market value recognised in other comprehensive income	-	(22 123)	-	132 337
	2 137 700	**2 467 023**	**2 068 237**	**2 529 517**
Available-for-sale financial assets include the following:				
Government bonds and stocks	132 373	134 419	333 958	323 428
Listed - stocks and debentures	320 524	324 355	233 966	223 642
Listed - shares	1 318 988	1 639 051	1 078 180	1 558 594
Fixed deposits	54 535	58 567	55 736	55 736
Other deposits	275 548	273 655	360 514	362 876
Endowment policies	35 732	36 976	5 883	5 241
	2 137 700	**2 467 023**	**2 068 237**	**2 529 517**

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2016. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale.

Net impairment (losses)/reversal of impairment

Impairment indicators were identified at year end which lead to impairment testing of shares. Subsequent to the testing, shares were impaired to the amount of Consolidated R0 / University R0 (2015: Consolidated R3 794 / University R3 662)

7 Inventories

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Consumables at cost	4 394	6 826	4 394	6 826
	4 394	**6 826**	**4 394**	**6 826**

The cost of inventories recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R16 017 / University R16 017 (2015: Consolidated R20 902 / University R20 902).

8 Trade receivables and prepayments

	Consolidated		University	
	2016	2015 Restated	2016	2015 Restated
	R'000	R'000	R'000	R'000
Student receivables	692 381	405 708	684 812	399 565
Less: NSFAS and other student receipts	(369 649)	(186 333)	(369 649)	(186 333)
Less: Provision for impairment	(253 491)	(132 416)	(252 877)	(132 416)
Student receivables - net carrying amount	69 241	86 959	62 286	80 816
Other receivables	163 504	103 603	155 342	99 229
Advances and pre-payments	31 468	30 470	31 468	30 470
Deposits	3 124	2 210	2 546	2 137
Staff loans, receivables and advances	638	646	238	246
Value Added Tax	3 926	1 614	(702)	2 559
Interest and dividends receivable	440	-	440	-
Non-student receivables - net carrying amount	123 908	68 663	121 352	63 817
Non-student receivables	130 310	73 641	127 754	68 795
Less: Provision for impairment	(6 402)	(4 978)	(6 402)	(4 978)
	232 745	**190 562**	**217 628**	**180 045**

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 26.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Student receivables

As of 31 December 2016, student receivables of Consolidated R69 241 / University R62 286 (2015: Consolidated R86 959 / University R80 816) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	Consolidated		University	
	2016	2015 Restated	2016	2015 Restated
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Students enrolled in current year	69 241	86 959	62 286	80 816
	69 241	**86 959**	**62 286**	**80 816**

As of 31 December 2016, student receivables of Consolidated R253 492 / University R252 876 (2015: Consolidated R132 416 / University R132 416) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:				
Students enrolled in current year	137 608	44 645	137 273	44 645
Students enrolled in prior year	64 841	53 360	64 684	53 360
Students enrolled more than two years ago	51 043	34 411	50 919	34 411
	253 492	**132 416**	**252 876**	**132 416**

Movements in the provision for impairment of student receivables are as follows:				
At 1 January				
Provision for impairment	132 416	144 198	132 416	144 198
Increase in provision for receivables impaired	150 819	19 090	150 819	19 090
Receivables written off during the year as uncollectible	(29 743)	(30 872)	(30 358)	(30 872)
At 31 December	**253 492**	**132 416**	**252 877**	**132 416**

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

8 Trade receivables and prepayments (continued)

Other receivables:

As of 31 December 2016, other trade receivables of Consolidated R163 504 / University R155 342 (2015: Consolidated R103 603 / University R99 229) were fully performing.

	Consolidated		University	
	2016	2015	2016	2015 Restated
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Up to 3 months	163 504	103 603	155 342	99 229
3 to 6 months	-	-	-	-
	163 504	**103 603**	**155 342**	**99 229**

As of 31 December 2016, other trade receivables of Consolidated R6 402 / University R6 402 (2015: Consolidated R4 978 / University R4 978) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of the provision is as follows:				
3 to 6 months	1 975	1 536	1 975	1 536
Over 6 months	4 427	3 442	4 427	3 442
	6 402	**4 978**	**6 402**	**4 978**

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	4 978	1 659	4 978	1 659
Provision for impairment	2 555	3 367	1 877	3 367
Receivables written-off during the year	(1 131)	(48)	(453)	(48)
At 31 December	**6 402**	**4 978**	**6 402**	**4 978**

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

9 Cash and cash equivalents

	Consolidated		University	
	2016	2015	2016	2015 Restated
	R'000	R'000	R'000	R'000
Call deposits, cash in the bank and cash on hand	161 547	113 098	124 261	98 717
Short term deposits	90 049	93 238	90 049	93 238
	251 596	**206 336**	**214 310**	**191 955**

The fair value of cash and cash equivalents approximates its carrying amount.
The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is disclosed in note 26.

The following cessions in favour of ABSA Bank are in place:				
ABSA fixed deposit	-	238	-	238
The following cessions in favour of Bidvest Bank are in place:				
Bidvest account 90000926958	4 456	-	4 456	-
The following facilities have been approved by ABSA Bank:				
Credit cards	2 000	2 000	2 000	2 000
Fleet cards	1 200	1 200	1 200	1 200
Letters of credit	2 000	2 000	2 000	2 000
ABSA housing scheme	500	500	500	500
Automated clearing bureau credits	15 900	15 900	15 900	15 900
Automated clearing bureau debits	450	450	450	450
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	3 000	3 000	3 000	3 000
The following facilities have been approved by Bidvest Bank:				
Spot	10 000	10 000	10 000	10 000

10 Borrowings

	Consolidated		University	
	2016	2015	2016	2015 Restated
	R'000	R'000	R'000	R'000
Long-term borrowings	22 978	27 457	3 981	4 521
Current portion transferred to current liabilities	(5 516)	(4 519)	(506)	(580)
	17 462	**22 938**	**3 475**	**3 941**
a) Government loans secured by increment guarantees	3 104	3 558	3 104	3 558
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
b) Loans secured by Government guarantees	877	963	877	963
Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
c) Other secured loans - Quantim Capital and INCA	18 997	22 936	-	-
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings included under 'Buildings' in note 3. The gross carrying amount as at 31 December was R26 461.				
	22 978	**27 457**	**3 981**	**4 521**

The repayment dates of the University's borrowings at the reporting dates are as follows:

Up to 1 year	5 516	4 519	506	580
Between 1 and 2 years	6 824	5 516	564	506
Between 2 and 5 years	9 497	15 788	1 770	1 802
After 5 years	1 141	1 634	1 141	1 633
	22 978	27 457	3 981	4 521
Less: current portion	(5 516)	(4 519)	(506)	(580)
	17 462	**22 938**	**3 475**	**3 941**

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

11 Student deposits and accounts in credit

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
At 1 January	105 739	111 498	105 739	111 498
Deferred during the year	34 723	4 838	32 162	4 838
Credited to the statement of comprehensive income	(9 799)	(10 597)	(9 799)	(10 597)
At 31 December	130 663	105 739	128 102	105 739
Less: current portion	(130 663)	(105 739)	(128 102)	(105 739)
Non-current portion	-	-	-	-

Included in the current portion are amounts primarily for student accounts in credit of Consolidated R96 125 / University R96 125 (2015: Consolidated R95 051 / University R95 051), and income received in advance of Consolidated R24 275 / University R21 713 (2015: Consolidated R0 / University R0).

12 Deferred revenue

The Minister of Higher Education and Training has approved student enrolment plans for all higher education institutions for the period up to 2016. 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.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Opening balance as at 1 January	76 688	194 052	76 688	194 052
Grants received during the year	-	-	-	-
Grants utilised to reduce asset cost	(76 688)	(117 364)	(76 688)	(117 364)
	-	76 688	-	76 688
Current portion transferred to current liabilities	-	(76 688)	-	(76 688)
	-	-	-	-

13 Trade payables, accruals and other liabilities

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Non-current				
Provision for Bonus - Long-term	13 849	-	13 849	-
	13 849	**-**	**13 849**	**-**
Current				
Trade and other payables	241 132	214 129	225 076	221 497
Accruals	52 152	79 470	52 042	79 036
Leave pay accrual	70 647	71 631	70 647	71 631
Provision for Bonus - Short-term	4 884	21 950	4 884	21 950
Provision for Deferred Compensation	11 548	-	11 548	-
Income Tax payable by subsidiaries	-	578	-	-
	380 363	**387 758**	**364 197**	**394 114**
	394 212	**387 758**	**378 046**	**394 114**

The fair values for trade payables, accruals and other liabilities above approximate their carrying amounts.

14 Personnel costs

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Academic professionals	977 671	912 268	954 906	893 957
Other personnel	989 644	923 441	966 602	904 906
Other post-retirement costs	39 954	37 281	39 024	36 533
Pension cost - defined contribution plans	128 509	119 912	125 517	117 505
Pension cost - defined benefit plans	12 436	11 604	12 146	11 371
	2 148 214	**2 004 506**	**2 098 195**	**1 964 272**

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	3 449	3 224	3 387	3 179
Part Time	3 445	3 515	3 342	3 442

15 Long term employee benefits

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Post-retirement medical benefits (note 15.1)	227 421	210 378	227 421	210 378
UJ Long service awards (note 15.4)	38 544	40 194	38 544	40 194
	265 965	**250 572**	**265 965**	**250 572**
Reconciliation of the actuarial gains / (losses) on long term employee benefits:				
- Post-retirement medical benefits	100	4 455	100	4 455
- UJ Pension fund	67 713	142 438	67 713	142 438
- UJ Disability fund	(13 178)	(1 184)	(13 178)	(1 184)
- UJ Long service awards	271	2 185	271	2 185
	54 906	**147 894**	**54 906**	**147 894**
Reconciliation of the change in asset limit:				
- UJ Pension fund	(58 811)	(153 729)	(58 811)	(153 729)
- UJ Disability fund	13 683	351	13 683	351
	(45 128)	**(153 378)**	**(45 128)**	**(153 378)**
Net Actuarial (losses) on defined benefit plans	**9 778**	**(5 484)**	**9 778**	**(5 484)**
UJ pension fund (note 15.2)	65 093	53 232	65 093	53 232

Amounts for the latest actuarial valuation and previous four periods are as follows:

	2012 R'000	2013 R'000	2014 R'000	2015 R'000	2016 R'000
Defined benefit obligation (note 15.1 and 15.4)	182 081	(170 287)	(234 213)	(250 572)	(265 965)
Fair value of plan assets (note 15.2)	(55 829)	68 681	65 715	53 232	65 093
Retirement benefit obligation	126 252	(101 606)	(168 498)	(197 340)	(200 872)

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2016.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Present value of the obligation	(227 421)	(210 378)	(227 421)	(210 378)
	(227 421)	**(210 378)**	**(227 421)**	**(210 378)**
Reconciliation of the movement in the defined benefit obligation:				
Present value of obligation: beginning of the year	(210 378)	(200 859)	(210 378)	(200 859)
Current service cost	(4 245)	(4 400)	(4 245)	(4 400)
Interest cost	(22 185)	(17 687)	(22 185)	(17 687)
Benefits paid	9 287	8 113	9 287	8 113
	(227 521)	(214 833)	(227 521)	(214 833)
Remeasurements:				
- (Gain)/loss from change in financial assumptions	(2 183)	(10 123)	(2 183)	(10 123)
- (Gain)/loss from change in demographic assumptions	2 083	5 668	2 083	5 668
	(100)	(4 455)	(100)	(4 455)
Present value of obligation: end of the period	**(227 421)**	**(210 378)**	**(227 421)**	**(210 378)**

The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

15.1 Post-retirement medical benefits - Wholly unfunded (continued)

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Effective date of assumptions	31-DEC-2016	31-DEC-2015	31-DEC-2016	31-DEC-2016
Post retirement plan				
Discount rate	9.80%	10.80%	9.80%	10.80%
Health care cost inflation	9.20%	10.30%	9.20%	10.30%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	7.20%	8.30%	7.20%	8.30%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(10 577)	(9 287)	(10 577)	(9 287)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

		Impact on defined benefit obligation	
	Change in assumption	Increase in assumption	Decrease in assumption
Healthcare cost inflation	1%	Increase by 14.4%	Decrease by 11.8%
Discount rate	1%	Decrease by 12.0%	Increase by 14.9%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Decrease by 2.8%	Increase by 2.9%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

15.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary plan as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2016. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Balance at end of the year				
Present value of the obligation	(721 359)	(677 082)	(721 359)	(677 082)
Fair value of plan assets	1 285 370	1 253 051	1 285 370	1 253 051
Unrecognised surplus due to IAS 19(a) limit	(498 918)	(522 737)	(498 918)	(522 737)
Defined benefit surplus at 31 December	**65 093**	**53 232**	**65 093**	**53 232**

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

Reconciliation of the present value of the obligation				
Defined benefit obligation at beginning of the year	677 082	796 540	677 082	796 540
Member contributions	2 220	2 668	2 220	2 668
Service cost	6 381	10 789	6 381	10 789
Interest cost	67 125	63 462	67 125	63 462
	752 808	873 459	752 808	873 459
Remeasurements:				
- Actuarial (gain)/loss	8 956	(145 619)	8 956	(145 619)
Benefit payments	(40 405)	(50 758)	(40 405)	(50 758)
Defined benefit obligation at 31 December	**721 359**	**677 082**	**721 359**	**677 082**
Reconciliation of the fair value of plan assets				
Fair Value of assets as at 1 January	1 253 051	1 203 613	1 253 051	1 203 613
University contributions	4 409	4 963	4 409	4 963
Member contributions	2 220	2 668	2 220	2 668
	1 259 680	1 211 244	1 259 680	1 211 244
Remeasurements:				
-Net interest income/expense	124 852	95 746	124 852	95 746
-Actuarial gain/(loss)	(58 757)	(3 181)	(58 757)	(3 181)
	66 095	92 565	66 095	92 565
Benefits paid	(40 405)	(50 758)	(40 405)	(50 758)
Fair Value of assets as at 31 December	**1 285 370**	**1 253 051**	**1 285 370**	**1 253 051**
The actual return on plan assets is as follows:	66 095	92 565	66 095	92 565

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

15.2 Pension obligations - Wholly funded (continued)

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	Consolidated		University	
	2016	**2015**	**2016**	**2015**
Cash	15.54%	6.61%	15.54%	6.61%
Equity	37.33%	40.72%	37.33%	40.72%
Bonds	20.16%	21.65%	20.16%	21.65%
Property	2.29%	2.79%	2.29%	2.79%
International	23.05%	26.32%	23.05%	26.32%
Other	1.63%	1.91%	1.63%	1.91%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2016.

	Consolidated		University	
	2016	**2015**	**2016**	**2015**
Discount rate	9.00%	10.10%	9.00%	10.10%
Inflation rate	6.40%	7.70%	6.40%	7.70%
Salary increase rate	7.40%	8.70%	7.40%	8.70%
Pension increase allowance (Ex-NTRF)	3.52%	4.24%	3.52%	4.24%
Pension increase allowance (Other pensioners)	4.16%	5.01%	4.16%	5.01%
	R'000	**R'000**	**R'000**	**R'000**
UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:	7 662	8 295	7 662	8 295

Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	Obligation R'000	**+1% R'000**	**-1% R'000**
Discount rate			
Defined benefit obligation	(721 359)	(667 287)	(791 514)
Change		(7.50%)	9.70%
Inflation rate			
Defined benefit obligation	(721 359)	(765 140)	(684 522)
Change		6.10%	(5.10%)

15.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2016.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Balance at end of the year				
Present value of the obligation	(25 570)	(24 460)	(25 570)	(24 460)
Fair value of plan assets	158 754	158 219	158 754	158 219
Unrecognised surplus due to IAS 19(a) limit	(133 184)	(133 759)	(133 184)	(133 759)
Defined benefit surplus at 31 December	-	-	-	-

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:				
Present value of obligation: beginning of the year	24 460	23 760	24 460	23 760
Current service cost	481	971	481	971
Interest cost	2 239	1 705	2 239	1 705
	27 180	26 436	27 180	26 436
- Actuarial (gain)/loss	2 105	2 232	2 105	2 232
Benefits paid (net of reinsurance proceeds)	(3 715)	(4 208)	(3 715)	(4 208)
Present value of obligation: end of year	**25 570**	**24 460**	**25 570**	**24 460**
Reconciliation of the movement in the plan assets:				
Present value of assets beginning of the year	158 219	148 282	158 219	148 282
Contributions (net of reinsurance premiums)	(481)	802	(481)	802
Value of assets as at 31 December	157 738	149 084	157 738	149 084
Remeasurements:				
-Net interest income/expense	15 323	11 324	15 323	11 324
-Actuarial (loss)/gain	(11 073)	1 048	(11 073)	1 048
	4 250	12 372	4 250	12 372
Benefits (net of reinsurance premiums)	(3 234)	(3 237)	(3 234)	(3 237)
Value of assets as at 31 December	**158 754**	**158 219**	**158 754**	**158 219**
The actual return on plan assets is as follows:	4 250	12 372	4 250	12 372

15.3 Disability Fund (continued)

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Cash	(1.44%)	7.83%	(1.44%)	7.83%
Equity	45.95%	35.34%	45.95%	35.34%
Bonds	11.16%	8.82%	11.16%	8.82%
Property	15.45%	15.25%	15.45%	15.25%
International	27.51%	31.63%	27.51%	31.63%
Other	1.37%	1.13%	1.37%	1.13%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2016.

Claimants				
Number of members	19	20	19	20
Annual benefit	6 719	6 749	6719	6 749
Annual reinsured benefit	3 600	4 190	3600	4 190
Benefit weighted average service	56.5 years	56.6 years	56.5 years	56.6 years
Effective date of assumptions	31-DEC-2016	31-DEC-2015	31-DEC-2016	31-DEC-2015
The principal assumptions used for accounting purposes were as follows:				
General inflation rate	6.20%	7.40%	6.20%	7.40%
Discount rate	8.90%	9.80%	8.90%	9.80%
Expected increases in benefits	7.20%	8.40%	7.20%	8.40%

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

		Impact on defined benefit obligation	
	Change in assumption	Increase in assumption	Decrease in assumption
Inflation rate	1%	Increase by 8.9%	Decrease by 8.2%
Discount rate	1%	Decrease by 5.5%	Increase by 6.1%

The fund is not registered with the FSB.
The benefits of the fund are payable to the current claimants under the fund.
The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:
a) The death of the member; or
b) The member attaining normal retirement age; or
c) The member ceasing to be a member of the Fund; or
d) Discontinuance of the payment of premiums in respect of a member; or
e) Absence of the member as defined; or
f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

15.3 Disability Fund (continued)

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

15.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2016. This obligation is funded from University's reserves.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Reconciliation of the movement in the long service award obligation:				
Present value of obligation: beginning of the year	34 696	33 354	34 696	33 354
Current service cost	3 725	3 793	3 725	3 793
Interest cost	3 326	2 589	3 326	2 589
	41 747	39 736	41 747	39 736
- Actuarial (gain)/loss	(271)	(2 185)	(271)	(2 185)
Benefits paid	(2 932)	(2 855)	(2 932)	(2 855)
Present value of obligation: end of period	**38 544**	**34 696**	**38 544**	**34 696**
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	4 081	2 932	4 081	2 932
The significant actuarial assumptions were as follows:				
Discount rate	9.30%	10.00%	9.30%	10.00%
Salary inflation	8.30%	9.10%	8.30%	9.10%
CPI inflation	6.80%	7.60%	6.80%	7.60%
Expected retirement age	65 years	65 years	65 years	65 years

The sensitivity analysis of the liability to changes in the principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 7.4%	Increase by 8.5%
Salary inflation	1%	Increase by 9.1%	Decrease by 8.1%
Expected retirement age	1 year	Increase by 4.2%	Decrease by 4.0%

16 State appropriations - subsidies and grants

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Block grant	1 394 826	1 327 193	1 394 826	1 327 193
Teaching development	46 984	46 106	46 984	46 106
Research development	7 133	7 071	7 133	7 071
Foundation phase development	36 828	34 017	36 828	34 017
Multi-campus grant	-	4 992	-	4 992
Interest and redemption of government approved loans	1 054	1 089	1 054	1 089
Clinical training of health professionals	6 813	6 736	6 813	6 736
Zero-percent increase grant	139 868	-	139 868	-
	1 633 506	**1 427 204**	**1 633 506**	**1 427 204**

17 Tuition and other fee income

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Tuition Fees	1 382 276	1 317 172	1 382 285	1 317 172
Residence Fees	148 657	157 135	139 471	141 801
Registration Fees	36 292	35 071	36 292	35 071
Levy Income	33 214	33 526	33 214	33 526
Application Fees	845	2 449	845	2 449
Deposit Income Retained	436	559	436	559
Remark of Exam Papers	9	17	9	17
	1 601 729	**1 545 929**	**1 592 552**	**1 530 595**

18 Other operating expenses

The following items are included in 'other operating expenses':

	Consolidated		University	
	2016	2015	2016	2015 Restated
	R'000	R'000	R'000	R'000
Auditors remuneration	20 292	14 170	20 227	14 113
- external audit	5 652	4 570	5 652	4 513
- internal audit	4 985	2 679	4 985	2 679
- other audit services	9 655	6 921	9 590	6 921
Advertising and marketing	40 222	31 800	40 116	34 903
Bank Charges	7 315	6 498	7 247	6 443
Cartridges	4 660	4 917	4 658	4 917
Cleaning	83 235	60 127	82 232	59 223
Conference Registration Fees	16 020	13 682	16 055	13 680
Consulting and contract costs	70 821	60 463	69 248	60 074
Consumables - support services	1 020	1 292	1 020	1 292
Copyright fees	4 891	4 514	4 891	4 514
Corporate functions	7 556	8 039	8 069	8 303
Cost of sales	5 670	5 142	5 670	5 142
Data lines	7 003	8 975	6 989	8 970
Functions and entertainment	36 685	38 104	36 842	38 612
Expenses relating to library book acquisitions written off	80 505	91 993	66 973	91 458
Foreign exchange (gains)/losses	6 907	2 336	6 910	2 336
Fuel, Oil and Gas	8 043	7 520	7 783	7 386
Grants and donations	133	8 807	133	10 829
Hire/Rental	14 540	16 305	15 432	16 437
Insurance	8 455	7 877	8 451	7 831
Legal fees	10 213	12 919	9 774	12 736
Medical Aid Pensioners	9 204	8 533	9 204	8 533
Membership fees	8 740	7 053	8 723	7 053
Municipal rates, taxes and electricity	122 359	125 299	113 600	116 665
Assets written off at acquisition	54 235	52 061	55 169	52 235
Leases - Equipment and vehicles	15 577	35 083	15 577	35 083
Printing	24 790	26 575	24 582	26 294
Repairs and maintenance expenses	76 280	97 226	75 178	96 344
Security	70 602	48 074	68 955	46 215
Services Rendered - outsourced	122 493	39 816	144 245	47 186
Software licenses	36 584	30 384	36 584	30 384
Stationery	5 610	6 051	5 480	5 944
Staff development	15 449	14 878	15 381	14 714
Student investment	56 388	42 862	72 178	44 768
Tax expense in subsidiaries	512	816	-	-
Teaching and laboratory consumables	32 814	26 060	32 743	25 952
Telephone and fax	8 788	6 557	8 280	6 066
Travel and accommodation	87 781	93 575	87 618	93 480
Uniforms and Protective Clothing	7 708	6 927	7 505	6 837
Bad debts provision	153 374	34 131	152 696	34 131
Retirement of East Rand Campus buildings	-	15 626	-	14 794
VAT on imported services written off	-	8 071	-	8 071
Other expenses	46 029	61 913	52 435	58 535
	1 389 503	**1 193 051**	**1 404 853**	**1 188 483**

19 Bursaries

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Student bursaries	(330 537)	(259 630)	(330 533)	(259 600)
	(330 537)	**(259 630)**	**(330 533)**	**(259 600)**

Bursary expenses represents student funding from University's own generated resources.

20 Net impairment losses/reversal of impairment

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Available-for-sale financial assets - Impairment of shares (note 6)	-	(3 794)	-	(3 662)
Available-for-sale financial assets - Impairment reversal (note 6)	11 081	-	11 081	-
Loan to associate (note 5)	(2 472)	(32 953)	(2 472)	(32 953)
Loans to subsidiaries and other entities (note 5)	-	-	(39 689)	-
Investments in subsidiaries and other entities (note 5)	-	-	(3 400)	-
	8 609	**(36 747)**	**(34 480)**	**(36 615)**

21 Other operating income

The following items are included in 'other operating income':

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Hire out of facilities	8 506	7 346	7 912	6 743
Public sales and services	90 406	91 750	76 737	80 553
Project income	144 760	107 658	142 949	106 604
Sundry income	16 445	7 248	16 412	44 445
Donations	184 652	115 067	209 364	114 940
Consultation/Evaluation income	29 424	29 572	29 424	29 572
Profit on disposal of PPE	55	276	56	276
Insurance claims	39 284	1 555	39 284	1 521
Other income	10 811	22 862	10 810	22 861
	524 343	**383 334**	**532 948**	**407 515**

22 Income from investments

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Dividend income on available-for-sale financial assets	41 819	45 597	31 946	34 459
Interest income on available-for-sale financial assets	114 061	99 948	97 127	84 964
Fair value movement transfer on disposal of investments	146 923	162 831	118 433	116 674
Profit on sale of investments	256 545	241 170	198 524	177 932
Loss on sale of investments	(109 622)	(78 339)	(80 091)	(61 258)
	302 803	**308 376**	**247 506**	**236 097**

23 Finance income and finance costs

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Finance cost				
- borrowings	(3 320)	(4 395)	(485)	(1 098)
- defined benefit plan	1 581	(15 611)	1 581	(15 611)
	(1 739)	**(20 006)**	**1 096**	**(16 709)**
Finance income				
- students fees	39 878	16 900	39 727	16 623
- current accounts	6 581	3 203	4 812	2 647
	46 459	**20 103**	**44 539**	**19 270**

NSFAS funded students are considered a separate class of debtor which creates a financing element within the bucket of student debtors. NSFAS funded students are not charged interest on late payments and based on the past practice of NSFAS not paying on time, this is an indicator that the revenue recognised may include a financing element. With the time value of money taken into account the amount of interest on NSFAS student accounts included in 'Finance income - student fees' was Consolidated R20 997 / University R20 997. In the prior year, this adjustments was not effected.

24 Commitments

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Commitments – approved, not contracted for	343 233	245 191	343 233	245 191
Commitments – contracted	56 555	69 525	56 555	69 525

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank Guarantees				
SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110
Johannesburg City Council	-	189	-	189
Knowles Husain Lindsey Incorporated	-	2 435	-	2 435
ABSA Bank Limited	1 119	1 119	1 119	1 119

Operating leases

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	26 413	29 316	26 413	29 316
Lease amounts payable later than one year to five years	24 379	20 367	24 379	20 367
Total operating lease amounts payable	**50 792**	**49 683**	**50 792**	**49 683**

The University does not apply the smoothing principle, for operating leases, of IAS 17 as there are no fixed escalation clauses in the lease agreement.

25 Cash generated from operations

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 Restated R'000
Surplus for the year	328 666	302 622	268 796	286 381
Adjustments for:				
– share of loss from associate (note 5)	5 987	3 153	5 987	3 153
– (decrease)/increase in student bad debt provision (note 8)	121 075	(11 782)	120 462	(11 781)
– (decrease)/increase in non-student bad debt provision (note 8)	1 424	3 319	1 424	3 319
– depreciation (note 3)	105 660	89 974	102 247	87 057
– amortisation (note 4)	4 043	4 922	3 956	4 823
– profit on disposal of property, plant and equipment	(55)	(276)	(56)	(276)
– finance income (note 23)	(46 459)	(20 103)	(44 539)	(19 270)
– interest income on investments (note 22)	(114 061)	(99 948)	(97 127)	(84 964)
– finance cost (note 23)	1 739	20 006	(1 096)	16 709
– impairment losses (note 20)	(8 609)	36 747	34 480	36 615
– dividends received (note 22)	(41 819)	(45 597)	(31 946)	(34 459)
– profit on sale of shares (note 22)	(146 923)	(162 831)	(118 433)	(116 674)
– movement in post-retirement obligations and assets (note 15)	3 532	28 842	3 532	28 842
– foreign exchange losses on operating activities (note 18)	(6 907)	(2 336)	(6 910)	(2 336)
– decrease in government grant (note 12)	(76 688)	(117 364)	(76 688)	(117 364)
Changes in working capital:				
– receivables and prepayments (note 8)	(42 183)	(94 575)	(37 583)	(89 619)
– trade payables, accruals and other liabilities (note 13)	(7 395)	69 981	(29 917)	63 386
– student deposits and income received in advance (note 11)	24 924	(5 759)	22 363	(5 759)
– inventory (note 7)	2 432	(2 628)	2 432	(2 628)
	108 384	**(3 633)**	**121 385**	**45 154**

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 21)	55	276	56	276
Net book amount (note 3)	3 095	15 472	2 607	16 623
Proceeds from disposal	**3 150**	**15 748**	**2 663**	**16 899**

26 Financial risk management

Overview

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

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

26.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

i) Currency risk

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

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a Consolidated R900 thousand / University R900 thousand (2015: Consolidated R932 thousand / University R932 thousand) interest income influence on an annual basis.
This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R900 thousand / University R900 thousand (2015: Consolidated R932 thousand / University R932 thousand).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.

26.1 Market risk (continued)

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	Consolidated		University	
	2016	2015	2016	2015
	R'000	R'000	R'000	R'000
Listed equities	2 203 000	2 085 000	1 639 000	1 559 000
10% change impact	220 300	208 500	163 900	155 900

For the period ended 31 December 2016, if the FTSE/JSE CAPI index increased/ decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be Consolidated R2 203 million / University R1 639 million (2015: Consolidated R2 085 million / University R1 559 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments.The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

26.2 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with BBB rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

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

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

26.2 Credit risk (continued)

i) Student and other receivables (continued)

Details of the student receivables as at 31 December 2016:

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Student receivables	322 732	219 375	315 163	213 232
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	69 241	86 959	62 286	80 816
- impaired (more than 4 months overdue)	253 491	132 416	252 877	132 416
Less: Provision for impairment	(253 491)	(132 416)	(252 877)	(132 416)
Student receivables – net carrying amount	**69 241**	**86 959**	**62 286**	**80 816**

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

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2016 are as follows:

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Other receivables	169 906	108 581	161 744	104 207
- fully performing	163 504	103 603	155 342	99 229
- past due but not impaired	-	-	-	-
- impaired	6 402	4 978	6 402	4 978
Less: Provision for impairment	(6 402)	(4 978)	(6 402)	(4 978)
Other receivables – net carrying amount	**163 504**	**103 603**	**155 342**	**99 229**

26.2 Credit risk (continued)

i) Student and other receivables (continued)

	Consolidated		University	
	2016 R'000	**2015 R'000**	**2016 R'000**	**2015 R'000**
Student receivables				
At 1 January	132 416	144 198	132 416	144 198
Provision for receivables impaired	150 819	19 090	150 819	19 090
Receivables written off during the year as uncollectable	(29 743)	(30 872)	(30 358)	(30 872)
At 31 December	**253 492**	**132 416**	**252 877**	**132 416**
Ageing of provision for impairment				
Handed over to collecting agencies – 2013 and older	-	-	-	-
Handed over to collecting agencies – 2014	-	34 411	-	34 411
Handed over to collecting agencies – 2015	51 043	53 360	50 919	53 360
Handed over to collecting agencies – 2016	64 841	44 645	64 684	44 645
4 Months overdue	137 608	-	137 273	-
	253 492	**132 416**	**252 876**	**132 416**
Other receivables				
At 1 January	4 978	1 659	4 978	1 659
Provision for receivables impaired	2 555	3 367	1 877	3 367
Receivables written off during the year as uncollectable	(1 131)	(48)	(453)	(48)
At 30 June	**6 402**	**4 978**	**6 402**	**4 978**
Ageing of provision for impairment				
Handed over to collecting agencies – 2013 and older	-	113	-	113
Handed over to collecting agencies – 2014	-	1 066	-	1 066
Handed over to collecting agencies – 2015	229	1 606	229	1 606
Handed over to collecting agencies – 2016	1 959	2 193	1 959	2 193
Impaired as at reporting date	4 214	-	4 214	-
	6 402	**4 978**	**6 402**	**4 978**

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 8.

26.2 Credit risk (continued)

i) Student and other receivables (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Trade receivables				
Counterparties without external credit rating:				
- Current students which will register in 2016/2017. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2016/2017 registration period.	69 241	86 959	62 286	80 816
- 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 BBB (2015: AAA) rated entities.	-	-	-	-
- Other receivables				
Group 1 *	123 908	68 663	121 352	63 817
	193 149	**155 622**	**183 638**	**144 633**
Cash and cash equivalents				
BBB (2015: AAA) Rating:				
- Prime South African Bank	123 515	91 884	86 229	77 503
BBB- (2015: AAA) Ratings:				
- Prime South African Banks	128 081	114 452	128 081	114 452
	251 596	**206 336**	**214 310**	**191 955**
Available-for-sales financial assets				
BBB (2015: AAA) Rating:				
- Government stocks and bonds	163 562	378 907	134 419	323 428
- Listed stocks and debentures	414 166	301 023	324 355	223 642
- Listed shares all top 40 companies	2 203 238	2 085 188	1 639 051	1 558 594
- Fixed and other deposits, prime South African Banks	387 182	508 098	332 222	418 612
- Endowment policies, top 40 South African insurance	36 976	5 241	36 976	5 241

*Group 1 – New customers (less than 2 months).

26.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 Years R'000	Over 5 Years R'000	Total R'000
Consolidated					
31 December 2016					
Non-current borrowings	5 516	6 824	9 497	1 141	22 978
Accounts payable	293 284	-		-	293 284
	298 800	**6 824**	**9 497**	**1 141**	**316 262**
31 December 2015					
Non-current borrowings	4 519	5 516	15 788	1 634	27 457
Accounts payable	293 599	-	-	-	293 599
	298 118	**5 516**	**15 788**	**1 634**	**321 056**
University					
31 December 2016					
Non-current borrowings	506	564	1 770	1 141	3 981
Accounts payable	277 118	-		-	277 118
	277 624	**564**	**1 770**	**1 141**	**281 099**
31 December 2015					
Non-current borrowings	580	506	1 802	1 633	4 521
Accounts payable	300 533	-	-	-	300 533
	301 113	**506**	**1 802**	**1 633**	**305 054**

26.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed.

26.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

Consolidated	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2016			
Financial assets			
Available-for-sale financial assets	-	3 205 124	**3 205 124**
Trade and other receivables (excluding prepayments)	193 149	-	**193 149**
Cash and cash equivalents	251 596	-	**251 596**

	Financial liabilities at amortised cost R'000
Financial liabilities	
Borrowings	22 978
Trade payables	293 284

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2015			
Financial assets			
Available-for-sale financial assets	-	3 278 457	**3 278 457**
Trade and other receivables (excluding prepayments)	155 622	-	**155 622**
Cash and cash equivalents	206 336	-	**206 336**

	Financial liabilities at amortised cost R'000
Financial liabilities	
Borrowings	27 457
Trade payables	293 599

26.5 Financial instruments by category (continued)

University	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2016			
Financial assets			
Available-for-sale financial assets	-	2 467 023	**2 467 023**
Trade and other receivables (excluding prepayments)	183 638	-	**183 638**
Cash and cash equivalents	214 310	-	**214 310**

	Financial liabilities at amortised cost R'000
Financial liabilities	
Borrowings	3 981
Trade payables	277 118

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2015			
Financial assets			
Available-for-sale financial assets	-	2 529 517	**2 529 517**
Trade and other receivables (excluding prepayments)	144 633	-	**144 633**
Cash and cash equivalents	191 955	-	**191 955**

	Financial liabilities at amortised cost R'000
Financial liabilities	
Borrowings	4 521
Trade payables	300 533

26.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices)

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2016:

Consolidated	**Level 1 R'000**	**Level 2 R'000**	**Total R'000**
Available-for-sale financial assets			
- listed shares	2 203 238	-	2 203 238
- listed stocks and debentures	414 166	-	414 166
- government stocks and bonds	163 562	-	163 562
- fixed deposits	-	58 567	58 567
- other deposits and loans	-	328 615	328 615
- endowment policies	-	36 976	36 976
	2 780 966	**424 158**	**3 205 124**

The following table presents the Consolidated assets that are measured at fair value at 31 December 2015:

Consolidated	**Level 1 R'000**	**Level 2 R'000**	**Total R'000**
Available-for-sale financial assets			
- listed shares	2 085 188	-	2 085 188
- listed stocks and debentures	301 023	-	301 023
- government stocks and bonds	378 907	-	378 907
- fixed deposits	-	55 736	55 736
- other deposits and loans	-	452 362	452 362
- endowment policies	-	5 241	5 241
	2 765 118	**513 339**	**3 278 457**

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2016:

University	**Level 1 R'000**	**Level 2 R'000**	**Total R'000**
Available-for-sale financial assets			
- listed shares	1 639 051	-	1 639 051
- listed stocks and debentures	324 355	-	324 355
- government stocks and bonds	134 419	-	134 419
- fixed deposits	-	58 567	58 567
- other deposits and loans	-	273 655	273 655
- endowment policies	-	36 976	36 976
	2 097 825	**369 198**	**2 467 023**

The following table presents the University's assets that are measured at fair value at 31 December 2015:

University	**Level 1 R'000**	**Level 2 R'000**	**Total R'000**
Available-for-sale financial assets			
- listed shares	1 558 594	-	1 558 594
- listed stocks and debentures	223 642	-	223 642
- government stocks and bonds	323 428	-	323 428
- fixed deposits	-	55 736	55 736
- other deposits and loans	-	362 876	362 876
- endowment policies	-	5 241	5 241
	2 105 665	**423 854**	**2 529 517**

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

27 Related party transactions

27.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Salaries and other short-term employee benefits				
- members of council	781	881	781	881
- management (note 30)	58 619	58 792	58 619	58 792
	59 400	59 673	59 400	59 673
Member of Council				
Baleni MF	32	32	32	32
Burger JP	20	40	20	40
Chaka TA	-	36	-	36
Dikgole TJ	64	31	64	31
Dlamini S	28	20	28	20
Gebhardt CR	64	59	64	59
Hildebrandt D	24	32	24	32
Khosa G	32	40	32	40
Lushaba D	35	39	35	39
Manganye D	-	64	-	64
Marcus RD	146	159	146	159
Maroga K	-	16	-	16
Matlala Z (Visiting)	12	-	12	-
Memela Khambule T	8	61	8	61
Mjwara P	20	8	20	8
Mkhonto M	52	-	52	-
Njeke MJ	40	42	40	42
Rowland W	66	48	66	48
Sibiya BK	40	64	40	64
Teke MS	56	54	56	54
White MJ	42	36	42	36
	781	**881**	**781**	**881**

27.2 Payment to members of Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – R'000	Reimbursement of expenses - R'000
31 December 2016			
Chair of Council	1	92	54
Chairs of Committees	5	220	0
Members of Council	12	409	6
31 December 2015			
Chair of Council	1	107	52
Chairs of Committees	5	257	0
Members of Council	13	459	6

27.3 Related parties

The University of Johannesburg controls or owns shares of the following companies:

Company and principal business activities	Year End	Shareholding	Principal place of business
• Million Up Trading (Pty) Ltd The principal activities of this company is to provide accommodation to students.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• Resolution Circle (Pty) Ltd and its subsidiaries The principal activities of this company is to create an inter-disciplinary and applied technology research and development ecosystem which provides work-integrated learning to students in the science and engineering fields by undertaking industry related projects under supervision of experienced professionals to develop students' workplace readiness skills and to drive commercial exploitation of intellectual property. The subsidiaries of Resolution Circle are: - Intellilab (Pty) Ltd in which it has 85% shareholding - Isibaya Somontho (Pty) Ltd in which it has 45% shareholding	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• ARSA (Pty) Ltd The principal activities of this company is to purchase private properties on behalf of the University. This company is dormant.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• UJ Properties (Pty) Ltd The principal activities of this company is to purchase properties and utilize these as investment property for rental income.	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
• UJ Investment Holdings (Pty) Ltd The principal activities of this company is to be the holding company for all UJ's investments in commercial companies. This company is dormant.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• UJ Propco (Pty) Ltd This is a shelf company which is dormant. No business activities have been defined in terms of registration documentation and no restrictions have been placed on business activities. (Previously known as Appsbybrats)	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• Gradnet Portal (Pty) Ltd The principal activities of this company is to supply online services to students and alumni of education institutions.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• UJ Trust The principal activity of this trust is to hold the University's investments in trust. The funds are managed by an independent board of trustee's.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• City Lodge Educational Trust The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women.	30 June	100%	Cnr University and Kingsway Rd, Auckland Park

27.3 Related parties (continued)

The University of Johannesburg has an interest in the following companies:

Company and principal business activities	Year End	Shareholding University of Johannesburg	Non-controlling interest	Principal place of business
• Bio Media Technologies (Pty) Ltd The principal activities of this company is to develop facial recognition software.	31 December	50.00%	50.00%	Cnr University and Kingsway Rd, Auckland Park
• Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity.	31 December	25.00%	75.00%	Cnr University and Kingsway Rd, Auckland Park
• Naledi Computer Systems (Pty) Ltd The principal activities of this company is to provide computer related services, products and technology.	28 February	80.00%	20.00%	Forty Four Main Street, Johannesburg
• QVS - Qualification Verification Services (Pty) Ltd The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
• Photovoltaic Intellectual Property (Pty) Ltd The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel.	28 February	38.40%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
• University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.	31 December	4.50%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Eye Thenticate (Pty) Ltd Retina scanning technology	28 February	36.80%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Youth Development Institute of South Africa Conduct youth development research. Develop and execute youth development initiatives.	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Kutu Capital (Pty) Ltd Asset Management Company	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Enerkey Solutions (Pty) Ltd Dormant	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
• UDEV (Pty) Ltd Main objects of the Company: Economic upliftment; Job creation; Urban renewal; Property development; and Community development.	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Innovative Aquaculture Holding (Pty) Ltd This company is bringing to market a 10,000 tonne High Density Reticulation Aquaculture System within the East London Industrial Development Zone.	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park

27.4 Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd	
	2016 R'000	2015 R'000
Opening balance	43 091	76 044
Loans advances during year	1 792	-
Loans repayment received	-	-
Impairment of loan	(2 472)	(32 953)
Closing balance	**42 411**	**43 091**

Impairment on loans made to associates was recognised in the current year, to the amount of R2 472 (2015: R32 953). This impairment relates to the loan provided to PTIP.

University	Photovoltaic Intellectual Property (Pty) Ltd		Resolution Circle (Pty) Ltd		Isibaya Somnotho Trust		Innovative Aquaculture Holdings (Pty)		Gradnet Portal (Pty) Ltd		Intellilab (Pty) Ltd		BioMedia Technologies (Pty) Ltd		EyeThenticate (Pty) Ltd	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Opening balance	43 091	76 044	30 577	18 819	-	-	10	10	1 383	74	8 085	1 060	258	258	243	746
Loans advances during year	1 792	-	13 733	11 758	5	-	-	-	-	1 309	-	7 025	-	-	-	-
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reallocation/Write off	-	-	-	-	-	-	-	-	-	-	-	-	(258)	-	-	(503)
Impairment of loan	(2 472)	(32 953)	(31 599)	-	-	-	-	-	-	-	(8 090)	-	-	-	-	-
Closing balance	**42 411**	**43 091**	**12 711**	**30 577**	**5**	**-**	**10**	**10**	**1 383**	**1 383**	**(5)**	**8 085**	**-**	**258**	**243**	**243**

University	Naledi Computer Systems (Pty) Ltd		UDEV (Pty) Ltd		Enerkey Solutions (Pty) Ltd		Kutu Capital (Pty) Ltd		Conceptua Survey Solutions (Pty) Ltd		Praestet (Pty) Ltd		Sentimeter		SugaRushed Records (Pty) Ltd		Total	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Opening balance	215	100	50	-	-	-	-	-	212	212	-	-	-	-	5	-	84 129	97 323
Loans advances during year	1 924	115	200	50	5	-	5	-	-	-	2 639	-	28	-	-	5	20 331	20 262
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reallocation/Write off	(2 139)	-	-	-	-	-	-	-	(212)	-	-	-	-	-	-	-	(2 609)	(503)
Impairment of loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(42 161)	(32 953)
Closing balance	**-**	**215**	**250**	**50**	**5**	**-**	**5**	**-**	**-**	**212**	**2 639**	**-**	**28**	**-**	**5**	**5**	**59 690**	**84 129**

Impairment on loans made to associates was recognised in the current year, to the amount of R2 472 (2015: R32 953). This impairment relates to the loan provided to PTIP.

The loans are unsecured, bear no interest and have no repayment terms.

27.5 The following transactions were carried out with related parties:

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
(a) Purchase of goods and services				
Purchases of services:				
from Resolution Circle (Pty) Ltd	-	-	46 938	16 187
from Intellilab (Pty) Ltd	-	-	198	919
from UJ properties (Pty) Ltd	-	-	-	-
from Naledi Computer Systems (Pty) Ltd	-	-	33	-
from Gradnet Portal (Pty) Ltd	-	-	15 690	2 214
(b) Year-end balances arising from sales/purchases of goods/services:				
Payables to related parties:				
Resolution Circle (Pty) Ltd	-	-	245	836

28 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.

28.1 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.

28.2 Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2015 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

28.3 Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

28.4 Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2.

28.5 Impairment of related party loan

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgment. The company does not have future orders, but has started to manufacture panels. The company is earnestly looking at prospects to sell manufacturing licenses of these panels.

28.6 Critical judgments applying the University's accounting policies

The University follows the guidance of IAS 39 to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

28.7 Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment.
The useful life of all zero value assets is reviewed on an ongoing basis.

29 Executive Remuneration 2016

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total	
		R'	R'	R'	R'	R'	R'	R'	
Vice-Chancellor & Principal	I L Rensburg	3 417 243	39 191	232 757	3 689 191	-	-	3 689 191	
DVC Strategic Services	M E Letlape	876 116	12 244	100 134	988 494	-	-	988 494	Resigned 31 May
DVC Finance	J A Van Schoor	2 128 549	67 686	305 761	2 501 996	117 385	1 001 351	3 620 733	
DVC Academic	A Parekh	2 317 551	46 306	334 058	2 697 915	20 767	599 874	3 318 556	
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	2 065 460	83 386	241 883	2 390 729	92 020	578 401	3 061 150	
Executive Dean Art, Design & Architecture	F Freschi	1 525 058	19 590	189 568	1 734 217	66 769	316 415	2 117 401	
Executive Dean Economic & Financial Sciences	A Dempsey	1 566 739	55 590	229 349	1 851 678	71 287	344 116	2 267 081	
Executive Dean Education	S J Gravett	1 556 365	49 590	245 723	1 851 678	35 644	360 248	2 247 569	
Executive Dean Engineering & the Built Environment	S Sinha	1 533 084	19 590	174 963	1 727 637	-	367 211	2 094 848	
Executive Dean Health Sciences	A Swart	1 600 365	19 590	231 723	1 851 678	71 287	366 948	2 289 913	
General Council	P H O'Brien	1 692 595	29 386	242 231	1 964 212	79 468	386 200	2 429 880	
Executive Dean Law	LG Mpedi	1 412 295	19 590	185 205	1 617 090	62 264	277 264	1 956 618	
Executive Dean Management	D Van Lill	1 632 004	30 290	187 473	1 849 767	71 214	220 315	2 141 295	
Executive Dean Science	D Meyer	1 517 815	19 590	186 185	1 723 590	-	30 485	1 754 075	
Executive Dean Humanities	AB Broadbent	1 422 952	19 590	174 548	1 617 090	126 602	188 251	1 931 943	
Executive Director Academic Development and Support	R P Ryan	1 572 515	106 524	225 645	1 904 684	69 982	265 182	2 239 849	
Executive Director Advancement	M V Damianov	696 781	9 795	79 604	786 180	-	-	786 180	Resigned 30 June
Senior Executive Director	K C Mketi	1 974 334	29 386	225 306	2 229 026	-	586 954	2 815 980	
Executive Director Finance Expenditure	S M Makinta	168 398	9 403	21 480	199 281	-	-	199 281	Appointed 15 November
Executive Director Financial Governance	N Mamorare	1 451 925	19 590	165 700	1 637 215	-	441 440	2 078 655	

29 Executive Remuneration 2016

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total	
		R'	R'	R'	R'	R'	R'	R'	
Executive Director Human Resources	V Singh	1 611 086	90 633	183 865	1 885 584	69 859	161 314	2 116 757	
Executive Director Information & Communication Systems	A A Swartbooi	1 694 020	19 590	219 535	1 933 145	74 420	125 675	2 133 241	
Executive Director Internationalisation	P G Mekgwe	1 550 461	19 590	201 436	1 771 488	79 565	261 245	2 112 298	
Executive Director Library & Information Centre	R Bawa	1 597 415	19 590	210 363	1 827 368	35 176	271 654	2 134 198	
Executive Director Operations	S Mpambane	836 354	11 428	95 521	943 303	-	-	943 303	Resigned 31 July
Executive Director Research & Innovation	C B Nonkwelo	1 002 195	14 693	122 805	1 139 693	-	98 748	1 238 441	Appointed 01 April
Executive Director Student Affairs	M R Laka-Mathebula	1 148 528	14 693	142 811	1 306 032	-	-	1 306 032	Resigned 30 September
Registrar	I C Burger	1 938 108	19 590	277 339	2 235 038	86 032	284 758	2 605 827	
		43 506 313	**915 713**	**5 432 972**	**49 854 998**	**1 229 741**	**7 534 049**	**58 618 788**	

29 Executive Remuneration 2015

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total	
		R'	R'	R'	R'	R'	R'	R'	
Vice-Chancellor & Principal	I L Rensburg	3 516 549	36 799	140 349	3 693 698	-	-	3 693 698	
DVC Strategic Services	M E Letlape	1 971 991	27 593	227 803	2 227 387	-	150 000	2 377 387	
DVC Finance	J A Van Schoor	1 929 445	66 343	260 878	2 256 666	95 559	622 303	2 974 528	
DVC Academic	A Parekh	2 247 644	44 513	326 790	2 618 947	-	684 863	3 303 810	
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	1 933 429	81 593	229 587	2 244 609	86 408	639 508	2 970 524	
Executive Dean Art, Design & Architecture	F Freschi	1 379 996	18 394	173 498	1 571 889	14 122	363 175	1 949 186	
Executive Dean Economic & Financial Sciences	A Dempsey	1 466 844	54 394	217 265	1 738 504	33 470	347 675	2 119 649	
Executive Dean Education	S J Gravett	1 457 469	48 394	232 640	1 738 503	26 776	380 478	2 145 758	
Executive Dean Engineering & the Built Environment	S Sinha	1 437 581	18 394	166 069	1 622 044	-	407 774	2 029 818	
Executive Dean Health Sciences	A Swart	1 502 691	18 394	217 580	1 738 665	66 940	360 204	2 165 809	
Executive Dean Law	P H O'Brien	1 502 844	18 394	217 265	1 738 504	66 940	360 204	2 165 648	
Executive Dean Law	LG Mpedi	977 907	6 131	135 131	1 119 169	19 599	-	1 138 768	Appointed 01 September
Executive Dean Management	D Van Lill	1 453 923	29 094	169 192	1 652 210	63 621	338 579	2 054 410	
Executive Dean Science	D Meyer	1 423 120	18 394	176 720	1 618 235	-	139 841	1 758 076	Appointed 01 January
Executive Dean Humanities	AB Broadbent	889 600	12 263	110 330	1 012 193	-	220 322	1 232 515	
Executive Director Academic Development and Support	R P Ryan	1 475 014	18 394	213 241	1 706 650	65 715	279 133	2 051 498	
Executive Director Advancement	M V Damianov	1 306 892	18 394	150 971	1 476 258	-	30 000	1 506 258	
Senior Executive Director	K C Mketi	1 658 265	27 593	191 562	1 877 420	-	545 805	2 423 225	
Executive Director Finance Expenditure	C J Kruger	1 311 340	54 394	189 580	1 555 314	245 029	-	1 800 343	
Executive Director Financial Governance	N Mamorare	1 277 312	18 394	147 554	1 443 261	-	321 250	1 764 511	

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

29 Executive Remuneration 2015

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total	
		R'	R'	R'	R'	R'	R'	R'	
Executive Director Human Resources	V Singh	1 510 724	18 394	174 518	1 703 636	25 144	278 689	2 007 470	
Executive Director Information & Communication Systems	A A Swartbooi	1 588 201	18 394	208 375	1 814 971	71 043	182 639	2 068 653	
Executive Director Internationalisation	P G Mekgwe	1 391 532	18 394	182 866	1 592 793	104 271	283 836	1 980 899	
Executive Director Library & Information Centre	R Bawa	1 497 594	18 394	199 669	1 715 657	35 231	341 981	2 092 869	
Executive Director Operations	S Mpambane	1 344 539	18 392	155 320	1 518 251	-	-	1 518 251	
Executive Director Research & Innovation	I Msibi	1 000 446	13 796	115 734	1 129 976	-	73 982	1 203 958	Resigned 31 August
Executive Director Student Affairs	M R Laka-Mathebula	1 436 009	18 394	180 540	1 634 943	-	35 000	1 669 943	
Registrar	I C Burger	1 735 282	18 394	250 868	2 004 544	77 174	542 908	2 624 626	
		43 624 183	**778 816**	**5 361 896**	**49 764 895**	**1 097 042**	**7 930 149**	**58 792 087**	

30 Contingencies

30.1 The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for in (note 24).
A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges and charges not billed towards the University's account. The University and City of Johannesburg municipality are negotiating an escalation process to ensure all queries are resolved within a reasonable period.

The University has performed a calculation in respect of unbilled charges which City of Johannesburg has not charged the University for services consumed. A contingent asset exist with regards to the City of Johannesburg municipality for incorrect charges billed towards the University's account. A meeting with the MMC (Member of Mayoral Committee) for Finance will be planned in 2017 to have all outstanding queries resolved. In the meantime the University will continue working with the task team at COJ to deal with the outstanding queries.

	Consolidated		University	
	2016 R'000	2015 R'000	2016 R'000	2015 R'000
Incorrect allocation of charges	8 262	9 569	8 262	9 569
Rates and services not billed	28 094	25 962	28 094	25 962
Incorrect charges to be claimed back	(3 668)	(22 958)	(3 668)	(22 958)
Net contingent liability	**32 688**	**12 573**	**32 688**	**12 573**

30.2 Contingent asset

The University has a contingent asset in respect of insurance claims arising from arson attacks at the University of Johannesburg Auckland Park Kingsway campus in May 2016. The main auditorium and surrounding buildings were severely damaged due to these attacks. A reliable measure of the contingent asset is unable to be made, as the University is dependent on the cost to be incurred and claimed from the insurer. As at 31 December claims to the value of R26 109 has been made against the insurer, and reimbursed.

31 Prior period restatements

31.1 Reclassification of NSFAS receipts

NSFAS and other student receipts, which are not yet allocated at period end, and which are directly attributed to student debt was previously disclosed under 'Trade payables, accruals and other liabilities'. These receipts have been reclassified and included in 'Trade receivables and prepayments' in the current financial statements, to enhance the presentation in the financial statements.

31.2 Reclassification of Investments

Reclassification of certain Investments were made in 2016 between 'Available-for-sale financial assets' and 'Investments in subsidiaries and other entities'.

31.3 Million Up Trading (Pty) Ltd

Million Up Trading (Pty) Ltd was previously reported within University separate financial statements, and has now been excluded. Million Up Trading (Pty) Ltd is still, correctly, included in the consolidated financial statements.
A third statement of Financial Position as at 31 December 2014 was not presented as the University presented a separate Statement of Financial Position for the first time in 2015, as it was previously not material.

31.4 Student investment

Reclassification of certain expenses within 'Other operating expenses' were made in 2016 as to disclose the investment made by the University towards its student population. These expenses were previously disclosed within Functions and entertainment, Hire/Rental, Assets written off at acquisition, Student and staff development and Other expenses.

Summary of restatements - Consolidated 2015

	Reported 2015 R'000	Reclassification of NSFAS receipts Adjustments R'000	Reclassification of Investments Adjustments R'000	Consolidated 2015 Restated R'000
Statement of Financial Position items:				
Non-Current assets: Investments in subsidiaries, associates and joint ventures	53 359	-	3 493	56 852
Non-Current assets: Available-for-sale financial assets	3 281 950	-	(3 493)	3 278 457
Current assets: Trade receivables and prepayments - Student fees	273 292	(186 333)	-	86 959
Current liabilities: Trade payables, accruals and other liabilities	574 091	(186 333)	-	387 758

31 Prior period restatements (continued)

Summary of restatements - University 2015

	Reported 2015 R'000	Reclassification of NSFAS receipts Adjustments R'000	Reclassification of Investments Adjustments R'000	Million Up Trading (Pty) Ltd Adjustments R'000	University 2015 Restated R'000
Statement of Financial Position items:					
Non-Current assets: Property, plant and equipment	2 006 904	-	-	(6 757)	2 000 147
Non-Current assets: Investments in subsidiaries, associates and joint ventures	139 116	-	46 736	-	185 852
Non-Current assets: Available-for-sale financial assets	2 576 253	-	(46 736)	-	2 529 517
Current assets: Trade receivables and prepayments - Student fees	273 292	(186 333)	-	(6 143)	80 816
Current assets: Trade receivables and prepayments - Other receivables	98 086	-	-	1 143	99 229
Current assets: Cash and cash equivalents	200 986	-	-	(9 031)	191 955
Equity: Funds invested in property, plant and equipment	1 983 085	-	-	16 183	1 999 268
Equity: Student residences funds	85 774	-	-	(1 373)	84 401
Equity: Trust/donor/bursary funds	356 110	-	-	9	356 119
Equity: Undesignated funds	1 356 462	-	-	(13 822)	1 342 640
Non-current liabilities: Borrowings	22 938	-	-	(18 997)	3 941
Current liabilities: Trade payables, accruals and other liabilities	579 319	(186 333)	-	1 128	394 114
Current liabilities: Borrowings	4 519	-	-	(3 939)	580
Statement of Comprehensive Income items:					
Tuition and other fee income	1 545 929	-	-	(15 334)	1 530 595
Personnel costs	(1 964 898)	-	-	626	(1 964 272)
Depreciation	(88 722)	-	-	1 665	(87 057)
Other operating expenses	(1 197 151)	-	-	8 668	(1 188 483)
Finance income	19 547	-	-	(277)	19 270
Finance costs	(19 990)	-	-	3 281	(16 709)

Summary of restatements - Consolidated 2014

	Reported 2014 R'000	Reclassification of NSFAS receipts Adjustments R'000	Reclassification of Investments Adjustments R'000	Consolidated 2014 Restated R'000
Statement of Financial Position items:				
Non-Current assets: Investments in subsidiaries, associates and joint ventures	86 489	-	(2 690)	89 179
Non-Current assets: Available-for-sale financial assets	3 103 883	-	2 690	3 101 193
Current assets: Trade receivables and prepayments - Student fees	106 037	(80 795)	-	25 242
Current liabilities: Trade payables, accruals and other liabilities	405 978	(80 795)	-	325 183

Summary of restatements - University 2014

	Reported 2014 R'000	Reclassification of NSFAS receipts Adjustments R'000	Reclassification of Investments Adjustments R'000	University 2014 Restated R'000
Statement of Financial Position items:				
Non-Current assets: Investments in subsidiaries, associates and joint ventures	166 003	-	(25 790)	191 793
Non-Current assets: Available-for-sale financial assets	2 414 901	-	25 790	2 389 111
Current assets: Trade receivables and prepayments - Student fees	106 037	(80 795)	-	25 242
Current liabilities: Trade payables, accruals and other liabilities	407 294	(80 795)	-	326 499

31 Prior period restatements (continued)

31.4 Restated Consolidated And Separate Statement Of Financial Position As At 31 December 2014

	Consolidated 2014 R'000	University 2014 R'000
ASSETS		
Non-current assets	**5 251 004**	**4 575 114**
Property, plant and equipment	1 983 839	1 920 528
Intangible assets	11 078	7 967
Investments in subsidiaries, associates and joint ventures	89 179	191 793
Available-for-sale financial assets	3 101 193	2 389 111
Long term employee benefits	65 715	65 715
Current Assets	**355 814**	**340 367**
Inventories	4 197	4 197
Trade receivables and prepayments	95 986	94 461
- Students fees	25 242	25 242
- Other receivables	70 744	69 219
Cash and cash equivalents	255 631	241 709
Total Assets	**5 606 818**	**4 915 481**
EQUITY AND LIABILITIES		
EQUITY		
Non-distributable reserves	**2 488 667**	**2 362 230**
Funds invested in property, plant and equipment	1 893 778	1 897 361
Non-current investment revaluation	594 889	464 869
Reserve funds	**2 222 071**	**1 655 855**
Restricted use funds	*990 746*	*408 685*
Student residences funds	75 715	75 715
Trust/donor/bursary funds	915 031	332 970
Unrestricted use funds	*1 231 325*	*1 247 170*
Designated/committed funds	152 188	168 033
Undesignated funds	1 079 137	1 079 137
Total Equity	**4 710 738**	**4 018 085**
LIABILITIES		
Non-current liabilities	**378 862**	**378 862**
Borrowings	27 285	27 285
Deferred revenue	117 364	117 364
Long term employee benefit obligations	234 213	234 213
Current liabilities	**517 218**	**518 534**
Trade payables, accruals and other liabilities	325 183	326 499
Student deposits and accounts in credit	111 498	111 498
Borrowings	3 849	3 849
Deferred revenue	76 688	76 688
Total Liabilities	**896 080**	**897 396**
Total Equity and Liabilities	**5 606 818**	**4 915 481**

32 Events after the reporting period

South Africa's long term foreign currency credit rating, the long term local currency credit rating and the short term credit rating were downgraded in the first quarter of 2017. The country's credit outlook was placed at 'stable'.
The financial impact of the downgrade to the University cannot be determined currently.

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

CONSOLIDATED	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Total 2016 R'000	Total 2015 R'000
2016							
Total income		3 704 057	443 408	4 147 465	152 288	4 299 753	3 911 458
Recurring items		3 704 001	443 409	4 147 410	152 288	4 299 698	3 911 182
State appropriations – subsidies and grants	**16**	1 633 506	-	1 633 506	-	1 633 506	1 427 204
Tuition and other fee income	**17**	1 447 675	5 397	1 453 072	148 657	1 601 729	1 545 929
Income from contracts		58 873	167 450	226 323	-	226 323	259 236
For research		43 316	153 584	196 900	-	196 900	229 665
For other activities	**21**	15 557	13 866	29 423	-	29 423	29 571
Sales of goods and services	**21**	183 819	99 644	283 463	1 750	285 213	238 420
Private gifts and grants	**21**	109 178	100 474	209 652	-	209 652	115 067
Sub-total		3 433 051	372 965	3 806 016	150 407	3 956 423	3 585 856
Income from investments	**22**	235 613	67 018	302 631	172	302 803	308 376
Share of profit/(loss) in Associate	**5**	(5 987)	-	(5 987)	-	(5 987)	(3 153)
Finance income	**23**	41 324	3 426	44 750	1 709	46 459	20 103
Non-recurring items							
Profit/(loss) on disposal of PPE	**21**	56	(1)	55	-	55	276

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

CONSOLIDATED	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Total 2016 R'000	Total 2014 R'000
2016							
Total expenditure		3 400 206	434 481	3 834 687	136 400	3 971 087	3 608 836
Recurring items		3 340 642	429 226	3 769 868	135 842	3 905 710	3 549 312
Personnel		2 015 732	112 308	2 128 040	20 174	2 148 214	2 004 506
Academic professional	14	1 078 820	60 107	1 138 927	10 797	1 149 724	1 072 811
Other personnel	14	936 912	52 201	989 113	9 377	998 490	931 695
Other current operating expenses	18	1 084 345	136 664	1 221 009	103 117	1 324 126	1 133 527
Depreciation	3	79 561	16 403	95 964	9 696	105 660	89 974
Amortisation of software	4	3 066	974	4 040	3	4 043	4 922
Bursaries	19	167 642	162 874	330 516	21	330 537	259 630
Sub-total		3 350 346	429 223	3 779 569	133 011	3 912 580	3 492 559
Finance costs	23	(1 095)	3	(1 092)	2 831	1 739	20 006
Impairment (gains)/losses	20	(8 609)	-	(8 609)	-	(8 609)	36 747
Non-recurring items							
Capital expenditure expensed	18	59 564	5 255	64 819	558	65 377	59 524
Surplus/(Deficit) for the year		**303 851**	**8 927**	**312 778**	**15 888**	**328 666**	**302 622**
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	(178 042)	-	(178 042)	-	(178 042)	21 898
Actuarial gains and losses on defined benefit plans	15	9 778	-	9 778	-	9 778	(5 484)
Total comprehensive income for the year		**135 587**	**8 927**	**144 514**	**15 888**	**160 402**	**319 036**

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

UNIVERSITY	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Total 2016 R'000	Total 2015 R'000
2016							
Total income		3 704 057	394 955	4 099 012	142 952	4 241 964	3 843 940
Recurring items		3 704 001	394 955	4 098 956	142 952	4 241 908	3 843 664
State appropriations – subsidies and grants	**16**	1 633 506	-	1 633 506	-	1 633 506	1 427 204
Tuition and other fee income	**17**	1 447 675	5 406	1 453 081	139 471	1 592 552	1 530 595
Income from contracts		58 873	167 450	226 323	-	226 323	255 983
For research		43 316	153 584	196 900	-	196 900	226 412
For other activities	**21**	15 557	13 866	29 423	-	29 423	29 571
Sales of goods and services	**21**	183 820	108 535	292 355	1 750	294 105	262 728
Private gifts and grants	**21**	109 178	100 186	209 364	-	209 364	114 940
Sub-total		3 433 052	381 577	3 814 629	141 221	3 955 850	3 591 450
Income from investments	**22**	235 613	11 721	247 334	172	247 506	236 097
Share of profit/(loss) in Associate	**5**	(5 987)	-	(5 987)	-	(5 987)	(3 153)
Finance income	**23**	41 323	1 657	42 980	1 559	44 539	19 270
Non-recurring items							
Profit/(loss) on disposal of PPE	**21**	56	-	56	-	56	276

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

UNIVERSITY	Notes	Council controlled – unrestricted	Council controlled – unrestricted	Sub total	Council controlled – unrestricted	Total 2016	Total 2015
		R'000	R'000	R'000	R'000	R'000	R'000
2016							
Total expenditure		3 504 175	407 658	3 911 833	61 335	3 973 168	3 557 559
Recurring items		3 444 611	402 606	3 847 217	60 793	3 908 010	3 497 768
Personnel		2 015 732	62 964	2 078 696	19 499	2 098 195	1 964 272
Academic professional	14	1 078 820	33 698	1 112 518	10 436	1 122 954	1 050 987
Other personnel	14	936 912	29 266	966 178	9 063	975 241	913 285
Other current operating expenses	18	1 137 206	161 225	1 298 431	41 264	1 339 695	1 128 692
Depreciation	3	87 578	14 660	102 238	9	102 247	87 057
Amortisation of software	4	3 069	887	3 956	-	3 956	4 823
Bursaries	19	167 642	162 870	330 512	21	330 533	259 600
Sub-total		3 411 227	402 606	3 813 833	60 793	3 874 626	3 444 444
Finance costs	23	(1 096)	-	(1 096)	-	(1 096)	16 709
Other (gains)/losses	20	34 480	-	34 480	-	34 480	36 615
Non-recurring items							
Capital expenditure expensed	18	59 564	5 052	64 616	542	65 158	59 791
Surplus/(Deficit) for the year		**199 882**	**(12 703)**	**187 179**	**81 617**	**268 796**	**286 381**
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	(140 556)	-	(140 556)	-	(140 556)	15 663
Actuarial gains and losses on defined benefit plans	15	9 778	-	9 778	-	9 778	(5 484)
Total comprehensive income for the year		**69 104**	**(12 703)**	**56 401**	**81 617**	**138 018**	**296 560**

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