



UNIVERSITY
OF
JOHANNESBURG

20 / 21

ANNUAL REPORT



The Future
Reimagined



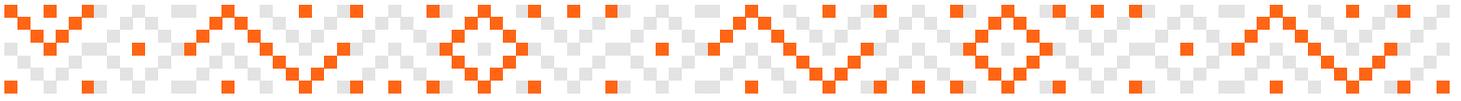
UNIVERSITY
OF
JOHANNESBURG

20 21

ANNUAL
REPORT

The Future
Reimagined





Scope and Boundary of the Report and Report Content

OVERVIEW, SCOPE AND BOUNDARY OF THE REPORT

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is guided by the Department of Higher Education and Training Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions.

The Annual Report covers the period of 1 January 2021 to 31 December 2021 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

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

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

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

The Annual Report is presented in sections largely determined by the structure of the institution; however, the important cross-over themes of risk management, sustainability, and transformation, as well as the six strategic objectives of the institution, are addressed both in dedicated sections and across the Annual Report. Similarly, UJ's response to the COVID-19 pandemic is thematised strongly in the Vice-Chancellor and Principal Report to Council, and then addressed throughout the report.



REPORT CONTENT

The report is divided into the following sixteen sections:

SECTION ONE

Scope and Boundary of the Report and Report Content _____ 03

- Overview, scope and boundary of the report
- List of acronyms and initialisms
- Report content

SECTION TWO

Performance Report Executive Summary _____ 27

- Chairperson of Council Report
- Vice-Chancellor and Principal Report to Council
- Report on the Annual Performance Plan 2021 of the University of Johannesburg
- Report on the DHET Annual Performance Plan 2021 of the University of Johannesburg

SECTION THREE

Statement on Governance _____ 89

- 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 Council (SSC) Report
- Institutional Forum (IF) Report
- Convocation Report

SECTION FOUR

Statement on Risk Management _____ 119

- Overview and risk management governance context
- Policy framework
- Management of risk
- Internal administrative and operational controls
- Identification and assessment of risk
- Report from the Audit and Risk Committee of Council (ARCC)
- Report from the MEC Risk Management Committee (RMC)

SECTION FIVE

Transformation _____ 131

- Overview
- The Transformation Division
- Institutional Transformation Plan
- Theme One: Institutional culture
- Theme Two: Employment equity
- Theme Three: Staffing and leadership profile
- Theme Four: Governance and management
- Theme Five: Teaching, learning and knowledge production
- Theme Six: Relationships with students
- Theme Seven: Financial sustainability



SECTION SIX		
<i>Statement on Environmental Sustainability</i>	_____	155
▪ Energy management		
▪ Water management		
▪ Waste management		
SECTION SEVEN		
<i>Occupational Health and Occupational Safety</i>	_____	165
▪ Purpose and structure of this report		
▪ Overview: Fundamentals and foundations		
▪ Ethical-legal universe		
▪ UJ health and safety programmes		
▪ Audit types and cycles		
▪ Risk reporting		
▪ Strategic focus and targets		
▪ COVID-19 interventions		
SECTION EIGHT		
<i>Academic Teaching and Learning</i>	_____	175
▪ Overview and strategic focus		
▪ Teaching and learning policies		
▪ Organisational responsibilities and governance		
▪ Performance in the teaching and learning domain 2021		
▪ Division of Academic Development and Support		
– Academic Development Centre (ADC)		
– Centre for Academic Technologies (CAT)		
– Centre for Psychological Services and Career Development (PsyCaD)		
– Special projects		
▪ Division for Teaching Excellence		
– Overview		
– Centre for Academic Planning and Quality Promotion (CAPQP)		
– Centre for Academic Staff Development (CASD)		
▪ Division for Institutional Planning, Evaluation and Monitoring		
– Overview		
– Key achievements		
SECTION NINE		
<i>Research and Innovation, Internationalisation, and the Library and Information Centre</i>	_____	201
▪ Overview and governance		
▪ Research and Innovation		
– Research productivity, including creative outputs and innovations		
– External research income		
– Prestigious recognition of UJ researchers, and NRF ratings		
– Applied technology-driven research and innovation, including commercialisation of research		
– Postgraduate output and support		
– Strategic initiatives and administration		
▪ Internationalisation		
– Overview		
– Operating context		
– Global reputation (marketing, events and visits)		
▪ Library and Information Centre		



- Innovations implemented in 2021
- Highlights from 2021
- Research support
- Teaching and learning support
- Staff development
- Challenges and future plans

SECTION TEN

Faculty Performance _____ 219

- Overview and governance
- College of Business and Economics
- Faculty of Art, Design and Architecture
- Faculty of Education
- Faculty of Engineering and the Built Environment
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science
- Johannesburg Business School

SECTION ELEVEN

Community Engagement _____ 309

- Overview
- Institutional community engagement initiatives
- UJ CE faculty flagship projects
- Achievements of UJ divisions

SECTION TWELVE

University and Stakeholder Relations _____ 319

- Overview
- Contributions by the Division of University Relations
 - University Relations
 - Strategic Communications
 - Marketing and Brand Management
 - Government and Stakeholder Relations
 - UJFM – UJ’s student radio station
 - Community Engagement
- Contributions by other divisions and units
 - Student Marketing
 - Alumni Office
 - Other institutional stakeholders

SECTION THIRTEEN

Student Life _____ 327

- Student Affairs
- Arts and Culture
- Sport

SECTION FOURTEEN

Management and Administration: Human Resources _____ 343

- Overview



- Operating context
- Strategic initiatives during 2021
- Risk management
- Significant accomplishments in 2021
- Conclusion and way forward

SECTION FIFTEEN

Management and Administration: Support Services _____ 355

- Overview
- Registrar's Portfolio
 - Central Academic Administration
 - Corporate Governance
 - University Secretariat
 - Occupational Health Practice
 - Primary Healthcare Service
 - Institutional Office for HIV and AIDS
- Office of the General Counsel
- Information Communication Systems
- Facilities Management
- Protection Services
- Campuses

SECTION SIXTEEN

Financial Sustainability _____ 421

- Overview
- Policy framework
- Governance framework
- Financial risks and risk management
- Financial performance
- Financial governance and revenue
- Revenue administration
- Financial expenditure
- UJ Trust
- Resolution Circle
- B-BBEE report
- Chairperson of Council Finance Committee Report
- Audited financial statements

ADDENDUMS

Kinta Burger (Prof)

Registrar



LIST OF ACRONYMS AND INITIALISMS

4IR	Fourth Industrial Revolution
AAMP	Accelerated Academic Mentorship Programme
ABLU	Annual Banking Law Update
ACSSE	Academy of Computer Science and Software Engineering
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADI	Academic Development Innovation
ADS	Academic Development and Support
AIDS	Acquired Immune Deficiency Syndrome
AIESEC	International Association of Students in Economic and Commercial Sciences
AHPCSA	Allied Health Professionals Council of South Africa
AI	artificial intelligence
AL	assistant lecturer
ALC	African Laser Centre
ALD	Academic Literacies Development
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
APTS	Academic Programme Tracking System
ARCC	Audit and Risk Committee of Council
ARIPO	African Regional IP Organization
ARMSA	Association of Rotomoulders of Southern Africa
ARP	Academic Recovery Plan
ARS	Application Rating System
ART	antiretroviral treatment
ARWU	Academic Ranking of World Universities
ASIM	Africa Sustainable Infrastructure Mobility
ASJC	All Science Journal Classification
ASSAf	Academy of Science of South Africa
ASRT	Academy of Scientific Research and Technology
AU	African Union
BA	Bachelor of Arts

BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
Bb	Blackboard
B-BBEE	broad-based black economic empowerment
BCM	business continuity management
BCP	business continuity planning
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BEAHT RC	Biomedical Engineering and Healthcare Technology Research Centre
BEd	Bachelor of Education
BGUR	Best Global Universities Rankings
BHS	Bachelor of Health Science
BPM	Budget and Project Management
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BTech	Bachelor of Technology
CA	chartered accountant
CAA	Central Academic Administration
CAB	Centre for African Business
CACS	Centre for Africa/China Studies
CADS	Centre for Data Science
CAGR	compound annual growth rate
CANSA	Cancer Association of South Africa
CAPQP	Centre for Academic Planning and Quality Promotion
CASD	Centre for Academic Staff Development
CASE	Council for the Advancement and Support of Education
CALT	Centre for African Languages Teaching
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBE	College of Business and Economics
CBL	Centre for Banking Law
CBO	community-based organisation
CBR	community-based research
CCC	COVID-19 Coordinating Committee
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CDC	Centres for Disease Control
CE	Community Engagement

CEAB	Community Engagement Advisory Board
CEB	Central Executive Board
CEFR	Common European Framework of Reference
CENLED	Centre for Local Economic Development
CEP	Continuing Education Programme
CERT	Centre for Education Rights and Transformation
CESM	Classification of Educational Subject Matter
CEU	Community Engagement Unit
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFCR	Centre for Constitutional Rights
CFMS	Computerised Facilities Management System
CGE	Commission for Gender Equality
CHE	Council on Higher Education
CHET	Centre for Higher Education Transformation
CI	Confucius Institute
CIC	Commercial Investment Committee
CICLASS	Centre for International Comparative Labour and Social Security Law
CID	City Improvement District
CIDB	Construction Industry Development Board
CIEF	Chinese International Education Foundation
CIF	Community Innovation Fund
CIMA	Chartered Institute of Management Accountants
CIS	Council of International Schools
CMC	Council Membership Committee
CO₂	carbon dioxide
COC	certificate of compliance
CORE	Centre for Operations Research and Econometrics
COVID	Coronavirus disease
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
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online

DST	Department of Science and Technology
CSRC	Central Student Representative Council
CTS	Central Technical Services
CUT	Central University of Technology
CWUR	Center for World University Rankings
DAL	Department of Academic Literacies
DAPQPASD	Division of Academic Planning, Quality Promotion and Academic Staff Development
DBE	Department of Basic Education
DCE	Department of Childhood Education
DCES	Developmental, Capable and Ethical State
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
DHIS	District Health Information System
DIPEM	Division for Institutional Planning, Evaluation and Monitoring
DOE	Department of Education
DOH	Department of Health
DQ	data quality
DSW	Deutsches Studentenwerk
DVC	Deputy Vice-Chancellor
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
ED	executive director
EDHE	Entrepreneurship Development in Higher Education
EDRMS	Electronic Document and Records Management System
EE	employment equity
EFFSC	Economic Freedom Front Student Command
EFL	English for Law
ELG	Executive Leadership Group
EMC	Emergency Medical Care
EMS	emergency medical services
ER	Employment Relations
ERA	Excellence in Research for Australia
ISEP	International Student Exchange Programme
ESPC	Engineering Science Programme Committee
EU	European Union

Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FASSET	Finance and Accounting Services Sector Education and Training Authority
FCC	Finance Committee of Council
FEBE	Faculty of Engineering and the Built Environment
FELMC	Faculty of Education Leadership and Management Committee
FERL	Food Evolution Research Laboratory
FES	First Year Seminar
FET	Further Education and Training
FELMC	Faculty of Education Leadership and Management Committee
FHDC	Faculty Higher Degrees Committee
FINEX	Finance Expenditure
FP	family planning
FPD	Foundation for Professional Development
FPP	Future Professors Programme
FREC	Faculty Research Ethics Committee
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FSM	Financial Sustainability Model
FSCC	Financial Sustainability Committee of Council
FTE	full-time equivalent
FTLC	Faculty Teaching and Learning Committee
FYE	First Year Experience
FwCI	field-weighted citation impact
GALA	Gay and Lesbian Archives
GBV	gender-based violence
GDOH	Gauteng Department of Health
GEMES	Geography, Environmental Management and Energy Studies
GES	Global Excellence and Stature
GDID	Gauteng Department of Infrastructure Development
GRAS	Global Ranking of Academic Subjects
GRT INSPIRED	Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development
GSA	Graduate School of Architecture
GTEA	Global Teaching Excellence Award
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing

HEAD	Health Environment and Development
HEAIDS	Higher Education HIV and AIDS Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association
HEI	higher education institution
HEMIS	Higher Education Management Information System
HEPSA	Higher Education Partners South Africa
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HIV	Human Immunodeficiency Virus
HC	house committee
HOD	Head of Department
HCP	Healthcare professional
Hons	Honours
HPCC	high performance computing cluster
HPCSA	Health Professions Council of South Africa
HPLC	High-Performance Liquid Chromatography
HR	human resources
HR&T	Human Resources and Transformation
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HSRC	Human Sciences Research Council
HTC	Health Training Centre
HVAC	heating, ventilation, and air conditioning system
HWSETA	Health and Welfare Sector Education and Training Authority
IALS	International Association of Law Schools
IAS	Institute for Advanced Study
IASAS	International Association of Student Affairs and Services
ICS	Information Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	Investment Committee of Council
ICCC	Investment and Commercialisation Committee of Council
ICT	Information and Communication Technology

IDEP	Institute for Economic Development and Planning
IDP	Independent Development Plan
IEDC	International Economic Development Council
IEE	Institute of Education
IEEE	Institute of Electrical and Electronics Engineers
ISEP	International Student Exchange Programme
IF	Institutional Forum
IFK	Institute for the Future of Knowledge
IFRS	International Financial Reporting Standard
IIE	Independent Institute of Education
IIS	Institute for Intelligent Systems
IOHA	Institutional Office for HIV and AIDS
IoT	Internet of Things
IP	intellectual property
IPC	infection prevention and control
IPATC	Institute for Pan-African Thought and Conversation
IPET	Initial Professional Education of Teachers
ITE	initial teacher education
IRMSA	Institute of Risk Management South Africa
ISS	Institute for Intelligent Systems
ISSI	Integrated Student Success Initiative
IT	Information Technology
ITC	Initial Test of Competence
ITE	Initial teacher education
ITLS	Institute for Transport and Logistics Studies
IUGS	International Union of Geological Sciences
ITP	Institutional Transformation Plan
IWF	International Women's Forum
JBS	Johannesburg Business School
JDA	Johannesburg Development Agency
JIAS	Johannesburg Institute for Advanced Study
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency
JSAA	Journal of Student Affairs in Africa
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KMCPE	Karl Mittermaier Centre for the Study of Philosophy of Economics

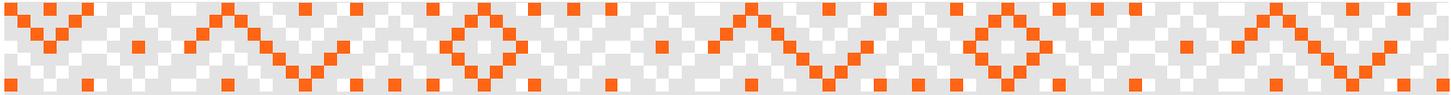
KPA	key performance area
KPI	key performance indicator
LDU	Learning Development Unit
LES	Language for the Economic Sciences
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LMS	Learning Management System
LRC	Laser Research Centre
LSS	Language and Skills for Science
M and E	monitoring and evaluation
MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAPS	Mastering Academic and Professional Skills
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECCC	Management Executive Committee: Commercialisation Committee
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
mHealth	mobile health
MIM	Microsoft Identity Management
MIRS	Medical Imaging and Radiation Sciences
MIT	Massachusetts Institute of Technology
MOA	memorandum of agreement
MOOC	massive online open courses
MOP	Medical operational plan
MOU	memorandum of understanding
MTEF	Medium-term Expenditure Framework
NATED	National Accredited Technical Education Diploma
NBV	net book value
NCD	non-communicable disease
NESP	Nurturing Emerging Scholars Programme
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers' Union

NEPAD	New Partnership for Africa's Development
NESP	Nurturing Emerging Scholars Programme
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NICD	National Institute of Communicable Diseases
NIOP	National Institute for Occupational Health
NMMU	Nelson Mandela Metropolitan University
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSF	National Skills Fund
NSFAF	Namibia Students Financial Assistance Fund
NSFAS	National Student Financial Aid Scheme
NSP	National Strategic Plan
NSSA	Nutrition Society of South Africa
NSTF	National Science and Technology Programme
NTU	Nanyang Technological University
NUMSA	National Union of Metalworkers in South Africa
NVP	National Ventilator Project
NWU	North-West University
OAU	Organisation of African Unity
OECD	Organisation for Economic Cooperation and Development
OGC	Office of the General Counsel
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OJS	Open Journal System
OO	organised outreach
op-ed	Opinions and editorials page
OROSS	Online Research Output Submission System
OSC	Olympic Studies Centre
OSD	Occupational Safety Department
OTACS	Online Temporary Appointment and Claims System
PaaS	platform as a service
PASD	Professional Academic Staff Development
PCR	polymerase chain reaction
PCT	Patent Cooperation Treaty
PDP	Professional Development Plan

PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PEERC	Public and Environmental Economics Research Centre
PEETS	Process, Energy and Environment Technology Station
PET	Politics, Economics and Technology
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGDipHE	Postgraduate Diploma in Higher Education
PGS	Postgraduate School
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioner
PMS	Performance Management System
POPIA	Protection of Personal Information Act 4 of 2013
POSA	privately owned student accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
PRI	Palaeo Research Institute
PSET	post-school education and training
PSIRA	Private Security Industry Regulatory Authority
PsyCaD	Centre for Psychological Services and Career Development
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PWD	People with Disabilities
PwC	PricewaterhouseCoopers
PWG	Programme Working Group
QAP	Quality Assurance Framework
QCTO	Quality Council for Trades and Occupations
QK	Qoboza/Klaaste Building
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
RAU	Rand Afrikaans University
RC	Resolution Circle
RDG	Research Development Grant
RDM	Research Data Management
RGC	Race, Gender & Class

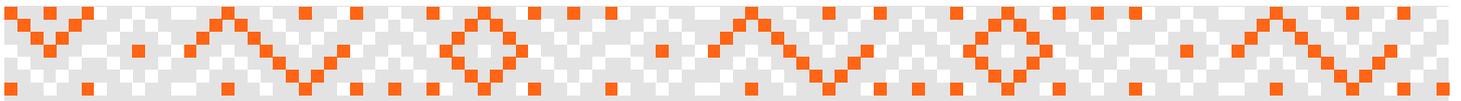
RID	Reading in the Discipline
RIMS	Research Information Management System
RLP	Research Leadership Programme
RMA	Risk Management and Assurance
RMC	Risk Management Committee
ROU	research output unit
RSB	risky student behaviour
SA	South Africa
SAACHS	South African Association of Campus Health Services
SaaS	software as a service
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACAP	South African Council for the Architectural Profession
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners
SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Communities
SAGC	South African Geomatics Council
SAGEA	South African Graduate Employers Association
SAHECEF	South African Higher Education Community Engagement Forum
SAHRC	South African Human Rights Commission
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institution of Civil Engineering
SAIDE	South African Institute for Distance Education
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAIPAR	Southern African Institute for Policy and Research
SAJCE	South African Journal of Childhood Education
SALTC	South African Law Teachers Conference
SAMT	Student Affairs Management Team
SANAS	South African National Accreditation System
SANAVA	South African National Association for the Visual Arts
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANORD	Southern African-Nordic Centre
SANRC	South African National Resource Centre
SAPS	South African Police Services
SAPSS	Submission of Assessment Papers Secured System

SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SAQAN	South African Quality Assurance Network
SARL	Student Accommodation and Residence Life
SARChI	South African Research Chairs Initiative
SARS	South African Revenue Services
SARSYC	South African Regional Students and Youth Conference
SARUA	Southern African Regional Universities Association
SASPEN	Southern African Social Protection Experts Network
SATLAB	Simulation Assessment Tool to Limit Assessor Bias
SAULT	Southern African Universities Learning and Teaching
SAWIL	South African Women in Leadership
SAWISA	South African Woman in Science Awards
SAYAS	South African Young Academy of Science
SBC	session border controller
SCiIS	School of Consumer Intelligence and Information Systems
SDC	Student Disciplinary Committee
SDG	sustainable development goal
SED	Student Ethics and Discipline
SEDA	Small Enterprise Development Agency
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SFP	Special Financial Projects
SHDC	Senate Higher Degrees Committee
SL	service learning
SLA	service level agreement
SLG	Student Life and Governance
SLP	short learning programme
SMME	small, medium and micro enterprises
SNGGT	SNG Grant Thornton
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SQP	Staff Qualifications Programme
SRC	Student Representative Council



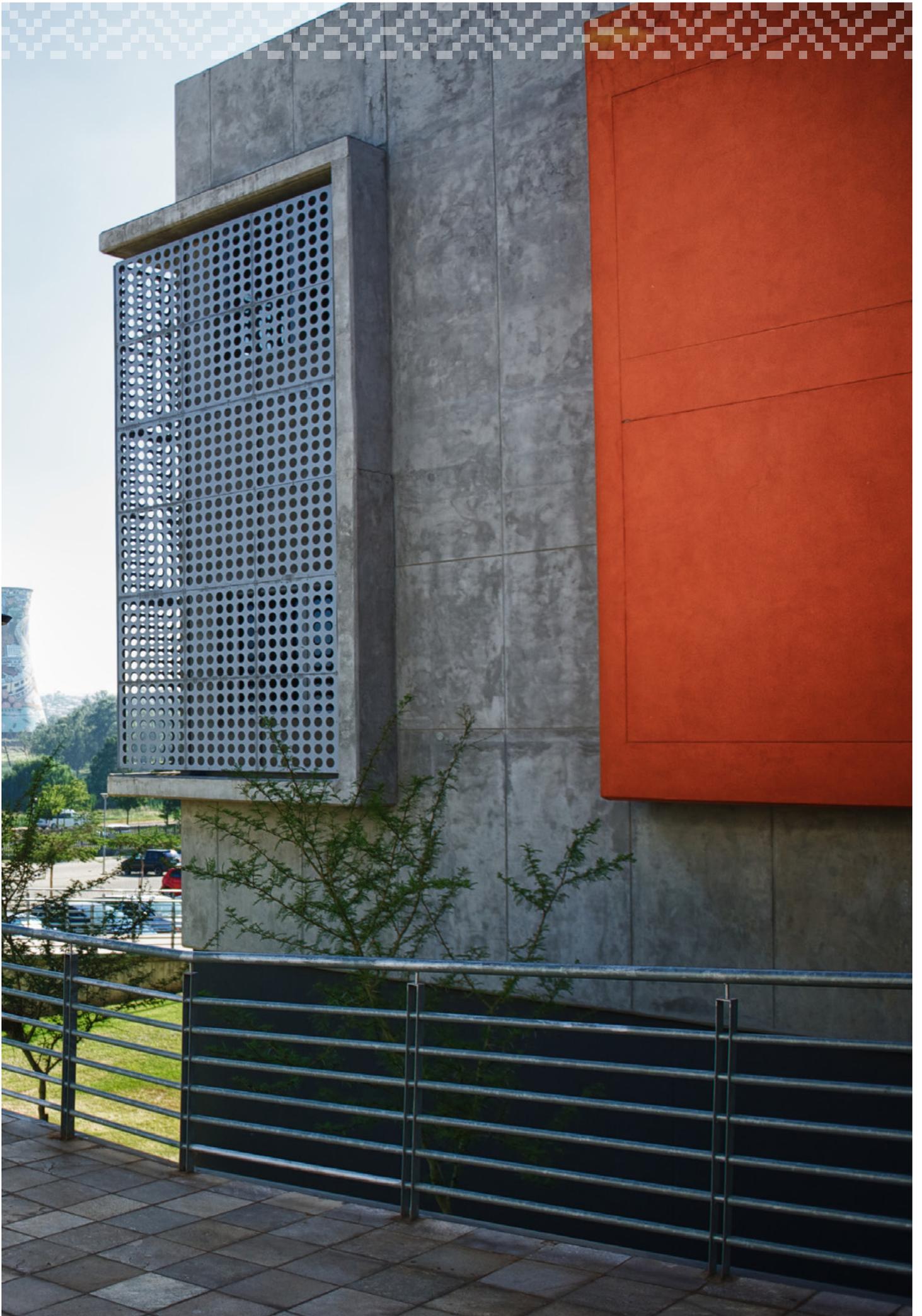
SRH	sexual reproductive health
SRHR	sexual reproductive health and rights
SSC	Soweto Science Centre
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
SSGBV	social, sexual and gender-based violence
STAND	Scholarly Teaching and Art, Architecture and Design
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SU	Stellenbosch University
SVCP	Student Volunteer Champion Programme
SWC	Soweto Campus
SWD	Students with Disabilities
SYE	Senior Year Experience
TAU	Teaching Advancement at Universities
TDG	Teaching Development Grant
TETA	Transport Education Training Authority
TFST	Thin Film Solar Technologies
THE	Times Higher Education
THE EEUR	Times Higher Education Emerging Economies University Rankings
THE WUR	Times Higher Education World University Rankings
THE YUR	Times Higher Education Young University Rankings
TIA	Technology Innovation Agency
TIF	Teaching Innovation Fund
TL&A	teaching, learning and assessment
TM	talent management
TMS	Time Management System
TOP	termination of pregnancy
TPC	Technology Programme Committee
T&R	Treasury and Reporting
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO	Technology Transfer Office

TUT	Tshwane University of Technology
TVET	Technical and Vocational Education and Training
TWAS	The World Academy of Science
TWR	Technikon Witwatersrand
U21	Universitas 21
UCDG	University Capacity Development Grant
UCT	University of Cape Town
UFS	University of the Free State
UG	undergraduate
UJ	University of Johannesburg
UJCE	UJ Centre for Entrepreneurship
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJISS	University of Johannesburg International Student Society
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UJWLDP	UJ Women Leadership Development Programme
UJWICEEP	UJ Women in Community Engagement Empowerment Programme
UJYLDP	UJ Young Leaders Development Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
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
UPS	uninterruptible power supply
UQP	Unit for Quality Promotion
URAP	University Ranking by Academic Performance
URC	University Research Committee
US	University of Stellenbosch
USAf	Universities South Africa
USL	University and Student Liaison



USSA	University Sport South Africa
UWC	University of the Western Cape
VFS	Visa Facilitation Service
VIAD	Visual Identities in Art and Design
VSE	very small enterprises
WHO	World Health Organization
WHRC	Water and Health Research Centre
WID	writing in the discipline
WIL	work-integrated learning
WISA	Women in Science Award
Wits	University of the Witwatersrand
W&RSETA	Wholesale and Retail Sector Education and Training Authority
WRHI	Wits Reproductive Health Institute
WRC	Water Research Commission
YDISA	Youth Development Institute of South Africa
YWSA	Young Women for STEM in Africa









Chairperson of Council Report

OPTIMISTIC!

Reporting on the past year's performance at the University of Johannesburg (UJ) is exactly like looking in the rear-view mirror.

Humanity is scrambling for existence and existentialism and as I reflect today on the 2021 academic year at UJ, the world can make one become a pessimist. Russia is continuing to attack Ukraine, and Kwazulu-Natal is ravaged by floods. Our thoughts are with the citizens of Ukraine as they scatter worldwide running away from war. "Better to be a dog in times of tranquillity than a human in times of chaos", as Feng Menglong says in Volume 3 of his 1627 short story collection, *Stories to Awaken the World*. Our thoughts are with our fellow citizens in Kwazulu-Natal as they seek assistance; we must assist where we can. These are not the only challenges humanity is facing; there are many more. As Isaac Hayes wrote in his song, If we ever needed peace, "The world as we know it today, is in a pretty fix and we're responsible. It's up to us to try and start making changes for the better for the future, for the children. If we ever needed peace, brotherhood and love. God knows we need it now, right now".

UJ had a great academic year and closed 2021 in a very strong position on different fronts.

Advancing humanity requires the finding of solutions to challenges and problems faced by human beings in their everyday lives, and this can be delivered through research, innovation and deep introspection. UJ has been on a strong upward research trajectory, as evidenced by the increased number of research output units accredited in comparison to previous years and by their growing impact. UJ submitted 2 339 units as its 2019 research output publications in June 2020, of which 2 276 were accredited; the report was received from DHET in May 2021. In 2018, some articles were withheld, and an appeal was required; this figure does not include these appeals. Using a subsidy allocation of R123 635 per unit, this resulted in an income of R281 393 260. UJ's remarkable growth in accredited research output has resulted in its moving into the second position in national research publications output, fractionally behind the University of KwaZulu-Natal (UKZN), which was awarded less than ten units more than UJ for their 2019 publications.

Advancing the stature of UJ through strong leadership: Through deliberate and strategic planning linked to strong leadership, UJ continues to feature prominently in various university rankings. The detail of the ranking outcomes is captured in the Vice-Chancellor and Principal's overview, but a cursory look at the outcomes indicates a strong and continued upward trajectory for UJ in recent years. In the 2022 QS Ranking (released in June 2021), UJ is now globally ranked at position 434, thus retaining its position among the Top 500 universities in the world. Not only has the University climbed five places from last year's global ranking position but it is the only university in South Africa that moved up in these rankings. UJ is now ranked at third position in South Africa and climbed from fourth to third place in Africa.

UJ came out at position 417 (5th in South Africa) in the latest (2022) global top 400 Best Global Universities Rankings (BGUR), compiled by US News & World Report, an American media company; this ranking measures the University's academic research performance based on 13 indicators, including a university's global and regional reputation. The Times Higher Education (THE) World University Rankings (2022) placed UJ in position seven within South Africa when considering the overall ranking (601- 800 bandwidth globally). In terms of

various contribution streams, UJ was placed at position five when considering only research parameters, position four when considering industry income, and second (behind the University of Cape Town (UCT)) when considering international outlook.

The performance of higher education institutions in terms of the United Nation's Social Development Goals (SDGs) has also become an increasingly important input into university rankings. It is pleasing to note that THE Impact Rankings 2021 ranked UJ as the top university in the world for SDG 8 – Decent Work and Economic Growth, and at position four globally for SDG 1 – No Poverty.

A further indication of strong leadership is the support given to our students. Again, the University leadership – from Council, Senate, Management Executive Committee (MEC), the entire Executive Leadership Group (ELG) to many more of the leadership structures – is engrossed in ensuring that each student setting foot at the institution is welcomed into a safe educational experience that prepares them for a great future beyond UJ. That the environment must indeed be conducive is shown through the leadership's concern about being best in class in managing the physical infrastructure, teaching, learning and research, financial prudence, health, safety and wellness and ultimately, achieving a powerful stature that makes UJ stand out as an academic powerhouse globally.

Advancing the growth of UJ through operating excellence and prudent financial management: The financial year ending 31 December 2021 yielded an unqualified audit opinion under the guidance of leadership of the University, the finance team, and the Financial and Sustainability Committee of Council. The University continually seeks opportunities to manage student debt, and Council-controlled reserves continue to grow as we believe this provides us with some sense of security from any unanticipated challenges that may arise in the future.

Advancing the aesthetic, image and safety of UJ: Through specific initiatives, such as simple steps like cleanliness across all our campuses and ensuring that each one of us carry the responsibility to look after our campus.

While 2021 was a great academic year amid several headwinds, future intense innovations that avoid misguided competition among our universities will catapult South Africa, in fact Africa, to competitive levels closer to countries like US, China, Japan, Israel and many more. Non-compete among all universities is not a weakness; however, a lack of collaboration is.

The future continues to be driven by Volatility, Uncertainty, Complexity and Ambiguity (VUCA). Geopolitics requires attention in a form of proactive responses to today and tomorrow's challenges, hurdles and opportunities. We experienced the ravages of COVID-19, we are experiencing the global challenge of supply chain disruptions, the war in Ukraine is deeply debilitating and disturbing, climate change is here and is real, the emerging global leadership, which has to deal effectively with disruptive geopolitical challenges, is changing face, and all these issues require a response from everyone, with universities having to strengthen their innovation capacity through further research and development. In the past year, the University of Johannesburg has continued to demonstrate its readiness for the future. An American physicist, Shirley Ann Jackson, also President of Rensselaer Polytechnic Institute, has stated in her article, titled 'True innovation requires big tech, academia and government to work together', published by *MIT Technology Review* (22 February 2022): "because there is no innovation without innovators, we need to invest more in our human capital. It is an enormous advantage to our innovation ecosystem that US universities continue to draw the best and brightest students in science and engineering from around the world. In 2020 temporary visa holders outnumbered American citizens and permanent residents among recipients of doctoral degrees from American universities in crucial fields that include engineering, computer science, and mathematics". She further refers to the "quiet crisis" in the development of the talent pool: "the failure to draw sufficient numbers of young women and underrepresented minorities into fields such as computer science, engineering, physics and mathematics ... Together these groups represent a substantial majority of the American population, so failing to inspire them to participate in science and engineering leaves our innovation system less vigorous than it should be". These are words that we in South Africa would also be wise to reflect on, as we plan for the future.

As we successfully close the year 2021 on a high note, amid COVID-19 and other challenges, UJ cannot rest on its laurels but must accelerate on building its global stature through research and development, the Fourth Industrial Revolution initiatives, strong leadership, best in class operational excellence, health, safety, wellness and a harmonious working environment.

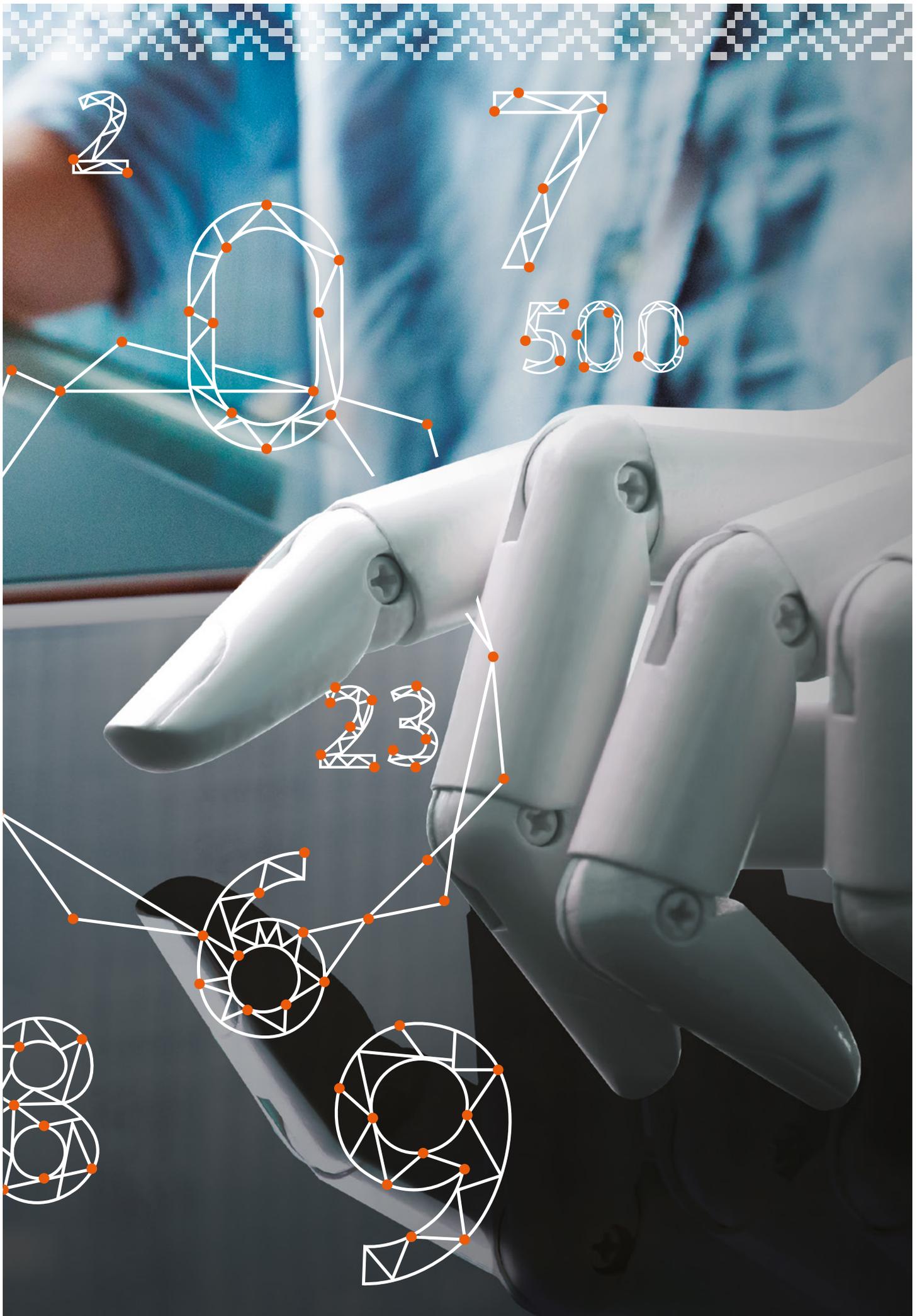
We continue to pray for another safe year for everyone in 2022.

All UJ stakeholders are special and great people and I wish to thank everyone associated with this great institution and wish you well for another great year 2022.

Our life is brief
Soon it will end.
Death comes quickly
Snatches us cruelly
To nobody shall it be spared
Gaudeamus igitur

A handwritten signature in black ink, appearing to be 'Mike Teke', with a large, stylized flourish above the name.

Mike Teke (Mr)
Chairperson of Council

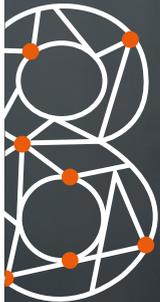


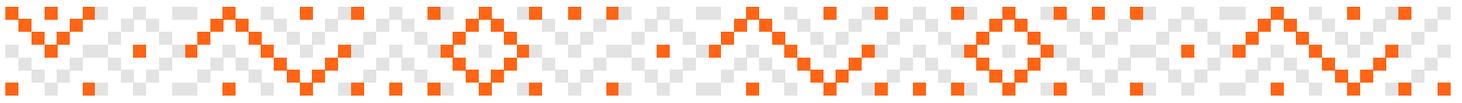
2

7

500

23





Vice-Chancellor and Principal Report to Council

The way in which humans perceive the world of work altered significantly in December 2019, with the discovery of the SARS-CoV-2 virus that causes COVID-19; and with this, higher education globally was forced to rethink long-standing norms regarding understanding our roles, running our institutions and, especially facilitating learning. UJ's response to the global pandemic in 2020 was swift, effective, and appropriate, resulting in UJ being the first South African university to complete the academic year entirely online. With the challenges ongoing, UJ's adaptive approach, anchored in the Fourth Industrial Revolution (4IR), has continued into 2021, and during the reporting year, practices have evolved to fit the ebb and flow of the pandemic, with scope for further innovation and renewal, including implementing a blended approach to both teaching and learning (T&L), research, and other academic activities. Once again, UJ has successfully completed the 2021 academic year on time, while cementing its position as a leader in 4IR, regionally, nationally and internationally.

From the vantage point of the end of 2021 we can assess the considerable progress UJ has made towards fulfilling the promise inherent in its commitment to 4IR. The current trajectory of growth was initiated seven years ago with UJ's Global Excellence and Stature Strategy (GES 1.0), which was then, on my appointment as Vice-Chancellor in 2018, reconceptualised as GES 4.0, in order to further advance and position UJ's strategic intent of attaining global excellence and stature principally in the context of 4IR. Specifically, UJ would seek to support the African continent in embracing 4IR as a leading African institution in a globally competitive environment. This commitment was given additional impetus two years ago through the unforeseen intersection with the COVID-19 pandemic, which made necessary and generated a flowering of innovation with impact on all three pillars of higher education: on teaching and learning, on research, and on community engagement – and with concomitant impact on practices, infrastructure, governance, and institutional culture. UJ is now widely recognised, both locally and internationally, as one of the leading institutions in matters relating to 4IR, and specifically in its application to the African continent. It is also recognised as having been at the forefront of South African higher education's responses to the pandemic.

In responding to the pandemic, our leadership embraced the tools, potential and capacity of 4IR to enhance all aspects of our work; both the pandemic and 4IR have therefore shaped the University and our work in new ways. With regard to teaching and learning, the pandemic necessitated flexibility, adaptability, and grew an awareness of the ways in which space and time affect learning; it brought about a deepened understanding of student success and how institutions can better support student success. 4IR tools were drawn on to

respond to new needs of our students, both with regard to student learning, to the development of student-facing management tools, and to supportive and flexible academic administration. At the same time, our growing understanding of 4IR led us to rethink curricula, to promote the development of critical 4IR skills in our staff and students – to ideate and innovate, to enhance collaboration, and to build cross-disciplinarity in our African context. Our staff and our students responded magnificently, both in terms of their interest in new qualifications and new modules being offered, and in terms of their overall performance.

Our research and innovation portfolio, too, was given additional impetus through the conjunction of the pandemic and 4IR and continued its upwards trend, at the same time increasingly drawing inspiration from the United Nation's Sustainable Development Goals (SDGs). From the start of the COVID-19 pandemic, UJ has been actively contributing to the national and international effort to combat the disease, through an intentionally holistic response, bringing together various disciplinary dimensions. The UJ efforts are tracked through a research and innovation [portal](#) to capture and coordinate the direct and indirect responses to COVID-19; these include, among others, peer-reviewed publications, indirect responses, and project activities. At the same time, UJ has been actively driving the fusion of research fields with initiatives that also directly speak to the GES 4.0 Catalytic Initiatives Proposal approved by Council in early 2019, and, increasingly, to the United Nation's Sustainable Development Goals. During 2021, these initiatives bore full fruit: for instance, UJ authored or co-authored more than 450 submissions (including 12 full books) in the broad field of 4IR. Our bespoke [UJ 4IR website](#), and specifically the webpage, 4IR in action, also give an indication of the impact of 4IR on some of our community engagement initiatives, and ways in which information is being turned into action to create new capabilities and unprecedented opportunities for people, communities, businesses and countries. At the same time, UJ achieved outstanding performance in the [THE Impact Rankings 2021](#), which are based on the SDGs, with an overall ranking at position 92 in the world. Our notable first place in the world for SDG 8: Decent Work and Economic Growth and fourth place in the world for SDG 1: No Poverty, signify our commitment to community and to our transformation and decolonisation agenda, with Africa at its core. In 2021, the Extended Leadership Group undertook preparatory work to consider how UJ's strategy aligns with the SDGs. A mapping exercise was undertaken to link current KPIs in the Strategic Plan to the 17 SDGs and they have since been incorporated in the Council-approved 2022 version of the Strategic Plan. The planning for the next 10-year Strategic Plan will be underpinned by the drive for sustainability in all areas of UJ's activities.

The following report details our considerable achievements in 2021, drawing on these key themes. The past year has given us opportunity for further reflection around COVID-19 and the emerging new normal, together with the impact of these on both higher education and society, and this reflection must at least address the challenges posed by the pandemic to the longer-term achievement of the SDGs. In what ways can the institution's growing 4IR-related knowledge and expertise also contribute to shaping the new normal as a world that is just, fair and sustainable? These themes and this question remain core to all fields of institutional endeavour, as mapped out in our Annual Report.

Institutional performance in terms of the Annual Performance Plan

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

The first of these, the DHET Annual Performance Plan 2021, sets targets for a variety of indicators as required by regulation. A number of these are output indicators, such as research and graduate output, which are measured for the previous year (2020, n1) because the results can only be finalised in the reporting year (2021). There is also a strong emphasis in other indicators on the size and shape of the institution as derived from the approved enrolment plan for the University.

The second of these, the UJ Annual Performance Plan, which is reported on below, sets targets in terms of UJ's full Strategic Plan 2025. In the UJ APP, key performance indicators (KPIs) are grouped under the six major objectives that frame the UJ Strategic Plan 2025 and reference is made, in brackets, to the corresponding indicator in the Strategic Plan. For output indicators (graduate output and research), the complete data are

only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of survey results, and this is noted in the text related to the relevant KPIs.

Staff data were extracted on 1 February 2022 and HEMIS data in this report were extracted on 9 February 2022.

Revisions to the APP

While most of the indicators presented here are the same as for the 2020 APP, there are now 21 indicators as opposed to 27. The KPIs that no longer appear on the APP are nonetheless included in the Strategic Plan, which is reported on annually towards the end of the year.

There are, however, a few changes that were requested by Council at a workshop on 28 January 2021, as noted below. Changes include the following:

- Changes to the targets or ceilings for:
 - KPI 4b: Accredited research outputs
 - KPI 15: Overall student satisfaction
 - KPI 16: Prestigious awards
 - KPI 18: Annual operating surplus
 - KPI 19: Council-controlled reserves
 - KPI 21: Third-stream income (externally generated research funding)
- The following KPIs were removed from the UJ APP, but not from the Strategic Plan where they will continue to be monitored annually:
 - KPI 5: Annual citations in Scopus (n-2)
 - KPI 14: Number of study abroad students
 - KPI 17: Number of op-eds on 4IR
 - KPI 25: Number of academic staff members recruited who are working in 4IR
 - KPI 27: Governance review (Council)
- The following two KPIs were combined into a single KPI:
 - KPI 9: Number of CEPs for 4IR (cumulative)
 - KPI 11: Number of academic initiatives advancing 4IR (cumulative)
- There was a change in definition for KPI 10: International students, to include those on non-subsidised and online/whole programmes as well as formal programmes (CL 14b/2021(1)).

The combined effect of the above changes was a reduction in the number of KPIs in the 2021 UJ APP from 27 to 21.

Summary results – targets met

Of the 21 indicators measured, the targets have been met or exceeded for the very considerable majority, with at times truly excellent performance. The slight underperformance in the one exception, KPI 4a, will be explicated below.

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of PG graduates for 2020 (n-1) at 3 577 exceeded the target by 10,5%.

KPI 2: Percentage permanent and fixed-term academic staff with doctorates

The target for this indicator was set at 50,8%, and the proportion of staff with doctorates at the end of 2021 at 55,8% exceeded the target by 5%.

KPI 3: Number of published research outputs on 4IR (n)

The number of published outputs on 4IR at the end of 2021 at 413 was a remarkable 65,2% above the target of 250 and 37,7% above the ceiling.

KPI 4b: Number of accredited research units (n-1)

The accredited ROUs for the 2020 publications submitted, at 2 305.6 units, are considerably above the ceiling of 2 150 units and the highest on record for UJ.

KPI 5: Overall enrolment

Enrolment at the end of year at 50 591 was above the target by 1,4%, which is well within the 2% variation allowed for.

KPI 6: Undergraduate output (n-1)

Undergraduate output at 9 458, i.e. those that achieved qualifications in 2020, was above target by 308, or 3,4%.

KPI 7a and b: Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)

Of the 2018 cohort, 42,5% succeeded in completing three-year undergraduate qualifications in minimum time, which is 2,3% better than the previous cohort, 4,5% above target, and 3,5% above the ceiling. For the 2018 cohort doing three-year undergraduate degrees only, the completion in minimum time was 1,7% above the 2017 cohort, and 5,4% above the target.

KPI 8: Number of students completing Artificial Intelligence in the 4IR module (cumulative)

This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. The tally of 4 281 for the year has exceeded both the target and the ceiling. The cumulative total since the beginning of 2020 as reflected in the Strategic Plan is 7 549.

KPI 9: Number of academic initiatives advancing 4IR, including CEPs (cumulative)

This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy as well as new CEPs, cumulatively since 2019. There was a combined total of 80 such initiatives by the end of 2020, which, by the end of 2021, had risen to 129. This has exceeded the ceiling by 42, or 48,3%.

KPI 10: International students

The 2021 year-end number was 4 387, thus 15,4% above the target of 3 800. The calculation was amended by a Council decision to include students on non-formal whole programmes (25.03.21).

KPI 11: Percentage international permanent and fixed-term academic staff

At the end of 2020, the percentage of international academic staff was 17,8%. The 2021 year-end percentage was 17,9%, i.e. 0,2% above the target of 17,7%.

KPI 12a and b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run late in the second semester. For undergraduates, the 2020 baseline of 94,8% was an outlier in comparison with previous years, where it has generally been in the order of 85%. It is pleasing to note that the 2021 outcome displays similarly high levels of satisfaction at 90,9%, above the target of 86,5% (12a). For postgraduates (12b), already high levels of satisfaction increased from 82,8% in 2020 to 84,7% in 2021.

KPI 13: Number of awards (national and international) and prestigious recognition

While the number of awards received by UJ staff reached the target of 50 in the third quarter of 2021, by year-end, at 82, it had exceeded the target by a noteworthy 64%.

KPI 14: Annual operating surplus

The audited outcome of R324.8 million, while lower than in 2020, was three times the target of R100 million.

KPI 15: Council-controlled reserves

The audited outcome for the end of 2021 was R3.179 billion (R2.708 billion classified as undesignated), which exceeded the ceiling by 76.6% and was more than R800 million higher than the 2020 outcome.

KPI 16: Externally generated funding

The year-end outcome for 2021 at R357 million has comfortably exceeded both the target (by 78,5%) and the ceiling (by 62,2%). It exceeds the audited year-end total for 2020 by R88 million.

KPI 17: Third-stream income (externally generated research funding)

By the end of 2021, the audited figure of R321 million was above the target of R200 million by 60,5% and was 45,9% above the ceiling.

KPI 18: Percentage black (SA) permanent and fixed-term academic staff

At 647 at the end of 2021, the number of black permanent and fixed-term academic staff was 22 (or 3,5%)

higher than in October 2020 (which is used as baseline) and 12 (or 1,9%) above target. The proportion increased from 48% in October 2020 to 49,4% at year-end of 2021.

KPI 19: Permanent and fixed-term academic staff by rank (associate professors and professors)

The year-end outcome for 2021 at 363 reached the ceiling. It is higher than the baseline by 19, and the proportion changed from the baseline of 26,4% to 27,7%.

KPI 20a: Number and percentage of black (SA) associate professors and professors

At the end of 2021, the number of black associate professors and professors had grown relative to the baseline by 14, exceeding the target by 11 and the ceiling by 8. The proportion changed from 23,8% to 26,4%.

KPI 20b. Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 143 is 14 higher than the baseline, 8 above the target of 135, and 5 above the ceiling. The proportion has improved from 37,5% to 39,4%.

KPI 21: Reduction in carbon footprint

At 12,7% the outcome for this indicator was above the target of 12% and close to the ceiling of 13%, and far above the October 2020 baseline.

Targets not met

KPI 4a: Number of submitted research units (n-1)

The number of 2020 publications submitted in the first half of 2021, i.e. 2 372 units, was an increase of 33 units or 1,4% more than the previous submission. It was, however, below the target of 2 450. Given the considerable stress under which staff were working in adjusting to online teaching during the first year of the pandemic, this is nevertheless excellent performance. Clearly, UJ's overall performance during 2021, and especially within the context of the pandemic, continues the trajectory of excellence set in previous years and must be considered outstanding.

Appointment of staff at executive level

The recruitment and review process of high-level executive positions was facilitated by the Human Resources Division. This culminated in the following appointments and re-appointments in 2021:

- Deputy Vice-Chancellor: Academic: Designate, appointed from 1 January 2021.
- Executive Dean: Law, appointed from 1 March 2021.
- Dean: Johannesburg Business School, appointed from 1 March 2021.
- Senior Director: Strategic Initiatives and Administration, appointed from 1 January 2021.
- Senior Director: Postgraduate School, appointed from 1 February 2021.
- University General Counsel, appointed from 1 July 2021.
- Chief Operating Officer, appointed from 1 September 2021.
- Executive Dean: Faculty of Art, Design and Architecture, appointed from 1 October 2021.
- Re-appointment of Executive Director: Expenditure, from 1 January 2022.

COVID-19: negotiating and stabilising the 'new normal'

Ensuring stability as regards the 'new normal', given the persistence of the pandemic, was necessary at the forefront of all other activities and achievements during 2021, and built on the experience gained during 2020, as well as on the growing body of international research findings of the past 18 months. Institutional response was led by the Management Executive Committee, while special meetings of the Management Executive Committee Academic were held to discuss, in particular, arrangements relating to teaching and learning. The widely representative COVID-19 Coordinating Committee (CCC) (including student representation) discussed detailed issues relating to COVID-19 arrangements at UJ. Statutory committee meetings continued online as scheduled, with most committees also dedicating some of their meeting time to discuss COVID-19 arrangements. Regular communiques and the VC's weekly newsletter were circulated to students and staff, informing them of COVID-19 related arrangements; all communiques from the UJ Management/VC to staff and students included reminders of the applicable COVID-19 health protocols and preventive measures; the

contact details of the National Hotline and UJ staff members to be contacted if staff and students experienced COVID-19 symptoms; and that only information issued via the University's official communication platforms was legitimate.

The institution continued to ensure the availability of essential learning support for students, while enhancing overall safety, security and wellness for residence and day students. Devices were made available to NSFAS-funded students, to be purchased using the book allowance; however, only limited numbers of the students made use of the offer. Data was again provided to UJ undergraduate, honours and master's students who were registered in a formal (subsidised) programme, via the four major carriers. Staff were supported primarily through the Centre for Academic Technologies (CAT) and the Centre for Academic Staff Development (CASD), with attention also paid to ensuring staff wellness under these stressful circumstances. The 'emergency' response to moving online in the first year of the pandemic was now subsumed into a commitment to enhance quality. For instance, CAT redeveloped and designed new resources to support staff and students in online teaching and learning (T&L). CAT also refined the UJ Online Teaching Toolkit module, increasing usability by embedding an easy search solution and FAQs for staff. For students, CAT updated the Continue to Learn while Off-campus module and introduced a Learning with Technology module targeted at the incoming first-year student. To ensure integrity of those assessments that still took place online, two software proctoring programmes (The Invigilator and Proctorio) were used. In the main, students felt well supported: the Undergraduate Survey on students' experience of online learning, run towards the end of 2021, produced largely positive responses in the 83% to 92% range.

An important development took place in the second half of 2021: UJ embarked on a process to position the University as a mandatory vaccination site in 2022. Widespread consultation took place with Senate, staff and students through surveys, forum discussions and an opportunity to comment by email. At its November 2021 meeting, Council approved the COVID-19 Mandatory Vaccination Policy Framework, with a mandate from Council for the MEC to manage the operational implementation. The University's *Mandatory Vaccination Policy* and *Implementation Protocol*, together with information about the accompanying UJ COVID vaccination sites on three campuses, have since then been widely publicised, for instance, in the weekly VC's message to the UJ community, and it is encouraging that it is being embraced by an overwhelming majority of our staff and students. A vaccination programme, provisioned in collaboration with Higher Health, the Department of Health and the Campus Clinics, is assisting with the mass vaccination of staff and students.

Engaged institutional approach to further develop 4IR catalytic initiatives

As indicated above, 4IR has become well embedded in the institution over the past seven years and has set UJ on a trajectory as leader and contributor to the development of 4IR. To this end, the GES 4.0 project was structured in the following key categories: teaching and learning, research and innovation, communication, and infrastructure. Some key themes, which have retained their relevance, are listed below.

Teaching and Learning sought the delivery of a digital student experience focusing on the student. Themes include the use of digital tools and resources, such as blended learning, collaborative learning and chatbots; massive open online courses (MOOCs); a module in AI; and broadly, teaching and learning to prepare for the new age. In the Faculty of Education, for instance, UJ's focus on 4IR has found expression in activities ranging from curriculum renewal (infusing 21st century competencies into modules and lesson designs); the expansion of the Scratch Coding Club (to teach creative computing to student teachers through coding); the launch of the VARSTEME hub (Virtual and Augmented Reality in Science, Technology Engineering and Mathematics Education) with a concomitant research agenda on the pedagogy of VR and AR related to STEM education; and the development of culturally anchored virtual and augmented reality simulations (CAVARs) for school science practical work.

Research and Innovation proposed and implemented numerous themes, which are further developed in this report.

- The continued appointment of visiting academics: distinguished professors, distinguished visiting professors, distinguished visiting academics, and also professors of practice who have continual engagement with industry.

- The development of continuing education programmes, with industry, for industry, for science councils and for government departments, which will seek to seed the 4IR thinking into various industries.
- Scholarships for postgraduate studies in areas relating to 4IR; and funding for postdoctoral research fellows working on 4IR.
- Seed funding for various interdisciplinary projects, some with our Universitas 21 network partners, with a focus on the Pan-African approach to 4IR, and on inclusivity, particularly of women.
- Joint research centre development initiatives, with a priority on partnerships within the BRICS economic cluster.
- Continued support for the flagship research institutes, with special focus on the Institute for Intelligent Systems.
- Progressing the research-innovation-commercialisation nexus, with the UJInvt (Pty) Ltd company furthering the strategy for Intellectual Capital Platforms (ICPs).
- Seeding start-ups, for valorisation, through our Technology Transfer Office (TTO), for ideation and for incubation: shaping the future of work.
- Library upgrade and implementation of 4IR technologies.

Our bespoke [UJ 4IR website](#), and specifically the webpage, 4IR in action, also give an indication of the impact of 4IR on some of our community engagement initiatives. Just one example here: the partnership between our School of Electrical Engineering and the remote village of Gwakani, in the far north-east of our country, where between 2014 and 2021, the implementation of solar technology with remote monitoring solutions supported by an Internet of Things network, has created a 'smart village' that can serve as a model for further development in the region.

Communicating both UJ's vision and our achievements around 4IR remains an essential component in positioning our institution for leadership. Since 2018, the Marketing and Brand Unit in the University Relations Division has been aligning its efforts with the University's 4IR strategy by introducing an award-winning brand marketing campaign in order to position UJ as a 4IR thought leader, while simultaneously educating the various stakeholders and community at large about the meaning of 4IR and its implications for our futures. Communication with all UJ stakeholders has involved developing an awareness and understanding of the various dimensions associated with 4IR and the connection with UJ's GES 4.0 vision; identifying and using communication platforms for effective communication and dialogue relating to UJ's GES 4.0 vision; facilitating the content development for various communications, as applicable; and positioning UJ as leading the 4IR conversation in Africa.

Infrastructure is a fundamental requirement to compete in the digital/4IR worlds, and a key aspect of the digital age is automation of business processes. With regard to infrastructure, the goal must be Wi-Fi anytime, anywhere, across all UJ campuses and student residences. Automation of business processes will require a university wide customer relationship management tool, the Oracle Enterprise Resource Planning (ERP) Strategy, and server virtualisation and consolidation. At the same time, such automation is likely to increase electricity consumption, and our strong focus on sustainability has the goal of generating 20% of UJ's electrical energy consumption sustainably by 2022.

In the various chapters of this Annual Report, regular reference will be made to further achievements of this encompassing GES 4.0 project during 2021, which was taken forward in numerous ways in our response to the COVID-19 pandemic and in our growing focus on the United Nation's SDGs.

Growing awareness of UJ leadership in thought and innovation

My role as Deputy Chair of SA's Presidential Commission on 4IR was further enhanced by my appointment as a Namibian 4IR Task Force member in 2021. In these capacities I have penned numerous articles and made regular presentations to a wide variety of audiences.

UJ research has continued to position our institution as a thought leader in 4IR. To date, UJ researchers have produced more than 1 900 4IR publications, over 450 of these during the past year. This research has substantial impact: UJ's 4IR publications of the past five years have achieved a citation rate that is 64% higher than similar

publications in the global Scopus database. At the time of writing, 17,6% of UJ's 4IR publications feature in the 10% most cited publications worldwide, with 15,3% appearing in the world's most highly cited journals as determined by Elsevier's Source-Normalised Impact per Paper (SNIP) journal impact metric. Furthermore, a number of peer-reviewed 4IR articles refer to COVID-19. The new podcast studio in the APK Campus Library hosted a series of podcasts focusing on UJ research on COVID-19 (<https://soundcloud.com/the-university-of-johannesburg/sets/covid-19-innovative-research>).

UJ experts have penned and published 47 opinion articles with a strong link to 4IR, and 24 opinion pieces with a COVID-19 link.

UJ was the first university on the African continent to purchase *Spot*, the agile mobile robot from BostonDynamics in the USA. This acquisition will add significantly to the UJ 4IR teaching and training mission, and has already opened avenues for the Institute for Intelligent Systems (IIS) to develop technology transfer and innovations around its use in industry. The IIS has increasingly cemented UJ's role as the leading institute on the African continent in artificial intelligence (AI), and also serves as the higher education anchor to the South African AI network.

Leadership in teaching and learning shown by faculties has ranged from SLPs thematising 4IR (Health Sciences, CBE), to positioning FADA's FabLab as the Faculty's innovation hub, driving 4IR in art and design. Curricula are being reworked to equip graduates for the new age. CBE is integrating the 4IR into teaching, learning, and research agendas to equip graduates with a working knowledge of the future of manufacturing, geopolitics, economic trade wars, and the ability to navigate systems for growth spots that can assist with growing national wealth. The Faculty of Education is integrating 4IR in a variety of ways into the training of future teachers, ensuring wide dissemination among the next generation of South Africans.

Cloudebates™, 4IR in Action stories, Beyond Imagining – an interactive 4IR e-zine – as well as the undergraduate *Imagine THAT* campaign, have been driven by the University Relations Division. These stories are all live on the 4IR website – www.uj.ac.za/4IR – and have been viewed over 240 000 times. The UJ Facebook page was placed among the top university pages globally, while UJFM received three awards at the annual Radio Awards.

The UJ Arts and Culture's Virtual Art Gallery, launched in partnership with MTN SA Foundation, scooped the 2021 Business and Arts South Africa (BASA) Innovation Award.

The College Reading and Learning Association (CRLA) International Tutor Training Program Certification (ITTPC) has accredited UJ's Tutor Training until 2024; UJ is the only university in South Africa with an internationally certified tutor training programme.

UJ's Library and Information Centre has become known as a thought leader in library leadership and management. The Executive Director was a keynote speaker at five international conferences during 2021, and was elected to the Online Computer Library Centre (OCLC) executive board for the Europe, Middle East and Africa region.

The University of Johannesburg Press was launched in 2021, under the auspices of the LIC. UJ Press will focus on publishing titles in all disciplines related to Pan-African Decolonisation and issues surrounding 4IR, and aims to actively contribute to several of the UN SDGs. By year-end, the Press had a total of ten journals on the online platform, with several more journals exploring how best they can move over to be hosted on the UJ Online Journal System (<https://journals.uj.ac.za/>). In October 2021, the Press set up an Open Monograph Press (<https://ujonlinepress.uj.ac.za/>) for books in both print and electronic format, with two monographs being finalised for publication in 2022 and others under review.

'Ethical Foundation' is one of the institution's core values. UJ's commitment in this regard includes investigation and interrogation of the ethics of a digitised world: the world of the future we are contributing to building must not only be exciting, but also just and fair. A draft Ethics Charter was developed under the aegis of the MEC Transformation Committee, with widespread consultation and consideration by a range of committees; it will be submitted to Council for final approval and implementation early in 2022.

Research and innovation at UJ

Research output and impact

UJ has been on a strong upward research trajectory, as evidenced by the increased number of research output units accredited over the previous years and the impact thereof. In June 2020, UJ submitted 2 339 units for the 2019 research output publications, of which 2 276 were accredited by DHET in their May 2021 report. Using a subsidy allocation of R123 635 per unit resulted in an income of R281 393 260. UJ's remarkable growth in accredited research output resulted in its moving into second position in national research publications output.

Supported by the National Research Foundation (NRF), DHET has moved towards implementing 4IR principles and techniques to ensure compliance with the Research Outputs Policy, and through this approach, DHET requirements around the accreditation of publications became more stringent. Therefore, the UJ acceptance rate (units submitted vs accredited) of 97,3% is a testament to the success of the rigorous UJ processes. In previous years, journal articles had comprised a declining percentage of the total submission since UJ's inception; this trend has reversed in recent years, with journal articles having increased from 57,2% in 2018 to 75,5% in 2020. Books and chapters continue to exhibit a sustained increase, surpassing conference proceedings for the second time in recent years. In 2020, books and chapters comprised 15,1% of the accredited units, followed by conference proceedings at 9,4%.

In May 2021, UJ submitted its 2020 research publications to DHET: 3 725 publications comprising 326 books and book chapters, 513 conference proceedings, and 2 886 journal articles; a report from DHET is anticipated in May 2022. Together, these publications potentially account for 2 372 units for the 2020 publication year. This represents a slight increase (1,4%) over the previous year's record submission. Since UJ's inception, research publication outputs have increased by an average of 13,1% per annum, equating to a 12,7% compound annual growth rate. Near to real-time, a *dashboard* is available to track research outputs daily.

Through the University Research Committee (URC), as part of its annual funding call, UJ has also been supporting creative output projects, in terms of the DHET policy (2017) that recognises and awards quality creative outputs and innovations. From the seven submissions in 2019, UJ's creative art submissions to DHET grew to 20 submissions for 2020; these submissions included works in the design, fine arts, literary arts, music and theatre, performance, and dance categories. An accredited creative output accrues two research output units; accreditation for all 20 submissions will yield an income of approximately R5 million. To further advance the institution's creative outputs, UJ established a creative output task team and, in 2021, supported a dedicated creative arts financial stimulus package of R2 million per year over three years. This package will support, among others, dedicated art exhibitions at the various UJ art galleries (including the Moving Cube virtual gallery), and the Artist in Residence programme.

In alignment with the growing number of DHET publication units, the number of citations, which is the scientific impact of UJ's publications, continues to increase. UJ's Scopus-indexed publications have increased from 220 in 2005 to 3 773 in 2021, representing a compound annual growth rate (CAGR) of 19,4%. To place this in context, the South African higher education sector achieved a CAGR of 8,8% over the same period.

Another measure of research impact is the so-called field-weighted citation impact (FwCI); this metric indicates how the number of citations received by a researcher's publications compares with the average number of citations received by all other similar publications. In 2005, UJ's publications received 12% fewer citations than the world average for similar publications. In 2021, UJ publications received 28% more citations than the world average for similar publications (24% of the UJ publications were in the top 10% of journals, using the CiteScore journal impact factor). This represents a CAGR in FwCI of 2,4% compared to the South African higher education sector that achieved a CAGR of 1,4% over the same period. UJ's percentage of research output in the top 10% over the period 2016 to 2020 (shown as field-weighted), was 14,3%, against a South African average of 11,9%. Indeed, UJ's 2021 submissions to DHET included four publications in one of the world's highest impact and most prestigious journals, namely *Nature*. Of UJ's 2021 publications indexed in Scopus, 14% featured in the world's top 10% most highly cited publications, while 14,7% were published in the world's top 10% highest impact journals in terms of Elsevier's Source-Normalised Impact per Paper

(SNIP) journal impact factor. Over the past five years, UJ has achieved an impressive institutional h5-index of 90, indicating that UJ's top 90 most cited publications have received at least 90 citations each, a remarkable achievement over such a short period, given that citations take many years or even decades to accumulate.

During 2021, an exercise was conducted to understand the institutional research output contributor trend. The observations, and how these should be managed to sustain and further UJ's research growth, were discussed in detail by several university structures and committees; this exercise will be repeated yearly going forward. Research output trends were also compared against the UJ workload model¹. Visiting academics, on average, contribute 18% of the total ROUs submitted by UJ. For most of the faculties, full and associate professors met and exceeded the UJ workload model expectation; however, performance was typically below expectations at the lecturer and senior lecturer levels. Although this trend (better research performance at more senior levels) is not unusual, there is scope to grow the overall UJ performance by increasing productivity at the more junior academic levels. Here, senior and visiting academics can play a role through mentorship, guiding the balance between the various academic responsibilities (teaching, research leading to publications, postgraduate student supervision, etc.). Overall, PDRFs and postgraduate students (especially at the doctoral level) contribute notably to the UJ research submissions yearly. As a result of the meaningful contributions by PDRFs, the idea of senior PDRFs (retaining PDRFs who produce more than 3 ROUs per year) will be developed and discussed in 2022.

With regard to publications generated in 2021, at the time of writing (28 January 2022), 3 779 publications potentially worth more than 2 486 units have been submitted by faculties, representing 105% of the 2021 target of 2 509 units. The internal UJ publication capturing and auditing will continue until submission to DHET by 15 May 2022. Journal articles currently account for 76% of the units, with 76% indexed in Scopus. Books, chapters, and conference proceedings account for 11%, 6%, and 7%, respectively. In line with the UJ focus, 13% of the units originate from publications in the field of 4IR, while 8% address the Scholarship of Teaching and Learning (SoTL). UJ has also authored 311 publications eligible for submission to DHET on the COVID-19 pandemic; again, UJ's **COVID-19 publications** since the start of the pandemic have attracted more than 2 510 citations, an average of over eight citations per paper.

Prestigious recognition of researchers

The number of NRF-rated researchers at the University of Johannesburg has continued its upward trajectory to a total of 250, with several applications pending. UJ currently has six researchers whom their peers recognise as global leaders in their respective fields (NRF A-rating); these respective fields are Educational Leadership and Management, Geology, Intelligent Systems, Leadership and Management, Mathematics, and Zoology. These are complemented by 48 B-rated, 147 C-rated and 49 Y-rated researchers. In 2021, MEC approved a strategy to retain A- and B-rated researchers on a post-retirement five-year contract, as well as SARChI Chairholders until the end of their Chair contracts.

Numerous scholars and professional staff at UJ were recognised and celebrated nationally and internationally for their expertise and achievements; some of these are highlighted below. These accolades are broadly divided along the lines of recognition for contributions over the lifetime of recipients, elections to national and international bodies, boards or research platforms, and research recognition awards.

UJ's top management is leading from the front. Prof Saurabh Sinha was a finalist in the NSTF South32 Awards in the Management Category; during this same event, Prof Philiswa Nomngongo was announced as the award recipient in the Engineering Research Capacity Development category. The Council on Higher Education (CHE) appointed Prof Sinha to lead an institutional audit. The Board of Universities South Africa (USAf) appointed Prof Sinha as a member of the Research and Innovation Strategy Group (RISG). Dr Nolitha Vukuza was appointed by the Minister of Basic Education, Mrs Angie Motshekga, as a member of the 7th South African National Commission for United Nations Educational, Scientific and Cultural Organization (UNESCO)

¹ Academic workload model approved by Senate, 2019. The minimum expectation is that a full professor would contribute, on average, 2 research output units (ROU) per year; an associate professor would contribute 1.5 ROU; a senior lecturer is expected to produce 1 ROU; while a lecturer contributes 0.5 units. PDRFs are expected to produce, on average, 2 ROUs per year.

until 2024; Prof Mbangiseni Nepfumbada was also appointed to this commission. Dr Sydney Mufamadi was appointed as a Member of Parliament as National Security Advisor; Ms Nkhensani Kubayi-Ngubane (currently enrolled for her PhD at UJ) was appointed as the Minister of Human Settlements.

Time magazine recognised Sumayya Vally as the World's Most Influential Architect Shaping the Future. Prof Adrian van Breda received the Association of South African Social Work Education Institutions (ASASWEI) Social Work Lifetime Achiever of the Year Award. Ms Akona Babana was selected as the Woman Academic of the Year by the Advancement of Black Accountants of Southern Africa (ABASA). Dr Thandiwe Sithole was appointed as an independent and non-executive Director of the Platinum Incubator (TPI); she also serves as chairperson of the TPI technical advisory committee. Prof Nicolin Govender received an NVIDIA Award for his work on Digital Twins for Granular Material processes. Given his age of only 35, Prof Govender achieved a first-time NRF rating of B2, with all of his peers acknowledging his international standing (B-rated researchers are researchers who enjoy considerable international recognition by all their peers for the high quality and impact of their recent research outputs). Prof Siphamandla Zondi and Prof Mohammed Jahed were appointed by the President to serve on the Third National Planning Commission (NPC).

In recognition of their contributions to their respective fields, UJ staff were elected to various advisory boards or bodies. These include appointments to the Academy of Science of South Africa (ASSAf) Committee on Scholarly Publishing in South Africa (Chair), Entrepreneurship Development in Higher Education (EDHE) Community of Practice for the Entrepreneurship Research (Co-chair), Office of Health Standards Compliance (OHSC) Research and Technical Task Team, Mapungubwe Institute for Strategic Reflection (MISTRA) Board, the International Society for Quality-of-Life Studies (ISQOLS) Board of Directors (Vice-President – Membership), the South African Council of Educators (SACE), South African Education Sector National Commission for UNESCO, Chartered Institute of Management Accountants (CIMA) Africa Regional Advisory Panel (Vice-Chair), Amsterdam District Court to the committee for the Dutch restructuring procedure of Steinhoff International Holdings, the Interim Board, Online Computer Library Center (OCLC) Global and Regional Council, and South African Airways (SAA) (Chair).

Several new research centres and chairs were established or renewed during 2021. These include the establishment of a Wholesale & Retail SETA (W&RSETA) Wholesale and Retail Leadership Chair (W&RLC), and a Sentech Research Chair in Signal Processing. At the same time, the NRF renewed three SARCHI research chairs at the Tier 1 Level; UJ now has a total of 17 SARCHI Chairs.

Virtual Visiting Academic Programme

Although initially conceptualised as a Visiting Academic Programme, this catalytic initiative has evolved into a largely Virtual Academic Programme during the COVID19 period. As a result, this aspect of the GES 4.0 Catalytic Initiative has gained momentum, with more than 95% of the lifespan budget committed. The return on investment (ROI) for the Visiting Academic Programme continues to grow, with notable contributions towards research output, stature, and student/PDRF/staff mentoring. The majority of our distinguished visiting professors (~60%) are included by Elsevier as among the top 2% of scholars in their respective fields, while six are included in the Clarivate Highly Cited researcher list (one, Prof Michael Hamblin, has specified UJ as his primary affiliation), and one is a Nobel Laureate. In total, 54 of these Visiting/Virtual Distinguished Professors submitted research/scholarly outputs amounting to 70.31 units for accreditation (these are outputs that carry a 2020 date), amounting to R8.67 million in publication subsidy to UJ. The honoraria paid to VAs is supported by an ROI analysis (keeping in mind the Council's condition of a 1:1 return on investment (ROI)). It should be noted, however, that the value added by this programme extends well beyond a monetary value, through the increase in stature, international collaborative networks, staff/PDRF/student mentoring, and/or workshops held.

External research income generated

The external research funding received as at December 2021 stands at R321 068 000. This is a substantial increase from the R245 571 000 received for 2020. This income (R321 068 000) includes R156 855 000 derived from the NRF (R64.781 million in the form of bursaries, and R92.074 million in the form of research funding). A very encouraging trend is that international contract research income is growing year-on-year, with R52.957 million received for 2021, close to double the figure for 2020 (R29.421 million).

Progressing the research-innovation-commercialisation nexus

Enterprise and entrepreneurship remain the engine of economic growth. UJ is actively fostering an entrepreneurship ecosystem, with a strong emphasis on graduate employability. The Technology Transfer Office (TTO) is responsible for strengthening this ecosystem by developing a culture of innovation at UJ and feeding into UJInvnt (Pty) Ltd, the holding company for commercial activity. Through the TTO, the commercialisation of the UJ intellectual property portfolio is actively advanced, with 56 provisionally or fully registered patents to date.

In relation to innovation and commercialisation, some highlights include:

- The new UJ Intellectual Property Policy was approved by Council in September 2021, after consultations with UJ stakeholders.
- UJ has been selected as one of the pilot universities for the Entrepreneurship Development in Higher Education (EDHE) Economic Activation Office initiative. The TTO will coordinate UJ's efforts to work across disciplines, optimise the use of resources, integrate UJ's various entrepreneurship initiatives and therefore streamline our entrepreneurship ecosystem.
- The Technology Innovation Agency (TIA) Seed Fund funded three UJ projects. These are projects for (i) a novel fingerprint detecting powder for fingerprint identification under daylight conditions, (ii) the development and testing of specimens from waste foundry sand, and (iii) titanium carbonitride (TiCN) production.

In relation to the research-innovation-commercialisation nexus, the UJInvnt (Pty) Ltd company has furthered the strategy for Intellectual Capital Platforms (ICPs). ICPs refer to the clustering of intellectual products and/or services enabling commercialisation. ICPs under consideration include MinPET, CIMERA ('waterless mining'), Robotic Chemistry and Atomic Layer Deposition.

UJ recognises the need to provide specialised and dedicated technical skills training to advance and maximise the benefits from 4IR technologies in the work environment; this links strongly to the employability of students and postdoctoral research fellows. Resolution Circle (RC) is a subsidiary of UJInvnt (Pty) Ltd, 100% owned by UJ. As an innovation ecosystem, it serves as a technology, commercialisation, and incubation platform. Through a suite of short learning programmes (SLPs), work-integrated learning (WIL), registered skills programmes, apprenticeships, and the Engineering Council of South Africa (ECSA) candidacy programmes, RC actively feeds new developments in research to the workforce. SLPs on e-Waste, Energy Management and Solar PV are ongoing, as is WIL for 600 engineering diploma students. Through innovative and dedicated work (by increasing profits and reducing expenses), RC is likely to report a net profit of more than R16 million for 2021.

Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. The institutes collectively contributed 100.67 units for DHET accreditation in 2021 and 2020 (output that carries 2020 and 2019 publication dates, respectively). As horizontals across the vertical faculties, the institutes contribute to the UJ academic programme through teaching and learning and postgraduate student supervision. Two new master's programmes associated with the institutes have been accredited and will start their intake in 2022: the Master's in AI (through the IIS); and the Master's in Development Studies, specialising in Africa and the Caribbean and a joint endeavour between the Institute for Global African Affairs and the University of the West Indies (UWI).

As indicated above, the Institute for Intelligent Systems (IIS) is contributing significantly to cementing UJ's role as the leading institute on the African continent in artificial intelligence (AI). The IIS will serve as the higher education anchor to the South African AI network, and remains hugely successful in establishing longer-term collaborations, linked to external fund leveraging. Examples include Accenture (R50 million over five years), City Power (R9.7 million) and Growing Up Africa (over R40 million of in-kind infrastructure commitment).

The Institute for Pan-African Thought and Conversation (IPATC) promotes innovative global African thought leadership through community-engaged research, teaching, and dialogue. IPATC, in collaboration with Jacana Publishers, hosted a virtual book launch of the volume by Prof Adekeye Adebajo, titled *The Trial of Cecil John Rhodes*. IPATC also jointly hosted five meetings of the *Pan-African Pantheon* Lecture Series with the London-

based Centre of Pan-African Thought. The Institute also partnered with the US-based Howard University, the UJ SARChI Chair in Teaching and Learning, and the UJ Library to launch its edited volume, *Transforming Humanities Curricula in South Africa, Africa and African-American Studies*. IPATC launched an edited volume on *The New Political Economy of Land Reform in South Africa*, and jointly hosted an expert webinar with the Swedish-based Nordic Africa Institute (NAI) on *Centring the Voices of African Migrants in Africa/European Union Migration Debates*. Going forward into 2022, IPATC is looking at further collaborations that intersect African Union Agenda 2063, Sustainable Development Goals and 4IR. This is in the context of the priority areas for internationalisation, as established through the National Planning Commission (NPC).

The Johannesburg Institute for Advanced Studies (JIAS) hosted an actuvirtual symposium, titled *Racialized Geo-graphies – De/Colonial Knowledge*, which reflected on how migration from certain countries to the militarised Mexico/US border is interwoven with racialised geographies, belonging, and identifications. This followed closely on a virtual discussion on *Epistemic, Institutional and Algorithmic Rac[e]ism and Sex/ism*, which reflected on what a racist and sexist society is in relation to imperial-colonialism, the laws of democracy, and the ideas of rights and justice. One of the JIAS Fellows and 2018 JIAS Writing Fellow, Zukiswa Wanner, received the Goethe Medal in recognition of her outstanding contribution to international cultural exchange. The pandemic and concomitant travel restrictions impacted the JIAS Fellowship programme; notwithstanding, a number of fellows visited JIAS in 2021, with the intake for 2022 commencing in the first quarter of 2022.

The University of Johannesburg Confucius Institute (UJCI) and Nanjing Technology University (NanjingTech) co-hosted a webinar for prospective international students. The UJCI, in conjunction with the Department of Complementary Medicine (FHS), hosted the first-ever (online) Acupuncture Summer School in South Africa. Almost 100 students attended the event, with contributions by, among others, Mr Li Xudong, the Education Counsellor, Embassy of P.R. China to SA, Dr Louis Mullinder, the Registrar of the Allied Health Professions Council of South Africa (AHPCSA), and Prof Saurabh Sinha. UJ and the UJCI celebrated the Chinese New Year on 12 February 2021 and ushered in the Year of the Ox. The event was attended by Honourable Fish Mahlalela, Deputy Minister of Tourism, and colleagues from both UJ and NanjingTech. As part of these celebrations, 20 South African students, supported by the Department of Tourism to learn Mandarin, were recognised. Dr David Monyae, the UJCI co-director, in conjunction with the University of Johannesburg Centre for Africa/China Studies (CACCS), was appointed as one of two South African members (with Stellenbosch University) of the BRICS Studies International Thematic Group.

Postgraduate studies, postdoctoral research fellows and associated support

UJ's postgraduate offerings include postgraduate diplomas, honours, master's (both research and coursework), and doctoral degrees.

For graduate outputs, the numbers reported are for the 2020 graduate class (i.e. n-1); the graduates for the 2021 academic year are still being finalised. For the 2020 academic year (n-1), UJ graduated 3 577 postgraduate students (against the target of 3 237). These included 592 postgraduate diploma students (against a target of 577), 1 824 honours students (against a target of 1 601 students), 937 master's students (against a target of 851 students), and 224 doctoral students (against a target of 208 students). UJ therefore exceeded the graduation targets set in the strategic plan for all these categories. It must be noted that some targets, by design, were set lower (relative to the previous year) to realistically account for COVID-19. The graduation of South African black doctoral students remains an important indicator; for 2020, UJ delivered 75 South African black doctorates against a target of 74; although exceeding this target, it remains critical to grow this KPI. The majority of these graduates were in STEM fields (41 graduates, or 55%), while 45% were from HASS (34 graduates). Another important indicator is the time that students take to complete their degrees. For master's students, the expected time to completion is two years, while four years is accepted for doctoral students. For 2020, 34,4% of master's students completed their degrees on time (against a target of 36%), while 50,4% of doctoral students completed within four years (against a target of 44,9%).

The overall UJ postgraduate student enrolment for the 2021 academic year was 10 860 students (up 10% from 2020). At the postgraduate diploma level, 1 257 students enrolled (this is a decrease of 4,5% from 2020); 551 students graduated. At the honours level, 3 127 students enrolled, while 1 875 graduated, and the average time to completion improved from 1.3 years to 1.2 years.

In 2021, 4 778 students were enrolled for a master's degree (9,5% higher than the enrolment in 2020). Of these, 3 009 registered for coursework master's, while the headcount for research master's is 1 769. On average, the time to completion for all master's qualifications was 3 years in 2020 and 3.3 years in 2021. This slightly longer time to completion is not unexpected and results from the slower progress in studies during the COVID-19 period.

The doctoral headcount for 2021 was 1 698 students (7,9% higher than in 2020). The impact of COVID-19 was especially seen at the doctoral level where the number of graduates in 2021 decreased to 129 students from the 224 students in 2020. The average time to completion also increased: 4.9 years for doctoral students who graduated in 2021, as opposed to 4.6 years for the 2020 graduates.

Funding remains one of the key barriers that prevent students from pursuing postgraduate degrees; this is most noticeable in the reduction in student enrolment numbers at honours level (against a baseline of first-degree graduate output). The overall financial allocation to UJ postgraduates and postdoctoral fellows increased to R194.9 million in 2021 from R151.9 million in 2020.

Over the lifetime of the GES 4.0 Catalytic Initiative, and managed by the PGS, UJ has directed R169 million towards supporting postgraduate students/postdoctoral fellows. The emphasis remains firmly on supporting female students and progressing our commitment to equity. For the 2021 postgraduate (master's and doctoral) GES 4.0 awards, 61% were female (100 out of 165 students supported), while 52% of the awardees were black South Africans (85 out of 165 students supported).

The number of postdoctoral research fellows (PDRFs) administered by the PGS has shown steady growth over the past decade, increasing from 126 in 2012 to 385 in 2021 (2020: 327 PDRFs). The University Research Committee (URC) and GES funding play a major role in increasing PDRFs. No less than 51% of PDRFs are partially supported through URC funding (R18 million), while 22% of PDRFs are fully funded by GES 1.0 or GES 4.0 initiatives (R15.8 million). Several PDRFs could not take up their offers due to the constraints created by the COVID-19 pandemic. As far as possible, these fellows were appointed out-of-seat if they entered into a performance agreement with their UJ hosts to ensure delivery.

Internationalisation

The Division for Internationalisation maintained its business continuity in 2021 after successfully reshaping the way business was conducted in 2020, in the context of the *new normal*. The virtual space continued to play a pivotal role in partnership engagement and events, communication and structured SLPs. International recruitment activities in 2021 included virtual information sessions with four schools in Botswana and Lesotho, supported by several virtual engagements through UJ faculties. In addition to a digital web banner campaign, a newspaper print advert campaign ran in seven countries on the African continent (Ghana, Kenya, Namibia, Nigeria, Tanzania, Uganda and Zambia).

The 2021 international student headcount increased slightly to 4 306 students (up from 4 276 students in 2020), largely as a result of an increase in undergraduate headcounts. Enrolments were for 594 undergraduate and 1 712 postgraduate students. The virtual inbound and outbound student numbers remained high, with 6 565 inbound students and 12 118 outbound students at the end of November 2021 (see <https://tinyurl.com/UJRI-IO-SB>).

The Africa-by-Bus initiative, started in 2017, sees groups of UJ students traveling by bus to explore Southern African countries, cultures, and traditions from specified perspectives. After a hiatus because of COVID-19, two projects to Namibia took place in 2021: MAPS Digital Storytelling for the Faculty of Humanities, and Educational Psychology for the Faculty of Education. Africa-by-Bus also adapted to virtual platforms with a tour to Makerere University in Uganda.

UJ's international profile is also firmly entrenched in its research collaborations. For the period 2016 to 2021, more than 49% (or 8 947 scholarly outputs) of all research produced by UJ academics has been with international collaborators. These publications receive, on average, 11.9 citations compared with the 5.7 citations received by the 13,6% of UJ's research output that includes only national collaborators, and 2.9 citations received by single author publications. Foremost here, by number of publications arising from

collaboration, is the University of the Witwatersrand (Wits) with 1 312 co-authored publications, followed by the French National Center for Scientific Research (CNRS; 853 co-authored publications), the University of Cape Town (UCT; 804 co-authored publications), the Council for Scientific and Industrial Research (CSIR; 766 co-authored publications) and the University of Oxford (691 co-authored publications).

With its vision of being an international university, yet at the same time firmly anchored in Africa, UJ has also established strong collaboration with institutions on the African continent, including four universities in Morocco (Mohammed V University in Rabat, Mohamed I, the University of Hassan II Casablanca, and Cadi Ayyad University).

Researcher development through the UCDG

The overarching aim of the DHET University Capacity Development Grant (UCDG) is to support the academic research activities and capacity development of staff, directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships.

At the end of March 2021, UJ received a clean audit for expenditure of R7.218 million allocated in 2020 for six projects. In the new funding cycle (2021 to 2023), the same six projects continued to be supported, with the addition of one new project aimed at developing women leadership. These seven projects are:

- Project 1: Improvement of staff qualifications.
- Project 2: Research career development of emerging and mid-career researchers.
- Project 3: Professionalisation of academic and research staff.
- Project 4: Supervision development.
- Project 5: International collaboration and networking.
- Project 6 (new): Women leadership development programme.
- Project 7: Providing integrated student support and development to postgraduate students.

The DHET granted an extension for the expenditure of the 2021 funding to 31 March 2022. At the end of December 2021, UJ had expended 100% of the allocated 2021 DHET UCDG funds of R6.998 million. The audit process will commence at the end of January 2022, for the release of the 2022 allocated funds of R7.037 million.

Enrolment planning and implementation during a pandemic

Despite the effects of the pandemic and associated lockdowns that continued to influence the higher education landscape in 2021, the University experienced a successful enrolment planning and implementation cycle. The pandemic intensified pre-existing challenges during the enrolment implementation period, and uncertainties in the environment created risks that had to be carefully managed. Delays in receiving the Grade 12 results allowed the University some time to focus on the other categories of students before registering first-time entering students.

The most significant risk in the enrolment implementation period was the delay in receiving confirmation from NSFAS regarding the students they had approved for financial aid, affecting their ability to register. The University was proactive and agile in decision making, and the UJ Council granted permission for NSFAS-eligible first-time entering students to register without paying the required registration fee. In addition, the University disbursed advanced meal, book, and accommodation allowances to them and to senior students assessed to meet the NSFAS requirements, and they were granted temporary access to their modules in the learning management system to ensure that they did not fall behind with academic activities while waiting for final NSFAS approval.

In addition to the challenges relating to NSFAS, funding remained the key issue that, in some instances, delayed the filling of spaces. Students had to be prompted to complete the acknowledgment of debt (AOD) and other Student Finance procedures. The Division of Institutional Planning, Evaluation and Monitoring (DIPEM) facilitated special meetings to enable communication across the various stakeholders, including Student Finance. The introduction of these meetings assisted in creating clear and consistent communication with students.

There was a high demand for spaces at the University, partly attributed to the COVID19 pandemic as more students could have decided to remain in Gauteng. To contend with the growth, robust communication

was needed between DIPEM, faculties, and the relevant support divisions. The University did well to achieve 100.3% of the overall undergraduate targets from a headcount perspective, reaching 39 733. Still, the TIU deficit related to the quicker phasing out of the BTech qualification, which had emerged in 2020 and continued in 2021. The University registered more postgraduate students to reduce the deficit.

Regarding the total postgraduate target for contact and distance categories, the University achieved 102.6% to reach 10 858. The various measures decreased the TIU deficit from 7% in 2020 to slightly over 3% in 2021 and the UG:PG ratio moved to 79:21, with the PG proportion increasing by 1%. Driven by the University's strategic objectives, the PG proportion has steadily grown by 6% over the four-year period from 2017 to 2021.

The development of the 2022 Enrolment Plan followed a typical iterative target-setting process in 2021. The plan was founded on the overarching principle of stability, using the successful 2021 enrolment as the basis. In other words, faculties aligned their targets to the actual headcounts achieved in 2021, except for the small component of new programmes. With undergraduate stabilisation and postgraduate growth, the UG:PG ratio is intended to shift to 78:22. Enrolment increases contributed positively towards closing the TIU deficit. Projections indicate that the deficit will reduce to within the DHET allowed margin of 2% by 2022.

With DHET initiating the mid-term review process in 2021, the 2023 to 2025 target setting was incorporated into the annual planning for 2022. Faculties set targets, which were reconsidered towards the end of the year in preparation for the first submission early in 2022.

Online and hybrid learning and teaching

Online teaching and learning continued in 2021, but arrangements were put in place for students to complete practicals, laboratory work, clinical placements, work-integrated learning (WIL), tests and exams in direct contact sessions. The Academic Calendar for 2021 accommodated the academic programme offering via an online mode of delivery. Students were provided with the best chance of completing online assessments, noting that synchronous assessments across various network types and strengths could compromise those students in areas with poor signal or bandwidth. Repeat assessments were also allowed, as appropriate.

The Centre for Academic Technologies supports teaching and learning through innovative and advanced technologies. Ensuring the training and support of such technologies for both staff and students is central to CAT's mandate. In 2021, the first initiative was to prepare first-year students for the online teaching and learning context at UJ. Eight CAT staff members conducted 24 virtual sessions of 60 minutes each between 24 February and 5 March 2021, with 2 119 first-year students attending. The sessions aimed to introduce first-year students to the online learning environment at UJ: (i) uLink (the single sign-on student portal), (ii) navigating the Blackboard (Bb) Learning Management System (LMS), and (iii) understanding how to participate and engage on Bb. CAT also introduced a series of 26 micro learning videos to guide students through a basic understanding of hardware/software, using a drive, and using MS Word. The support for first-year and existing students continued throughout the year through virtual support sessions where students had an opportunity to connect with the support available to them. The virtual support connect sessions took place on Blackboard Collaborate (an interactive online application that allows for video, audio, text, and multimedia sharing). A total of 14 sessions of 60 minutes each were hosted before and during the exam periods in June and September-November.

For enhancing remote teaching and learning, new resources were developed to support staff, senior tutors, tutors and assistant lecturers. CAT and related support services were available to assist academic staff with any online teaching queries. The UJ Online Teaching Toolkit module was further refined: an easy search solution and FAQs for staff were embedded, a simulated learning design guide added and an interactive e-learning activity list created. While CAT's focus is specifically on online learning facilitation, their work was complemented by a wide range of teaching and learning development offered by the Centre for Professional Academic Staff Development, as discussed later in this report.

Prompt responses to student queries and requests for assistance were accomplished through ongoing online support. The CAT Helpdesk team used the OsTicketing system to keep track of queries and to ensure that all students' concerns and challenges were addressed. The CAT Helpdesk team received 29 916 individual tickets (student queries) on the system from 1 January to 31 December 2021. Many of the queries related to data

bundles, devices, online learning support, and technical support. The Helpdesk team provided just-in-time feedback and support to students.

The supervision of postgraduate students and mentoring postdoctoral research fellows continued using the various available platforms.

Tablets, data, e-textbooks

CAT coordinated not only the distribution of the monthly data to students, but also the distribution of almost 1 871 MECER devices to NSFAS, missing middle, and additional students who needed a loan device. While devices were made available to the NSFAS-funded students to buy from UJ and pay for it via an allowance received from NSFAS, only limited numbers of the students made use of the offer. Data was again provided to the UJ undergraduate, honours and master's students who were registered in a formal (subsidised) programme via the four major carriers. Student activity data reported on in August 2021 illustrated that 40 043 students had accessed Blackboard for learning.

In addition, UJ made R10.5 million available for purchasing e-textbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. The e-book aggregator, ITS Funda, provided an e-reading platform with the miEbooks application. By the end of 2021, 100% of the available funding was used for 69 e-textbooks downloaded by 19 936 students. The majority of the downloads were in 43 titles that had 25 or more downloads.

Student support for success

In addition to the support for online learning driven by CAT, the Academic Development Centre continued with its Integrated Student Success Initiative (ISSI). ISSI aims to improve student success at UJ in terms of module pass rate, degree completion rate, and dropout rate, achieving most extensive impact by means of a data-informed process. ADC works closely with CAT and other support services, in conjunction with the eight Vice-Deans: Teaching and Learning in each faculty and CBE, to develop and implement agreed interventions. To identify modules that require interventions, the ISSI uses the UJ Priority Module Index (PMI), which identifies the 20% of modules where most funded credits were lost during the previous academic year. The interventions involved active engagement with lecturers of 90 modules, five modules per semester from each faculty and 10 modules from the College of Business and Economics. Improved student success is the measure of ISSI effectiveness. During 2021, the approximately 90 modules involved in ISSI showed substantial improvements when compared to the student attainment levels in the same modules in 2020. At the same time, it was decided to re-evaluate the PMI methodology to find more effective ways to identify modules where interventions can make the biggest possible difference. Implementation will take place in 2022.

ADC also created a virtual bouquet of bite-sized resources for students in both literacies and learning development. These well-used resources included reading and writing strategies, time management and online exam preparation skills. The publicly available UJ Find-Your-Way website aims to assist UJ students in finding their way at UJ. This website is continually updated to ensure usability and accessibility, with just-in-time information (<https://findyourway.uj.mobi/>).

The UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued with their work in 2021. The FYE started with the First Year Seminar (FYS), presented as a fully online FYS to welcome first-time UJ students into their new environment. ADC collaborated with faculties, the college and support services to reimagine first-year orientation for an online context and produced eight FYS modules (one per faculty/college). Data collected between January and April 2021 indicated a total of 83% of first-year students accessed the modules. All resources were also made available to students digitally. During the second half of 2021, detailed planning and preparation for the intentionally blended 2022 FYS were coordinated and led by the FYS Office.

Extended curricula programmes

ADC Access, responsible for ADC's extended curriculum programmes, continued its outstanding work in 2021. Access activities mainly take place on the Doornfontein, Soweto and Bunting Road Campuses. During 2021, ADC Access staff taught 665 first-year students registered in FEBE, Humanities and CBE. The module success rates of 10 of the 15 extended curriculum groups were 90% and above. Moreover, the success rates of

extended diploma offerings were at their highest level (88,6%) since 2009. FEBE's first-year extended degree offerings were 90%, those of the extended diploma offerings in CBE were 88,3%, and in Humanities were 92%. ADC Access continued remote lecturing on Blackboard and on a variety of data-lite platforms. Also, ADC Access staff continued to develop multimedia teaching and learning resources based on the ADC Access methodology for dissemination to all UJ staff.

For 2021, DHET awarded UJ a foundation grant of R60.841 million, which was used for direct assistance to 2 200 first-time entering first-year students and 7 600 extended curriculum programme students in the four years as a whole.

Online enrichment modules for students

As part of Academic Development and Support special projects, CAT oversees the design, development, and administration of the two MOOCs: African Insights (AI1) and Artificial Intelligence in the 4IR (AI2). Both AI1 and AI2 were made available to the public in 2021. Internal cohorts for both MOOCs are ongoing. AI1, launched in 2017, had 23 240 cumulative completions by the end of 2021. AI2, launched in 2020, had 7 549 cumulative completions by the end of 2021.

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; it has been running since 2012. In 2021, 769 senior students were accepted into the UJenius Club on the basis of excellent performance in their studies, with 728 Orange Carpet (outstanding first-year entrants) also joining the Club. Despite the adverse effect of COVID-19, the UJenius Club still managed to communicate regularly with its members via email to keep them informed of any future job prospects, placing them in direct communication with possible employers and forwarding invitations to virtual career fairs while sharing other opportunities online. UJenius students are prioritised for company visits and online networking events. Many companies approach UJ to recruit our top-achieving students. This collaboration between UJenius and the companies is advantageous to both parties as the students are notified of vacancies, and companies benefit by having direct contact with our top achievers. Collaboration with Intellecto resulted in 150 senior UJenius students being placed in companies to gain work experience. Of these, 51 students secured permanent jobs. The UJenius students are also offered a wide range of self-improvement opportunities. In 2021, they were able to attend 30 online workshops that covered a wide range of topics such as CV writing, interview and business strategy skills. In collaboration with the Institute of Advanced Cyber Defence (IACD), 40 students were awarded full bursaries to do courses in cyber security.

Quality promotion

Preparation for the coming institutional audit

The CHE will be carrying out institutional audits of all public and private universities in terms of the Framework for Institutional Audits, which was finalised in 2021. The purpose of the audit is to determine the coherence, effectiveness, and efficiency of the institution's internal quality assurance system of its core functions, in enhancing students' likelihood of success. These quality assurance mechanisms are directed towards improving learning and teaching, research and community engagement, particularly in relation to the institution's unique mission. In preparation for development of UJ's Self-Evaluation Report (SER), extensive consultations were held across the University with all support divisions and departments, Academic Administration, Research, and other offices whose work was integral to the compilation of the SER and the collation of evidence. Comprehensive submissions were received from across all the University's core areas with regard to drafting the report and providing the aggregation of data, documents and evidence for the portfolio. The draft SER was considered by the Senate for comments and approval on 18 November 2021, and submitted to the CHE on 5 January 2022, with the site visit scheduled for 16-20 May 2022. Ongoing, in-depth consultation is essential to quality processes as they allow for university-wide conversations on the processes, the requirements, and the consequences. The outcome of the audit is important as it will determine the nature of the CHE's programme accreditation processes for new learning programmes and qualifications proposed by UJ.

The CHE report arising from the National Doctoral Review site visit in October 2020 was received in 2021. The report was largely positive, and UJ had correctly anticipated the minimal areas for development set out in the review report (21 April 2021). The University's response to the report was submitted on 5 May 2021.

Internal reviews

Quality promotion activities and programme reviews continued without pause in 2021, with 27 programme reviews embarked upon. Of the 27, eight were completed by the end of 2021, and the rest are set to be completed in the first semester of 2022. Twelve departments were visited by the Engineering Council of South Africa (ECSA) and one by the South African Council for Planners (SACPLAN). Reviews of the UJ Research Entities were initiated by CAPQP and the University's Research Office, at the request of the University Research Committee. Four research reviews were completed in 2021: the Institute for Pan-African Thought and Conversation; the Johannesburg Institute for Advanced Studies; the University of Johannesburg Confucius Institute; and the Institute for Intelligent Systems.

Programme Development

The Centre for Academic Planning and Quality Promotion (CAPQP) oversees programme and curriculum development and ensures compliance with regulatory structures external to the University. The Programme Working Group (PWG) undertakes this work prior to submission of new academic programmes for internal approval by Senate.

The University submitted six new programme accreditation applications to the CHE in 2021, including one multi-/interdisciplinary application. In terms of approvals, the following can be reported:

- DHET approved 11 PQM applications (eight new and three amendments).
- The HEQC approved amendments as follows: four title changes, two site of delivery changes, eight CESM additions, and four newly accredited programmes.
- The University received five conditional accreditation and three non-accreditation decisions from the CHE, with all of the latter since having been successfully addressed. Five of the nursing postgraduate diplomas (including the three initially non-accredited) are now all accredited with prior to commencement conditions related to outstanding SANC information. SANC's promulgation of the PGDip requirements had delayed the release of their approval letters required to complete the accreditation process.
- The Master of Philosophy and Doctor of Philosophy that were accredited by the CHE provide for a wide range of multi-disciplinary research projects.
- SAQA's processes were speedier and resulted in registering 16 long-outstanding and three new qualifications for UJ.

There was good uptake of the multidisciplinary MPhil and DPhil programmes (accredited in 2020) in 2021, which provide a useful vehicle for inter-, trans-, and multidisciplinary areas. Examples of new areas of specialisation include DPhil qualifications with specialisations in Innovation and Development, in Quality Engineering, and in Digital Transformation.

Online programmes

UJ currently offers 12 online programmes as part of the UJ Higher Education Partners South Africa (HEPSA) agreement – seven undergraduate programmes (five advanced diplomas and two bachelor's degrees) and five postgraduate programmes (one honours and four master's). Enrolments grew substantially in 2021, with an increase of 617 additional module registrations at the end of 2021, to a total of 1 586 module registrations, compared to the 969 module registrations at the end of 2020 – a growth of 63,7% in module registrations during 2021. There were in total 316 graduates in 2021 from the fully online programmes.

Academic staff development

Excellence in teaching and learning is one of the institution's strategic objectives and the Centre for Academic Staff Development (CASD) plays a central role in the achievement of this objective. It does this by providing developmental opportunities for academic staff, newly appointed academic heads of departments (HODs) and tutors to enhance their practice as facilitators of learning. Opportunities provided include workshops,

seminars, individual consultations, teaching and module reviews, mentorship, tutor training and check-ins, as well as a formal qualification in higher education, the Postgraduate Diploma in Higher Education (PGDipHE).

In 2021, professional development activities continued to be offered virtually using different pathways, including online sessions with MS Teams, Blackboard Collaborate, Zoom and the staff development community. To cater to the immediate needs of newly appointed academic staff and assistant lecturers, CASD facilitates an induction programme for new staff at the beginning of each semester. CASD conducted 24 workshops in 2021, including the Academic Preparation Programme with 701 academics participating. Additionally, CASD had five workshops for newly appointed HODs with an attendance of 142 across the five sessions. Many staff members found engaging students in the online environment and online assessment challenging, and in response to this CASD facilitated a number of workshops to assist staff in these areas, which were very well attended. Another area of professional development that was well-attended and found extremely helpful were the four portfolio development workshops, which were attended by 241 staff over the course of the year. In addition to the workshops, CASD staff also supported staff individually in preparing their applications for promotion before these are submitted to the Teaching Portfolio Assessment Committee (TPAC). TPAC reviewed 95 portfolios in 2021.

The Teaching Innovation Fund (TIF) aims to support staff innovation in teaching and to promote engagement in scholarly teaching and learning, and indeed in Scholarship of Teaching and Learning (SoTL) research. The University Research Committee allocates between R500 000 and R600 000 annually to support academic staff who submit short project proposals to the TIF. The challenges of teaching well online had clearly foregrounded teaching innovation over the past year, and in 2021, 35 proposals for funding were received; 17 projects were recommended for funding. It is anticipated that a number of SoTL publications will result from this work.

In 2021, CASD generated a total of 4 747 student evaluation reports for taught programmes. In addition, 116 supervision reports were compiled. Student feedback on teaching allows academic staff to reflect on and improve their teaching and assessment practices. Evidence of improvements are provided in the teaching portfolios that staff develop for promotion.

Participation in the Postgraduate Diploma in Higher Education (PgDipHE) has increased over the years; in the reporting year, 24 students registered for the first year and 15 for the second year. Fifteen students completed the programme in 2021 and will graduate in 2022.

UJ's Tutor Training Programme has obtained international accreditation from the College Reading and Learning Association (CRLA) for 2021-2024. UJ is the first institution in South Africa to receive CRLA accreditation and accreditation for all three levels of training in one year. In line with this, tutor training was offered in a blended manner, which comprised both synchronous and asynchronous self-paced training. In 2021, 34 synchronous training sessions were offered. A total of 1 064 tutors were trained during this period.

Global recognition and university rankings

The University continues to participate and feature in a number of global and other university ranking systems, despite being well aware of their limitations, as it values the international recognition of its accomplishments that they facilitate. External acknowledgement of the considerable work undertaken at UJ in striving for excellence in research that is nationally relevant and internationally significant, and in providing the best possible teaching and learning opportunities for its students and staff, is important and welcomed.

In 2021, UJ performed very well in a variety of global, regional, and subject ranking systems. See Table 1.

Global rankings

- In the 2022 *Times Higher Education (THE) World University Rankings*, released on 2 September 2021, UJ retained its position in the 601-800 band globally, for the sixth consecutive year, and was again ranked joint seventh in South Africa.
- In the 2022 *QS (Quacquarelli Symonds) World University Rankings*, released on 8 June 2021, UJ climbed five places from position 439 to an all-time high of 434 in the world, the only university in South Africa that improved and moved up the table. UJ retained third place in South Africa and moved up from fourth into third place on the African continent for the first time.

Table 1: University rankings outcomes 2017-2021

RANKING SYSTEM		2017	2018	2019	2020	2021
GLOBAL	THE WUR	601-800 #5 in SA	601-800 #5 in SA	601-800 #6 in SA	601-800 #7 in SA	601-800 #7 in SA
	QS WUR	601-650 #5 in SA	551-560 #4 in SA	501-510 #4 in SA	439 #3 in SA	434 #3 in SA
	BGUR	457 #6 in SA	397 #5 in SA	366 #5 in SA	378 #5 in SA	417 #5 in SA
	URAP	655 #6 in SA	627 #6 in SA	647 #6 in SA	603 #6 in SA	592 #6 in SA
	ARWU	401-500 #4 in SA	601-700 #6 in SA	601-700 #6 in SA	601-700 #6 in SA	601-700 #5 in SA
	CWUR	951 #6 in SA	790 #6 in SA	761 #6 in SA	706 #6 in SA	674 #6 in SA
	WEBO-METRICS	970 #7 in SA	850 #6 in SA	826 #6 in SA	778 #6 in SA	711 #6 in SA
REGIONAL	THE EEUR	141 #7 in SA	92 #6 in SA	99 #6 in SA	118 #7 in SA	116 #7 in SA
YOUNG	THE YUR	151-200 #1 in SA	101-150 #2 in SA	151-200 #2 in SA	151-200 #3 in SA	173 #4 in SA
GRADUATE EMPLOYABILITY	QS GER	301-500 #4 in SA	301-500 #3 in SA	301-500 #5 in SA	301-500 #5 in SA	301-500 #4 in SA

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

- In the 2022 *US News & World Report's Best Global Universities Rankings (BGUR)*, released on 26 October 2021, UJ placed in the top 500 universities in the world, at position 417, and at fifth place in South Africa.
- In the 2021-2022 *University Ranking by Academic Performance (URAP) World Ranking*, released on 15 December 2021, UJ climbed 11 places from position 603 to 592, breaking into the top 600 universities in the world for the first time, and retaining sixth place in South Africa.
- In the 2021 *Academic Ranking of World Universities (ARWU)*, or the Shanghai Ranking, released on 15 August 2021, UJ climbed 36 places to position 607, remaining ranked in the 601-700 band globally, for the fourth consecutive year, and moving up from sixth into fifth place in South Africa.
- In the 2021-2022 *Center for World University Rankings (CWUR)*, released on 26 April 2021, UJ climbed for the fourth year running by 32 places from position 706 to an all-time high of 674 in the world, retaining sixth place in South Africa.
- In the 2021 *Ranking Web of Universities*, or the *Webometrics Ranking of World Universities*, released on 26 July 2021, UJ climbed 67 places from position 778 to its highest-ever position of 711 in the world, retaining sixth place in South Africa. The University has not declined once in this ranking, consistently climbing every year since it first appeared.
- In the 2021 *Times Higher Education (THE) Emerging Economies University Rankings*, released on 9 March 2021, UJ gained two places climbing from position 118 to 116 among universities in emerging economy countries, maintaining its national standing at seventh place.
- In the 2021 *Times Higher Education (THE) Young University Rankings*, released on 23 June 2021, UJ retained its position among the top 200 universities in the world younger than 50 years, ranked at position 173.

- In the 2022 *QS (Quacquarelli Symonds) Graduate Employability Rankings*, released on 23 September 2021, UJ maintained its position in the 301-500 band globally, moving up from joint fifth into fourth place in South Africa.

Impact ranking

In the third instalment of the *Times Higher Education (THE) Impact Rankings*, released on 21 April 2021, UJ was ranked overall, for the second time, at position 92 in the world, placing first in South Africa (of the six universities in the country that participated) and on the African continent. This global ranking of impact and innovation is based on the 17 United Nations' Sustainable Development Goals (SDGs). Individual ranking tables for each of the 17 SDGs are also produced. UJ was ranked in the top 100 universities in the world for seven SDGs with a notable first place in the world for SDG 8: Decent Work and Economic Growth and fourth place in the world for SDG 1: No Poverty. The other SDGs in the global top 100 were: SDG 4: Quality Education (24), SDG 5: Gender Equality (43), SDG 10: Reduced Inequalities (60), SDG 12: Responsible Consumption and Production (79), and SDG 7: Affordable and Clean Energy (91).

Subject rankings

The 2021 outcomes for the various subject ranking systems are shown in Table 2.

Table 2: Subject rankings outcomes in 2021

THE Subject Rankings	QS Subject Rankings	BGUR Subject Rankings	GRAS
Law: 151-175 , #3 in SA	English Language & Literature: 201-250 , #3 in SA	Social Sciences & Public Health: 221 , #3 in SA	Hospitality & Tourism Management: 18 , #1 in SA
Social Sciences: 251-300 , #3 in SA	Chemical Engineering: 301-350 , #3 in SA	Chemistry: 227 , #1 in SA	Sociology: 101-150 , #1 in SA
Psychology: 301-400 , #2 in SA	Education & Training: 301-350 , #5 in SA	Geosciences: 241 , #3 in SA	Public Administration: 101-150 , #1 in SA
Arts & Humanities: 301-400 , #3 in SA	Economics & Econometrics: 351-400 , #4 in SA	Physical Chemistry: 258 , #1 in SA	Education: 201-300 , #1 in SA
Education: 301-400 , #4 in SA	Agriculture & Forestry: 351-400 , #6 in SA	Physics: 329 , #3 in SA	Earth Sciences: 201-300 , #2 in SA
Engineering: 401-500 , #2 in SA	Physics & Astronomy: 401-450 , #2 in SA	Engineering: 398 , #2 in SA	Geography: 201-300 , #2 in SA
Economics: 501-600 , #4 in SA	Environmental Sciences: 401-450 , #6 in SA	Plant & Animal Science: 434 , #8 in SA	Chemical Engineering: 301-400 , #1 in SA
Clinical & Health: 501-600 , #7 in SA	Chemistry: 451-500 , #3 in SA	Environment/Ecology: 482 , #9 in SA	Physics: 301-400 , #3 in SA
Computer Science: 601-800 , #4 in SA	Mechanical, Aeronautical & Manufacturing Engineering: 451-500 , #5 in SA	Materials Science: 591 , #2 in SA	Political Sciences: 301-400 , #3 in SA
Physical Sciences: 601-800 , #8 in SA	Medicine: 601-650 , #8 in SA		Management: 401-500 , #1 in SA
			Ecology: 401-500 , #8 in SA

- In the 2022 *Times Higher Education (THE) World University Rankings by Subject*, released over September to November 2021, UJ was ranked in all 11 THE subjects. The outcomes are shown in Table 2. Gains were made in four subjects: Law (up two bands from the 201+ to the 151-175 band globally), Social Sciences

(up a band from the 301-400 to the 251-300 band globally), Engineering (up a band from the 501-600 to the 401-500 band globally), and Life Sciences (re-entered in the 401-500 band globally).

- In the 2021 *QS (Quacquarelli Symonds) World University Rankings by Subject*, released on 3 March 2021, UJ was ranked in ten QS subjects, up from seven in the previous year. The outcomes are shown in Table 2. Gains were made in four subjects: Education and Training (re-entered in the 301-350 band globally), Economics and Econometrics (up a band from the 401-450 to the 351-400 band globally), Physics and Astronomy (up a band from the 451-500 to the 401-450 band globally) and Chemistry (up a band from the 501-550 to the 451-500 band globally). UJ debuted in two subjects: Agriculture and Forestry (in the 351-400 band globally) and Environmental Sciences (in the 401-450 band globally).
- In the 2022 *US News & World Report's Best Global Universities Rankings (BGUR) Subject Rankings*, released on 26 October 2021, UJ was ranked in nine BGUR subjects, up from seven in the previous year. The outcomes are shown in Table 2. Gains were made in two subjects: Social Sciences and Public Health (up 66 places from 287 to 221 in the world) and Chemistry (up 53 places from 280 to 227 in the world). UJ debuted in Materials Science (at position 591 in the world) and was ranked in the new Physical Chemistry subject (at position 258 in the world). UJ was ranked number one in South Africa for Chemistry and Physical Chemistry.
- In *Shanghai Ranking's 2021 Global Ranking of Academic Subjects (GRAS)*, released on 26 May 2021, UJ was ranked in eleven GRAS subjects, up from nine in the previous year. The outcomes are shown in Table 2. UJ was ranked number one in South Africa for six subjects: Hospitality and Tourism Management, Sociology, Public Administration, Education, Chemical Engineering, and Management. UJ debuted in Public Administration (in the 101-150 band globally).

UJ staff – partners in all UJ achieves

Institutional staffing profile

UJ workforce statistics showed an increase in staff comparing 2017 with 2021, with a slight decrease in numbers from 2019 onwards. Of interest is the improvement in the previously unfavourable ratio of support staff to academic staff, by means of a moratorium on filling vacant posts in support environments from 2018 onwards and complemented by a more recent organisational design process. This focus on increasing the academic workforce has yielded good results with the academic and research headcount increasing from 1 186 in 2017 to 1 264 in 2021.

Table 3: UJ workforce over the past five years (as at 31 December 2021)

	2017	2018	2019	2020	2021
Academic and research staff	1 186	1 222	1 283	1 270	1 264
Support staff	3 164	3 105	3 080	3 048	3 029
UJ Executive Leadership Group	20	23	23	23	23
Total	4 370	4 350	4 386	4 342	4 316

Staff employment equity

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

The black academic and research staff component has increased from 39,03% in 2016 to 49,4% in 2021; and female academic and research staff have increased from 47,15% in 2016 to 48,9% in 2021, with a slight increase from the 48,3% in 2020. Female associate professors and professors are now at 39,4%, with a total of 143 achieved compared to the target of 135. Black (SA) associate professors and professors are now at 26,4%, with 96 achieved against a target of 85.

Academic and research staff promoted in 2021

In terms of academic and research staff promotions, Senex approved 87 promotions in 2021 compared to the 70 promotions in 2020 and 50 in 2019. Of the total number of staff promoted, 47,13% were South African females, 32,18% South African males, and 20,69% international employees; and of the South African staff promoted, 23% (20) females and 20,69% (18) males were from the designated groups.

Online Performance Management (PM)

Following the production release of UJ's online PM system in October 2020, the system went live for all permanent and fixed-term contract employees on 4 January 2021, and comprehensive training in the use of the online system was undertaken. Performance assessments were successfully carried out at the end of 2021.

The benefits of utilising the online PM system in its first year have been realised:

- A single automated system has been consistently used across all divisions and faculties in the University of Johannesburg.
- The system has been used for centralised reporting and analytics and has assisted with the consolidation of PM data.
- System parameters, such as the assessment scales and ranges, have been consistently applied to all employees, making the process fair and transparent.

Transformation initiatives within the staffing domain

The Accelerated Academic Mentorship Programme (AAMP)

The Accelerated Academic Mentoring Programme (AAMP) provides career development opportunities and inputs to develop the next cohort of academic leaders. There has been a significant increase in the number of AAMP participants over the past three years. A total of 44 AAMP participants were awarded their doctorates: 16 in 2019, 19 in 2020 and 6 in 2021, with an additional 17 AAMP Level 1 participants submitting their doctoral theses for examination. The programme is one of the major contributors to the University's efforts to increase the number of staff with doctorates and master's degrees, and to success in promotion applications for female and designated staff members. Of the 418 AAMP participants at all levels, 70% are candidates from the designated groups and 59% are female. Participants were provided with funding and support: 13 workshops on a range of topics with more than 400 academics participating, 12 coaching sessions for 48 participants, six writing circles (four cohorts), and three writing for publication retreats.

nGAP

The New Generation Academic Programme (nGAP) is an initiative funded by DHET in partnership with universities. Each nGAP scholar is allocated a mentor as well as a reduced teaching workload to allow them to focus on their doctoral research. To date, the University has a total of 29 nGAP posts hosted by different faculties. Since its inception, the nGAP has produced five doctorates, and the majority have made significant progress in their studies. At the end of 2021, six nGAP scholars exited the nGAP programme.

Assistant Lecturers

The Assistant Lecturers (AL) Development Programme is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race and gender, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The programme budget makes provision for 75 participants in an academic year. By the end of 2021, 75 had been appointed into the programme. To date, 53 ALs have been appointed into full-time positions and two of these lecturers have occupied nGAP positions. As part of the recommendations from the MEC meeting held in June 2021, faculties were requested to identify additional resources they would require for online teaching and learning in the second semester of the 2021 academic year. The proposals were approved by the MEC, resulting in the appointment of an additional 15 ALs across three faculties for a period of five and half months. The 15 posts comprised three for Humanities, eight for the College of Business and Economics (CBE) and four for Science. Academic development opportunities are offered to all ALs.

Future Professors Programme

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 Programme, a DHET project that prepares promising academics to become a new cohort of South African professors. A total of R70 229 574,26 was allocated for the implementation of the FPP Phase 2, and 114 applications were received from 26 institutions. In March and April 2021, the FPP Phase 2 implementation team embarked on a rigorous shortlisting process where the 114 applications were scrutinised. A shortlist of 29 candidates was developed and endorsed by the FPP Phase 2 National Advisory Board. The Minister of Higher Education, Science and Innovation approved the shortlist of 29 candidates in August 2021, and all universities and participants were notified of the outcome. The first official virtual engagement with the 29 participants took place on 17-18 November 2021 to orient the newly recruited scholars.

Nurturing Emerging Scholars Programme

The University participates in the Nurturing Emerging Scholars Programme (NESP), also funded by DHET. The NESP programme recruits honours graduates who demonstrate academic ability, who express an early interest in the possibility of an academic career and who might be lost to the system if structured, attractive prospects and opportunities for recruitment into academic positions do not exist. UJ has been awarded four scholarships in Phase 1 of the programme in the following fields: Biochemistry, Mechanical Engineering, Podiatry, and Zoology. Four NESP scholars are registered for their master's degrees at UJ and will complete at the end of 2022. Check-in sessions are held with these scholars.

Leadership development programmes

UJ Young Leaders Development Programme (UJYLDP) – ‘Developing our young leaders today ... for tomorrow’

The UJYLDP involves the empowerment and preparation of young leaders to be social change agents by developing their understanding of others and their own self-awareness of their roles and responsibilities as leaders in different contexts.

The aim of this six-month programme is to help participants to develop a basic understanding of what it takes to be a masterful leader. The programme's conceptual framework is based on the three-dimensional leadership universe: Me, We, World. Three masterclasses were held with participating students to expose them to well-known leaders, to allow them to learn more about practical real life leadership experiences. With an initial intake of 49 intake, 38 completed the programme.

Emerging Leaders Development Programme (UJELDP)

The UJELDP is a registered UJ short learning programme conducted by the Department of Industrial Psychology and People Management in the CBE on behalf of the Transformation Unit. The purpose of this programme is to provide emerging leaders with leadership skills required at their level of work to shape character, competence, and commitment.

The final module of the Emerging Leaders Development Programme was concluded in September 2021. The project presentations were done on 1 October 2021 and evaluated by a senior team from the CBE. All 18 participants completed the programme.

UJ Women in Leadership Development Programme (UJWLDP)

The University of Johannesburg pilot (UJ) Women's Leadership Development Programme (UJWLDP) has been running since 2016, and until 2020 was conducted by an external service provider. In 2020, the Johannesburg Business School (JBS) was requested to develop a UJ-specific Women's Leadership Programme for 2020/2021. The first cohort of 18 women completed their final project on 13 September 2021 during Women's Month. Regardless of participation being online, the participants all testified that the programme had made a big difference in their lives and highly recommended participation to other eligible UJ women.

Transforming UJ's culture

Theme One of the Institutional Transformational Plan speaks to institutional culture: 'Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven'. Diversity and inclusion play a

critical part of the University of Johannesburg's culture. Through diversity, students and employees are able to learn from the differences and similarities that exist within the community. It is imperative that each and every student and employee feels that they belong and are fully part of our institution. Inclusion ensures wellbeing and encourages engagement.

The sixth institutional culture survey was scheduled for 2021, following on a full survey in 2016 and a dipstick survey in 2018 in specified environments. The survey questionnaire was developed by a service provider, assisted by a design team representing a microcosm of the broader UJ community. The Multilingual Language Services Office assisted with translating the survey questionnaire into isiZulu. Meetings were also held with the unions and human resources business partners (HRBPs), as these are critical stakeholders who would also act as change agents and ensure that there was interest and desire from their various environments to participate in the culture survey. The institutional culture survey was launched in November 2021, and will close in March 2022, with the results being made available during 2022.

Further core themes addressed by the Transformation Unit during 2021 included ethics, gender equity, and GBV. As mentioned above, an Ethics Charter was developed and will be taken to Council for approval in early 2022. The intention is to deepen staff understanding across the institution of the core UJ value of Ethical Foundation, not least during the age of COVID-19.

GBV remains a cause for serious concern. A rise in cases of harassment, sexual harassment, rape, and intimate partner violence assault was reported within the University in 2021 – possibly due to more students and staff members returning to campus. GBV was addressed in staff training, for instance of PsyCaD interns, and in particular with Protection Service staff – campus managers, shift managers, and security officers – to equip them to deal appropriately with cases. GBV was also thematised in a series of podcasts.

UJ participated in the International Day against Homophobia, Transphobia And Biphobia under the theme 'Together: Resisting, Supporting, Healing!'

The University Council approved the UJ Gender Equity Framework on 25 November 2021. The framework will be made available on various University platforms for staff and students to access. In 2022, the Transformation Division and all involved support and academic faculties/departments will convene to populate detailed operational outcomes based on various departmental/divisional mandates.

Maintaining an optimal work environment for staff

UJ's COVID-19 response from a health and wellness perspective

A major focus during 2021 was again ensuring staff (and student) wellness and safety during the pandemic. From the beginning of 2021, UJ experienced a resurgence of COVID-19 cases, in line with national infection rates (the second and third waves of the virus). The Occupational Health Practice (together with the student-facing Primary Healthcare Service) contributed substantially to formulating, implementing and maintaining the overarching institutional response in terms of the national alert levels, and adjusting this as conditions changed. This involvement was based on intense research, as required to stay abreast of constantly emerging scientific evidence for practice during the pandemic, and to ensure compliance with shifting legal requirements. Access to online training platforms for healthcare professionals was provided by the National Institute of Communicable Diseases (NICD), Department of Health, Higher Health, Centres for Disease Control (CDC), Foundation for Professional Development (FPD) and the World Health Organization (WHO).

The comprehensive and professional screening process for staff (and students) returning to campus continued as established in 2020, but now in an electronic format where an email was circulated to the UJ community, with a short screening survey; completion of this survey prior to accessing the campus exempted the individual from screening at the access gates. In addition, Auxiliary Nursing professionals were deployed at the University's main access points to manage those with abnormal findings, such as fever of a value above 37.5°C, cough, and fatigue. This was a successful collaboration with Protection Services, and ensured full compliance with the Disaster Management Act, the Occupational Health and Safety Act 85 of 1993 and Department of Health regulations. Reporting of cases of COVID-19 was managed by a registered nurse who coordinated record keeping and mobilisation of all resources required in cases of self-isolation, hospitalisation,

and discharge of the infected individuals. MEC gave approval for a registered nurse to continue working in the December recess period, to keep COVID-19 services in place.

During the first semester, the majority of staff were still working from home. UJ made a provision for staff to recoup their data cost (up to a specific amount), subject to their relevant ELG member's approval. As the lockdown eased and more staff were allowed to return to the campuses, this provision continued to be allowed in exceptional cases. From September 2021 onwards, as the nationwide lockdown restrictions were eased, the MEC agreed that staff should return to their workstations in line with the lifting of the lockdown levels (with consideration being given to staff with comorbidities). In addition, certain in-person activities could commence as long as they complied with national regulations, e.g. strategic breakaways and year-end functions for less than 50 people.

HR conducted a survey to assess the impact of the COVID-19 pandemic on employees' wellbeing. Numerous online sessions were presented to support staff in dealing with the stresses brought about by the pandemic and their work, with a special focus on work-life balance and on mental health; uptake by employees was good.

Since the start of the pandemic, 476 employees in total have tested positive for COVID-19 (354 of these in 2021), and of these, 460 have recovered and 16 succumbed to COVID-19. The vast majority of these infections were contracted off-campus, with only 21 employees being reported to the Workman's Compensation Commissioner as having contracted COVID-19 in the line of duty.

Staff health and wellness beyond COVID-19

In addition to the more recent COVID-19 arrangements to ensure employee safety (as reported above), UJ has long paid careful attention to optimising the safety, health and wellness of staff. To this end, two units work in partnership. The Occupational Health Practice is aimed at the prevention of health effects on the *employee* due to occupational exposure. The Occupational Safety Department 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.

The regular work of the Occupational Health Practice includes the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments; health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Facilities Management and the Occupational Safety Department.

While COVID-19 clearly impacted on the quantity of regular work that could be undertaken, the majority of assessments were achieved, and considerable work undertaken in addressing occupational safety risks. Further detail can be found in the detailed report in Section Seven of this Annual Report.

In addition, HR offers a UJ Employee Wellness Programme that focuses on promoting, improving, and optimising the health, wellbeing, and high performance of UJ employees. Some of the services are outsourced to an external service provider, and other services are rendered internally by the HR Wellness team. During 2021, a new service provider, Life Employee Health Solution, was appointed for a period of three years.

Maintaining an optimal learning and environment and student experience

Enhancements in student life-cycle management to ensure completion of the 2021 academic year

The Central Academic Administration Division (CAA) was primarily involved in maintaining the integrity of the student life cycle within the broad context of this institutional response, with responses needing to be regularly adjusted in terms of shifting national requirements, as the pandemic developed. Given that CAA is a national leader in the use of technology to support the student life cycle, it was able to draw on this strength in its response to emerging challenges. Every business process continued effectively without interruption.

The following necessary key adjustments to processes and systems were implemented, often at very short notice.

- Adjustments to the academic calendar were made. In particular, the much later release of the Grade 12 results (23 February 2021) necessitated adjustments to the start of the academic year. For this reason, two separate academic start dates were implemented: the one for senior students (15 February) and the second for first-year students (on 8 March). It was considered important to start the senior students as soon as possible because it would have been unfair for them to be negatively impacted by the late release of the Grade 12 results. For first-year students, lost academic time was recovered by means of online intensive revision sessions during the April recess period.
- The later release of the Grade 12 results created a further challenge because senior students could register three weeks before the first-year students. To reserve adequate spaces for first-year students in programmes, the registration system had to be enhanced to facilitate quotas for the different student categories.
- Amendments to the academic regulations were extended, to allow all programmes to be offered, temporarily, online, with concomitant adjustments to timetables where needed.
- Senate approval of the use of online assessments was extended to 2021, again with the necessary system adjustments to the calculation criteria database. Two online proctoring systems, Proctorio and an in-house developed system the Invigilator app (both had been piloted during 2020) assisted with the integrity of assessments for more than 14 000 students.
- An electronic academic record (with a secure, official digital stamp and Registrar's signature) was developed and made available to graduates and current students, and at their request to prospective employers, from April 2021.
- Virtual graduation ceremonies were implemented for 14 000 graduates. This included the development of a mobile 'selfie' app with a virtual background of the graduation hall/the Vice-Chancellor (VC) or Registrar, which was enhanced during 2021 by including the graduate's photo, and the VC's or faculty's welcome message. An online booking system was created for drive-through collection of graduation certificates.
- Supplementary assessments, usually completed in January of the following year, were moved to the end of the same year (last week of November). This meant that students already received the outcome of the supplementary assessments before the University closed for the recess period in December 2021.
- Elevated support was made available for online enquiries during applications or registrations: the virtual assistant or chatbot, MoUJi, introduced in 2020, was further enhanced and can now provide applicants or students with personal details, view academic and residence admission statuses, and access class timetables, assessment results, and financial statements. Applicants can now also reset their PIN themselves and do not need to phone in to the Call Centre to request this.

Once again, UJ was able to complete the academic year successfully, also concluding supplementary assessments during the calendar year.

Student living and learning

The Student Affairs Division works according to the Five-Pillar Model, comprising Academic, Leadership, Community Engagement, Sport and Social pillars, with the pillar or theme of academic excellence cutting across all elements.

The University continued with the strict application and implementation of the UJ standards and of the minimum norms and standards of the Department of Higher Education and Training for student accommodation, in both residences and privately owned student accommodation (POSA). In 2021, UJ had the capacity to accommodate 32 762 enrolled students on- and off-campus. Monitored POSA accounted for 79% (25 392) of the available accommodation. On-campus residences (6 830 beds) had an occupancy rate of 84% (5 720). The occupancy rate in POSA was considerably lower, at around 9 196 beds (approximately 36%). Support was provided for students with disabilities staying in the residences.

To ensure an enriching student-friendly support environment, interventions included learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Interventions and programmes addressing issues of risky student

behaviour, safety and security, diversity and tolerance, good conduct and citizenship were largely transitioned to online. The Student Charter and Qualities of a UJ graduate sought to enhance responsible and ethical behaviour and conduct.

Living and learning communities in the UJ residences were supported through the Residence Academic Advising Programme. About 180 senior students were identified to help junior students, particularly first-year students in residences, with their academic work. Unfortunately, this intervention, which has been shown to contribute to the sound academic performance of residence students, was disrupted by the lockdown. Similarly, the lockdown negatively affected participation in the 224 recognised student societies (mainly academic, political, religious and social organisations).

The institutional orientation programme of first-year students included developing awareness of institutional rules and regulation, as well as tips for success on campus. These rules and regulations and the expected UJ student attributes were also made available through the Student Portal (uLink).

The Student Meal Assistance Programme benefited 3 022 students who had been identified as not being able to afford daily meals. In addition, Tiger Brands provided monthly meal packs to a further 500 identified students. During the violent protests and looting experienced in KwaZulu-Natal and Gauteng, Student Affairs provided meal packs to an additional 108 students who were affected by the protests.

The elections for the 2022 SRC, which for the second time at UJ were electronic elections, took place from 4 to 6 October 2021; the elected SRC started its term of office from 1 January 2022. The elections for the leadership structures of other student organisations and structures, such as house committees, were successfully conducted in October/November 2021. The voter turnout improved by 3% from 16% to 19%, while the average national SRC voter turnout was 18%.

The student discipline process dealt with numerous cases of academic dishonesty, especially in the first semester: 388 cases of academic transgressions were categorised either as plagiarism or as providing and/or receiving unauthorised assistance during assessments. In total, 69 cases were in relation to violations of the University measures to enhance the compliance with the COVID-19 regulations. (The integrity of UJ assessments is supported by a proctoring system.)

Extracurricular activities for students

Further enrichment for students was provided through UJ Sport and UJ Arts and Culture. Sporting codes available at UJ include athletics, cricket, football, basketball, hockey, netball and rugby as elite codes; rowing, sport for students with disabilities, squash and eSport as competitive codes; as well as chess, indigenous games and martial arts for social/mass participation, with the majority of these codes available for both men and women.

Within the new normal under the COVID-19 restrictions, for the teams to get back to training, including their safe return to play, the Sport Federation's protocols needed to be presented to the COVID-19 Coordinating Committee for approval. Approvals were requested in phases, beginning with the gym followed by rugby and then all the other sporting codes. These phases allowed the Division to implement best practices (involving some 'bubbles'), with continuous review of the implementation processes. At the same time, much engagement with both athletes and supporters took place via social media. While there were still restrictions in place, UJ hosted the University Sport South Africa (USSA) track and field competition: given that Athletics is an individual sport, the risks were manageable and made the delivery of the entire event feasible. The Healthy Campus Project promoting student and staff wellness took shape, and UJ gained recognition by the International University Sports Federation (FISU) as one of the certificated universities on the platform. In all, 2021 was an extremely successful year for UJ Sport, with the men's football team winning the Varsity Football competition for the first time ever since the inception of the competition.

Through the UJ Arts Academy, UJ Arts and Culture offers students from across the institution free access to a dynamic extramural arts and culture programme. The programme presented in 2021 included the award-winning UJ Choir, play reading and photography clubs, drama, dance, and poetry classes and poetry slam competitions, playwriting masterclasses, a radio drama podcast series as well as participation in a professional

musical. Additionally, an extensive arts appreciation programme was offered, comprising film screenings, physical and virtual gallery openings, theatre and dance talks and workshops. With 750 students participating in activities and workshops, around 347 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria.

One of the Unit's most popular offerings saw it present two poetry masterclasses by Lebo Mashile and Vusumuzi Phakathi, and offer weekly poetry classes and monthly poetry slam competitions. After three elimination rounds during the year-end Arts Academy showcase, Kwanda Mabaso from the Soweto Campus was crowned 'Izimbongi 2021 Slam Champion'. Another group of students took on the daunting task of recording an isiZulu translation of 'R&J Unplugged', an adaptation of Shakespeare's 'Romeo and Juliet', as a radio drama. Under the direction of Nompumelelo Mtshali and with mentorship by South African icon, Dr Jerry Mofokeng, the podcast series will be released in 2022 and includes both an isiZulu and English version of the drama and an educational segment targeted at secondary school learners.

Students are also encouraged to volunteer for involvement in UJ's many Community Engagement initiatives. In 2021, a total of 6 183 student volunteer champions were recruited from all campuses and trained and developed around the themes of promoting responsible global citizenship and the sustainable development goals. However, this was considerably lower than the MEC set target of 10 000, which prior to the pandemic had been easily reached. Training of these champions seeks to promote global responsible citizenship and the sustainable development goals

A qualification must lead to employment

It is essential for students to address their career prospects during their time on campus. In 2020, the Career Services Unit had launched UJCareerWiz, a new one-stop online career portal, to support student employment needs. The overall aim was to promote the use and level of engagement by students, academic staff, employers, and campus partners, creating concrete strategies for all stakeholders. This platform allows for greater engagement, tracking year-on-year improvements and correlation to student job opportunities. This UJ-specific platform also supports the career needs of students doing work-integrated learning. The immediate interest in UJCareerWiz (15 202 students utilised the portal in 2020) increased further in 2021, to 17 610 students.

UJ students were brought into contact with a range of prospective employers, through the Reimagine Your Career programme, which included virtual career fairs; Instagram lounge chats with career consultants; and Instagram virtual coffee sessions with industry leaders. Virtual coffee chats are live discussions on the UJ Career Services Instagram page where a wide range of topics around career development and preparation for the world of work are addressed. During 2021, 35 sessions were hosted, which reached 8 552 students.

COVID-19 had necessitated the shift to virtual career fairs. Following on initial successes in 2020, career fairs continued in 2021 in virtual mode, run either by Career Services on their own or in collaboration with the South African Graduate Employers Association (SAGEA). It seems as if both the companies and the students are adjusting well to this new form of career fairs, as the number of companies increased to 154, and participating students increased to approximately 9 000.

In addition to the online events and online graduate recruitment, the Career Services team also engaged in individual consultations. These consultations assisted students with queries relating to their chosen career path and prepared them for the world of work. In total, 1 439 students were assisted in 2021, either face-to-face or through telephonic consultations and career assessments.

Support for student health and wellness

Student health and wellness, as key to their success in their studies, is catered for by three units: the Centre for Psychological Services and Career Development (PsyCaD), the Primary Healthcare Service, and the Institutional Office for HIV and AIDS (IOHA).

The continued psychological impact of COVID-19 is evident in the growing demand for counselling and the type of counselling needed by students. Over the last couple of years, PsyCaD has seen a significant increase in the demand for counselling services, from 7 149 consultations in 2012 to 16 364 in 2021. This

increase is in line with international trends. During 2020, PsyCaD had transitioned to a hybrid approach to counselling, i.e. face-to-face and online interventions. In 2021, students were offered the option of either remote or face-to-face counselling, and of the 16 364 sessions conducted, 6 147 (37%) sessions were conducted telephonically or online.

24-hour support is essential for students who are in distress. The PsyCaD 24-hour crisis line provides immediate psychological assistance to UJ students at any time of the day and night. The aim of the psychologists on crisis line duty is to provide crisis intervention and trauma debriefing to minimise the effects of psychological trauma and, therefore, increase a sense of safety and stabilisation within the individual. Services offered through this line include telephonic counselling, referrals to applicable emergency services, as well as recommendations and referrals to various organisations and resources to assist with the presenting crisis or query. The 24-hour crisis line is well established and well known in the UJ community and is marketed through posters and a sticker that is extensively circulated at various forums. Higher Health SA has also launched a helpline for South African students. The contact details for this helpline have been widely advertised in UJ. Other call centres that are available to the students include Life Line, SADAG and Akeso, and these are also advertised to students on a number of platforms. These resources provide students with a wide range of support when they are in a crisis or feel the need to speak to somebody. There has been a significant increase in the number of calls to the crisis line, from 941 in 2020 to 1 160 in 2021. Of these calls, 118 (10,2%) were suicide-related, and of those 14 resulted in hospitalisations.

In addition to the problems that many students face, students with disabilities have added challenges. Throughout the challenges posed by COVID-19, the Disability Unit continued to provide students with disabilities with much-needed support. The team conducted 1 029 consultations with these students. Given that UJ makes a variety of essential support available to students with disabilities – such as access to computers with assistive software, assistive devices, and support during assessments, as well as individual consultations – the Disability Unit had to find ways of continuing to provide this support to these students in spite of the lockdown. The Disability Unit also assisted lecturers in ensuring that study material and assessments were disability friendly and, where necessary, assisted in adapting course material.

The Primary Healthcare Service (PHS) and the Institutional Office for HIV and AIDS (IOHA) maintained their support of student wellness; services are available on all campuses at no cost. With campuses reopening for much of the year, figures for most services returned to normal (in comparison with the previous year), though figures for HIV and AIDS testing remained low. However, campus prevalence in terms of those testing is around 1%, in comparison with the Gauteng figure of approximately 13,5%. IOHA's Care and Support programme continued, as did their Peer Education Programme, with around 120 active peer educators. Health promotion activities of both the PHS and IOHA have largely continued online, using a range of social media (Facebook, Instagram, Twitter, UJFM, etc.), given the realisation that the reach of these activities is much greater online.

Monitoring student experience and employability

The Division for Institutional Planning, Evaluation and Monitoring is responsible for conducting annual student experience surveys among undergraduate and postgraduate students, and a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. In 2021, as in 2020, given the shift to online teaching and learning necessitated by the COVID-19 pandemic, the Undergraduate Experience Survey was combined with the CAT annual survey on online teaching and learning, and the survey instruments were all adapted to take the pandemic context into account.

The Undergraduate Student Experience Survey

The 2021 Undergraduate Experience Survey (UGES) included responses from 10 398 students surveyed during August and September 2021. The results indicated that students' overall satisfaction level with UJ was 90,9%, which, although slightly lower than the 94,8% of 2020, is still a significant achievement, and continues an upward trend in student satisfaction from the 86%-87% range, which was the average between 2016 and 2019. That the UG student experience in 2021 was very positive was corroborated by the finding that 94,1% of the students said that they would refer prospective students to UJ.

The detailed questions on student learning focused largely on their experience with online learning, and there the positive responses fell into the 83% to 92% range. As examples, 90,5% agreed that lecturers made sure their learning content on Blackboard was up to date, and 91,4% that the content was well-structured. Lecturers were agreed to be 'good at explaining things via the online platforms' (86,1%) and to use different online methods to engage with students (82%). Slightly less positive were the responses on assessment and feedback, where 78,7% said lecturers' comments on assessments were helpful, although 89,1% found the number of assessments to be adequate. Interestingly, 90,1% of the students were satisfied with the measures lecturers had taken to prevent cheating in online assessments, although a small proportion (3,7%) said they knew of friends or fellow students who had paid another person to complete an assessment for them.

Asked what mode of offering students would prefer post-COVID-19, it is noteworthy that only 17,2% wanted to return to purely contact teaching and learning, while 17% opted for purely online teaching and learning, and two-thirds (65,8%) expressed a preference for a mixture of contact and online teaching and learning. These results echo those of the 2020 UGES.

The UGES also reveals information about the circumstances in which students experienced teaching and learning in 2021. While approximately 70% of the students indicated that their learning environment was conducive to learning, 6,7% indicated that their environment was not at all conducive. Of those in on-campus residences or UJ-approved off-campus accommodation, the positive figure was higher, at 78%. The three most common challenges that caused anxiety among students during the pandemic were uncertainty about completing their studies (46,8%), thinking about family members falling ill (38,1%) or themselves falling ill (35,5%). Almost a third (32,7%) has at some stage considered dropping out of university completely owing to the effects of the pandemic. Funding worries also featured prominently. Of importance is that 92,4% of the respondents were satisfied with the measures taken by UJ to prevent the spread of COVID-19. A high proportion of the undergraduate respondents (86,1%) reported that they felt that they belonged at UJ, and 85,8% felt that their education and wellbeing were priorities for UJ.

The 2020 Postgraduate Student Experience Survey

The *Report on the Postgraduate Student Experience Survey 2021* similarly showed positive results, with an improvement in levels of satisfaction with research supervision from 82,4% in 2020 to 84,7%.

Despite 56% of the 1 982 PG respondents indicating that they were concerned about the impact of COVID-19 on their current and future studies (however, a significant drop from the 82,5% of 2020), the responses to questions relating to UJ's support during the pandemic were very positive. The top reasons for choosing to study at UJ were largely to do with the reputation of UJ or of their supervisor. Most had a very positive impression of their studies at UJ, with 88% definitively stating that they would study at UJ again if they could do it over, and 90,1% agreeing that they would recommend UJ to prospective postgraduate students.

Student employability survey

The *2021 UJ Graduate Employability Survey Report* gathered relevant information from 7 821 UJ graduates who had completed their qualifications in 2018, 2019 and 2020. Graduates transition into the world of work at different rates. Of the employed respondents, 56% had secured employment within three months of completing their studies, and 85,7% within a year. Over two-thirds of the respondents felt that the COVID-19 pandemic had affected their employment prospects. A consistent finding over the last few years is that employment levels are significantly higher for those graduates who have had a job of whatever sort while at university than for those who have not. *The Graduate Employability Survey Report* contains a wealth of information on graduates' job satisfaction levels, how well they thought their studies had prepared them for the world of work, and how they had found out about their job, with networking, social media and employers' websites receiving the most mentions.

Infrastructure for excellence in research and teaching and learning

Information and Communication Systems

The COVID-19 pandemic again highlighted the ever more crucial role of information and communication systems in higher education. Through continued participation in the COVID-19 Coordination Committee, UJ's

Information and Communication Systems (ICS) Division developed and regularly reviewed plans to ensure continuity on projects.

ICS continued with various projects to upgrade the network and Wi-Fi infrastructure across all campuses by installing cabling and new network equipment such as switches, controllers, and Wi-Fi access points. The upgrade aimed to increase Wi-Fi coverage and improve performance in both indoor and outdoor areas. Office area WiFi coverage was increased as well as network bandwidth. For example, wired connections were improved from 100 megabits per second to 1 000 megabits per second, and extensive outdoor coverage upgrades were undertaken for congregation areas such as gardens, bus stops and parking lots.

Re-cabling projects were also undertaken and completed to address ageing cabling infrastructure in certain places. The focus areas were the John Orr Building and second floor West Wing on Doornfontein Campus, and the Soweto Campus Library. The benefit derived from the projects is that these installations were certified by the cabling vendor, and 25-year warranties were issued.

ICS also replaced 942 computers in the student computing labs across all four campuses. A total of 502 of these computers were replacements in the Faculty of Engineering and the Built Environment (FEBE) labs on the DFC Campus. This is part of a continuous improvement process for the student computing environment, to equip the computer labs with modern computers that meet students' expectations.

Cyber security is an ever-escalating risk that affects all institutions, and UJ also experienced heightened phishing emails with impersonation and targeted attacks. Regular cyber security awareness messages were sent out, aligned with the university's risk appetite, addressing priorities such as phishing emails and compliance with the Protection of Personal Information Act. The ICS Division plans to continue with these cyber security awareness campaigns to ensure that users stay informed.

To further strengthen the security and increase the University's network security infrastructure capacity, ICS upgraded to new firewall devices for the APK Campus. These devices help prevent unauthorised access to the University's network from internal and external sources; the firewalls also help detect and protect against network threats to the UJ networks. The new firewalls brought about a noticeable increase/enhancement in the following areas:

- Significant increase in performance.
- Greater accuracy in applying custom security profiles.
- Increase in handling traffic load, especially within the student Wi-Fi environment.
- Increased capacity and storage of logs.

The COVID-19 pandemic has put the spotlight on business continuity and disaster recovery (DR) activities at universities. ICS and the Financial Governance and Revenue Division put plans in place to initiate a Business Impact Analysis (BIA) project, which will revisit the critical applications required for business continuity, in order to mitigate any risk of inability to continue with essential business processes and fully recover critical systems. ICS partnered with Deloitte Consulting to conduct an independent review of the current UJ DR capabilities and processes. Deloitte Consulting commended UJ on their planning and arrangements made in IT disaster recovery and the testing thereof, with recommendations to assist UJ in proactively addressing potential areas of concern and opportunities for improvements for future disaster recovery tests. The report concluded with Deloitte attesting that UJ had established a DR programme in which recovery testing and exercise processes had been incorporated.

ICS and Accenture SA, an independent accredited ERP service provider, conducted due diligence of the existing Oracle applications modules, namely Human Resources, Payroll, Finance and Supply Chain Management. The project's outcomes were a business case for an Oracle version upgrade, and a roadmap for future Oracle cloud applications and other alternative ERP systems. After the Oracle due diligence and keeping with the business case outcomes, the Oracle system was successfully upgraded from Oracle version 12.1.3 to 12.2.9.

ICS fulfilled the requirement for staff and students to have the ability to report issues from a mobile device by developing a mobile facilities tool. This tool allows users to log a call from their mobile device requesting services from maintenance, auxiliary services, and limited ICS services. Once the call is logged, the system routes the request to the responsible support team to attend to the problem reported.

The procurement of the ICT asset management system was finalised and implemented during 2021. The system aims to improve the management of IT assets, to allow for easier reporting, and to assist relevant stakeholders in making data-driven decisions regarding IT acquisitions.

Owing to the number of stolen laptops, a strategic decision was taken to procure and implement a system that allows the University to track the laptops. If a laptop is reported stolen, this system gives the University the ability to track, freeze, delete data or wipe a machine that cannot be recovered remotely.

UJ Library and Information Centre

As a result of the COVID-19 pandemic, the need for the digital dissemination of information and for online engagements grew exponentially. The UJ Library and Information Centre (LIC) successfully made the transition to this new norm. The LIC advanced online learning and access to learning materials; for example, **online training videos** were viewed more than 90 000 times on Blackboard and YouTube. **BotSA**, a chatbot, was launched to respond to queries relating to the LIC, freeing up specialist librarians to deal with more complex requests. The increased use of e-books (as the loan of actual library books was not possible) and open-access journal articles may spell a fundamental shift in the way libraries conduct their business in the future. In keeping with UJ's 4IR vision, more than 170 public lectures and conferences on 4IR- related topics were hosted during 2021.

A small team from the LIC and other UJ colleagues were awarded R39 000 from the UJ Teaching Innovation Fund to help develop an online game through which students could learn about digital literacy. Digital literacy is the ability to critically assess all the information found on digital platforms and thereby identify fake news, misinformation, disinformation, and conspiracy theories. In 2022, the finalised game will be rolled out to students. In 2021, the very popular online plagiarism game was completely reimaged and made into a much more interactive and complex online game to be launched to UJ students in the first term of 2022.

The importance of digitising material was pushed to the fore due to the devastating fire at the University of Cape Town's Jagger Library. In 2021, the UJ LIC prepared all documents in the extensive archive for digitisation, and digitised more than 3 000 documents. Over the next three years, the entire archival collection will be digitised; this will indeed result in a fundamental shift in the way we access material.

As mentioned above, the UJ Press was established in October 2020, under the auspices of the UJ LIC. On a lighter note, the long-awaited coffee shops on APK and DFC opened their doors in 2021. Owing to COVID-19 restrictions, the coffee shops have initially struggled, but in 2022 they are expected to become an important social space on these campuses. One of the aims on APK is to keep the coffee shop open until 20:00 at night so that students do not need to leave campus to find something to eat or something hot to drink. In this way, the LIC hopes to play a small role in helping to create safe learning spaces for students.

The Nadine Gordimer Auditorium in the APK Library was repurposed as a hybrid meeting room, and at the end of 2021 the LIC hosted the first hybrid conference. This conference included delegates who were physically present in the Nadine Gordimer Auditorium and other delegates who joined the conference via Zoom.

Optimal campus facilities

All academic and support facilities need to be readily available, accessible, functional and safe. This encompassing goal involves maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens, and the development and upgrading of infrastructure in accordance with clients' needs, with the objective of supporting teaching, learning, research, and student life.

The Facilities Management Division, the former Operations Division, is a non-academic support division that offers services to all UJ stakeholders tasked with maintaining academic and support facilities. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens, and the extension and upgrading of infrastructure in accordance with stakeholders' needs.

In 2021, challenges caused by the extended COVID-19 pandemic remained the dominant inhibitor to the normal delivery of services. The Division continued to meet most institutional requirements despite these challenges. All units in the Division, namely Campus Maintenance and Cleaning, Project Management,

Property Management and Logistics, continued to provide services as required across the campuses. The challenging operating environment prompted the Facilities Management Division to review its Business Continuity Plan and to extend the normal continuity planning to include a risk review for extraordinary events that might require a more adaptive and less tick-box approach.

During 2021, a clearer allocation of projects to the various project managers and consistent use of external project resources have resulted in a noticeable improvement in project management performance and reporting. Nevertheless, in the COVID-19 environment, just under 80% of projected spending was achieved in 2021 – marginally better than 2020. This notwithstanding, more than forty projects, valued at more than R200 million were completed – an increase of approximately 33% from 2020. These projects include Phase 1 of the new DFC Science and Engineering Building.

Student residences have remained an area of focus. During 2021, the fourth student residence on the Soweto Campus was completed. Design and redevelopment for the Robin Crest DFC residence refurbishment project were completed in 2020; funds were obtained in 2021 and the appointed contractor started work late in 2021 – with an estimated practical completion date of June 2022. Four residences on APK Campus were partly refurbished during 2021.

Environmental sustainability

UJ has committed itself to improving on its sustainable practices in all of its University activities. The development of the UJ Strategic Plan 2025, anchored in the overarching goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint. Strategic Objective Six, fitness for global excellence and stature, states that *“We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship”*.

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

UJ’s total carbon footprint for 2021, based on actual energy consumption from various sources, was approximately 37 692 tons of CO₂ compared to the 41 403 tons reported during 2020. This indicates a decrease of approximately 8,96%. This can be attributed almost entirely to the continued effect of the various COVID-19 lockdown levels that were applied at various times during 2021 with the consequent reduction in foot traffic on all UJ campuses and off-campus facilities. However, this is the first time that reporting on power generation has led to a measurable decrease in the carbon generated by UJ – though the decrease of carbon generated must also be seen against the 6,5% electricity generated by the solar PV plants.

For January to December 2021, the University of Johannesburg achieved an electrical energy savings of 37,69% for all properties, compared to the 2015 baseline (which is the initial value against which we are required to report going forward), based on an absolute measurement methodology. The various energy savings initiatives implemented have started showing positive results. In 2021, Facilities Management started the third phase of the solar PV projects for a total of 1.0 Mwe to be installed at Media Park, SWC fourth residence, and DFC Campus for completion in 2022. By then, more than 20% of UJ’s total electrical energy consumption will be generated from renewable resources with further reductions in energy usage resulting from new high-efficiency equipment and LED lighting.

Natural gas usage, and petrol, diesel and travel related usage also contribute with small percentages to UJ’s carbon footprint. It must be noted that increasing occurrence of Eskom load shedding has already produced an increase in diesel usage, and this may result in further substantial CO₂ generation in future, since liquid fuels have a higher CO₂ generation per GJ of energy consumed. An investigation has been concluded into the use of electric buses for the extensive student bus service operating between campuses and UJ is ready to procure two electric buses and bus charging stations as a trial.

Using water sparingly has become a necessity at UJ. A small water savings was achieved for 2021, and compared to 2015, there has been an overall decrease of only 1,88% against the very low values of 2020. Water consumption in 2021, specifically on APK Campus, showed only a 2,95% decrease from the 2019 and 2020 data, even after a major pipe leak had been identified and repaired. As far as possible, borehole water is now used on all campuses, and the four new boreholes for supply subvention from 2019 are now in operation.

As regards waste management, in 2021, UJ recycled a substantially larger percentage of its total waste generated. In 2021, 51,16% of waste generated was recycled – as compared to 47,82% in 2020, 28,24% in 2016, and only 3,9% in 2011.

Office of the General Counsel

The Office of the General Counsel (OGC), established on 1 January 2016, consists of a small team of professionals who are either admitted attorneys or corporate counsel under the Legal Practice Act 28 of 2014. On 1 August 2021, the new General Counsel, Mr Dries Pretorius, took up office.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the Office sees as its clients, in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values. The OGC assists its clients in conducting the University's business, where this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements, but are problem solvers committed to helping resolve issues in a practical, timely and efficient manner and to advising on proactive measures to mitigate problems. The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable. Moreover, the OGC emphasises the need for innovation and creativity by assisting the University in developing new and useful approaches to the challenges and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution.

The main matters to which the Office attended during 2021 included:

- Business transactions
- Commercial matters
- Educational affairs
- Contracts
- Litigation
- The legal impact of regulations made and directives issued under the Disaster Management Act 57 of 2002 (DMA) in response to the COVID-19 pandemic, on all activities and functions of the University.

The OGC assists all faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

As could be expected, UJ's Mandatory Policy on Vaccinations created a significant amount of work for the OGC. These included staying abreast of all notices and regulations promulgated in terms of the DMA, advising thereon and drafting University documents to comply with the regulatory framework, including notices, policies, declarations and dealing with a myriad of challenges against UJ's Mandatory Vaccination Policy and Protocols.

During the second half of 2021, in-depth evaluation and planning were done in relation to the needs of UJ vis-à-vis legal services. A number of projects were identified with the view of implementation from 2022 onwards. Some of these projects are:

- A learnings process for disputes – this ensures a formal evaluation of the root cause of disputes as to eliminate repeat incidents.
- A multiyear templates development project that will not simply update UJ's templates but also address third-party repeat agreements. The focus is on a reduction of risk and ease of use. Templates identified to

be addressed in 2022 are: 1) Standard Terms and Conditions for Procurement (including the tender and RFQ process); 2) a suite of agreements to support the academic business confidentiality agreements, construction and building agreements and a review of Student Agreements.

- A review of the privately owned student accommodation (POSA) accreditation and contracting process, to include the review of the POSA Policy and ensuring that agreements concluded with POSAs are aligned with the Policy.

Various manual and automated systems will be implemented to support these initiatives.

Financial management and financial sustainability

Financial sustainability and risk management

Sound financial management is integral to ensuring optimal functioning of the University through provision of adequate resources, ensuring adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future.

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes that academic quality and requisite infrastructure be maintained throughout.

Highlights for the year under review include the achievement of all financial targets according to the institutional Annual Performance Plan, an increase in the number of NSFAS-funded students, the significant amount raised through institutional fundraising as well as improvements in the governance, compliance, and risk management frameworks.

Financial performance

In November 2020, Council approved a very conservative budget for the 2021 financial year, in anticipation of a decline in state funding as a result of the COVID-19 impact. This budget was revised and approved in March 2021, in line with the confirmed state subsidy allocation.

The University budgeted for operating income of R4.789 billion, comprising state subsidy, student fees, short-term investment income and income from other services. Operating expenses were budgeted at R4.688 billion, resulting in a budgeted surplus of R100 million. In addition to this, a target of R382 million for external research, donation and commercialisation income was set.

Our performance against these targets has been very pleasing, with an operating surplus of R324.8 million, and a consolidated surplus of R1.339 billion. Our operating income exceeded expectation by 3%, with the external research, donation and commercialisation income at 81% above target. Our investment portfolios performed well, with returns of 19,74% and 21,43% for the University and the UJ Trust, respectively.

Operating expenses were 2% below budget. A significant contributor to the expenses is expected credit losses from irrecoverable student debt, which continues to pose a significant risk to our financial sustainability.

These results, which are a collective effort of UJ staff and our partners and donors, and to whom I am very grateful, have seen our Council-controlled reserves grow by an impressive 36% from R2.342 billion in 2020 to R3.179 billion (of which R2.708 billion was classified as undesignated) at the end of 2021. This growth happened despite the continued investment in student and staff support through the hybrid and remote learning period, increased scholarship funding allocation, investment in ICT and built infrastructure, as well as the GES 4.0 catalytic initiatives.

Our consolidated net assets reflect a strong financial position, having grown from R7.7 billion in 2020 to R9.2 billion at the end of 2021. This positions us well to mitigate the continued negative impact of COVID-19 and volatility in markets.

Student funding

Despite the increased number of NSFAS-funded students, we still have a significant number of students who struggle to settle their fees and meet their day-to-day needs. In response to this, we continued to provide

various forms of support to our students, with 13% of our operating budget allocated to assist low income and missing middle students.

State funding

Our subsidy allocation growth of 4,95% this year provided much needed relief, which we welcome. Changes in the subsidy formula and student fee increase framework have been expected for a while and will provide the much-needed certainty in our financial planning. We look forward to receiving the outcomes of the work currently under way in this area and funding for the missing middle students.

Transformation

Finance transformation is critical to enable us to deliver on our mandate. The University invests a significant amount of effort in ensuring our procurement practices are aligned to best practices to ensure that the sourcing strategy accurately addresses the UJ context, ensures good value for money and contributes towards improving our B-BBEE scorecard. While further improvement is needed, which we are working hard at ensuring, our B-BBEE scorecard is testament to this.

Our supplier and enterprise development continues on its upward trend with now well over 800 small suppliers graduating from our programmes. We also have an increased focus on spending towards qualifying black women-owned entities.

Commercialisation

Performance of the commercial entities is closely monitored to ensure they also remain financially sustainable. The entities have yielded positive results, with notable improvement in the performance of Resolution Circle, which realised a surplus of R16 million for the year.

Our revised governance framework has ensured increased transparency and accountability in this area and created opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our space in this area to continue to excel in innovation, with various commercialisation projects close to fruition at UJInvnt.

Risk management

While we celebrate the achievements above, we are acutely aware of various uncertainties that continue to pose a significant risk to our financial sustainability. These include:

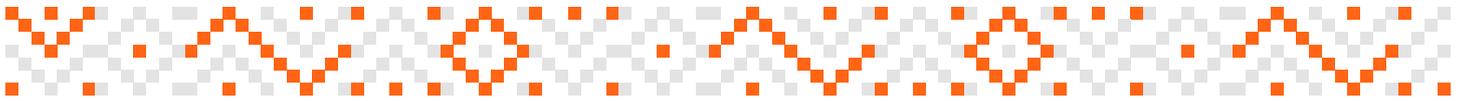
- The growing number of students qualifying for NSFAS nationally and the increase in national unemployment figures, which pose a significant risk to the level of future state funding allocations to universities.
- Increasing irrecoverable student debt.
- Declining rand value of our subsidy allocations.
- Ageing University infrastructure and decline in our allocation of state funding for this purpose.
- Competition for talent.

To mitigate the risk posed by the above, we must continue to pursue alternative income streams, which include additional income generated from commercialisation of our innovations, innovative new offerings, our strong financial position as well as third-party financial contributions. This is very important in supporting and funding our backlog maintenance and future infrastructure investments and other strategic initiatives.

Our University wide risk management strategies and processes have been heightened to prevent breach and failures in our internal control and governance processes as outlined in Section Four of this report.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Report on the Annual Performance Plan 2021 of the University of Johannesburg¹

INTRODUCTION

The following report analyses the 2021 outcomes against the targets set in the 2021 UJ Annual Performance Plan (APP). Key performance indicators (KPI) are grouped under the six major objectives that frame the UJ Strategic Plan 2025 and reference is made to the corresponding indicator in the Strategic Plan in brackets. Where appropriate, the results are shown by means of a chart accompanied by a brief narrative explanation. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of survey results, and this is noted in the text related to the relevant KPIs.

Staff data were as of 24 February 2022 and HEMIS data in this report were extracted on 28 February 2022.

Revision to APP

While most of the indicators presented here are the same as for the 2020 APP, there are 21 indicators as opposed to 27. The KPIs that no longer appear on the APP are nonetheless included in the Strategic Plan, which is reported on annually towards the end of the year.

There are, however, a few changes that were requested by Council at a workshop on 28 January 2021, as noted below.

Changes include the following:

Changes to the targets or ceilings

- KPI 4b: Accredited research outputs
- KPI 15: Overall student satisfaction
- KPI 16: Prestigious awards
- KPI 18: Annual operating surplus
- KPI 19: Council-controlled reserves
- KPI 21: Third-stream income (externally generated research funding).

¹ Based on UJ APP 2021, CL14a/2021(1)

Removed from the UJ APP, but not from the Strategic Plan where they will continue to be monitored annually

- KPI 5: Annual citations in Scopus (n-2)
- KPI 14: Number of study abroad students
- KPI 17: Number of op-eds on 4IR
- KPI 25: Number of academic staff members recruited who are working in 4IR
- KI 27: Governance review (Council)

Two KPIs combined into a single KPI

- KPI 9: Number of CEPs for 4IR (cumulative)
- KPI 11: Number of academic initiatives advancing 4IR (cumulative)

A change in definition

- KPI 10: International students, to include those on non-subsidised and online/whole programmes as well as formal programmes (CL 14b/2021(1)).

The combined effect of the above changes was a reduction in the number of KPIs in the 2021 UJ APP from 27 to 21.

SUMMARY RESULTS – TARGETS MET

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of PG graduates for 2020 (n-1) at 3 577 exceeded the target by 10,5%.

KPI 2: Percentage permanent and fixed-term academic staff with doctorates

The target for this indicator was set at 50,8%, and the proportion of staff with doctorates (55,8%) at the end of 2021 exceeded the target by 5%.

KPI 3: Number of published research outputs on 4IR (n)

The number of published outputs on 4IR at the end of 2021 at 413 was a remarkable 65,2% above the target of 250 and 37,7% above the ceiling.

KPI 4b: Number of accredited research units (n-1)

The accredited ROUs for the 2020 publications submitted, at 2 305.6 units are considerably above the ceiling of 2 150 units and the highest on record for UJ.

KPI 5: Overall enrolment

Enrolment at the end of the year, at 50 591, was above the target by 1,4%, which is well within the 2% variation allowed for.

KPI 6: Undergraduate output (n-1)

Undergraduate output at 9 458, i.e. those that achieved qualifications in 2020, was above target by 308, or 3,4%.

KPI 7a and 7b: Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)

Of the 2018 cohort, 42,5% succeeded in completing three-year undergraduate qualifications in minimum time, which is 2,3% better than the previous cohort, 4,5% above target, and 3,5% above the ceiling. For the 2018 cohort doing three-year undergraduate degrees only, the completion in minimum time was 1,7% above the 2017 cohort, and 5,4% above the target.

KPI 8: Number of students completing Artificial Intelligence in the 4IR module (cumulative)

This indicator, which was new in 2020, tracks the number of students completing the *Artificial Intelligence in the 4IR module*, which in October 2020 was 3 268 (the baseline on which the target was based). The tally of 4 281 for the year has exceeded both the target and the ceiling. The cumulative total since the beginning of 2020 as reflected in the Strategic Plan is 7 549.

KPI 9: Number of academic initiatives advancing 4IR, including CEPs (cumulative)

This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, cumulatively since 2019. There was a combined total of 80 such initiatives by the end of 2020, which by the end of 2021 had risen to 129. This has exceeded the ceiling by 42, or 48,3%.

KPI 10: International students

The 2021 year-end number was 4 387, thus 15,4% above the target of 3 800. The calculation was amended by a Council decision to include students on non-formal whole programmes (25.03.21).

KPI 11: Percentage international permanent and fixed-term academic staff

At the end of 2020, the percentage of international academic staff was 17,8%. The 2021 year-end percentage was 17,9%, i.e. 0,2% above the target of 17,7%

KPI 12a and 12b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run late in the second semester. For undergraduates, the 2020 baseline of 94,8% was an outlier in comparison with previous years, where it has generally been in the order of 85%. It is pleasing to note that the 2021 outcome displays similarly high levels of satisfaction at 90,9%, above the target of 86,5% (12a). For postgraduates (12b), levels of satisfaction, already high, increased from 82,8% in 2020 to 84,7% in 2021.

KPI 13: Number of awards (national and international) and prestigious recognition

While the number of awards received by UJ staff reached the target of 50 in Quarter 3 of 2021, by year-end, at 82, it had exceeded the target by a noteworthy 64%.

KPI 14: Annual operating surplus

The audited outcome of R324.8 million, while lower than in 2020, was three times the target of R100 million.

KPI 15: Council-controlled reserves

The audited outcome for the end of 2021 was R3.179 billion (R2. 708 billion classified as undesignated), which exceeded the ceiling by 76.6% and was more than R800 million higher than the 2020 outcome.

KPI 16: Externally generated funding

The year-end outcome for 2021 at R357 million has comfortably exceeded both the target (by 78,5%) and the ceiling (by 62,2%). It exceeds the audited year-end total for 2020 by R88 million.

KPI 17: Third-stream income (externally generated research funding)

By the end of 2021, the audited figure of R321 million is above the target of R200 million by 60,5% and is 45,9% above the ceiling.

KPI 18: Percentage black (SA) permanent and fixed-term academic staff

At 647, the number of black permanent and fixed-term academic staff was 22 (or 3,5%) higher than in October 2020, and 12 (or 1,9%) above target. The proportion increased from 48% in October 2020 to 49,4% at year-end of 2021.

KPI 19: Permanent and fixed-term academic staff by rank (associate professors and professors)

The year-end outcome for 2021 at 363 reached the ceiling. It is higher than the baseline by 19, and the proportion changed from the baseline of 26,4% to 27,7%.

KPI 20a: Number and percentage of black (SA) associate professors and professors

The number of black associate professors and professors at the end of 2021 had grown relative to the baseline by 14, exceeding the target by 11 and the ceiling by 8. The proportion changed from 23,8% to 26,4%.

KPI 20b: Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 143 is 14 higher than the baseline, 8 above the target of 135, and 5 above the ceiling. The proportion has improved from 37,5% to 39,4%.

Targets not met

KPI 4a: Number of submitted research units (n-1)

The number of 2020 publications submitted in the first half of 2021, i.e. 2 372 units, was an increase of 33 units or 1,4% more than the previous submission. It was, however, below the target of 2 450.

KPI 21: Reduction in carbon footprint

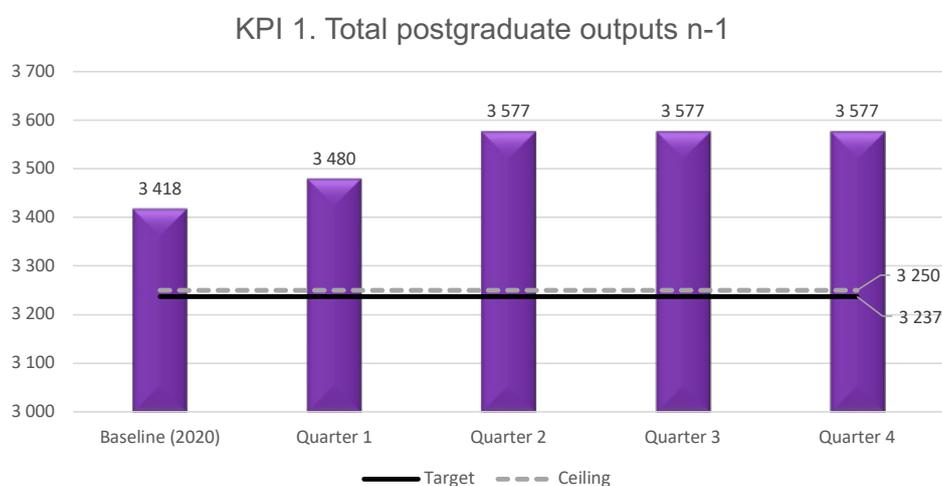
At 8,96%, the final outcome for this indicator is below target but far above the October 2020 baseline.

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

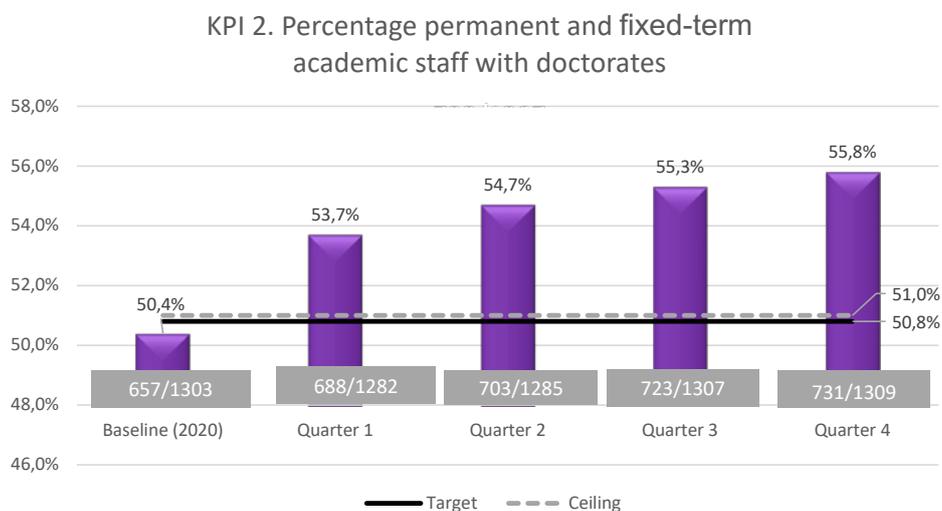
Research and Innovation

1. Total postgraduate outputs n-1 (1)



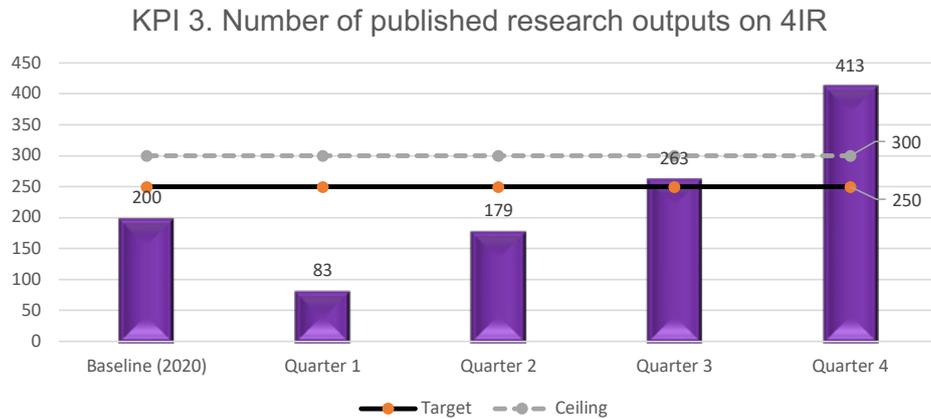
The baseline for this indicator is the 2019 postgraduate output of 3 418 as reflected in 2020. Given that 2020 was heavily affected by the COVID-19 pandemic, the target for postgraduate output was set conservatively at 3 237. The outcome for the number of 2020 postgraduates (n-1) at 3 577, however, was higher than in the previous year and has exceeded the target by 10,5%.

2. Percentage permanent and fixed-term academic staff with doctorates (76)



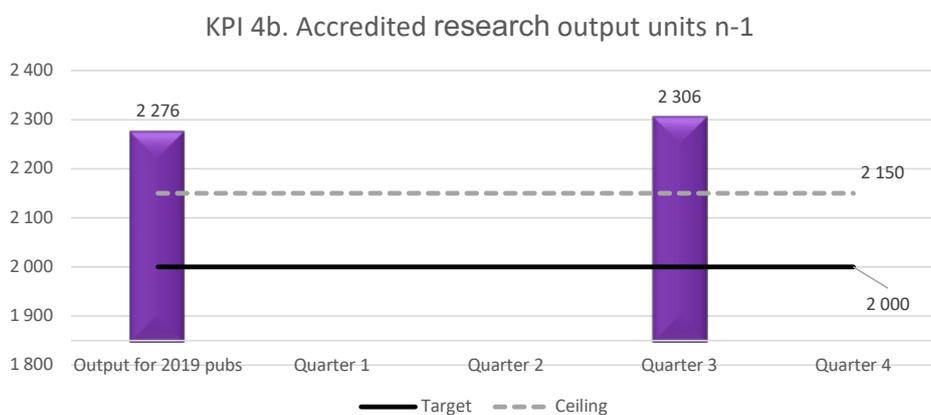
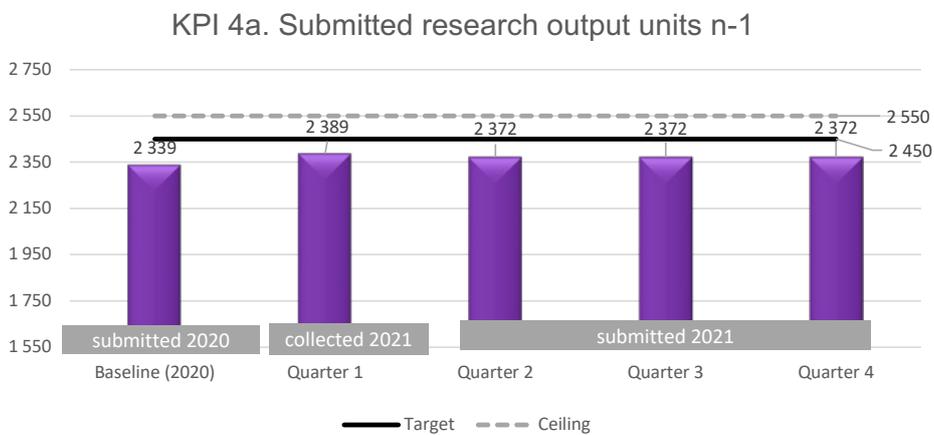
While the October baseline on which the target was based was 50,4%, the 2020 year-end percentage was 53,9%. The loading of qualifications achieved, and many retirements, resignations and new appointments that take effect at this time tend to increase the volatility of HR data at year-end. The target for this indicator was set at 50,8%, and the proportion of staff with doctorates at the end of 2021 at 55,8% exceeded the target by 5%, which is a pleasing increase in the qualification levels of UJ academic staff overall.

3. Number of published research outputs on 4IR (6)



The trend in this indicator has been upward, from a baseline of 85 in October 2019, to a new baseline of 200 in October 2020. The number of published outputs on 4IR at the end of 2021 at 413 was a remarkable 65,2% above target and 37,7% above the ceiling.

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

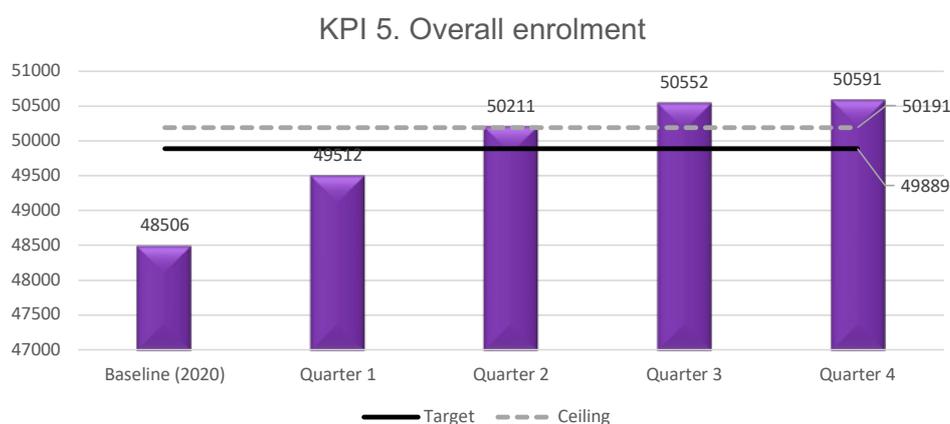


For this indicator, research output units for a particular year, e.g. 2020, are collected and submitted in the following year, e.g. 2021. The numbers shown in 4a are the *submitted* units to be assessed by DHET late in the year, or even early the following year. The number of 2020 publications submitted in the first half of 2021, i.e. 2 372 units (after processing), was an increase of 33 units or 1,4% more than the submission of 2019 publications, but less than the target of 2 450. The actual ROUs awarded for 2019 publications as received in April 2021 are shown in KPI 4b as a baseline of 2 276.3. The accredited ROUs for the 2020 publications submitted, at 2 305.6 units, are considerably above the ceiling and the highest on record for UJ.

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

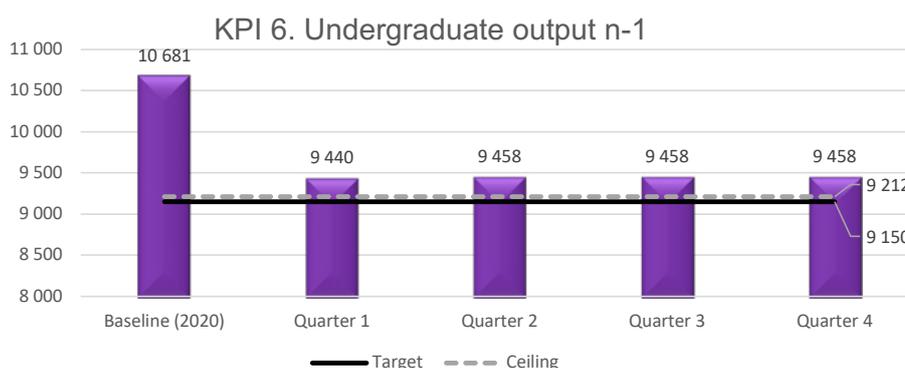
Teaching and Learning

5. Overall enrolment (21, 25)



This is a replacement indicator that tracks overall enrolment for the year n , i.e. 2021. Enrolment at the end of the Quarter 4 at 50 591 was above the target by 1,4%. These data are subject to marginal changes until audited in June 2022. In the context of an overall enrolment of some 50 000, this is an acceptable deviation.

6. Undergraduate output (n-1) (38)

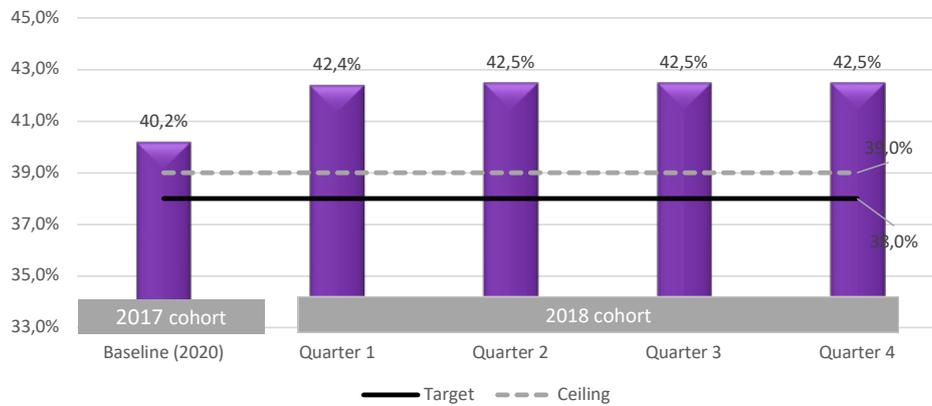


Undergraduate output for $n-1$, i.e. those that achieved qualifications in 2020, at 9 458 was lower than the previous year, but above target by 308 or 3,4%.

7a and 7b. Percentage students completing three-year undergraduate degrees and qualifications in minimum time (n-1) (36)

The outcome for this indicator is based on data for the 2018 cohort of students registered for three-year qualifications (degrees and diplomas) who completed their studies in 2020. Of this cohort, 42,5% succeeded in completing in minimum time, which is 2,3% better than the previous cohort, 4,5% above target, and 3,5% above the ceiling. As a point of reference, of the 2014 cohort, only 35,3% completed in minimum time. The throughput rates have since been on an upward trajectory.

7a. Percentage students completing three-year qualifications in minimum time (n-1) (36)



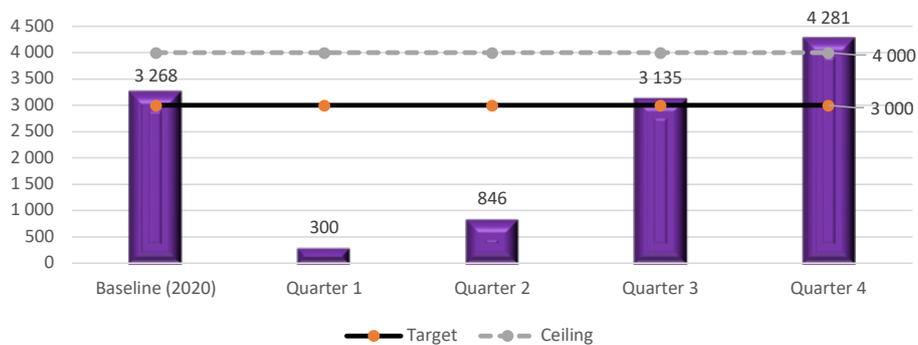
KPI 7b. Percentage students completing three-year undergraduate degrees in minimum time



KPI 7b refers to the completion of three-year undergraduate degrees only, and here the outcome is higher than for all three-year undergraduate qualifications. The outcome for the 2018 cohort was an impressive 1,7% above the 2017 cohort and above the target by 5,4%.

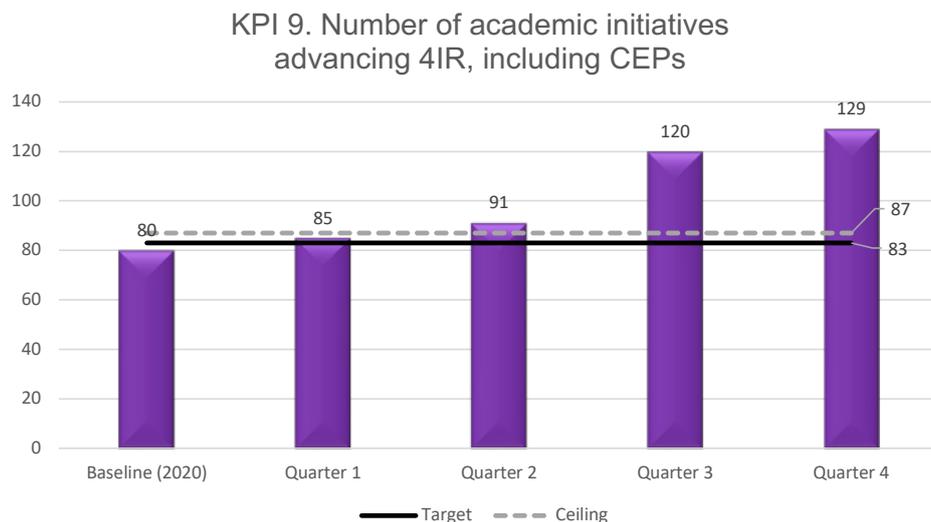
8. Number of students completing Artificial Intelligence in the 4IR module (31b)

KPI 8. Number of students completing Artificial Intelligence in the 4IR module



This indicator, which was new in 2020, tracks the number of students completing the *Artificial Intelligence in the 4IR* module, which in October 2020 was 3 268 (the baseline on which the target was based). The Q4 tally of 4 281 for the year has exceeded both the target and the ceiling. Note that the Q3 number has been amended to reflect the completions in Q3 only, in line with Q1 and Q2. The cumulative total since the beginning of 2020 as reflected in the Strategic Plan is 7 549.

9. Number of academic initiatives advancing 4IR, including CEPs (29)



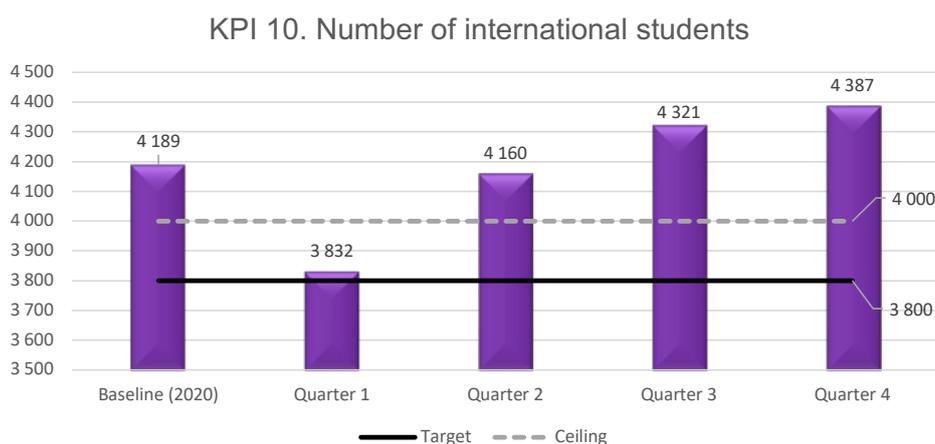
This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, cumulatively since 2019. There was a combined total of 80 such initiatives by the end of 2020, which had risen to 129 by the end of Q4 of 2021. This has exceeded the ceiling by 42, or 48,3%.

STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

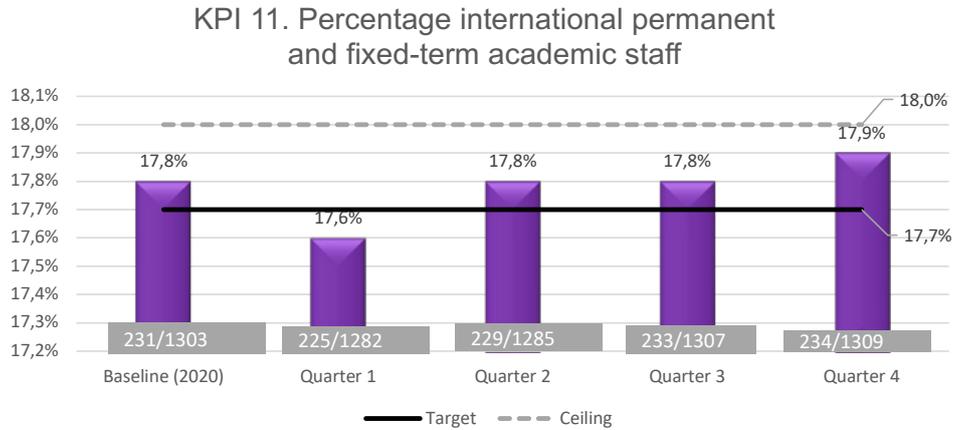
International profile

10. Number of international students (45)



The baseline number of international students at UJ in October 2020 was 4 189, while at year-end it was 4 204. Given the travel restrictions related to COVID-19, the target was set at 3 800, but the 2021 year-end number was 4 387, thus 15,4% above target. The tally now includes students on non-formal programmes, as per Council resolution (25.03.21).

11. Percentage international permanent and fixed-term academic staff (77)



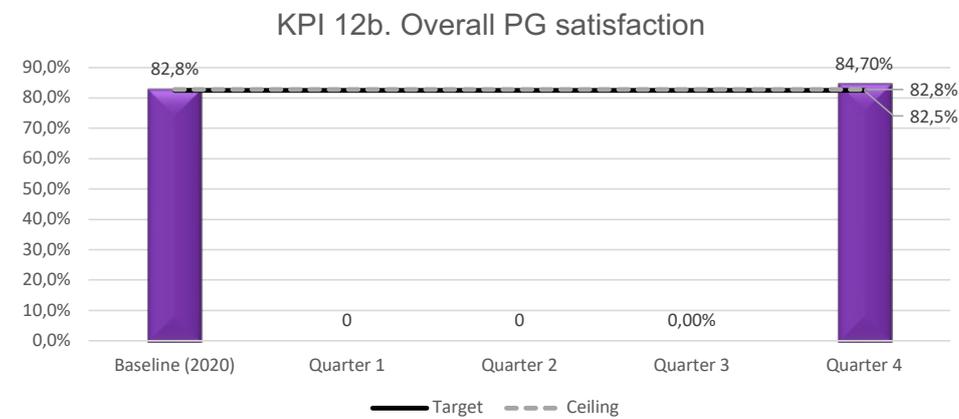
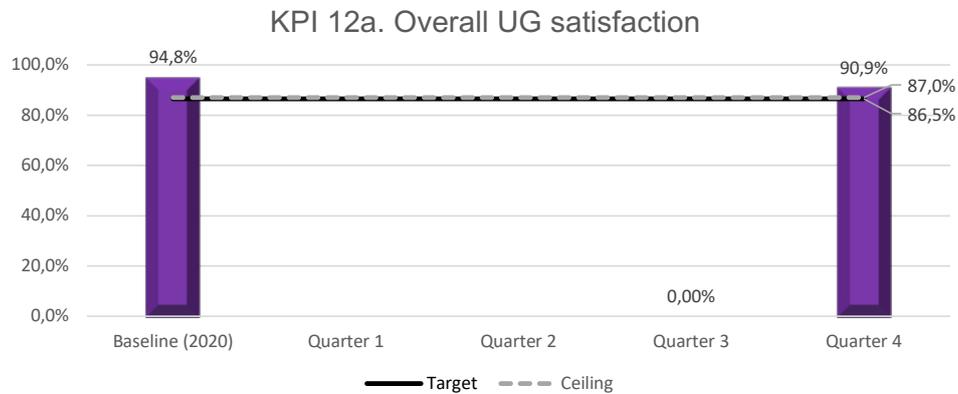
At the end of the 2020 year, the percentage of permanent and fixed-term international academic staff was 17,8%. The 2021 year-end percentage was 17,9%, i.e. 0,2% above the target of 17,7%.

STRATEGIC OBJECTIVE FOUR:

ENRICHING STUDENT FRIENDLY LEARNING AND LIVING EXPERIENCE

Student experience

12a and 12b. Overall UG and PG student satisfaction as determined by Student Experience Surveys (51 & 52)



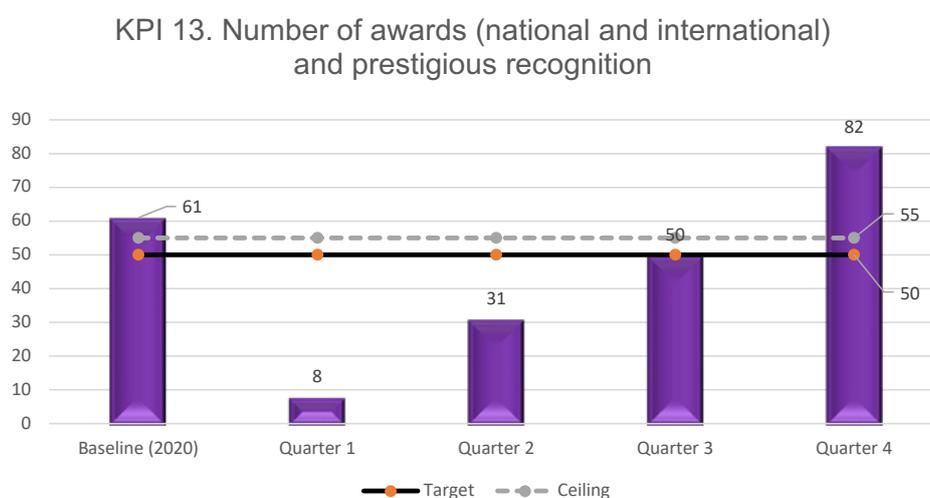
The outcomes of the 2021 student experience surveys indicate high levels of satisfaction with UJ's education and services. For undergraduates, the 2020 baseline of 94,8% was an outlier in comparison with previous years, where it has generally been in the order of 85%. It is pleasing to note that the 2021 outcome displays similarly high levels of satisfaction at 90,9%, above the target of 86,5% (12a). For postgraduates (12b), levels of satisfaction, already high, increased from 82,8% in 2020 to 84,7% in 2021.

STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

13. Number of awards (national and international) and prestigious recognition (57)



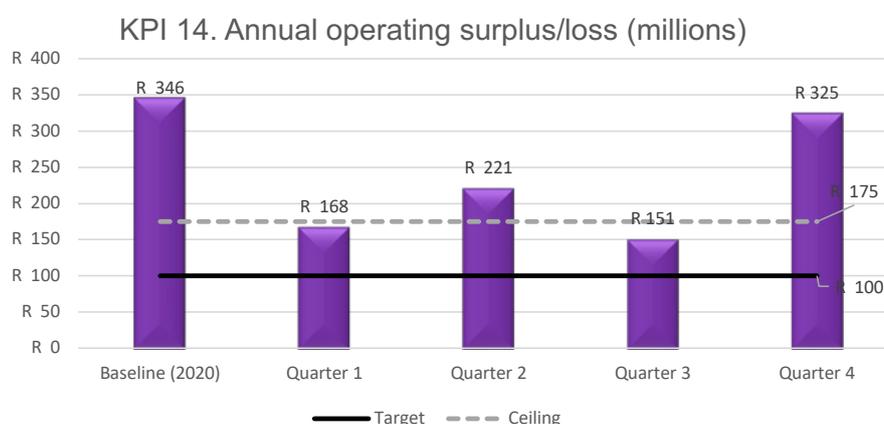
While the number of awards received by UJ staff reached target in Q3 of 2021, by year-end, at 82, it had exceeded the target by a noteworthy 64%.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

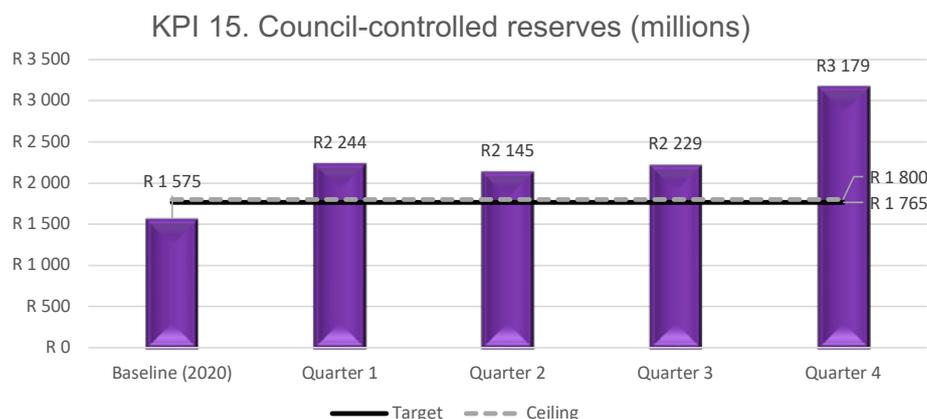
Fitness for purpose

14. Annual operating surplus/loss – millions (68)



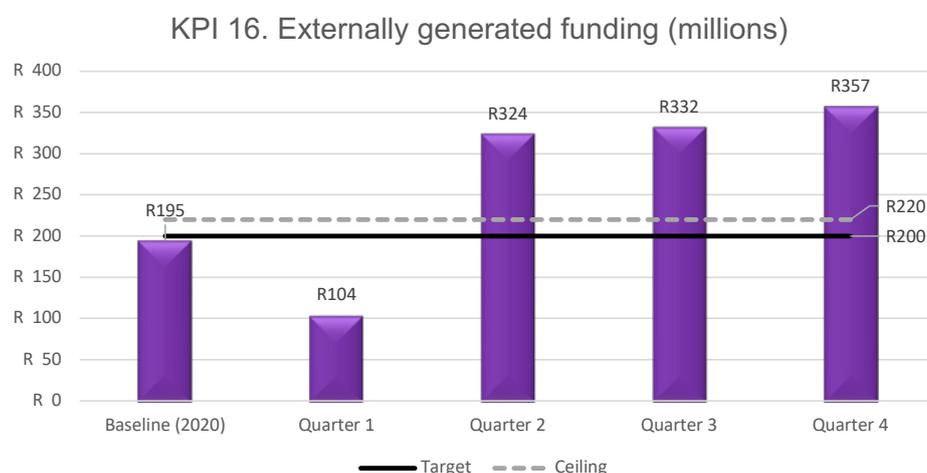
The goal for KPI 14 in 2021 was to achieve a R100 million positive outcome at the end of the year, a target based on the projected surplus of R346 million in October 2020. The audited figure for the surplus at year-end in 2020 was in fact much higher, at R530 million. The audited outcome of R324.8 million, while lower than in 2020, was three times the target of R100 million.

15. Council-controlled reserves – millions (68)



At the end of Q3 of 2020, the projected reserves were R1 575 million, but the audited outcome at year-end was much higher at R2 342 million. The audited outcome for the end of 2021 was R3.179 billion (R2. 708 billion classified as undesignated), which exceeded the ceiling by 76.6% and was more than R800 million higher than the 2020 outcome.

16. Externally generated funding – millions (67)

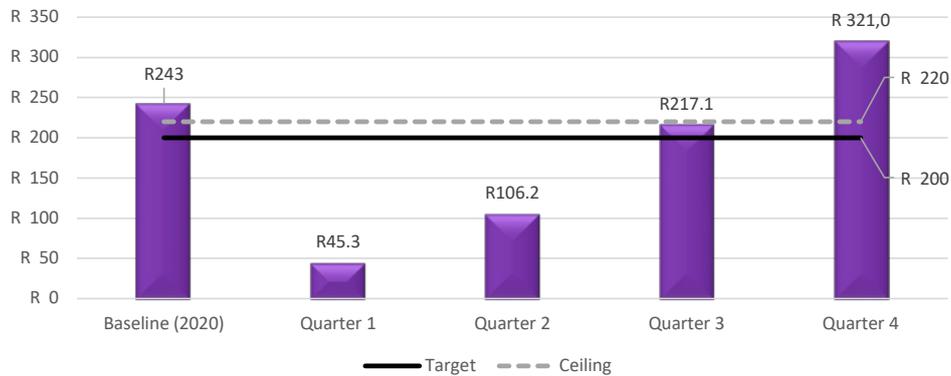


While the baseline for externally generated funding was R195 million in October 2020, informing the target of R200 million, the audited figure for year-end was R269 million. The audited year-end outcome for 2021 at R357 million has comfortably exceeded both the target (by 78,5%) and the ceiling (by 62,2%). It exceeds the year-end total for 2020 by R88 million.

17. Third-stream income (externally generated research funding) – millions (11)

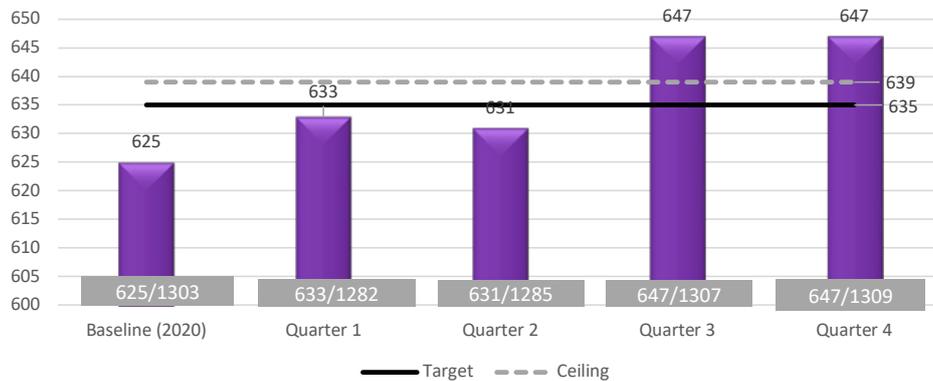
By the end of Quarter 4 in 2020, externally generated research funding had reached R245.6 million, slightly higher than the October 2020 baseline of R243 million. By the end of 2021, the audited figure of R321 million was above the target by 60,5% and 45,9% above the ceiling.

KPI 17. Third-stream income
(externally generated research funding) (millions)



18. Number of black permanent and fixed-term academic staff (77)

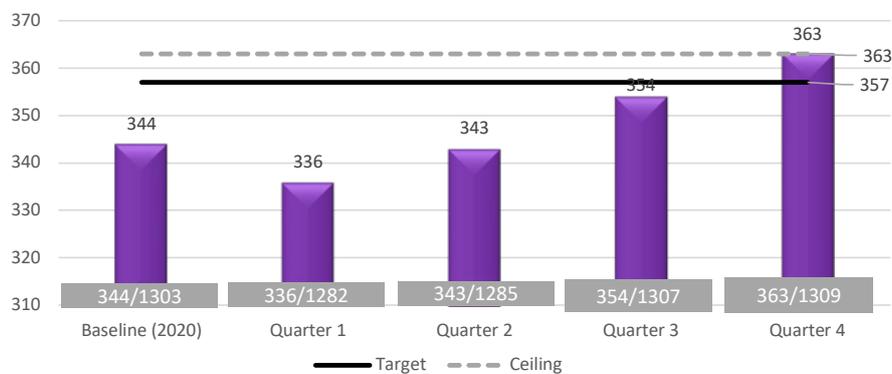
KPI 18. Number of black permanent and fixed-term academic staff



At 647, the number of black permanent and fixed-term academic staff was 22 (or 3,5%) higher than in October 2020, and 12 (or 1,9%) above target. The proportion increased from 48% in October 2020 to 49,4% at year-end of 2021.

19. Permanent and fixed-term academic staff by rank (associate professors and professors) (79)

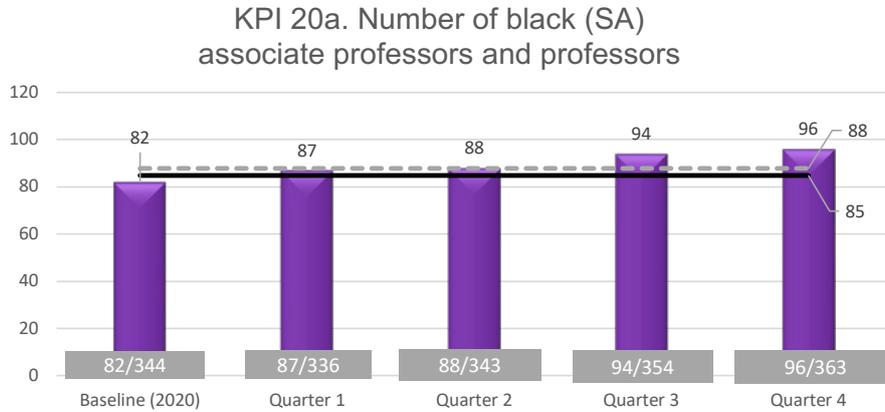
KPI 19. Permanent and fixed-term academic staff by rank (associate professors and professors)



This indicator monitors seniority among the academic staff. The year-end outcome for 2021 at 363 reached the ceiling. It is higher than the baseline by 19 and the proportion changed from the baseline of 26,4% to 27,7%.

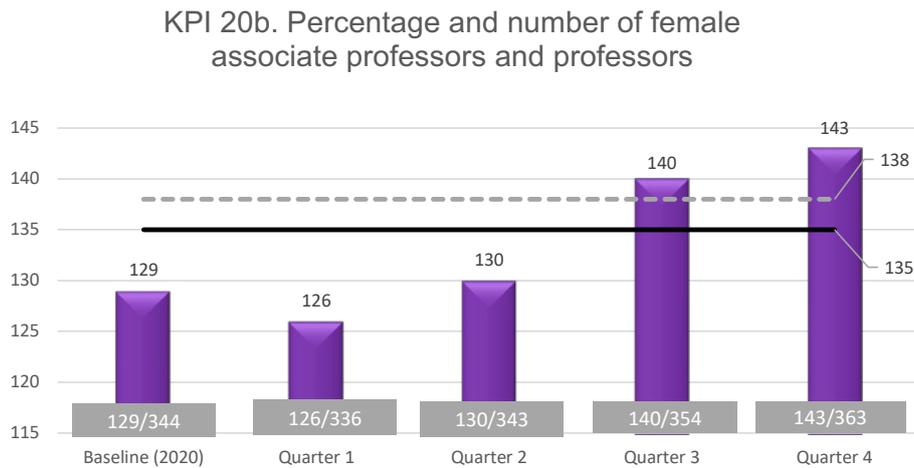
20a. Number of black (SA) associate professors and professors (78)

The number of black associate professors and professors at the end of 2021 had grown relative to the baseline by 14, exceeding the target by 11 and the ceiling by 8. The proportion changed from 23,8% to 26,4%.

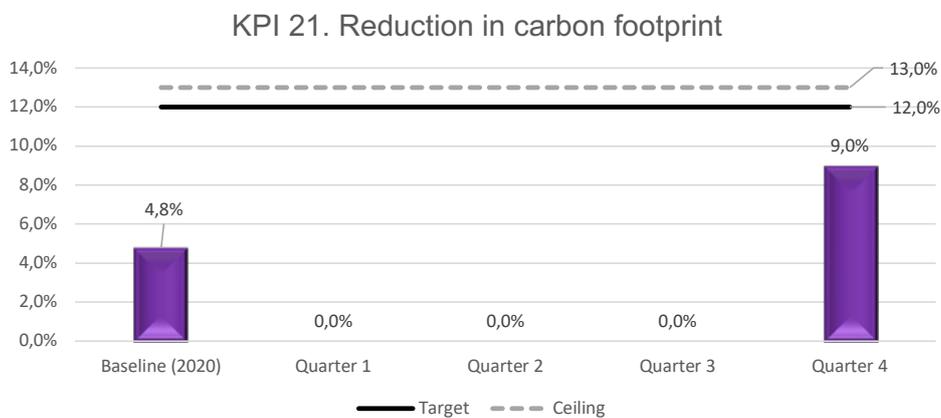


20b. Percentage and number of female associate professors and professors (78)

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 143 was 14 higher than the baseline, 8 above the target of 135, and 5 above the ceiling. The proportion has improved from 37,5% to 39,4%.



21. Reduction in carbon footprint (83)



At 8,96% the final outcome for this indicator is below target but far above the October 2020 baseline. However, it must be noted that at the end of December 2020, this figure was an anomalous 21,8%, related to reduced activity on campus during the pandemic lockdown.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council



Report on the DHET Annual Performance Plan 2021 of the University of Johannesburg

INTRODUCTION

This year-end report covers achievement measured against the targets set in the University of Johannesburg Annual Performance Plan 2021 as submitted to DHET and covers the period 1 January to 31 December 2021.

Achievement indicators

The Annual Performance Plan 2021 is informed by three of UJ's six overall strategic objectives, i.e. objectives one, two and six. It covers eight related key performance areas (KPAs), as indicated in the title of each table presented. A total of 26 key performance indicators (KPIs) are reported on, which relate to these eight KPAs.

Note that *output* indicators refer to achievement in year (n-1) and not the reporting year (n). The baseline is based on the results of the previous year, i.e. as at October 2020, and the targets are set relative to the baseline. The 2020 year-end results are also included for information. The staff and enrolment data were extracted on 24 February and 28 February 2022, respectively.

Classification of achievement

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

- Green (Within 97,5%-100% of target)
 – Grayscale colour code: 15% black background with black lettering
- Amber (Within 75-97.4% of target)
 – Grayscale colour code: 50% black background with white lettering
- Red (Less than 75% of target)
 – Grayscale colour code: 85% black background with white lettering

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

Summary of outcomes

Of the 26 KPIs, 23 exceeded or are within the green range of the target (i.e. a variation of 2,5%) and are considered to be achieved. The target for submitted research output was not reached, and hence is amber, although the accredited research output was well above target. Two others are classified amber, although they are within 2,5% of the target, in that they run counter to intentions. These relate to growth in proportions of enrolment in the Education and SET fields, with an implied decrease in the BUS/MAN category. Proportional KPIs are difficult to achieve simultaneously, particularly in enrolment, as the major target must be the overall enrolment rather than the distribution between categories of enrolment.

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

1.1 – Research output					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	2021 TARGET	MID-YEAR 2021	YEAR-END 2021
Total number of SUBMITTED research output units (n-1)	2 339	2 339	2 500	2 372	2 372
Total number of ACCREDITED research output units (n-1) (i.e. baseline is for 2019 publications submitted in 2020; target is for 2020 publications submitted in 2021)	2 276.3	2 276.3	1 850	NYA	2 305.6

UJ's research output has been increasing in recent years. The number of publications submitted for accreditation in 2021 at 2 372 is slightly higher than the previous year's submission, but below the target for submissions of 2 500. However, the KPI concerns accredited research output, and the outcome of 2 305.6 accredited units (published in 2020) far exceeds the target of 1 850 and is the highest in UJ's history. It is worth noting that the target was set in relation to the outcome for 2018 publications, which was 1 691, given that in October 2020, the outcome for 2019 publications was not yet known.

1.2 – Publication units per capita					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	2021 TARGET	MID-YEAR 2021	YEAR-END 2021
Publication units per permanent academic staff member (n-1)	1.77	1.71	1.4	1.81 (projected)	1.78

This outcome of 1.78, like the accredited research output units, is the highest ever for UJ. It has climbed steadily since the 0.36 of 2005. Research productivity at UJ continues to increase and a greater number of UJ academics are engaged in research.

1.3 – Academic staff qualifications					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
Academic staff with doctorates	50,4% 657/1303	53,9% 706/1309	50,8%	54,9% 711/1294	55,8% 731/1309
Academic staff with master's	42,1% 549/1303	38,5% 504/1309	42,1%	38,8% 499/1294	37,6% 492/1309
Academic staff with other qualifications	7,4% 97/1303	7,6% 99/1309	7,1%	6,5% 84/1294	6,6% 86/1309

For this KPA, the intention is to increase the proportion of academic staff with doctoral qualifications, while simultaneously decreasing the other two categories. The year-end outcome shows the proportion of staff

with doctorates increasing to 55,8%. The proportion of those with a master's qualification has decreased as more staff have obtained doctorates, while those without an M or D qualification has decreased from 7,6% to 6,6%, as intended, comfortably exceeding the target of 7,1%. This indicates a more highly qualified academic staff complement overall. This outcome can be attributed to the success of UJ's staff qualifications programme and other internal development programmes, as well as hiring practices.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

2.1 – An enrolment profile across all primary disciplinary areas with growth in Education and SET fields					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
BUS/MAN	37,2% (18 037)	37,2% (18 035)	37% (18 571)	37,7% (18 977)	37,6% (19 026)
EDU	8,8% (4 274)	8,8% (4 274)	9% (4 517)	9% (4 519)	9,1% (4 600)
SET	34,8% (16 859)	34,8% (16 887)	35% (17 567)	34,2% (17 233)	34,3% (17 344)
OTHER HUMANITIES	19,2% (9 335)	19,2% (9 334)	19% (9 536)	19,1% (9 615)	19% (9 620)

The distribution between the CESM categories indicates that the EDU target of 9% has been achieved. The goal of reducing the proportional share of the BUS/MAN category to 37% in favour of an increase in SET, however, has not been furthered in that there are approximately 455 more headcounts in BUS/MAN than the target, and approximately 223 lower than the target in the SET category. They are therefore classified as amber, even though they are within the 2,5% range of target. It must be noted that enrolment proportions by CESM are very difficult to manage directly as they are partly determined by student choices within programmes and external contextual factors, and in the context of an enrolment of over 50 000, the variations are minor.

2.2 – Increased enrolment in postgraduate studies					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
Proportion of UG:PG	80:20	80:20	79:21	78.8:21.2	78.5:21.5

The proportional distribution between undergraduate and postgraduate enrolments has improved relative to the previous year in line with strategic intentions and has exceeded the target. The University's strategy of increasing its postgraduate student body is clearly succeeding, with a distinct shift in the distribution in recent years.

- Green (Within 97,5%-100% of target)
 – Grayscale colour code: 15% black background with black lettering
- Amber (Within 75-97.4% of target)
 – Grayscale colour code: 50% black background with white lettering
- Red (Less than 75% of target)
 – Grayscale colour code: 85% black background with white lettering

2.3 – Enrolment profile					
KPI	BASELINE OCTOBER 2020	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
Total headcount enrolment	48 506	48 529	50 191	50 345	50 591
Unweighted FTE totals	39 005	37 647	39 058	39 562	39 616
First-time entering undergraduates	9 993	9 946	10 605	10 540	10 555
UG: Dip & certificates	10 370	10 370	10 825	10 775	10 831
UG: Degrees	28 303	28 290	28 796	28 913	28 902
PG: Below master's	3 935	3 936	4 405	4 380	4 383
Master's	4 333	4 362	4 575	4 622	4 778
Doctoral	1 566	1 571	1 590	1 655	1 697
PG Total	9 873	9 869	10 570	10 657	10 858

Enrolment in 2021 proceeded well, with a total headcount of 50 591 at year-end, which is 0,8% over the target of 50 191, well within the allowed variance. FTE totals are 1,4% above the target. With respect to first-time entering undergraduates, the total was only 50 (or 0,5%) short of the target.

In relation to the distribution of enrolments across qualification types, the outcome at year-end is close to the planned distribution. The number of undergraduate degree, diploma, master's and doctoral headcounts is slightly above target, while the PG below master's category is slightly below, and all fall well within the 2,5% variation range for a 'green' classification. The total postgraduate headcount is above target, and 10% higher than the previous year. These six indicators are interdependent and therefore the outcome for each influences the others.

2.4 – Student success rates and output for students completing in 2020 (n-1)					
KPI	BASELINE	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
Undergraduate success rate and output (n-1)					
Degree credit success rates UG (n-1)	85,8%	85,8%	85,8%	89,2%	89,2%
UG graduation rate and output (n-1)	25,9% (10 681)	25,9% (10 681)	23,8% (9 212)	24,5% (9 458)	24,5% (9 458)
Total graduation rate and output (n-1)					
Total graduation rate and output (n-1)	27,9% (14 099)	27,9% (14 099)	26,2% (12 710)	26,9% (13 035)	26,9% (13 035)
Postgraduate output (n-1)					
Total PG output (n-1)	3 418	3 418	3 237	3 577	3 577
PG below master's (n-1)	2 196	2 196	2 178	2 416	2 416
Master's (n-1)	999	999	851	937	937
Doctoral (n-1)	223	223	208	224	224

The outcomes for these indicators are measured for the year (n-1) preceding the reporting year (n) when data are complete. Student success rates improved markedly and exceeded the target, and the graduation rates were above target. Where the total headcount is relatively stable, an improved graduation rate indicates greater efficiency in that a greater proportion of the total enrolment has graduated. The postgraduate output was higher by 159 than in the previous year and comfortably exceeded the target. The PG below master's output was 220 higher than in the previous year, and above the target set. Master's outputs were 6,6% lower than in the previous year, but 10% above target. Doctoral graduates were marginally above the previous year's level, and 7,7% above the target.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

3.1 – Financial sustainability					
KPI	BASELINE OCTOBER 2019	YEAR-END 2020	TARGET 2021	MID-YEAR 2021	YEAR-END 2021
Balanced annual budget and five-year financial plan	R346 million projected surplus	R530 million	R101 million surplus*	R221 million projected surplus	R324.8 million

The audited figure for this indicator is R317.5 million, which, although less than in 2020, was three times the target, indicating the financial sustainability of the institution.

* Target revised upon confirmation of subsidy allocation by DHET in December 2020.

Staff HEMIS data extracted 24.02.2022: student HEMIS data on 28.02.2022

Revised 08.04.2022



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal

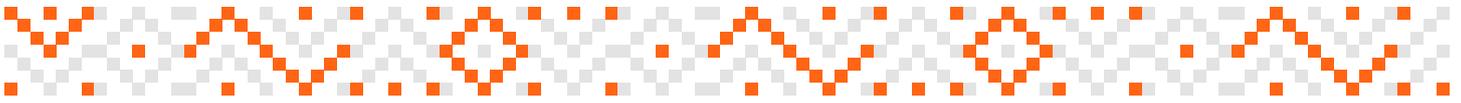


Mike Teke (Mr)

Chairperson of Council

- Green (Within 97,5%-100% of target)
 – Grayscale colour code: 15% black background with black lettering
- Amber (Within 75-97.4% of target)
 – Grayscale colour code: 50% black background with white lettering
- Red (Less than 75% of target)
 – Grayscale colour code: 85% black background with white lettering





Statement of 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's Report.
- 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 2021 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council). An average score of 86% was achieved against a target of 85%, which reflects a slight increase when compared with 2020.

The ratings of the following two of the ten corporate governance responsibilities have increased when compared with 2020:

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

The ratings of the remaining eight of the ten corporate governance responsibilities have remained the same as in 2020:

- Strategy development, value creation/impact and execution (mission, vision, indicators and values).
- Risk governance.
- Information Technology Governance.
- Combined assurance (internal and external audit function, internal controls, governance structures and performance).
- Core business governance (teaching and learning and research).
- Community engagement and stakeholder relationships.
- Transformation.
- Sustainability.

Declaration of interests and positions of trust

The following has reference:

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



Kinta Burger (Prof)

Registrar



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council

Council and Council Committees' Governance Report

OVERVIEW

- Council composition
- Declarations of interests and position of trust
- Council attendance and Council committees' purpose and attendance
- Performance review: Council and its committees
- Matters of significance considered and noted by Council

Council composition

The UJ Council governs the University of Johannesburg, subject to the Higher Education Act 101 of 1997 and the Institutional Statute. The functions and composition of the Council are set out in the UJ Statute. The Council consists of 21 members, of whom 13 are external, as per Table 4.

Table 4: Council members

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
FIVE EXTERNAL PERSONS APPOINTED BY THE MINISTER OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY			
Ms S Dlamini	1 August 2020 – 31 July 2025 (second term)	Bachelor of Business Science (UCT); Programme in Investment Analysis and Portfolio Management (Unisa)	Strategy formulation and implementation; Investment management; Marketing/branding; Business development; Project management; Presentations/Public speaking.
Ms K Gugushe	1 July 2017 – 30 June 2022 (first term)	BCom (Accounting) (RU); Postgraduate Diploma in Accounting (UKZN); CA (SA) (SAICA)	Finance; Investment Analysis; Development Finance; Risk Management.
Mr G Khosa	1 July 2017 – 30 June 2022 (second term)	BA (Education) (UNIN); Postgraduate Diploma in Public and Development Management (Wits University); BA (Hons) (Geography) (Unisa); Master's in Management (Wits University)	Chief Executive Officer (CEO) 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, a schoolteacher; CEO: National Education Development Trust; CEO of NECT.

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Ms MG Khumalo	4 September 2019 – 3 September 2024 (first term)	BCom (Accounting) (University of Limpopo); BCompt (Hons) (Unisa); CTA (Unisa); CA (SA)	Enterprise Risk Management; Risk Management; Internal Auditing; Compliance; Finance; External Auditing; Governance; Consulting; Independence; Conflict Management; Leadership Training; External audit.
Dr Y Ndema	1 March 2017 – 28 February 2022 (first term)	BProc (Law) (University of Natal); LLB (UKZN); LLM (Tax Law) (UCT); PhD (Law) (UCT)	Various directorships and trustee positions; Chief compliance and ethics officer; Legal and Compliance Executive; Member of various professional affiliations.
TWO MEMBERS OF THE CONVOCAATION			
Mr M Khoza	15 September 2019 – 14 September 2022 (first term)	NDip (Leadership); BScEng (Computer) (UKZN); MEng (Electrical) (UJ)	Extensive regional knowledge and experience in financial services across Africa; Detailed knowledge of financial services industry (including history, trends, future development, investment banking, capital raising and providing strategic financial advice); Strong leadership credentials, including leading through change and associated capital and cost management requirements; Ability to leader multi-year strategic planning and strategic execution in large organisations.
Ms MC Tshilande	1 December 2019 – 30 November 2022 (first term)	BEng Civil Engineering (UJ); MEng Geotechnical Engineering (UCT)	Professional Geotechnical Engineer, Civil Engineer, Project Manager (Aurecon); Member (UJ Executive Committee of Convocation); Executive Board member of Geotechnical Division South African Institution of Civil Engineering (SAICE); Reviewer of African Young Geotechnical Engineers Conference technical papers; Past Chair for Limelight (Emerging Professionals Forum); Past Vice-Chair for Society for Women in Engineering and Technology; Speaker (UJ, SAICE, Taungana).
SIX MEMBERS WHO REPRESENT APPROPRIATE SECTORS AND PROFESSIONS AND WHO COLLECTIVELY REPRESENT A BROAD SPECTRUM OF COMPETENCIES			
Mr F Baleni	1 August 2019 – 31 July 2024 (third term)	Diploma in Political Science and Trade Unionism; Project and Financing (London Business School); BA (Development Studies)	Executive Management: NUM. Involvement in National Union of Mineworker's Development Projects, Training Centre; Management of people; Policy development. Negotiations (i.e. political, CODESA and collective bargaining and dispute resolutions).

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Prof D Hildebrandt	1 February 2019 – 31 January 2024 (second term)	BSc (Chemical Engineering) cum laude (Wits University); MSc (Chemical Engineering) (Wits University); PhD (Chemical Engineering) (Wits University)	Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory. Process Engineer (Sastech, SASOL); Senior Lecturer, Department of Metallurgy (Potchefstroom University). Senior Lecturer (Department of Chemical Engineering) (Wits University); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits University); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits University); SARChI Professor of Sustainable Process Engineering (Wits University); Director MaPS (A research unit at Unisa); Director: IPEAS at Unisa; Director HEBEI Bioconvers Lab; HEVEI Institute of Technology China.
Ms X Kakana	1 April 2018 – 31 March 2023 (first term)	BSc (Mathematics and Applied Mathematics) (University of Transkei); Master's Degree in Electronics Engineering (FH Giessen-Friedberg University, Germany); MBA (Henley Management College, London); MBA, Technology Management and Innovation (Massachusetts Institute of Technology); Master's in Public Administration (Harvard University)	Chief Executive Officer of ICT-Works; Electronics Engineering and ICT; Development of the Green and White Paper processes; Founder and former Chairperson of Women in ICT; Non-Executive Director at Broadband Infraco and ZA Central Registry.
Ms Z Matlala	1 January 2017 – 31 December 2021 (first term)	BCom; BCompt (Hons) (Unisa); CA (SA)	Financial Management; Risk Management; Governance; Leadership.
Mr MS Teke	1 July 2017 – 30 June 2022 (second term)	BA (Ed); BEd (University of the North); BA (Hons) (RAU); MBA (Unisa)	Served in various HR roles at Unilever, Bayer, Impala and BHP Billiton; CEO of Optimum Coal; became VP of the Chamber of Mines 2011/2012; became President of the Chamber of Mines 2017; Chairperson of the Richards Bay Coal Terminal in 2012 and 2016, Non-Executive Director of the Board and Chairperson of the Remuneration Committee; Non-Executive Chairperson of Rolfes; Non-Executive Chairperson of Anchor Group; Chairperson of Council at the University of Johannesburg; Executive Chairperson and controlling shareholder of Masimong Group Holdings.

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Dr WP Rowland	1 August 2018 – 31 July 2023 (fourth term)	BA, BA (Hons), MA (Unisa); PhD (UCT)	National Executive Director of SA National Council for the Blind until 2005; CEO Thabo Mbeki Development Trust until 2007; Director of various enterprises, companies, universities and NGOs nationally and internationally; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at United Nations, World Bank and World Health Organisation.
VICE-CHANCELLOR AND PRINCIPAL			
Prof TM Marwala	1 January 2018; membership by virtue of office (first term)	BSc (Mechanical Engineering) (Case Western Reserve University, Cleveland); Master's in Mechanical Engineering (UP); PhD (Engineering) (University of Cambridge)	Full Professor of Electrical Engineering; the Carl and Emily Fuchs Chair of Systems and Control Engineering; SARChI Chair of Systems Engineering at the Wits University. Postdoctoral research associate at the Imperial College (London); registered professional engineer, a Fellow of TWAS, the World Academy of Sciences, the Academy of Science of South Africa, the African Academy of Sciences and the South African Academy of Engineering; Senior Member of the Institute of Electrical and Electronics Engineering and a distinguished member of the Association for Computing Machinery; Human Capacity Development having supervised 47 master's and 28 doctoral students to completion; Associate editor of the International Journal of Systems Science (Taylor and Francis Publishers); Reviewer for more than 40 ISI journals.
ONE DEPUTY VICE-CHANCELLOR, RECOMMENDED BY THE MEC AND APPOINTED BY COUNCIL			
Prof LG Mpedi	24 June 2021 – 23 June 2026 (first term)	BJuris (Vista University); LLB (Vista University); LLM (RAU); LLD (UJ)	Academic leadership; Labour and social security law; Internationally recognised and NRF-rated researcher; Member of several boards and councils of international and national associations and organisations; Fellow of the Academy of Science of South Africa
Prof A Parekh	24 June 2016 – 23 June 2021 (second term)	BA (Psychology and Philosophy) (UKZN); BA (Hons), MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN)	Deputy Vice-Chancellor: Academic (UJ); Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology.

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
TWO MEMBERS OF SENATE WHO ARE NOT OTHERWISE MEMBERS OF COUNCIL, ELECTED BY SENATE			
Prof H Abrahamse	1 August 2018 – 31 July 2023 (second term)	BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (SU); BSc (Hons) (Psychology) (Unisa); MSc (Medical Biochemistry) (SU); PhD (Biochemistry/ Molecular Biology) (Wits University)	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing. Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees.
Prof A Strydom	1 August 2018 – 31 July 2023 (first term)	BSc (Physics, Chemistry, Mathematics) (RAU), BSc (Hons) (Physics, cum laude) (RAU), MSc (Physics, cum laude) (RAU); PhD (Physics) (Wits University)	Research Professor; Vice-Dean: Research and Postgraduate Students (Faculty of Science); Experience in higher degrees and research management on Faculty and on Senate level; Experienced panel member across faculties in recruitment, selection and promotion on academic and on support levels; Internationally recognised and NRF-rated researcher; Multiple NRF research grant holder; Former team member of a European Research Council Advanced Research Grant; Former sole grant holder of a German Research Foundation award; Current collaborations and multinational joint research programmes with leading groups and institutions in more than ten countries; Project, programme and research proposal evaluation panel member for science institutions in SA, UK, Poland, and the Czech Republic; Member of international advisory boards of multiple international conference organisations; Postgraduate supervision experience in SA, Germany, and Austria; Experienced Physics lecturer on all levels.
ONE PERMANENT, FULL-TIME ACADEMIC EMPLOYEE NOT ON SENATE, ELECTED BY THE PERMANENT ACADEMIC EMPLOYEES			
Ms B Madikizela	1 September 2018 – 31 August 2023 (first term)	BCom (Accounting) (Wits University); BCom (Accounting Honours) (UJ); MCom in International Accounting (UJ)	Chartered Accountant with over 10 years' post article experience; Senior lecturer in the Department of Accountancy at the University of Johannesburg (UJ); member of management responsible for the Academic Innovation and Benchmarking portfolio within the department; Consultant on Personal Financial literacy of university students for ISASA's teacher intern programme; Head of Finance for the Investor Services division (Standard Bank of South Africa); various board and committee memberships in a range of industries including investment management, medical aid, local government, housing, and transportation.

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
ONE PERMANENT, FULL-TIME NON-ACADEMIC EMPLOYEE, ELECTED BY THE PERMANENT NON-ACADEMIC EMPLOYEES			
Mr M Mahlasela	1 September 2018 – 31 August 2023 (first term)	Matric	Communication skills; Leadership skills and team building.
TWO STUDENTS ELECTED BY THE SRC IN ACCORDANCE WITH THE CONSTITUTION OF THE SRC			
Mr N Methula	2021	National Diploma Transport Management (in progress, UJ)	Good Communication skills, positivity, trustworthy, responsible, productive, process-driven, committed.
Ms W Nkosi	2021	BA in Politics and International Relations (UJ); BA (Hons) in African Studies (in progress, UJ)	2019 SRC member; 2018 Residence mentor, debater; public speaking.

Table 5: Council and Council committees' attendance

EXTERNAL MEMBERS	ATTENDANCE	INTERNAL MEMBERS	ATTENDANCE
Mr FM Baleni	4/4	Prof H Abrahamse	3/4
Ms S Dlamini	3/4	Ms B Madikizela	4/4
Ms K Gugushe	4/4	Mr M Mahlasela	4/4
Prof D Hildebrandt	4/4	Prof T Marwala	4/4
Ms X Kakana	4/4	Mr S Methula <i>SRC elected from 1 April 2021</i>	3/3
Mr G Khosa	4/4	Prof L Mpedi <i>Term started on 24 June 2021</i>	3/3
Mr M Khoza	4/4	Ms W Nkosi <i>SRC elected from 1 April 2021</i>	3/3
Ms K Khumalo	4/4	Prof A Parekh <i>Term ended on 23 June 2021</i>	1/1
Ms Z Matlala	3/4	Prof A Strydom	4/4
Dr Y Ndema	4/4		
Dr WP Rowland	4/4		
Mr MS Teke	4/4		
Ms C Tshilande	4/4		

Declaration of interests and positions of trust

Members of the Council update their general interests on an annual basis, and this list is reflected annually in the agenda of the Council's first meeting. In addition to this, members of the Council declare their interests per the agenda items of each meeting and update their general interests list 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 Council members was compiled by the Registrar and submitted to Council at its first meeting in March 2021.

Council attendance and Council committees' purpose and attendance

The Council met four times during 2021, with the attendance as shown in Table 5.

Council Committees

Audit and Risk Committee of Council (ARCC)

The ARCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The ARCC assists the Council in its obligation to:

- Ensure compliance with applicable legislation and the requirements of regulatory authorities, financial and internal controls, accounting policies, statutory reporting.
- Assess the activities, scope, adequacy and effectiveness of the internal audit function and audit plans.
- Assess financial risk and management thereof.
- Review/approve external audit plans, findings, problems, reports, and fees.
- Review UJ Risk Register, risk management and governance, including risks related to IT.
- Monitor compliance with the Code of Corporate Practices and Conduct.

The ARCC met three times during 2021 and comprised the following members as at 31 December 2021:

Table 6: ARCC members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Ms S Dlamini	External	1 August 2015	2/3
Ms X Kakana	External	1 July 2019	3/3
Ms MG Khumalo	External	23 November 2019	3/3
Ms Z Matlala	External	1 January 2017	3/3
Prof T Marwala	Internal	1 January 2018	3/3
Adv C van Staden <i>(Term ended 30 June 2021)</i>	Co-opted	8 September 2008	1/1

Executive Committee of Council (Council Exco)

The Council Exco is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The Council Exco:

- Takes decisions on behalf of the Council that cannot be delayed by virtue of their urgency.
- Acts as the Council Membership Committee.
- Deliberates on any matter that, in the opinion of the Chairperson (which may be in consultation with the Vice-Chancellor), should serve at Exco for consideration before serving at Council.
- Monitors the functionality of Council Committees on behalf of Council and assists Council to comply with its duties, in terms of the following seven cross-cutting fiduciary directives: policy, strategy, risks, performance, innovation, sustainability and transformation.
- Oversees UJ's performance with respect to the execution of good governance, strategy, performance, sourcing of external funding, transformation, and sustainability.
- Approves the mandate for annual negotiations for staff below the Executive Leadership Group.
- Approves the honoraria payable to external Council members, reviewed annually based on the benchmarking within the higher education sector.
- Approves the representatives to serve as directors/trustees or shareholder's representatives on the boards of commercial entities

The Council Exco met four times during 2021 and comprised the following members as at 31 December 2021:

Table 7: Exco members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr M Teke	External	28 July 2017	3/4
Mr F Baleni	External	1 August 2019	4/4
Ms K Gugushe	External	1 July 2017	4/4
Prof T Marwala	Internal	1 January 2018	4/4
Ms Z Matlala	External	1 January 2017	2/4
Prof L Mpedi <i>(Term started from 24 June 2021)</i>	Internal	24 June 2021	2/2
Dr Y Ndema	External	28 September 2017	2/4
Prof A Parekh <i>(Term ended on 23 June 2021)</i>	Internal	24 June 2011	2/2
Dr W Rowland	External	24 November 2017	4/4

Financial Sustainability Committee of Council (FSCC)

The FSCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The FSCC assists the Council in its obligation to ensure that:

- The financial delegations are implemented and reviewed on an annual basis.
- Adequate financial policies and procedures are prepared and implemented by the executive management and monitored by the FSCC continuously.
- The financial objectives of the University are annually set and achieved by executive management.
- An annual budget is prepared, and operational financial controls are in place to ensure the University achieves the budgeted surplus.
- The financial and procurement risks of the University are identified and managed by executive management.
- The asset base of the University is not depleted by injudicious spending patterns or ineffective investment practices.
- The University has adequate funding resources to ensure effective operations and financial sustainability.
- The University's investments in commercial activities are viable and sustainable.
- The University funds designated for commercial activities and any of its companies are effectively invested and managed to ensure maximum returns at an acceptable risk level.
- The excess funds of the University are effectively invested to ensure maximum returns at an acceptable risk level.
- The assets of the University are adequately insured in the most cost-effective manner.
- The financial sustainability of the University is reviewed annually, by way of a medium- and long-term financial strategy, detailing various scenarios.
- Financial reporting is reviewed and monitored annually.

The FSCC met five times during 2021 and comprised the following members as at 31 December 2021:

Table 8: FSCC members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2009	5/5
Mr JP Burger	Co-opted	1 July 2017	4/5
Ms S Dlamini	External	1 August 2015	4/5
Ms K Gugushe	External	1 July 2017	5/5
Ms N Mamorare	Internal	1 May 2018	5/5
Prof T Marwala	Internal	1 January 2018	5/5
Dr Y Ndema	External	1 March 2017	4/5

Human Resources and Social Ethics Committee of Council (HRSEC)

The HRSEC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The HRSEC assists Council in executing the following functions:

- Acts as the Council Employment Conditions Committee.
- Considers and recommends to Council or Council Exco the human resource delegation of authority.
- Considers and recommends to Council the Conditions of Service for employees.
- Considers and recommends to Council Exco salary increases for employees below ELG level.
- Considers and makes recommendations to Council on matters related to members of the Executive Leadership Group: the recruitment, selection, appointment, re-appointment and retirement of ELG members.
- Considers and makes recommendations to Council on matters related to stakeholder management, ethics, student life and experience, transformation.

The HRSEC met eight times (four ordinary and four special meetings) during 2021 and comprised the following members as at 31 December 2021:

Table 9: HRSEC members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 July 2019	8/8
Prof T Marwala	Internal	1 January 2018	8/8
Dr M Ralephata <i>(Appointed from 1 September 2021)</i>	Co-opted <i>(Internal)</i>	1 September 2021	3/3
Dr WP Rowland	External	1 May 2006	8/8
Prof A Swart	Co-opted <i>(Internal)</i>	1 April 2018	8/8
Mr MS Teke	External	1 July 2012	7/8
Ms C Tshilande	External	20 March 2020	7/8

Projects and Resourcing Committee of Council (PRCC)

The PRCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The PRCC assists Council in executing the following functions: strategic infrastructure planning, security and protection, health and safety, disaster management, major building projects and acquisition of physical assets, Information and Communication Systems Projects, sourcing of external funds, and the naming or renaming of properties and facilities.

The PRCC met four times during 2021 and comprised the following members as at 31 December 2021:

Table 10: PRCC committee members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Dr W Rowland	External	24 November 2017	4/4
Ms X Kakana	External	1 April 2018	4/4
Mr G Khosa	External	1 July 2012	3/4
Prof T Marwala	Internal	1 January 2018	4/4
Dr Y Ndema	External	1 March 2017	3/4
Dr M Ralephata <i>(Appointed from 1 September 2021)</i>	Co-opted <i>(Internal)</i>	1 September 2021	1/1
Prof A Swart	Co-opted <i>(Internal)</i>	1 April 2018	4/4

Remuneration Committee of Council (REMCO)

The REMCO is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The REMCO assists Council in executing the following functions:

- Determine and approve conditions of service of members of the Executive Leadership Group (ELG) outside of standard conditions of service.
- Review and determine, on an annual basis, the remuneration of the members of the ELG, including the salary bands, based on (a) consideration of performance against the objectives set each year and (b) the comparative information on salaries and other benefits and conditions of service in the sector.
- Approve any remuneration offers to the ELG members that may exceed the approved salary bands.
- Ensure that all provisions regarding the disclosure of remuneration, including pensions and additional income of ELG members, are fulfilled.
- Approve the design of any performance-related pay schemes for ELG members and approve the total annual payments made under such schemes.
- Obtain external, specialist remuneration advice on the appropriateness of salary levels of staff under its purview when necessary.

The REMCO met three times during 2021 and comprised the following members as at 31 December 2021:

Table 11: REMCO members

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2019	3/3
Ms K Gugushe	External	1 July 2017	3/3
Ms ZJ Matlala	External	1 January 2017	2/3
Dr Y Ndema	External	28 July 2017	3/3
Dr W Rowland	External	24 November 2017	3/3
Mr M Teke	External	28 September 2017	3/3

The following joint Committee was operational in 2021: UJ Awards Committee (joint Council and Senate committee).

Performance Review: Council and its Committees

The Council underwent an external performance review and a King IV Compliance Review. The outcomes thereof were discussed at a Council workshop in January 2022, with an action plan to be developed to address the external service providers' recommendations.

The performance review instruments of the Council committee were arranged in the following sections, with the averages obtained listed below: organisation of the committee, execution of functions, the role of members and Chairperson, and administration. Comments made during the review process would be dealt with at the respective committees.

The performance review results for the Council committees were as follows (average scores included): Council Exco: 4.8, ARCC: 4.6, FSCC: 4.0, HRSEC: 4.9 and PRCC: 4.9.

Matters of significance considered and noted by Council

General governance

Approving the appointment of external Council members on statutory and other applicable committees.

Approving the following:

- The updated Strategic Plan, 2021 to 2025.
- The Strategic Plan, 2022 to 2025.
- The updated UJ APP for 2021.

- The 2022 UJ APP.
- The revised charters of Council and its committees.
- The audited DHET 2020 Annual Performance Plan.
- The 2021 Mid-Year Report on the DHET Annual Performance Plan and the 2021 Mid-Year Financial Progress Report to DHET.
- The 2022 DHET Annual Performance Plan.
- The UJ Annual Report for 2020 for submission to DHET.
- The 2021 UJ Council Self-Assessment for submission to DHET.
- The revised Process for the Appointment of the UJ Chancellor and the subsequent process and timeline for nominating and electing the Chancellor.
- The Institute of Directors of South Africa (IoDSA) to be used to (1) conduct the independent Council performance review and (2) undertake UJ's King IV gap analyses.
- In-principle support to commence with a consultation process for vaccinations to be mandatory for all staff and students, including accessibility to vaccination sites. Subsequently, noting the consultation process and approving the COVID-19 Mandatory Vaccination Policy Framework, with a mandate from Council for the MEC to manage the operational implementation.

Finance

Approving the following:

- The adjusted 2021 budget.
- The budget for 2022.
- The CAPEX budget for 2022.
- The tuition and residence fee increases for 2022.
- The revised Financial Delegation of Authority.
- The revised Procurement Policy.
- The capitalisation of the Resolution Circle loan request.
- The draft Investment Policy Statement.
- The draft UJ Fundraising Strategy.
- The appointment of preferred suppliers identified as possible fund managers to manage UJ and UJ Trust investments.
- The Fund Managers Portfolio Construction.
- The re-appointment of the Investment Committee Chairperson for a second three-year term of office from 1 May 2022,

Auditing

Approving the following:

- The 2020 Audited Annual Financial Statements.
- The Going Concern Consideration for 2020.
- The Institutional Risk Register.
- The Statement on Risk Management.
- The revised Risk Management Matrix.
- The extension of the existing contract of the internal auditors for an additional period of two years from 1 January 2022 to 31 December 2023.

Policies

- The revised Risk Management Policy.
- The revised Fraud Prevention Policy.
- The revised Insurance Policy.
- The revised Business Continuity Management Policy.
- The draft Compliance Policy.

Honoraria payable to external Council members for attending meetings

Noting the Council Exco's approval of the honoraria payable for external Council members for attending

applicable statutory committee meetings. The honoraria amount was benchmarked in 2021 against peer universities in the higher education sector. For 2021, the amounts payable was as follows:

Table 12: Honorarium to Council members for attending Council meetings

Chairperson of Council	R5 830.00
Deputy Chairperson of Council	R5 300.00
Council member (external)	R4 240.00
Honorarium to Council members for attending Executive Committee of Council meetings	
Exco Chairperson	R5 300.00
Exco member (external)	R4 770.00
Honorarium to Council members for attending Council Committees, Institutional Forum, Senate and the UJ Trust	
Chairperson of Committee	R4 770.00
Council member (external)	R4 240.00
<i>Note: External individuals appointed by the Council to serve on Council committees as co-opted members will receive the same honoraria as external Council members</i>	

Physical assets and related matters

- The revised Policy on the Naming and Renaming of UJ Facilities, Spaces and Buildings.
- The renaming of the Media24 Building to JBS Park.

Human resources

Approving the following:

- The following ELG appointments/re-appointments:
 - The re-appointment of the Executive Director: Research and Innovation.
 - The recommended extension of the contract of the Director: Operations for a further 16 months from 1 September 2021 to 31 December 2022.
 - The appointment of the Chief Operating Officer.
 - The appointment of the Executive Dean: Faculty of Education.
 - The recommended re-appointment of the Executive Director: Expenditure.
 - The recommended re-appointment of the VC and Principal.
- The recommendations relating to the structures of the support divisions forming part of the Support Divisions Organisational Design and Review Project.
- The UJ's Employment Equity Report to the Department of Labour.
- The revised UJ Employment Equity Plan 2022-2024.
- The draft Policy on Appointment and Re-appointment of the Members of the Executive Leadership Group, excluding the Vice-Chancellor.
- Policies and framework:
 - The revised Policy on Resourcing.
 - The draft UJ Bullying, Harassment, Sexual Harassment and Rape Policy.
 - The draft UJ Anti-Xenophobia Policy.
 - The revised Policy on Retirement.
 - The draft UJ Gender Equity Framework.
 - The revised Policy on Academic Categories, Appointment and Promotion Criteria and Processes.
 - The revised Policy on Remuneration and Benefits.
- The statutory leave amendment to the UJ Conditions of Service.
- The proposal on the accumulative leave pay-out benefit for qualifying staff and the commencement of a consultation process with staff and organised labour.

Core business and academic support services

Approving the following:

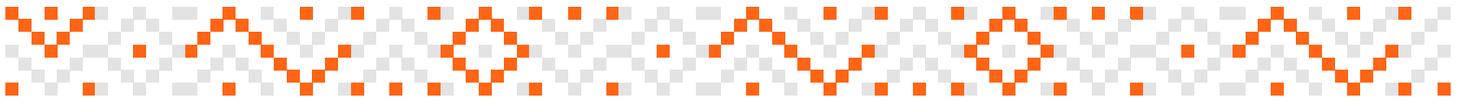
- The 2022 Enrolment Plan.
- The draft Intellectual Property Policy.

Awards

- Approving the recommendations to confer Honorary Doctorate Degrees on the following individuals: Ms CN Adichi, Dr RD Bullard, Prof M Burawoy, Prof FS Collins, Prof K Kariko, Dr KB Letaief, Mr M Nyati and Dr P Soon-Shiong.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals: Ms Ela Gandhi and Ms Deborah Terhune.
- Approving the recommendation to award the Alumni Dignitas Award to Ms Sharmla Chetty, Dr Leila Fourie and Ms Usha Seejarim.
- Electing Dr Phumzile Mlambo-Ngcuka as UJ Chancellor for a five-year term, starting on 1 October 2022.

A handwritten signature in black ink, appearing to be 'Mike Teke', written over a large, stylized, abstract shape that resembles a large letter 'M' or a similar symbol.

Mike Teke (Mr)
Chairperson of Council



Senate and Senate Committees' Governance Report

OVERVIEW

- Senate and its committees
- Declaration of agenda-based interests
- Attendance of Senate and its committees
- Performance review: Senate and its committees
- Matters of significance considered by Senate

Senate and its committees

The Senate functions in accordance with sections 23 to 33 of the UJ Statute and the Charter approved by the Senate. Each committee has an approved charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by the Senate. The following Senate Committees are operational:

- Senate Executive Committee (Senex)
- Senate Higher Degrees Committee (SHDC)
- Senate Teaching and Learning Committee (STLC)
- Senate Research Ethics Committee (SREC)
- University Research Committee (URC)
- Faculty Boards

Declaration of agenda-based interests

The Senate and Senate committees' members declare agenda-based interests before the commencement of each meeting, which are reflected in the minutes.

Attendance of Senate and its committees

Four Senate ordinary meetings were held on the following dates in 2021: 18 March 2021, 10 June 2021, 13 September 2021, and 18 November 2021.

The attendance of the Senate meetings was very good at 77,53% (a slight increase compared to 75% in 2020). The attendance of Senate committee meetings was excellent, varying between 82% and 96%.

Performance Review: Senate and its Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below: organisation of the committee, execution of functions, the role of members and Chairperson, and administration. Comments made during the review process would be dealt with at the respective committees.

The performance review results for the Senate and its committees were as follows (average scores included): Senate: 4.0, Senex: 4.9, Senate Higher Degrees Committee: 4.9, Senate Teaching and Learning Committee: 4.4, Senate Research Ethics Committee: 4.7 and University Research Committee: 4.4.

Matters of significance considered by Senate

Recommending the following to Council, for approval

- Policy on Intellectual Property.
- Conferral of Honorary Doctorates on recommended candidates.
- Amendments to the Charter of the UJ Awards Committee.
- The revised Bullying, Harassment, Sexual Harassment and Rape Policy.
- The Anti-Xenophobia Policy.
- Revised Policy on Academic Categories Appointment and Promotion Criteria and Processes.
- The 2022 Annual Enrolment Plan.

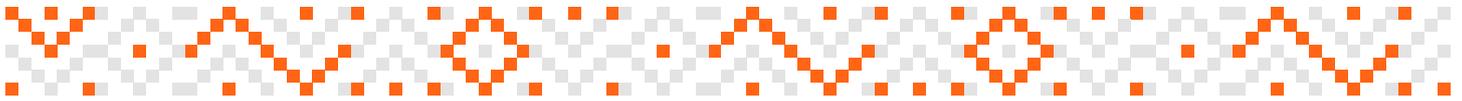
Approving the following

- CHE Institutional Audits: Draft Self-Evaluation Report.
- Revocation of Senate's approved deviation from the COVID-19 special regulations in CBE.
- The introduction of a new specialisation: Master's in Philosophy with specialisation in Children's Literature (Faculty of Education).
- The introduction of a new specialisation: Doctor of Philosophy specialising in Digital Transformation (Johannesburg Business School).
- Assessment approach for the online master's minor dissertation programme in Public Health (Faculty of Health Sciences).
- The Faculty of Science's Guidelines for a Thesis by Compilation amendments.
- Code of Academic and Research Ethics.
- JBS MBA contact and online master's independent study – assessment process.
- Revised Senate Delegation of Authority Grid.
- Charters of Senate and its committees, institutes, and centres.
- The establishment of and charters for the following centres were approved:
 - Research Centre for Sustainable Materials and Construction Technologies.
 - Smart Information and Communication Systems Centre.
 - Atomic Layer Deposition Research Centre.
 - Joint Research Centre on Climate Change and Smart Mobility.
 - Centre for Applied Data Science.
 - Nuclear Research Centre.
 - Data and Digital Communications Centre.
- The following policies were approved:
 - Revised Student-Supervisor Relationship Policy.
 - The Policy on Authorship.
 - The Research Data Management Policy.
 - The revised Teaching and Module Evaluation Policy.
 - The revised Academic Programme Policy.
 - The revised Plagiarism Policy and Code of Academic and Research Ethics.
 - The revised Policy on Incentive Scheme for Research Outputs and NRF rating.
- Academic Calendar for 2022.
- Amendments to the Academic Regulations for 2022.
- The offering of the following formal subsidised academic programmes (to be submitted for external approval):
 - Master of Science in Machine Learning Engineering.
 - Master of Engineering in Sustainable Advanced Materials (Coursework).
 - PhD with specialisation in Mining Engineering.
 - PhD with specialisation in Mine Surveying.
 - Postgraduate Diploma in Community Health Nursing.
 - Postgraduate Diploma in Mental Health Nursing.
- Applications to deviate from the approved COVID-19 Academic Regulations (CBE, Faculty of Education and Faculty of Science).

- The offering of the following continuing education programmes:
 - Retail Strategy (online) replacing the current Retail Strategy (contact).
 - Research Methodology for Business Management (contact).
 - Alternative Semester Applied Mathematics 2A (contact).
 - Alternative Semester Applied Mathematics 2B (contact).
 - Advanced Construction Health and Safety Management (online).
 - Introduction to Taxation (online).
 - Taxation 1 (online).
 - Taxation 2 (online).
 - Insights from the Science of Learning for Education Practice (contact and online).
- Applications for Recognition of Prior Learning.
- Applications for Senate Discretionary Admission for students.
- Applications for Senate Discretionary Admission for School of Tomorrow students.
- The applications for the amendments to the existing academic programmes/rules/regulations



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Report of the Management Executive Committee (MEC)

OVERVIEW

- Composition of the MEC
- Declaration of interests and positions of trust
- MEC committees
- MEC meeting dates and attendance
- Performance Review: MEC and its committees
- Matters of significance considered by the MEC

Composition

- Vice-Chancellor and Principal (Chairperson)
- Chief Financial Officer
- Chief Operating Officer
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Registrar
- Senior Executive Director

Declaration of interests and positions of trust

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

MEC committees

The following MEC Committees were operational in 2021:

- Management Executive Committee Academic (MECA)
- MEC Commercialisation Committee (MECCC)
- MEC Risk Management Committee (MECRM)
- MEC Transformation Committee (MECTC)

MEC meeting dates

Ordinary MEC meetings were held on the following dates in 2021: 19 January 2021, 16 February 2021, 23 March 2021, 20 April 2021, 18 May 2021, 15 June 2021, 20 July 2021, 17 August 2021, 14 September 2021, 19 October 2021 and 23 November 2021.

Special MEC meetings were held on the following dates in 2021: 8 January 2021, 14 January 2021, 25 January 2021, 28 January 2021, 4 February 2021, 11 February 2021, 25 February 2021, 4 March 2021, 11 March 2021, 18 March 2021, 1 April 2021, 15 April 2021, 29 April 2021, 6 May 2021, 13 May 2021, 24 May 2021, 3 June 2021, 7 June 2021, 10 June 2021, 24 June 2021, 15 July 2021, 29 July 2021, 5 August 2021, 12 August 2021, 26

August 2021, 2 September 2021, 20 September 2021, 30 September 2021, 7 October 2021, 14 October 2021, 15 October 2021, 28 October 2021 continued on 3 November 2021, 11 November 2021, 18 November 2021, 2 December 2021.

MEC strategic breakaway sessions took place on the following dates in 2021: 14 and 15 June 2021 and 1 to 3 November 2021.

The overall attendance of the MEC meetings was excellent, reflecting an attendance rate of 96%. The attendance of MEC committee meetings was very good, varying between 76% and 93%.

Performance Review: MEC and its 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, and administration. Comments made during the review process would be dealt with at the respective committees.

The performance review results for the MEC and its committees were as follows (average scores included): MEC: 4.8, MECA: 4.8, MEC Commercialisation Committee: 4.6, MEC Risk Management Committee: 4.6 and MEC Transformation Committee: 4.3.

Matters of significance considered by MEC

Special MEC meetings

Special MEC meetings were held to discuss COVID-19 related issues/arrangements, including teaching and learning, research, campus activities, student-related matters and communication.

UJ becoming mandatory COVID-19 vaccination site

- Recommending to Council that (a) UJ should become a mandatory COVID-19 vaccination site and (b) the operational implementation thereof be delegated to the MEC.
- Approving the administrative processes for the 2022 COVID-19 mandatory vaccination implementation.

Governance and related matters

- Recommending the following to Council, via the appropriate structures, for consideration and/or noting:
 - Recommendations iro the external membership on Council committees.
 - Amendments to the charters of Council and its committees, and Senate and its committees.
 - The process for the appointment of the Chancellor.
 - The UJ's 2020 Annual Report.
- Recommending candidates to fill vacancies on the UJInvnt Board to the Council Exco for approval and to Council for noting.
- Approving the following:
 - The charters/ revised charters of MEC committees.
 - The 2022 Year Programme.

Planning related matters

Recommending the following to Council, via the appropriate structures, for consideration and/or noting:

- The revised Strategic Plan, 2022 to 2025.
- The UJ and DHET Annual Performance Plans (APP) for 2022.
- Quarterly progress reports on the achievements against the UJ APP for 2021.
- The 2021 Mid-Year Report on the Annual Performance Plan for submission to DHET.
- The 2021 Mid-Year Financial Report for submission to DHET.

Policies and processes

- Recommending the following to Council, via the appropriate structures, for consideration and/or noting:
 - The revised Financial Delegation of Authority.
 - The Fraud Prevention Policy and Procedure.
 - The revised Risk Management Policy, Procedure and Risk Matrix.

- The revised Policy on Retirement.
- The revised Policy on Resourcing.
- Policy on the Appointment and Re-appointment of ELG Members, excluding the VC.
- The revised Policy on Sabbatical Leave.
- The revised Policy on Remuneration and Benefits.
- The revised Policy on Academic Categories, Appointment and Promotion Criteria, and Processes.
- The revised Policy on Information Security.
- The draft Policy on IT Service Management.
- The updated UJ Bullying, Harassment, Sexual Harassment and Rape Policy.
- The revised Policy on Naming and Renaming of UJ Facilities, Spaces and Buildings.
- The draft Compliance Policy and Framework.
- The draft Fundraising Strategy.
- The Compliance Regulatory Universe.
- The draft Ethics Charter.
- Recommending the revised Procurement Policy to the FSCC and PRCC for approval.
- Recommending the revised ELG Remuneration Policy to the REMCO for approval and Council for noting.
- Recommending the updated draft Anti-Xenophobia Policy to the Senate for approval.
- Approving the following policies/procedures/processes:
 - The Policy on Staff Mental Health.
 - The revised Policy and Process for Making Acting Senior Appointments and Lateral Acting Appointments.
 - The revised Policy on Cellular and Internet Connectivity.
 - The revised Policy on Overtime Compensation.
 - The revised Job Evaluation Policy.
 - Revised Vice-Dean Appointment Process.

Academic, research, and academic administration-related matters

- Recommending the 2022 Academic Calendar to the Senate for approval.
- Approving agreements between UJ and other institutions in line with the Financial Delegation of Authority.
- Approving the refining of the wording on a student's academic record.
- Approving the proposal to continue with a blended learning approach (online, with exceptions for specific in-person learning), on the understanding that the COVID19 situation would be monitored and that changes could be made to the approach from time-to-time.
- Approving the proposal to enrol 10 000 youths forming part of the Presidential Youth Employment Initiative for the Artificial Intelligence in 4IR MOOC.

Finance and risk-related matters

- Recommending the following to Council, via the appropriate structures, for consideration and/or noting:
 - The proposed budget for 2022.
 - The proposed CAPEX budget for 2022.
 - The updated Institutional Risk Register.
 - The 2021 Risk Management Implementation Plan.
 - The appointment of new fund managers.
 - The adjusted 2021 budget proposal.
- Recommending the 2020 budget rollover requests to the FSCC for consideration.
- Recommending the 2021 Procurement Plan to the FSCC for approval.
- Recommending the Resolution Circle shareholder loan capitalisation request to the FSCC for consideration.
- Considering and approving tenders between R15 million and R50 million. Approving and recommending tenders above R50 million to the FSCC and the PRCC for ratification (in line with the Financial Delegation of Authority).
- Considering and approving the Tender Committee's recommendations on extending contracts for the Learning Management System, and cleaning services, banking services agreement, asset and tactical security services provider
- Approving the 2022 budget guidelines.

Infrastructure development, ICT, security, and related matters

- Recommending to the FSCC and PRCC for support, the recommended funding application for the first and second phases of the IEG application.

Human resources and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The Annual Employment Equity Report to the Department of Labour.
 - UJ's Employment Equity Plan, 2022 to 2024.
 - The proposed mandate for the 2022 salary negotiations.
 - The recommendations relating to the Support Services Divisions' Organisational Structure Review and Design.
 - The proposed buyout of the accumulative leave benefit of the qualifying staff and the subsequent benefit cancellation.
- Approving the following:
 - The recommended appointment of staff members in line with the Policy on Resourcing.
 - The recommended post-retirement appointments/extensions.
- Approving and recommending to the Senex, for ratification, the selection panel's recommendations regarding the appointment of distinguished professors and distinguished visiting professors.
- Reviewing and moderating the 2021 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2021 performance reviews for staff below the ELG level.

Student related matters

- Approving the recommended extension of the 2021 accreditation for the four identified privately owned student accommodation (POSA) properties, accredited in 2020 but technically rendered to be new properties in 2021 as the ownership of the properties changed when sold to the new owners.
- Approving legal-related recommendations on the POSA accreditation process, arising from a legal challenge.
- Approving the following relating to the 2022 SRC election: Election Plan, the composition of the Electoral Committee and the SRC Election Marketing Plan.
- Approving deviations from the POSA Policy, applicable for 2022 accreditations only.

Awards

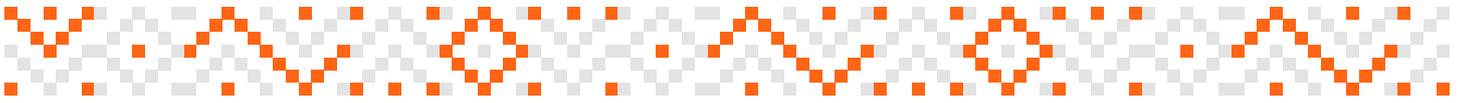
- Approving the following:
 - The Adjudication Panel's nominees for the VC's Distinguished Awards (teaching, research, innovation, and book of the year).
 - The recipient of the VC's Distinguished Award – Beyond the Normal Call of Duty.

Other matters

- Recommending to Council the renaming of the Media24 Building to JBS Park, via the appropriate structures, for consideration.
- Approving the following:
 - The appointment/re-appointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.
 - The recommended appointment of the Information Officer and Deputy Information Officers, as required by the Protection of Personal Information Act.
 - The recommended establishment of UJTV.
 - The Promotion to Access of Information Manual.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Student Representative Council (SRC) Report

OPERATING CONTEXT

The elections for the 2021 SRC took place from 7 to 9 October 2020. These were the first electronic SRC elections at the University of Johannesburg; however, due to a number of issues including the impact of COVID-19 and general student apathy in SRC matters, the voter turnout was only 13%. Nevertheless, the electronic voting enhanced the confidence of the participating students in the principles of fairness and credibility. In addition to the Electoral Committee, the election process and its outcome were audited by an independent auditor. All those elected had achieved a pass rate of 100% of their previous year's registered modules.

A total of 48 members were elected. Of these, 26 (54%) were female and 22 (46%) male students. Apart from the improved female gender representation on the SRC, 50% of the seats went to EFFSC (APK and DFC), while the other 50% went to SASCO (APB and SWC). The University of Johannesburg Student Representative Council (UJSRC) comprised the central SRC with eight elected members and eight ex-officio members (chairpersons and secretaries of the campus SRCs), and the four campus SRCs, each with ten elected members.

The UJSRC was constituted with these five components (the central SRC and four campus SRCs) by the Electoral Committee. The act of constitution of the UJSRC was observed by the independent auditor, in addition to the observers prescribed by the SRC Electoral Policy. In terms of compliance with policies and processes, the legitimacy of the UJSRC was confirmed.

Functionality of the UJSRC

Regardless of the fact that the 2021 UJSRC consisted of two different student political organisations (EFFSC and SASCO), the level of cooperation among the members, as well as with University Management, was admirable. The UJSRC represented its constituencies on different institutional committees, including the Institutional Forum, Senate and Council.

With some limitations, the UJSRC organised a number of events for the student body. Most of these events were online, and those that were in contact mode were carried out in compliance with COVID-19 regulations as well as with strict institutional measures. The SRC played an important role in ensuring that there was no COVID-19 breakout at the University and its residences.

The SRC supported the initiatives of the University with regard to online teaching and learning and to student wellness measures for those students who remained on campus. In addition to the University owned residences, the SRC worked closely with Student Affairs, Campus Health Services and Occupational Safety to ensure that UJ students who stayed in privately owned student accommodation were also safe and secure while pursuing their studies.

SRC programme

The SRC organised some online programmes, such as poetry and debating competitions. All members of the SRC participated in the SRC Induction and Training Programme. The coordination of the activities of the student societies and house committees were either facilitated or supported by the SRC. The SRC helped greatly in promoting institutional measures that supported the COVID-19 regulations, such as distributing and promoting the wearing of masks, and temporarily suspending residence visitations and e-hailing services on campus.

CONCLUSION

Apart from the programmes purposed to enhance and develop student leaders, the SRC, in collaboration with both internal and external stakeholders, worked hard to ensure that all students had an enriching and student-friendly learning and living experience, particularly through the following initiatives:

- 2021 Academic Registration process.
- Allocation of the SRC Trust Fund to deserving students.
- Amicable participation in the consultation process for fee increases for the 2022 Academic Year, even though no consensus was reached.
- Assistance to the University in navigating through COVID-19 challenges.



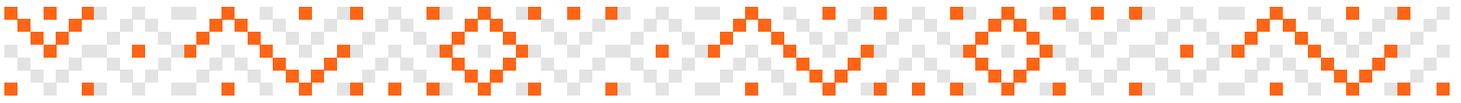
Godfrey Helani (Mr)

Senior Director: Student Affairs



Nolitha Vukuza (Dr)

Senior Executive Director: VC's Office



Student Services Council (SSC) Report

OVERVIEW

The Student Services Council (SSC) is an advisory body to the Management Executive Committee and the UJ Student Representative Council, and is envisaged as operating within and in accordance with the provisions of its Charter. According to the Charter, the membership of the SSC is constituted by employees and students from the various student stakeholder bodies. Representatives from Student Affairs, Finance, Revenue and Governance, Facilities Management, Sport, Academic Development and Support, Library and Information Services, Information and Communication Services (ICS), and Campus Directors participate in and attend meetings of the Student Services Council. Student representatives are drawn from house committees, day-houses, student societies and the SRC. The SSC is expected to meet at least quarterly.

However, in 2021, the functions and activities of the Student Services Council were overtaken by a recently established structure, the Student Wellness Committee. The Transformation Committee of the Management Executive Committee constituted the Student Wellness Committee. Its membership comprises representatives of students (SRC and house committees) and support divisions. The purpose of the Student Wellness Committee was to coordinate the institutional initiatives and efforts to enhance and promote student mental and physical health, emotional stability and welfare of students. An approved Charter governs the Student Wellness Committee.

The Student Wellness Committee met quarterly and found itself dealing with issues that would normally have been dealt with by the Student Services Council. These issues included providing advice to the Management Executive Committee and to the University of Johannesburg Student Representative Council on measures to be implemented in dealing with COVID-19, student wellness matters, mental health awareness, the Student Meal Assistance Programme, the provision of counselling and other support in the life-challenging times of COVID-19.

Given that these important matters, which would otherwise have served at the Student Services Council meetings, were being dealt with by the Student Wellness Committee, with input from both student representatives and staff, there was little purpose, given the pressure on student and staff diaries, in also scheduling meetings of the Student Services Council.

PRINCIPLES UNDERLYING THE STUDENT WELLNESS COMMITTEE

The Student Wellness Committee meetings also considered the principles underlying that committee, which were supporting students through their respective life cycle at the institution; developing responsible and respectful student culture and ethos, creating a conducive environment for living and learning; coordinating

the institutional response to student wellness; supporting initiatives of various institutional divisions and departments to support students; and promoting the student charter and qualities of a UJ graduate.

The pillars adopted by the Student Wellness Committee were Healthy Campus Management, Physical Activity and Sport, Nutrition, Prevention of Disease, Mental and Social Health, Prevention of Risky Student Behaviour, Environment, Sustainability and Social Responsibility.

CONCLUSION

In light of these developing trends, consideration should be given to merging the Student Services Council and the Student Wellness Committee in order to minimise the number of committees and their meetings while maximising performance and delivery.

A handwritten signature in black ink, consisting of a large, stylized 'G' followed by several loops and a long horizontal stroke extending to the right.

Godfrey Helani (Mr)

Senior Director: Student Affairs

A handwritten signature in black ink, featuring a large, stylized 'N' followed by several loops and a horizontal stroke.

Nolitha Vukuza (Dr)

Senior Executive Director: VC's Office



Institutional Forum (IF) Report

OVERVIEW

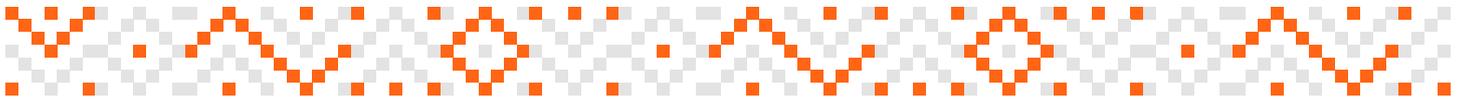
The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute. The IF held four ordinary meetings and two special meetings to consider recommendations from selection committees on senior management appointments and to provide advice to the Council on such recommended appointments. The dates of the meetings were as follows: 10 February 2020, 18 May 2020, 10 June 2020 (special meeting), 11 August 2020, 28 October 2020, and 18 November 2020 (special meeting).

Matters of significance considered by the IF

- Supporting the amended Charter of the IF and recommending it to the Council for consideration.
- Supporting the proposed Schedule of Business of the IF according to themes.
- Supporting the draft Charter for the Staff Wellness Committee.
- Supporting the draft Charter for the Student Wellness Committee.
- Supporting the draft Ethics Charter.
- Supporting the proposed Gender Equity Framework.
- Supporting the draft UJ Bullying, Harassment, Sexual Harassment and Rape Policy.
- Supporting the draft Policy: Naming and Renaming of UJ Facilities, Spaces and Buildings.
- Supporting the Report on Employment Equity.
- Supporting the draft Employment Equity Plan: 2022-2024.
- Advising the Council on the appointment of the UJ Chancellor.
- Advising the Council on the appointment of the following Executive Leadership Group members:
 - Chief Operating Officer.
 - Executive Dean: Faculty of Education.
- Advising the Council on the re-appointment of the following Executive Leadership Group members:
 - Vice-Chancellor and Principal.
 - Executive Director: Research and Innovation.
 - Executive Director: Expenditure.
- Advising on the extension of the contract of the Executive Director: Facilities Management.
- Approving the 2022 IF Schedule of Business.
- Conducting an online IF performance review for 2021.
- Conducting the 2021 MEC Corporate Governance Responsibilities review (relating to the transformation imperative).



Kinta Burger (Prof)
Registrar



Convocation Report

OVERVIEW

The Executive Committee of Convocation (Exco) included the following four members, namely Prof Boitumelo Diale (President); Mrs Zanele Modiba (Deputy President); Mr Msizi Khoza (Member of Exco and Council representative); and Ms Confidence Tshilande (Member of Exco and Council representative). Elections held in October 2021 filled the fifth vacant position on Exco. The successful candidate was Ms Nondumiso Mvubu, whose term of office began 1 December 2021 to run for three years.

The Convocation Exco had identified five significant projects for the 2020-2022 office term. Unfortunately, the effects of the COVID-19 pandemic significantly disrupted envisaged events linked to the implementation of these five identified projects. However, 2021 proved to be a productive year culminating in planned events. Exco hosted a successful Convocation Annual General Meeting (AGM) on 13 October 2021. This meeting provided a platform for the revised Constitution of Convocation to be shared with the wider Convocation. A call was issued to Convocation following the AGM, inviting suggestions and recommendations in relation to the revised Constitution of Convocation.

Some highlights for 2021

Conversation with the Executive of Convocation

The Executives of Convocation held this virtual session on 18 February 2021 in their capacity as industry leaders and influencers. The discussion focused on 'The World of Work: Graduate employability in the context of COVID-19'. In total, 73 individuals attended virtually, of whom 81,3% were UJ alumni.

Conversation Series Sharing Solutions session

A Conversation Series Sharing Solutions session took place on 7 May 2021, with the topic of discussion centred on the journey to successful entrepreneurship. Two phenomenal women hosted the session: Ms Allegro Dinkwanyane, a natural entrepreneur, founder and CEO of Orgella Media, and Ms Zanele Modiba, the Deputy President of the Executive Committee of Convocation. The invitation reached 96 205 subscribed alumni.

Gauteng Alumni Chapter Launch

This virtual event was held on 29 September 2021 and was hosted by the Vice-Chancellor and Principal, Prof Tshilidzi Marwala, and the President of Convocation, Prof Boitumelo Diale. The invitation was extended to 83 627 subscribed alumni. Mr Steven Shivambu was the convenor for this session. A call was made to the Convocation Exco to open other Chapters, especially on the African continent.

Some of the Affinity Group activities that took place in 2021 included:

- The School of Commercial Accounting session on Artificial Intelligence and Audit, held on 20 May 2021.
- A Department of Applied Information Science session that informed a discussion on 'Unpacking the women's voice and management of their talent in the ICT world', held on 24 August 2021.
- The STH Alumni Annual Dinner hosted in September 2021.

Retired Academics Luncheon

The Vice-Chancellor and Principal, together with the President of Convocation, hosted a luncheon on 25 October 2021 for academics who had retired from RAU and TWR. The event served as a homecoming, reiterating to the attendees that they were still a part of the UJ Convocation. In total, 26 retired academics attended the event.

UJ USA Alumni Chapter Engagement

The USA Alumni Chapter, together with US-trained attorney and African economic development specialist, Michael Sudarkasa, hosted this session on 11 November 2021. The invite was extended to 239 alumni, and 95 attended. This convenor for this event was Mr Len Wolman.

Newsletter

The Executive of Convocation collectively worked on the first Convocation newsletter. This initiative was sparked by the main theme presented in the AGM held in 2020. Many alumni highlighted communication as an area that required significant improvement. Alumni articulated the need to be kept abreast of projects and events in which the Executive were involved. Such information would also create an opportunity for alumni to provide support and assistance. The birth of this newsletter addressed the need raised by Convocation. Its purpose was to provide the wider Convocation with a bird's-eye view into the many activities that the Exco was involved in, and to highlight the successes of both convocants and alumni at UJ. This newsletter was just the first among many more initiatives to come, that strongly advocate engagement and collaboration with alumni. The newsletter was launched on 16 September 2021 and was shared via the following platforms: Rocket mailer CRM platform, social media (Facebook, LinkedIn) and Alumni Connect. The newsletter had 1 300 hundred views and was downloaded 52 times.

The meticulous planning and successful completion of events in 2021 indicated the proactive nature and dedicated teamwork of the Executive Committee of Convocation.

CONCLUSION AND WAY FORWARD

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



Boitumelo Diale (Prof)
President of the Convocation





Statement on Risk Management

OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

The University of Johannesburg has adopted a proactive approach to the management of both risks and opportunities. In executing this responsibility as it relates to risk, Council has implemented an Enterprise Risk Management (ERM) framework, an approach that ensures that the University takes a holistic view of the risks inherent to UJ's strategy, business and operations.

Thus, the management of risk and opportunity is embedded in the decision-making processes of all departments and faculties and engrained within our governance processes. Ethical behaviour, legislative compliance and sound practices lay the foundation for internal control processes and ensure effective governance of risk.

The Enterprise Risk Management (ERM) journey is linked to the execution of business strategies by analysing potential risks and their impact on achieving the University's objectives. This is supported by Council approval of risk management policies, procedures and the implementation plan.

The University's risk management process requires members of the Executive Leadership Group (ELG) to formally consider and continuously evaluate their respective identified risks, related ratings, internal controls and mitigating strategies, in order to ensure that the risks remain updated and to maintain an effective risk management and internal control environment. The risk registers are presented to the Risk Management Committee (RMC), which is a subcommittee of the Management Executive Committee (MEC).

The UJ Risk Register is prepared and presented to provide assurance to Council that adequate and effective risk mitigation strategies are implemented across the University. On a quarterly basis, the Institutional Risk Register is submitted to RMC, MEC, ARCC and Council for approval.

POLICY FRAMEWORK

The Risk Management Policy, and the Risk Matrix and Procedure were approved by Council in November 2021. The governing documents were reviewed to enhance alignment with the revised International Organisation for Standardisation (ISO) 31000 risk management standards as well as to incorporate risk appetite and tolerance statements. Implementation of the Policy is supported by the Risk Management Plan, which was approved and effected during the financial year.

The formalisation of the compliance process for UJ became a key focus in 2021, with the establishment of a Compliance Steering Committee to drive the process. In addition, Council approved UJ's Compliance Policy, Compliance Framework and the regulatory universe informing the compliance profile of the University. The next phase of the project is to institutionalise the compliance process and to complete compliance risk management plans for key legislations.

The Risk Appetite and Tolerance Statements define the amount of risk the University can afford to take and prefers to take in achieving its objectives. Council approved the Risk Matrix under the following categories:

- Financial
- Health and safety
- Organisational
- Social
- Reputational
- Legal
- Technical

MANAGEMENT OF RISK

Management of academic risks

The Institutional Risk Register considers risks from various environments and as such includes risks that affect the academic environment. Therefore, some of the priority risks noted were:

- Inadequate on-time completion of undergraduate studies.
- Slow time to completion of postgraduate students and high dropout rates from initial postgraduate cohort.
- Experienced staff members retiring (professors and associate professors).
- The protection of research and data.

The abovementioned risks are monitored and reported to Council on a quarterly basis.

Management of financial risks

The Financial Sustainability Committee of Council is mandated to monitor, in addition, the risk exposure of the University to the financial landscape. The top priority risk thus identified was the financial sustainability of the University going forward, as noted below under the section on the Institutional Risk Register.

Management of operational and other risks

The environment is continuously scanned to identify potential, emerging and opportunity risks. Such risks are documented and reported to the RMC and MEC, in order to highlight any key risk areas. The Risk Register for the Facilities Management Division is also presented to the Projects and Resources Committee of Council (PRCC) for review.

The University maintains systems of internal control over income and expenditure, financial reporting, and safeguarding of assets against unauthorised acquisition and use or disposing of such assets. The process of internal audit monitors the effectiveness of the internal control systems, and reports findings and recommendations to the ARCC. The major improvement to the control system was the incorporation of all internal audit findings when reporting to committees, to ensure that management addresses all findings as part of the improvement process.

Ensuring business continuity

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

Business continuity plans for all faculties and departments were incorporated within their processes. The Business Continuity Management Policy outlines the scope and structure of business continuity management within the University. Faculties and departments completed their business impact analyses to ensure that critical processes and systems are updated.

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

Fraud prevention

The University of Johannesburg acts proactively in addressing unethical behaviour, theft, fraud or related activity, to mitigate fraud and misconduct. An independently managed UJ Ethics Hotline is in place with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices to the attention of management. The hotline operates 24 hours a day for 365 days a year. To further strengthen the investigative capacity, a panel of forensic investigators was appointed to assist with matters that require further investigation.

The University's Fraud Prevention Policy and Procedure were approved by Council in November 2021. The Fraud Prevention Policy outlines the University's focus on and commitment to the reduction and possible eradication of the incidence of fraud and misconduct, and also confirms UJ's commitment to legal and regulatory compliance.

The Fraud Prevention Strategy includes the implementation of a comprehensive Fraud Risk Register to assess and report on potential fraud risks, mitigating controls, effectiveness ratings as well as improvement plans. During the current year, fraud risks were identified at an operational level, with the institutional level informing the next phase of the strategy to be implemented in 2022. The strategy further incorporates the governance of the Ethics Hotline reports and the investigation of cases.

Insurance

The University manages the insurable risks relating to all aspects of the University by way of a comprehensive insurance policy. This includes the insurance of assets, property and public liability. The insurance cover required, likely exposure and the risk profile are reviewed annually, and the necessary adjustments are included in the renewal process. Despite spikes in insurance premiums, as prevalent across the industry, insurance still remains an important risk mitigation strategy for the University.

Internal audit

The internal audit function provides an independent, objective assurance designed to add value to and improve the University's operations, by examining the systems, procedures and controls, and identifying areas considered as high risk. For the 2021 financial year, internal audits were performed throughout the University in accordance with the approved Audit Plan. This is 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.

External audit

SNG Grant Thornton are the external auditors for the University and responsible for statutory audits. The ARCC approved the client service plan for the year ending 31 December 2021.

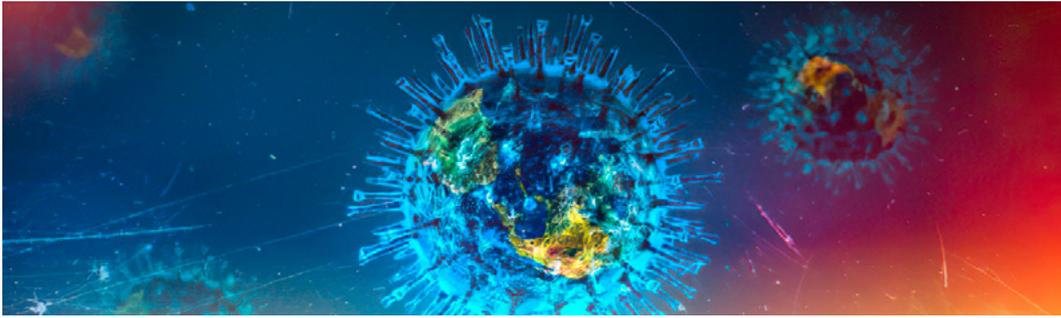
Agreed-upon procedures

The University appointed PricewaterhouseCoopers (PwC) to conduct annual reviews on the agreed-upon procedures (AUP) as required by various funders. These reviews are performed in accordance with the International Standard on Related Services and Procedures to align with the relevant contractual agreements. The purpose of the engagements is to provide reasonable assurance that the expenditure and the allocation thereof are reflected accurately and meet the contractual requirements and obligations. For the financial year ending 2021, all approved AUPs were performed and reports issued.

INTERNAL ADMINISTRATIVE AND OPERATIONAL CONTROLS

The system of internal controls at the University of Johannesburg consists of a number of policies, procedures, standard operating procedures (SOPs) and approved delegations of authority, as well as automated processes, of which the purpose is to provide reasonable assurances regarding the mitigation of risks and to support the University's vision, mission, core values, strategic goals and objectives, particularly relating to the following:

- Effectiveness and efficiency of operations.
- The provision of reliable financial information in accordance with financial reporting standards.
- The safeguarding of assets, information and resources.



- Compliance with relevant laws and regulations.
- Compliance with the various codes of conduct and adherence to University values.

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

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

IDENTIFICATION AND ASSESSMENT OF RISK

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

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

Institutional risks identified

The following institutional risks were listed as being a priority on the University of Johannesburg's Risk Register for 2021, as monitored by Council:

Top six institutional risks

1. Financial sustainability of the University going forward as a result of the decline in subsidy from the Department of Higher Education and Training and other sources of funding.
2. National State of Disaster, namely global pandemics.
3. Threat of cyber-attacks – the protection of internet-connected systems, including hardware, software, and data from cyber-attacks.
4. Safety and security of life and limb.
5. The impact of COVID-19 on the University of Johannesburg's enrolment targets.
6. The impact of the regression of UJ's Broad-based Black Economic Empowerment (B-BBEE) Scorecard.

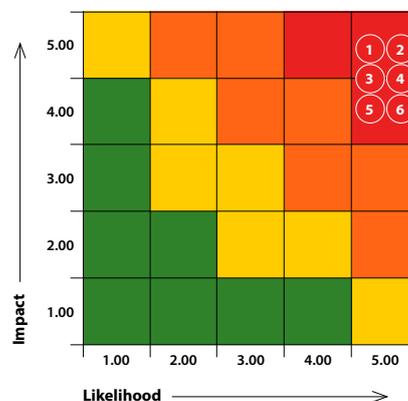


Table 13: Priority institutional risks identified

NR	RISK	RISK RESPONSE	RESIDUAL RISK RATING
1	Financial sustainability of the University going forward, as a result of the decline in subsidy from the Department of Higher Education and Training and other sources of funding.	<ul style="list-style-type: none"> In order to manage the risk, the University implemented various mitigating actions, such as regular engagements with key stakeholders and funders. Internally, cost-cutting measures were introduced in order to align the available funding to operations. The budget was reforecast for five years and was aligned to the projected subsidy. A Financial Sustainability Task Team was formed in order to identify cost-saving initiatives as well as the automation of processes for efficiency purposes. Cost savings identified throughout the year were reprioritised to fund critical teaching and learning support requests that are aligned to the strategic plan. Ongoing consultations are taking place with departments and faculties regarding a redefined fundraising strategy. 	Very High
2	National State of Disaster, namely global pandemics.	<ul style="list-style-type: none"> With the Coronavirus being declared a global health pandemic, the University demonstrated solidarity and cooperation in responding to the outbreak. The University was able to respond to the various lockdown level pronouncements through various mitigating actions. Following extensive communication and consultation with staff and students, the University further adopted a Mandatory Vaccination Policy, thus requiring all staff and students be fully vaccinated prior to accessing the various campuses. The University provisioned a vaccination programme in collaboration with Higher Health, the Department of Health and the Campus Clinic to assist with the mass vaccination of staff and students. 	Very High
3	Threat of cyber-attacks – the protection of internet-connected systems, including hardware, software, and data from cyber-attacks.	<ul style="list-style-type: none"> Regular scanning of the environment using acquired quality vulnerability monitoring tools and monthly reporting to the IT Executive Committee. Ongoing security threat monitoring, detection, security incident management programme. ICS has further intensified the information security awareness programme. 	Very High
4	Safety and security of life and limb.	<ul style="list-style-type: none"> Deployment of Security Personnel at all high-risk areas and identified safe routes, as well as patrol of security personnel on all campuses. Electronic surveillance equipment installed off-campus at high-risk areas, linked to control room. Close partnerships with law enforcement agencies as well as participation in Community Policing Forums. 	Very High
5	The impact of COVID-19 on UJ's enrolment targets.	<ul style="list-style-type: none"> Establishment of the Enrolment Management Committee. Online marketing campaigns of programmes offered to prospective Grade 12s, and to continuing and postgraduate students. Blended learning approach within modules to encourage remote learning capabilities. 	Very High
6	The impact of the regression in UJ's Broad-based Black Economic Empowerment (BBBEE) Scorecard.	<ul style="list-style-type: none"> Supplier portal has been implemented and includes requirements and reporting functionality for proper qualification of suppliers and monitoring of returnable documents on an annual basis. Interventions created for the Skills Development pillar of B-BBEE to ensure maintenance of the minimum score. The Supplier Database Management Office monitors supplier compliance with UJ's Broad-based Black Economic Empowerment (B-BBEE) requirements. Explore opportunities of applying for various spending in areas of staff development and student development to be accepted as part of scoring on the Skills Development Pillar. 	Very High

REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL

Composition

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

- **Chairperson:** An external Council member with proven financial expertise is appointed by Council as the Chairperson of the Audit and Risk Committee. When the Chairperson is absent, he/she will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson.
- At least two additional external members of Council, with collective expertise in:
 - Financial and sustainability reporting.
 - Internal financial controls.
 - External and internal audit process.
 - Corporate law.
 - Information technology.
 - Enterprise risk management.
- The Vice-Chancellor and Principal.
- An external expert who is not a current member of Council may be co-opted to the Audit and Risk Committee, as approved by Council.
- **Invitees**
 - Chief Financial Officer.
 - One additional Deputy Vice-Chancellor nominated by the MEC.
 - The Registrar.
 - Any other member of the Management Executive Committee may be nominated by the MEC (as it deems fit) as an additional invitee, subject to the approval of the ARCC.
 - External auditors.
 - Internal auditors.
 - Executive Director: Financial Governance and Revenue.
 - Executive Director: Expenditure.
 - Representative from the Office of the Auditor General of South Africa.
 - Chief Operating Officer.

Meeting dates

Audit and Risk Committee of Council meetings were held on the following dates in 2021:

- 21 April 2021
- 18 August 2021
- 20 October 2021

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

- Supporting and recommending to the Council, for consideration, the Charter for the ARCC.
- Supporting and recommending to the Council, for consideration, the Audited Financial Statements as at 31 December 2020.
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register.
- Supporting and recommending to the Council, for consideration, the Going Concern Consideration.
- Supporting and recommending to the Council, for consideration, the UJ Annual Performance Plan 2021.
- Supporting and recommending to the Council, for consideration, the DHET Annual Performance Plan (2020) Year-end Data.
- Supporting and recommending to the Council, for consideration, the 2021 Risk Management Implementation Plan.
- Supporting and recommending to the Council, for approval, the Statement on Risk Management for 2020.
- Supporting and recommending to the Council, the extension with a further two years, from 1 January 2022 to 31 December 2023, of the internal audit service of Deloitte.

- Supporting and recommending to the Council the following risk and assurance policies:
 - Risk Management Policy.
 - Risk Analysis Matrix.
 - Fraud Prevention Policy.
 - Insurance Policy.
 - Business Continuity Management Policy.
- Supporting and recommending the following to the Council relating to compliance at UJ:
 - Compliance Policy.
 - Compliance Framework.
- Approving the ARCC Annual Performance Plan 2021, for submission to the Council, for noting.
- Approving the 2021 ARCC Schedule of Business.
- Approving the External Audit Plan for the year ending 31 December 2021.
- Approving the proposed SNG audit fees for the UJ Statutory Audit and agreed-upon procedures for 2021.
- Approving the proposed Audit Plan for the audit of the subsidiary entities and agreed-upon procedures engagements for 2021.
- Approving the proposed PwC audit fees for 2021 for the subsidiary audits and the agreed-upon procedures.
- Approving the Internal Audit Plan for the year ending 31 December 2022.
- Approving the proposed Deloitte audit fees for 2022.
- Noting the quarterly Executive Overview of the CFO.
- Noting the outcome of the 2020 Performance Review of the ARCC.
- Noting the outcome of the 2020 Performance Review of MEC Corporate Governance Responsibilities.
- Noting the External Audit Report to the ARCC for the year ended 31 December 2020.
- Noting the report on Compliance Implementation for UJ.
- Noting the quarterly report on the Information Technology Governance Update.
- Noting the quarterly report on Major Litigation Matters to which the University is a Party.
- Noting the Audit Outcomes for the UJ Subsidiaries and AUPs Report to the ARCC for the year ending 31 December 2020.
- Noting the Report on Tenders awarded in 2020.
- Noting the HEMIS Audit Report for the 2020 reporting year.
- Noting the Summary of the Institutional Risk Register.
- Noting the quarterly Information Technology Governance Update.
- Noting the quarterly Ethics Line Report.
- Noting the VC's quarterly overview of UJ's activities in response to COVID-19.
- Noting the Annual Financial Statements for the following:
 - UJInvnt for 2019 and 2020.
 - UJ Properties 2020.
 - A Million Up Investments 76 (Pty) Ltd for 2017, 2018, 2019 and 2020.
 - Resolution Circle (Pty) Ltd for 2020.
- Discussing and noting the Internal Audit Progress Report.
- Discussing and noting the following internal audit management reports:
 - Application and registrations (including Internationalisation and Student Finance).
 - Asset Management.
 - Database Security Review.
 - Data Management.
 - Firewall Review.
 - Human Resources Operations and Payroll Review.
 - Incident Management Review.
 - Insurance Review.
 - Internal Financial Controls.
 - Investment.
 - Capital Projects.
 - Facilities and Maintenance Management.

- Procurement and Expenditure.
- Student Affairs and Governance.
- Discussing and noting the reports of the MEC Risk Management Committee meetings.
- Conducting a performance review of MEC Corporate Governance Responsibilities for 2021.
- Conducting an ARCC Performance Review for 2021.

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

Composition and attendance

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

- Chief Financial Officer (Chairperson).
- Chief Operating Officer (Deputy Chairperson).
- Executive Director: Academic Development and Support.
- Registrar.
- Senior Executive Director.
- Executive Director: Human Resources.
- Chief Information Officer.
- Executive Director: Financial Governance and Revenue.
- A risk management specialist nominated by the MEC.
- Two executive deans nominated by the executive deans.
- Two additional executive/senior directors nominated by the MEC.
- Co-opted members from divisions/clusters/faculties when necessary.
- Invited members: representative internal and external auditors and additional invitees as the Committee deems fit.

MEC RMC meeting dates

RMC meetings were held on the following dates in 2021:

- 8 March 2021
- 3 June 2021
- 25 August 2021
- 9 November 2021

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

- Supporting and recommending to the MEC, for consideration, the Charter of the RMC.
- Supporting the following, for recommendation to the MEC, for discussion and recommendation to the Council, for approval, via the ARCC:
 - Draft Fraud Prevention Policy.
 - Risk Management Implementation Plan for 2021.
 - Risk Analysis Matrix.
 - Draft Compliance Policy.
 - Draft Compliance Framework.
 - Compliance Regulatory Universe.
 - Combined Assurance Framework.
- Supporting the recommendation to use a portion of the non-refundable administration fees collected from the POSA accreditation process to cover the operating costs for the City Improvement District (CID) initiative, with the understanding that the increase in these fees should be consulted with the Executive Director: Financial Governance and Revenue.
- Adding the following risks to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the ARCC, for consideration and recommendation to the Council, for approval:
 - Shortage of fire engines and firefighting capacity within UJ.
 - Climate change.
 - Impact on productivity and/or service delivery as a result of staff members exposed to COVID-19.
 - Water provision to APB and APK.

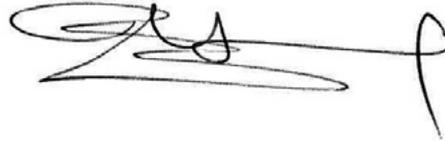
- Compliance with POPIA.
- Protest action by community members over job opportunities at SWC (if applicable).
- Approving the 2021 RMC Schedule of Business.
- Resolving that the following should be undertaken relating to the internal audit findings:
 - Regular notifications to the different environments on the audit findings required attention, and a process to enhance this should be considered.
 - An engagement with the relevant MEC members concerned should take place to address the overdue findings from before 2018.
 - Findings previously reported tended to recur. A way should be found to report on these findings.
- Noting the Insurance Claim Statistics (quarterly).
- Noting the Summary of the Institutional Risk Register (quarterly).
- Noting the Business Continuity Management Status Update (at every meeting).
- Noting the progress against the Risk Management Implementation Plan for 2021.
- Noting the Whistleblowing/Ethics Line Report (quarterly).
- Noting the uninsured and uninsurable risks.
- Noting the results from the Fraud and Ethics Survey.
- Noting the compliance implementation for UJ.
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Division: Information and Communication Systems (at every meeting).
 - Division: Internationalisation.
 - Division: Human Resources.
 - Division: Research and Innovation (including the Technology Transfer Office).
 - Division: Student Affairs.
 - Faculty of Engineering and the Built Environment.
 - Faculty of Humanities.
 - Faculty of Law.
 - Faculty of Science.
 - Library and Information Centre.
 - Postgraduate School.
 - Registrar.
 - UJ Sport.
- Noting the Internal Audit Plan for 2021.
- Noting the Internal Audit Progress Report (quarterly).
- Noting the following Internal Audit Reports:
 - Application and Registrations (including Internationalisation and Student Finance).
 - Asset Management.
 - Database Security Review.
 - Data Management.
 - Firewall Review.
 - Human Resources Operations and Payroll Review.
 - Incident Management Review.
 - Insurance Review.
 - Internal Financial Controls.
 - Investment.
 - Capital Projects.
 - Facilities and Maintenance Management.
 - Procurement and Expenditure.
 - Student Affairs and Governance.
- Noting the Outstanding Audit Findings per Division (quarterly).
- Noting the Internal Audit Findings Statistics (quarterly).

- Noting the presentation on non-compliance, protest action and crime.
- Noting the presentation on the improvement of safety off-campus in Doornfontein.
- Noting the Protection Services' Year-end Awareness and Crime Prevention Plan.
- Conducting an online MEC RMC performance review for 2021.

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



Nolwazi Mamorare (Ms)
Chief Financial Officer



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

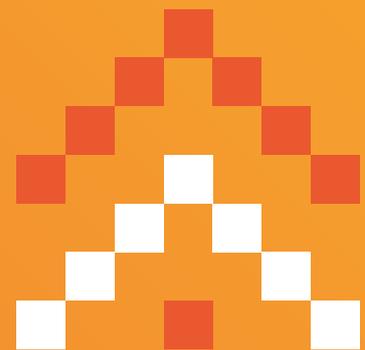
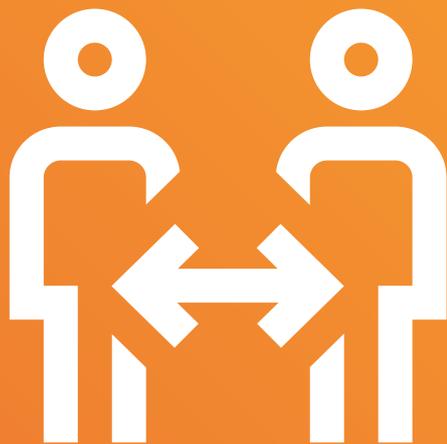


Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council

THANK YOU
for complying
with the Covid-19
regulations.



Please note
that non-
compliance
with
Covid-19
regulations
is an offence
that
could lead to
disciplinary
action.

**The Future
Reimagined**





Transformation

OVERVIEW

The Vice-Chancellor's message to the University community at the end of 2021 noted that we had once again consolidated and improved on our academic offerings in line with our global excellence and stature (GES 4.0) catalytic initiative, underpinned by the Fourth Industrial Revolution (4IR). UJ has continued to make significant strides in the various global university rankings, ensuring that the University continues to be well positioned among the leading institutions of higher education in the world.

The Vice-Chancellor commended all staff for doing an amazing job and for the perseverance they showed throughout the year, despite the most difficult of circumstances and challenges experienced in this second year of the COVID-19 pandemic.

The Vice-Chancellor also recognised the perseverance of our students. Despite the challenges they faced, they continued to engage with their lecturers and supervisors, with levels of participation in their courses even higher this past year. All of this is testament to both their resilience and the support they have received from our staff.

THE TRANSFORMATION DIVISION

The Transformation Division reports to the Chief Operating Officer and is responsible for addressing transformation challenges in both the employee and student domains. The Division also reports to the MEC Transformation Committee, a committee that assists the MEC with planning, implementing, monitoring and evaluating the broad transformation agenda.

Purpose

The purpose of the Transformation Division is to facilitate and coordinate institutional transformation processes and related initiatives, which contribute towards the creation of a unique culture in support of the UJ vision and strategic objectives and the enhancement of global excellence and stature. To enable a positive leadership culture, the focus is on creating a shared direction, shared values and alignment.

During 2021, the Division continued to promote the transformation agenda by creating awareness and playing an advocacy role. Given the challenges during lockdown, emphasis was placed on supporting staff and students virtually by hosting a range of webinars, campaigns, and meetings online, using Facebook, Zoom, and Microsoft Teams.

Relationship building and collaboration

The Transformation Division met with various faculties and divisions to build relationships and to support them with challenges within their domains. Owing to the need for close collaboration on various projects, the Division regularly met with Student Affairs, the Institutional Office for HIV and AIDS, Primary Healthcare, Human Resources, Protection Services, and various faculties. Regular meetings and liaison took place with

Transformation units at other universities, and also with external bodies, such as USAf, the Department of Women, Youth and Persons with Disabilities, and the Commission for Gender Equality. The Transformation Division sees value in these partnerships and will continue to build on this approach.

INSTITUTIONAL TRANSFORMATION PLAN

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

- **Institutional culture** – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven.
- **Employment equity** – An employment strategy that ensures representivity of the country's population groups, genders and people with disabilities.
- **Staffing and leadership profile** – A talent management strategy that will ensure that the University has the 'right people with the right skills in the right jobs at the right time'.
- **Governance and management** – Systems, procedures, and structures – efficiency and effectiveness in terms of people, processes, 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 the financial sustainability of UJ.

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

In 2021, the ITP was reviewed in consultation with the MEC to ensure alignment with the institutional Strategic Plan. A task team was identified to assist the MEC Transformation Committee in reviewing the ITP, and a workshop was conducted under the leadership of the COO at the start of the second semester. A subsequent meeting took place with the COO and the COO designate to gain a better understanding of the broader institutional transformation goals and the vision of the Vice-Chancellor in terms of transformation going forward. The process will be concluded in 2022.

THEME ONE: **INSTITUTIONAL CULTURE**

Diversity and inclusion play a critical part of the University of Johannesburg's culture. Through diversity, students and employees are able to learn from the differences and similarities that exist within the community. It is imperative that each and every student and employee feels that they belong and are fully part of our institution. Inclusion ensures wellbeing and encourages engagement.

Institutional Culture Survey 2021

In 2021, the sixth institutional culture survey was conducted. Prior to this, the last full survey had taken place in 2016, followed by interventions in six environments in the University. Towards the end of 2018, a dipstick survey was conducted with the six environments to measure the effectiveness of the interventions that had taken place during 2017 and 2018.

A tender process was followed to appoint a service provider to conduct the 2021 Culture Survey on behalf of UJ. A design team representing a microcosm of the broader UJ community was established to assist with the development of the questionnaire. Meetings were also held with the unions and human resources business partners (HRBPs), as these are critical stakeholders who would also act as change agents and ensure that there was interest and desire from their various environments to participate in the institutional culture survey.

In addition, a meeting was held with the Multilingual Language Services Office (MLSO). MLSO assisted with translating the survey questionnaire into isiZulu, to ensure that the largest population of the UJ community (and in particular our operational staff) would fully understand how to respond to the various questions posed in the survey.

The institutional culture survey was launched in November 2021. The first communication was released on 2 October 2021 to all staff members through the Vice-Chancellor's newsletter. The survey will only close in March 2022 with the results being made available during 2022.

Ethics project

After the MEC Ethics Statement of Intent was approved in February 2020, a draft Ethics Charter was developed and submitted to the MEC Transformation Committee, Management Executive Committee, Institutional Forum and Senate. The Charter was supported by all these committees and was recommended to the Human Resources and Ethics Committee of Council for consideration and recommendation to Council for approval in early 2022.

Ethics training material is now available on Blackboard, and the mandatory training for all staff members will start in 2022.

Gender Equity Unit

A total of 41 cases of harassment, sexual harassment, rape, and intimate partner violence related assault were reported within the University in 2021 as compared to 26 cases in 2020. Some cases were resolved through a mediation process; however, some are currently positioned at a hearing and disciplinary level.

The increase in cases over 2020 appears to be due to more students and staff members returning to campus. A trend was observed that, in most cases, GBV incidents were reported immediately after recess and/or towards the recess period as students prepare to go home for the University holidays. The gender and race categories do not show changes compared to 2020; once again, the majority of survivors are black and female.

UJ Gender Equity Framework

The University Council approved the UJ Gender Equity Framework on 25 November 2021. The framework will be made available on various University platforms for staff and students to access. In 2022, the Transformation Division and all involved support and academic faculties/departments will convene to populate detailed operational outcomes based on various departmental/divisional mandates.

Training

- PsyCaD Psychology internship training
The Transformation Division was invited to deliver a training workshop for the 2021 cohort of PsyCaD Psychology interns. The training sought to familiarise interns with issues relating to diversity and inclusion, gender-based violence (GBV) in the context of higher education, and lesbian, gay, bisexual, transgender, intersex, queer (LGBTIQ+) content.
- Gender-based violence staff training
In partnership with the Transformation Division, Protection Services hosted a GBV staff development training workshop on 7 and 14 September 2021. The training was specifically targeted at campus managers, shift managers, and security officers. The workshop was aimed at helping the team to understand various strategic international, regional, and national policies, codes of good practice concerning GBV, and critical components deemed to be helpful for employees at the forefront of addressing GBV on campus. The GBV training workshops were well received, and more sessions will be implemented in 2022.

Transformation Division initiatives and projects

Significant days and/or events

International Mother Language Day: 21 February 2021

The theme for International Mother Language Day 2021 was 'Fostering multilingualism for inclusion in education and society', as communicated by the United Nations. The video podcasts can be found on the Transformation Division's social media platforms (e.g. Facebook) using the following link: <https://fb.watch/4aSny2ialF/>

Human Rights Day: 21 March 2021

In response to the theme for Human Rights Day 2021, 'The Year of Charlotte Maxeke: Promoting Human Rights in the Age of COVID-19', the Transformation Division designed a poster campaign and shared it via various internal communication platforms.

Freedom Day: 20 April 2021

The Transformation Division, in partnership with the UJ Library, hosted Kim Heller, author of the book, titled

No White Lies – Black Politics and White Power in South Africa, via a virtual book discussion. Link: <https://fb.watch/6oHG0PrzgQ/>

UJ Africa Day virtual celebration: 25 May 2021

The Transformation Division, in partnership with internal and external stakeholders, hosted numerous online activities via Zoom in celebration of Africa Day/Month, under the theme: 'Arts, Culture and Heritage: Levers for building the Africa we want'.

- Theme 1 – Vaccine fallacies, third wave and health in Africa.
- Theme 2 – Decolonising the human: Reflections from Africa on difference and oppression.
Link: <https://fb.watch/5T15ngRhZt/>
- Theme 3 – An Africa we strive for, A student perspective on 'Ubuntu'.
- Theme 4 – Black Lives Matter Video Series. Link to series: https://ujac.sharepoint.com/:v:/r/sites/Marketing/Shared%20Documents/2021/Africa%20day/UJAC_Africa%20Day.mp4?csf=1&web=1&e=D7FUap

International Day against Homophobia, Transphobia and Biphobia, 30 April 2021

On this day, the University of Johannesburg joined the rest of the global community in commemorating the International Day against Homophobia, Transphobia And Biphobia under the theme 'Together: Resisting, Supporting, Healing!'. This significant day aims to educate communities about lesbian, gay, bisexual, transgender, intersex, queer+ (LGBTIQ+) content, to advocate for sensible policies and service delivery, and to avail support for LGBTIQ+ people.

International Pride Month, 1 June 2021

The Transformation Division invited all faculties and divisions at the University to pledge a minimum of two/three specific, measurable, achievable, realistic, and timely (SMART) resolutions/initiatives that they will implement in 2021 to address LGBTIQ+ challenges. Link: <https://fb.watch/6oDBGYFkGN/>

Heritage Day Celebration: 24 September 2021

This was observed and celebrated via social media through a video campaign.

Link: <https://fb.watch/8lbRFmTXaM/>

Book discussions

- *Anxious Joburg: The Inner Lives of a Global South City – Seeking Asylum in Joburg*: 16 March 2021.
- *No White Lies – Black Politics and White Power in South Africa*: Kim Heller – 20 April 2021. Link: <https://fb.watch/6oHK1EF0dx/>
- *Seems like it's my destiny*: Prof Nokhanyo Mdzanga (Autism Month) – 22 April 2021.
- *When Secrets Become Stories*: Sue Nyathi – 16 August 2021. A gender-based violence (GBV) book discussion. Link: <https://fb.watch/8lgenS3ZmR/>
- *Evil Beside Me*: Vee Rox – 3 September 2021. A gender-based violence (GBV) book discussion. Link: <https://fb.watch/89hATIZNSP/>
- *Africa Bounces Back – Case Studies from a Resilient Continent*: Victor Kgomoewana – 7 September 2021. Link: https://fb.watch/8lb_eRhBvd/

Webinars and/or seminars

- UJ LGBTIQ+ Virtual Conference 2021: 24 June 2021
The Transformation Division was invited to participate in the UJ LGBT+ Virtual Conference 2021 hosted by the Institutional Office for HIV and AIDS (IOHA) at the University of Johannesburg under the theme 'Mind-Body-Spirit'. Link: <https://fb.watch/6oDwZTPmi/>
- Partnering health and wellness virtual promotion sessions: 22 April 2021
The Transformation Division was invited to participate in several health and wellness virtual sessions. These sessions aimed to communicate information concerning GBV, substance abuse, and support for students from internal UJ support departments and external health and wellness service providers.
- Decolonisation – Unpacking Power, Ethnicity and Culture: 23 September 2021.
Link: <https://fb.watch/8ld9ejTpDu/>
- Tackling GBV: The Transformation Division Talks to Humanities: 23 September 2021.

UJ institutional forums

UJ Women's Forum

The Women's Forum provides a platform for all UJ women (employees and students) to share challenges faced by women within the institution as well as to propose possible solutions to address these.

UJ Women's Forum: 9 March 2021

The Transformation Unit hosted the first forum virtually via Zoom, to celebrate International Women's Day under the theme, '#ChooseToChallenge'.

UJ Women's Forum: 6 August 2021

The meeting focused on Women's Month, which was celebrated under the theme, 'Generation Equality: Realising Women's Rights for an Equal Future'. [Link: https://fb.watch/89hROvjPL3/](https://fb.watch/89hROvjPL3/)

UJ Women's Forum: 14 October 2021

Theme: 'Using Law and Policies to Achieve Gender Equity and Equality'.

UJ Men's Forum

The University of Johannesburg is committed to addressing men's issues and including men where gender equality is concerned. For this purpose, a UJ Men's Forum was established.

Forum: 22 April 2021

Keynote speakers were secured to lead discussions for the Men's Forum meeting under the theme 'Magenge, We need to talk'. Link: <https://fb.watch/6oHINa2JE/>

UJ Men's Residence Conversations: 27 July 2021

In partnership with Student Affairs, the Transformation Division hosted the first virtual UJ Men's Residence Conversation under the theme, 'What perpetuates the intolerance for difference, particularly at UJ men's residences?' (The earlier UJ Men's Forum, above, had resolved the introduction of such conversations.) Link: https://fb.watch/8lhH_99fah/

Men's Forum and 16 Days of Activism Initiative: 29 November 2021

The Transformation Division invited the UJ community to join Mr Mike Teke, Chairperson of Council at the University of Johannesburg, for a conversation with Hosia Malekane, author of the book, titled The Imperatives of Revoking our Silence, in commemoration of The 16 Days of Activism for No Violence against Women and Children Campaign. Link: <https://fb.watch/arGF9PqrPP/>

UJ Queer Forum

The Transformation Unit introduced the UJ Queer Forum on 23 April 2021. The aim of the forum is to address queer issues not addressed in either the Women or Men's forums. The first forum was conducted via Microsoft Teams under the theme 'Bring Your Colour, Let's Make a Rainbow'.

Podcasts (audio/visual) and campaigns (social media)

Gender-based violence (GBV) video podcasts, February/March 2021

The Transformation Division collaborated with various UJ academics and professionals to create video podcasts for publication on social media (i.e. Facebook) covering three crucial themes. The three podcasts (below) were part of a GBV web series that speaks to the continuous efforts made by the Transformation Division to create further awareness around GBV-related issues.

- The state of GBV in higher education.
<https://www.facebook.com/1511640879072737/videos/821440201741765>
- Cyber harassment and GBV.
<https://www.facebook.com/1511640879072737/videos/136440625024043>
- UJ care and support programmes for survivors.
<https://www.facebook.com/1511640879072737/videos/155642753049479>
- Movers Mentorship Programme for Students – #MoversBridgingTheGap: 13 August 2021. The programme

was streamed live on air (UJFM), and the topics tackled concerned social wellbeing: GBV, violence, crime, drug and alcohol abuse, cultural and gender injustices.

- Video podcast – Transformation Division in partnership with UJFM and the Africa Housing Company (AFHCO). Link: <https://www.uj.ac.za/newandevents/Pages/UJFM-Movers-Bridging-the-Gap.aspx>

Publications

The Transformation Division designed and circulated two newsletters per semester in 2021, addressing both staff members and students. The newsletters are accessible for future reading on the dedicated UJ webpage reserved for the Transformation Division – <https://www.uj.ac.za/about/transformation-unit/>

Social media

The Transformation Division relies on social media to broaden its reach, both internally and externally, and utilising various platforms. This became even more important in 2020 and 2021 during the lockdown. A total social media reach of 2 469 was achieved in 2021.

THEME TWO: EMPLOYMENT EQUITY

The advancement of employment equity, including women and people with disabilities, remains a key focus. UJ’s objectives are to achieve equal representation across all levels within the institution.

The USAf Employment Equity Sectoral Targets Task Team

The USAf EE Sectoral Targets Task Team conducted several workshops during March 2021, in order to consult with other USAf committees, namely the Transformation Managers Forum, Human Resources Directors Forum, and the Employment Equity Managers Forum. The Transformation Unit participated in these workshops. It was emphasised that human resources business partners need to continuously hold discussions on employment equity with faculties and divisions to ensure that targets are met.

Employment Equity (EE) Plan

The Transformation Unit collaborated with the Human Capital Management Division (and with other internal stakeholders) to review and revise the UJ EE Plan 2019-2021. The draft EE Plan 2022-2024 served at the MEC Transformation Committee, at MEC and the IF, was submitted to HRSEC in October 2021 for input and recommendation to Council, and was approved by Council on 25 November 2021.

Based on the categories used when reporting annually to the Department of Employment and Labour on the UJ Employment Equity status, the total academic and research staff complement at the end of 2021 was 1 310, of which 640 were female and 670 male. For ease of reference, international staff were included in these two figures.

The UJ Annual Performance Plan (APP) is revised on an annual basis to promote employment equity and transformation. The COVID-19 pandemic has had an impact on achieving targets regarding the appointment of academics during 2021 but achieved more targets than in 2020.

Workforce analysis and employment equity (EE) statistics

- **UJ overall workforce as of 31 December 2021**

Table 14 below summarises workforce strength from 2017 to 2021. There was an increase in academic and research staff from 1 186 to 1 264, while the support staff decreased from 3 164 to 3 029.

Table 14: Workforce strength 2017-2021

	2017	2018	2019	2020	2021
Academic and research staff	1 186	1 222	1 283	1 270	1 264
Support staff	3 164	3 105	3 080	3 048	3 029
UJ Executive Leadership Group	20	23	23	23	23
Total	4 370	4 350	4 386	4 342	4 316

■ **The UJ Annual Performance Plan**

While the COVID-19 pandemic had an adverse impact on achieving targets regarding the number of academics appointed during 2021, UJ still managed to achieve eight of the ten HCM targets for the year. The table below reflects performance indicators and achievements.

Targets achieved in 2021

Table 15: UJ APP targets achieved in 2021 (based on HEMIS Rules)

INDICATOR	TARGET	ACHIEVED
Number of black (SA) associate professors and professors	85	96
Permanent and fixed-term academic staff by rank (associate professors and professors)	357	363
Percentage permanent and fixed-term academic staff with doctorates	50,8%	55,9%
Number of black permanent and fixed-term academic staff	635	648
Number of female associate professors and professors	135	143
Number of academic staff recruited who are working in 4IR (cumulative)	16	32
Number of international permanent and fixed-term academic staff	231	234
Number of female academic staff	635	640
Percentage permanent and fixed-term academic staff with master's degrees	42,1%	37,5%

The number of academic and research staff with a doctoral degree increased by 26, year-on-year, and in 2021 the target of 50,8% was surpassed with an increase to 55,8%. Over the past five years, the number has increased from 47,04% to the current 55,8%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,58% to 37,6%, due to the increase in staff with doctoral degrees. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor. Hence, the reduction to 37,6% staff with a master's as highest qualification is a signal achievement against the target of 42,1%.

The target for the number of people with disabilities was set at 18, but 14 was achieved, representing 1,1% of the total academic workforce. The HCM resourcing staff actively targeted people with disabilities (PWD) during the recruitment process. Once a position is advertised, they consult the UJ application database to identify candidates. All adverts also have a disclaimer motivating PWD to apply for UJ positions.

Table 16: Academic promotions

POSITION PROMOTED TO	FEMALE					MALE					GRAND TOTAL
	BLACK	COLOURED	INDIAN	WHITE	INTERNATIONAL	BLACK	COLOURED	INDIAN	WHITE	INTERNATIONAL	
Professor			1	3		4			4	5	17
Associate Professor	2	2	5	7	4	1			1	6	28
Senior Lecturer	3	2	5	11	3	11	1	1	5		42
Grand Total	6	4	11	21	7	17	1	1	10	11	87

■ **Academic and research staff promoted in 2021**

In terms of academic and research staff promotions, Senex approved 87 promotions in 2021 compared to the 70 promotions in 2020 and 50 in 2019. Of the total number of staff promoted, 47,13% were South African females, 32,18% South African males, and 20,69% international employees; and of the South African staff promoted, 21 (23%) females and 19 (20,69%) males were from the designated groups. See Table 16.

■ **The Executive Leadership Group employment equity profile in 2021**

The ELG black gender profile has shifted notably from 2017 to 2021. Black female representation was 32% in 2017, 43,48% in 2019, 47,8% in 2020, but decreased to 43,48% in 2021. Of the 23 ELG members, there were ten black females, five black males, three white females, four white males and one international male.

THEME THREE: **STAFFING AND LEADERSHIP PROFILE**

Talent management is an imperative business objective within any institution to foster employee growth and development, encourage uptake of ongoing feedback on performance, and promote leadership at all levels. Within the talent management sphere, the focus is also on succession planning. The purpose of succession planning is not only to replace staff who exit UJ, but also to develop, motivate and encourage the engagement of existing staff. Staff must also be able to visualise their career growth within the University.

Emerging Leaders Development Programme (UJELDP)

The UJELDP is a registered UJ short learning programme conducted by the Department of Industrial Psychology and People Management in the CBE on behalf of the Transformation Unit. The purpose of this programme is to provide emerging leaders with leadership skills required at their level of work to shape character, competence, and commitment.

The final module of the Emerging Leaders Development Programme was concluded in September 2021. The project presentations were done on 1 October 2021 and evaluated by a senior team from the CBE.

UJ Women in Leadership Development Programme (UJWLDP)

UJ's pilot Women's Leadership Development Programme (UJWLDP) has been running since 2016, and was conducted by an external service provider until 2020. In 2020, the Johannesburg Business School (JBS) was requested to develop a UJ specific Women's Leadership Programme for 2020/2021. The first cohort of 18 women completed their project on 13 September 2021 during Women's Month. Regardless of this, the participants all testified that the programme had made a big difference in their lives and highly recommended participation to other eligible UJ women.

360° Leadership Development Assessment for Senior Leadership Group

The 360° Leadership Assessment for the UJ Senior Leadership Group was launched on 1 October 2021. It was envisaged that the project would be finalised by the end of November 2021. Unfortunately, the participation rate has been very low, and the decision was made to extend the project to 2022. Numerous reminders were sent to participants who had not engaged with the survey at all by JVR Consulting, our service provider, and the Transformation Division.

THEME FOUR: **GOVERNANCE AND MANAGEMENT**

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

The development of new technologies shapes how we interact with others, within our natural environment, and how we continuously alter our workspaces. COVID-19 has undoubtedly accelerated and, to some extent, forced some of these changes. UJ set up a research and innovation portal to capture and coordinate the direct and indirect responses to COVID-19.

Central Academic Administration

Central Academic Administration adapted very well to the challenges brought about by the pandemic and successfully executed all the required business processes. Most of the systems and business processes were impacted and had to be supported with a hybrid approach. The academic calendar was successfully concluded with the addition of the supplementary assessments also being written in the same year, at the end of November 2021. This was a major enhancement and one to be proud of for the University.

All the performance targets were met with the registration and application student surveys achieving more than 80%. The final selection process of undergraduate students, including the massive influx of late enquiries, was executed successfully. The alumni systems were expanded to facilitate better engagement with alumni, and a number of online engagements were successfully hosted with the faculties. In 2022, CAA will continue to expand the off-campus alumni benefits with the construction of a tiered subscription system and launch more alumni chapters and affinity groups.

The risk of late walk-in applications was effectively mitigated using the cloud-based electronic late application enquiry system. An extended call centre was also available to assist applicants with application enquiries. Our chatbot proved to be a great help with the high volume of enquiries during registrations and throughout the rest of the year. MoUJi (our intelligent digital assistant or chatbot) not only assisted with general enquiries but has also been enhanced through the integration of our student administration systems to offer applicants and students more self-service options. MoUJi now also has the capability of assisting an applicant with the resetting of a pin without their having to speak to any administrative support staff member.

Sustained excellence in data quality was achieved with all the reporting deadlines met on time with minimal errors (taking into account the size, shape and complexity of UJ). More than 14 000 qualifications were awarded in absentia at the enhanced virtual graduation ceremonies, which this year allowed for each graduate having their personal graduation slide, including a picture and their name/qualification, announced. This was an innovative and unique way of allowing graduates an enhanced personal virtual graduation experience.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2022 with confidence as we continue to mitigate the risks and challenges created by the pandemic, embracing technologies brought about by the Fourth Industrial Revolution.

Corporate Governance

Within the corporate governance domain, new technologies were implemented in 2021 to streamline internal processes. The technologies are continuously enhanced to meet the demands of the work environment and maintain business continuity.

In terms of the policy environment, the automated alert notifications regarding policies within Perceptive Content continues to serve as a tracking and monitoring system. This functionality is supplemented with emails sent to policy owners and allows for personal interaction. The feedback from policy owners has improved significantly. Restructuring of the internal UJ Governance page was executed to allow for additional parameters benefitting users as an expeditious search tool.

The elections for UJ Convocation and the Student Representative Council were executed using the online voting system. The Division is constantly reviewing the system functionality in relation to a needs analysis and based on this, advising service providers of further enhancements to be adopted.

The Hive System, which was developed as an order platform for the Qualification and Verification Unit, went live in 2020. The second phase of customisation is currently under way for a payment vetting option to be integrated into the system. This will ensure speedier processing of orders, which will guarantee higher levels of service delivery and increased customer service satisfaction.

The Records Management Unit within the Corporate Governance Division initiated 23 projects. These projects assisted business process owners across UJ with implementing record management principles using the Electronic Document and Records Management System (EDRMS), namely Perceptive Content. These projects ranged from automating the calculation criteria as requested from academic environments to the creation of record repositories for the Resourcing Unit within Human Resources.

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

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

The Division for Teaching Excellence

The Division for Teaching Excellence (DTE), formerly known as the Division for Academic Planning, Quality Promotion and Professional Academic Staff Development (DAPQPASD), is responsible for the overall coordination of projects and activities in support of the achievement of academic excellence. The Division also actively participates in the project of transforming existing curricula, in line with the directive of decolonisation of the curriculum and responding to the demands of 4IR, both of which are key to the University. The initiatives coordinated by the Division seek to give impetus to the transformation of the academic staff profile, in terms of race and gender.

The first of these is a DHET-funded project, the Future Professors Programme (FPP) Phase 2, which prepares promising academics to become a new cohort of South African professors. The programme is transformative in nature with the long-term aim of developing a new generation of professors for the sector. All 26 public universities participate in the programme. A total of 29 scholars were selected for the programme. The Minister of Higher Education, Science and Innovation approved the shortlist of 29 candidates in August 2021.

The new Generation Academic Programme (nGAP) is another targeted programme funded by DHET in partnership with universities. It provides permanent employment opportunities to young aspiring academics and targeted funding and support to enable them to complete their doctorates and succeed as academics. Each nGAP scholar is allocated a mentor as well as a reduced teaching workload, to allow them to focus on their doctoral research. To date the University has a total of 29 nGAP posts hosted by different faculties, and all 29 posts have been taken up. Since its inception in 2015, the nGAP has produced five doctorates, and the majority have made significant progress in their studies. The Division offers close mentoring of the nGAPs, with coaching sessions, writing retreats and a variety of workshops. The intention is to ensure that the nGAPs complete their qualifications, commence publishing and are afforded opportunities to develop into excellent teachers.

The University further participates in the Nurturing Emerging Scholars Programme (NESP), also funded by DHET. The NESP programme recruits honours graduates who demonstrate academic ability, who express an early interest in the possibility of an academic career and who might be lost to the system if structured, attractive prospects and opportunities for recruitment into academic positions do not exist. UJ was awarded five scholarships in Phase 1 of the programme in the following fields: Biochemistry, Engineering (Civil Geotechnical), Mechanical Engineering, Podiatry, and Zoology, with four scholarships taken up. Three of the four NESP scholars are black and one Indian. Two are female and two are male. The scholars are all registered for their master's degrees at UJ and will complete at the end of 2022. All four of the scholars are mentored closely and invited to discussions with the Division.

Additionally, the Accelerated Academic Mentoring Programme (AAMP) provides career development opportunities and inputs to develop the next cohort of academic leaders. Participation in AAMP has improved significantly over the years. Data collected from the programme shows that 44 AAMP participants have been able to complete and were awarded their doctorates: 16 in 2019, 19 in 2020, and six in 2021. An additional 17 AAMP Level 1 participants submitted their doctoral theses for examination in 2021. Based on the above, it can be argued that the programme is one of the major contributors to the University's efforts to increase the number of staff with doctorates and master's from 50% to the set 2025 target of 65%. Out of the 418 AAMP participants, 70% are designated candidates and 59% are female. Of the 165 AAMP Level 1 participants, 75% are designated and 66% are female; of the 178 AAMP Level 2 participants, 71% are designated and 56% are female; of the 75 AAMP Level 3, 57% are designated and 51% are female. Participants were provided with funding and support. In total, 13 workshops focusing on various topics, 12 coaching sessions for 48 participants, six writing circles for four cohorts, and three writing retreats were conducted for AAMP in 2021.

The Division also coordinates and manages the Assistant Lecturers (AL) Programme. The AL programme is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort

in terms of race, and to assist in departments with high enrolments and a less favourable staff/student ratio. The programme budget makes provision for 75 ALs in each academic year. By the end of 2021, 75 had been appointed into the AL programme. To date, 53 ALs have subsequently been appointed into full-time lecturing positions, and two of these lecturers have taken up nGAP positions. Targeted training initiatives aimed at the ALs are in place.

To foster excellence in teaching and learning in the University, the Centre for Academic Staff Development (CASD) within the Division offers a range of professional development activities, for academic staff, heads of departments, and tutors. The professional development opportunities offered are all aligned with the institution's professional development framework and the national framework for enhancing academics as university teachers. To acclimatise new tutors, academic staff and newly appointed HODs, CASD offers orientation programmes. The first academic preparation programme in 2021 was held on 9-10 February and 9 and 13 July. There were 68 participants in the first semester and 27 in the second semester. The CASD offered 20 follow-up workshops for the year on a range of topics, and 701 staff attended these for the year. As with 2020, the focus was on supporting and providing development opportunities for staff in online teaching, learning and assessment to ensure that they worked efficiently, and that teaching was relevant to the students' needs.

The induction programme for HODs took place in early March and was attended by 19 new HODs. Topics for the HOD workshops are carefully selected to help new HODs to become familiar with their role and to be leaders who can ensure that departments meet the institution's strategic goals. Follow-up workshops were on the following topics: managing departmental finances, managing teaching, learning remotely, and managing staff who are working remotely. The four follow-up workshops were attended by 142 HODs, an increase of 14,52% from the previous year.

Student and peer feedback is important in transforming teaching and learning as well as for ongoing professional development. In 2021, CASD conducted over 5 000 teaching and module evaluations.

UJ offers a tutor programme, which has received international accreditation from the College Reading and Learning Association. A total of 1 604 tutors were trained in 2021, a 50,89% increase from 2020. These tutors were spread across three levels of expertise: 937 tutors were trained at Level 1, 391 tutors at Level 2, and 276 tutors at Level 3.

CASD also coordinates and teaches the Postgraduate Diploma in Higher Education (PGDipHE). In 2021, 24 students registered for the first year and 15 for the second year; 15 students completed the programme in 2021 and will graduate in 2022.

The Centre for Academic Planning and Quality Promotion (CAPQP) within the Division facilitates programme planning, design and review with a focus on curriculum transformation. Curriculum transformation includes the 4IR, decolonisation, and the sustainable development goals (SDGs) in course content and curriculum design. CAPQP ensures that all new programmes meet the quality, relevance and appropriateness requirements, as they are taken through internal and external governance structures and regulatory bodies. UJ programmes are regularly reviewed by a panel of internal and external experts to ensure relevance and that existing and new programmes respond to the multidisciplinary demands of contemporary higher education.

Faculties report annually on decolonisation and 4IR activities, which allows for the monitoring of progress made. The reports show that, in line with the faculties' priorities, a wide range of activities and events ensure that decolonisation and the 4IR projects are integrated into research, community engagement, teaching and learning, curricula and pedagogy.

In 2021, there was good uptake of the multidisciplinary MPhil and DPhil programmes (accredited in 2020), which provide a useful vehicle for inter-, trans-, and multidisciplinary content. Examples of new areas of specialisation include a DPhil with a specialisation in Innovation and Development, in Quality Engineering, and in Digital Transformation. Short learning programmes (SLPs) across a range of diverse disciplinary applications in the 4IR and decolonisation were also approved, a small sample of which is as follows: Virtual and Augmented Reality in Science; isiXhosa, isiZulu, and Sesotho courses for staff and students; and a selection

of Institute of Electrical and Electronics Engineers' (IEEE) short courses, such as AI Standards Roadmap for Ethical and Responsible Digital Environments, Artificial Intelligence and Ethics Design, Cyber security tools for Today's Environment, Enterprise Blockchain for Healthcare, Guide to the Internet of Things. In total, 80 new short learning programmes (SLPs) were recommended to Senex for approval during 2021.

The Division for Academic Development and Support

The Division for Academic Development and Support (ADS) comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently of maximising retention, success and throughput. The focus is on contributing substantially to the reduction in the number of students who do not complete their studies, and on improving the module pass rate and the degree throughput rate.

Student success and support

The Academic Development Centre (ADC), the Centre for Academic Technologies (CAT) and the Centre for Psychological Services and Career Development (PsyCaD) again played critical roles in supporting academics and students with remote teaching and learning in 2021.

The ISSI is a student success initiative that aims to improve student success at UJ in terms of module pass rate, degree completion rate, and dropout rate, with a data-informed process for the most extensive impact. The Academic Development Centre (ADC) works closely with the Centre for Academic Technologies (CAT) and other support services, in conjunction with the eight Vice-Deans: Teaching and Learning in each faculty and CBE, to develop and implement agreed interventions. To identify modules that require interventions, ISSI uses the UJ Priority Module Index (PMI), which identifies the 20% of modules where most funded credits were lost during the previous academic year. The interventions involved active engagement with lecturers of 90 modules, five modules per semester from each faculty and 10 modules from the College of Business and Economics. Improved student success is the measure of ISSI effectiveness. In the first semester of 2021, the 45 modules focused on performed 7% better when compared to attainment levels in the first semester of 2020. In 2021, we decided to re-evaluate the PMI methodology to find more effective ways to identify modules where interventions can make the biggest possible difference. Implementation will take place in 2022.

In 2021, ADC created a virtual bouquet of bite-sized resources for students in both literacies and learning development. These well-used resources included reading and writing strategies, time management and online exam preparation skills. The publicly available UJ Find-Your-Way website aims to assist UJ students in finding their way, both academically and personally, at UJ. This website is continually updated to ensure usability and accessibility, with just-in-time information (<https://findyourway.uj.mobi/>).

The UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued with their work in 2021. The FYE started with the First Year Seminar (FYS), presented as a fully online FYS to welcome first-time UJ students into their new environment. ADC collaborated with faculties, the College and support services to reimagine first-year orientation for an online context and produced eight FYS modules (one per faculty/college). Data collected between January and April 2021 indicated that a total of 83% of first years had accessed the modules. All resources were also made available to students digitally. During the second half of 2021, detailed planning and preparation for the intentionally blended 2022 FYS were coordinated and led by the FYS office.

ADC Access, responsible for ADC's extended curriculum programmes, continued its outstanding work in 2021. Access activities mainly take place on the Doornfontein, Soweto and Bunting Road Campuses. During 2021, ADC Access staff taught 665 first-year students registered in FEBE, Humanities and CBE. The module success rates of 10 of the 15 extended curriculum groups were 90% and above. Moreover, the success rates of extended diploma offerings were at their highest level (88,6%) since 2009. FEBE's first-year extended degree offerings were 90%, those of the extended diploma offerings in CBE were 88,3%, and in Humanities 92%. ADC Access continued remote lecturing on Blackboard and on a variety of data-lite platforms. ADC Access staff also continued to develop multimedia teaching and learning resources based on the ADC Access methodology, for dissemination to all UJ staff.

Online and hybrid learning and teaching

The Centre for Academic Technologies supports teaching and learning through innovative and advanced technologies. Ensuring the training and support of such technologies for both staff and students is central to CAT's mandate. In 2021, the first initiative was to prepare first-year students for the online teaching and learning context at UJ. Eight CAT staff members conducted 24 virtual sessions of 60 minutes each between 24 February and 5 March 2021. The sessions aimed to introduce first-year students (2 119 attended) to the online learning environment at UJ: (i) uLink (the single sign-on student portal), (ii) navigating the Blackboard (Bb) Learning Management System (LMS), and (iii) understanding how to participate and engage on Bb. The support for first-year and existing students continued throughout the year through virtual support sessions where students had an opportunity to 'connect' with the support available to them. The virtual support connect sessions took place on Blackboard Collaborate (an interactive online application that allows for video, audio, text, and multimedia sharing). A total of 14 sessions of 60 minutes each were hosted before and during the exam periods in June and September-November.

For improving teaching and learning (T&L) remotely, CAT redeveloped and designed new resources to support staff and students for online teaching and learning. CAT refined the UJ Online Teaching Toolkit module, increasing usability by embedding an easy search solution and FAQs for staff. In addition, CAT added a simulated learning design guide and created an interactive e-learning activity list. For students, CAT updated the Continue to Learn while Off-Campus module and introduced a Learning with Technology module targeted at incoming first-year students. CAT also introduced a series of 26 micro learning videos, which guide students through a basic understanding of hardware/software, using a drive, and using MS Word.

Student support and readiness were accomplished through ongoing online support. The CAT Helpdesk team used the OsTicketing system to keep track of the queries and to ensure that all students' concerns and challenges were addressed. The CAT Helpdesk team received 29 916 individual tickets (student queries) on the system from 1 January to 31 December 2021. Many of the queries related to data bundles, devices, online learning support, and technical support. The Helpdesk team provided just-in-time feedback and support to students.

CAT continued to oversee and support the process to ensure that our students (locally and abroad) continued with their online learning. CAT continued with the rollout of data to students in the context of continued online mode of delivery. In 2021, student activity data reported on in August illustrated that 40 043 students had accessed Blackboard for learning. In addition, CAT coordinated the distribution of not only the monthly data to students, but also the distribution of almost 1 871 MECER devices to NSFAS, missing middle, and additional students who needed a loan device.

In 2021, the University of Johannesburg made R10.5 million available for purchasing etextbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. The e-book aggregator, ITSIFunda, provided an e-reading platform with the miEbooks application. By the end of 2021, 100% of the available funding had been used for 69 e-textbooks downloaded by 19 936 students. The majority of the downloads were for 43 titles that had 25 or more downloads.

As part of Academic Development and Support special projects, CAT oversees the design, development, and administration of the two MOOCs: African Insights (AI1) and Artificial Intelligence in the 4IR (AI2). Both AI1 and AI2 were made available to the public in 2021. Internal cohorts for both MOOCs are ongoing. AI1, launched in 2017, had 23 240 cumulative completions by the end of 2021. AI2, launched in 2020, had 7 549 cumulative completions by the end of 2021.

Psychosocial support for students

COVID-19 continues to have a significant psychological impact on society, which is evident in the increase in the demand for counselling and the type of counselling needed. Over the last couple of years, PsyCaD has seen a significant increase in the demand for its counselling services, from 7 149 in 2012 to 16 364 in 2021. This increase is in line with international trends.

During 2020, PsyCaD had learnt valuable lessons in adapting to a new environment where a hybrid approach, i.e. face-to-face and online interventions, can be used to deal with COVID-19 restrictions. Students were offered

the option of either remote or face-to-face counselling, and of the 16 364 sessions that were conducted in 2021, 6 147 (37%) sessions were conducted telephonically or online.

It is important for PsyCaD to provide 24-hour support for students who are in distress. The 24-hour crisis line provides immediate psychological assistance to UJ students at any time of the day and night. The aim of the psychologists on crisis line duty is to provide crisis intervention and trauma debriefing to minimise the effects of psychological trauma and, therefore, increase a sense of safety and stabilisation within the individual. Services offered through this line include telephonic counselling, referrals to applicable emergency services, as well as recommendations and referrals to various organisations and resources to assist with the presenting crisis or query. The 24-hour crisis line is well established and well known in the UJ community and is marketed through posters as well as a sticker that is extensively circulated at various forums. Higher Health SA has also launched a helpline for South African students. The contact details for this helpline have been advertised widely in UJ. Other call centres that are available to the students include Life Line, SADAG and Akeso, and these are also advertised to students on a number of platforms. These resources provide students with a wide range of support when they are in a crisis or feel the need to speak to somebody. There was a significant increase in the number of calls to the crisis line, from 941 in 2020 to 1 160 in 2021. Of these calls, 118 (10,2%) were suicide-related, and of those 14 resulted in hospitalisations.

In 2020, Career Services launched *UJCareerWiz*, a new one-stop online career portal, to support student employment needs. The overall aim is to promote the use and level of engagement by students, academic staff, employers, and campus partners, creating concrete strategies for all stakeholders. This platform allows for greater engagement, tracking year-on-year improvements and correlation with student job opportunities. It is worth noting that this UJ-specific platform also supports the career needs of students doing work-integrated learning. In 2020, 15 202 students utilised the portal, and in 2021 the portal registrations increased to 17 610.

During 2021, Career Services brought UJ students into contact with a number of prospective employers. This resulted from the Career Services Reimagine Your Career programme, which focused on Virtual Career Fairs; Instagram Lounge Chats with Career Consultants; Instagram Virtual coffee sessions with industry leaders; In-Conversations with graduates; and the Ignite Entrepreneurship and Practice Management Speaker Series. These online programmes resulted in greater engagement and networking between students and employers. Psychologists in PsyCaD facilitated Virtual Coffee Chats and the UJ Career Services Instagram page, where topics on career development were addressed. A total of 22 events were facilitated, reaching 6 304 students in 2021.

As a result of the lockdowns in 2020, Career Services had had to find new and innovative ways to host career fairs for the UJ students. The virtual career fairs seemed to have been successful in 2020, reaching 115 companies and approximately 8 000 UJ students. Based on this success and the continued lockdowns during 2021, Career Services continued in 2021 with virtual career fairs, either on their own or in collaboration with the South African Graduate Employers Association (SAGEA). Both the companies and the students are adjusting well to this new form of career fair, as the number of companies increased to 154 and student participant numbers increased to approximately 9 000 in 2021.

In addition to the online events and graduate recruitment, the Career Services team also engaged in individual consultations. These consultations assisted students with queries relating to their chosen career path and prepared them for the world of work. In total, 1 439 students were assisted in 2021, by either face-to-face or telephonic consultations and career assessments.

UJenius Club

In 2021, 769 senior students were accepted into the UJenius Club, with 728 Orange Carpet (first-year students) also joining the Club. Despite the adverse effect of COVID19, the UJenius Club still managed to communicate regularly with its members via email to keep them informed of any future job prospects, placing them in direct communication with possible employers and forwarding invitations to virtual career fairs while sharing other opportunities online. UJenius students are prioritised for company visits and online networking events. Many companies approach UJ to recruit our top-achieving students. This collaboration between UJenius and

the companies is advantageous to both parties as the students are notified of vacancies, and companies benefit by having direct contact with our top achievers. Our collaboration with Intellecto resulted in 150 of our senior UJenius students being placed in companies to gain work experience. Of these, 51 students secured permanent jobs. The UJenius students are also offered a wide range of self-improvement opportunities. In 2021, they were able to attend 30 online workshops that covered a wide range of topics such as CV writing, and interview and business strategy skills. In collaboration with the Institute of Advanced Cyber Defence (IACD), 40 students were awarded full bursaries to do courses in cyber security.

THEME SIX: **RELATIONSHIPS WITH STUDENTS**

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

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

Contributions by the Transformation Division

Residence culture integration sessions with first-year students

In May 2021, the Transformation Division facilitated culture integration sessions for first-year students. The sessions were held in the evenings and covered themes such as the role that alcohol and risky behaviours play in not only their performance (academic and otherwise) but also links to injury, assault, sexual abuse, drug abuse, violence and depression, GBV.

COVID-19 ambassadors session

In 2020, students had experienced unexpected and drastic changes in residence culture due to COVID-19. These changes affected students' wellbeing and disrupted a vibrant culture largely dependent on human interaction. Many student leadership bodies found it difficult to connect with students using only online platforms. In response to the above, Student Affairs arranged a COVID-19 Ambassador workshop. The Transformation Unit was invited to engage with students on ways of embedding a positive culture that responded to the changes imposed by the pandemic at UJ residences.

Student Representative Council (SRC) elections

The 2022 SRC was constituted on 18 October 2021, following successful elections. The following recommendations were made, based on the outcomes of the elections:

- The values of UJ should be instilled and communicated to the 2022 SRC.
- Synergies need to be encouraged between SRC leaders and units/departments such as Transformation, IOHA and Campus Health.
- The 2022 SRC should participate in a workshop on Diversity and Inclusion, to create awareness on issues of transformation and gender equity.

Leadership Development: UJ Young Leaders Development Programme (UJYLDP) – ‘Developing our young leaders today ... for tomorrow’

The UJYLDP involves the empowerment and preparation of young leaders to be social change agents by developing their understanding of others and their own self-awareness of their roles and responsibilities as leaders in different contexts.

The aim of this six-month programme is to help participants to develop a basic understanding of what it takes to be a masterful leader. The programme's conceptual framework is based on the three-dimensional leadership universe: Me, We, World. Three masterclasses were held with the students to expose them to well-known leaders, to allow them to learn more about practical, real-life leadership experiences.

Contributions by the Student Affairs Division

During 2021, in addition to student wellness, the Student Affairs Division also prioritised student stability and relations as the foundation for an enriching student-friendly learning and living environment. COVID-19 continued to be the main challenge. The interaction of Student Affairs with the students of the University, particularly with student leaders, was largely online or virtual. Physical interactions were kept at a minimum, and when required, COVID-19 measures and regulations were adhered to and complied with. In conjunction with other internal support stakeholders and the academic faculties, the Division advocated and promoted student safety and security while supporting the initiatives of the University to deliver quality education and research virtually or online.

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. However, interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were transitioned to online. The University promoted the Student Charter and qualities of a UJ graduate in order to enhance responsible and ethical behaviour and conduct.

Living and learning communities

Notwithstanding the challenges imposed by COVID-19 and the resultant regulations and measures, Student Affairs promoted its activities through the Five-Pillar Model (comprising the Academic, Leadership, Community Engagement, Sport and Social pillars; academic excellence cuts across all the elements of the Five-Pillar Model.)

Living and learning communities in the UJ residences were supported through the Residence Academic Advising Programme. About 180 senior students were identified to help junior students, particularly first-year students in residences, with their academic work. The intervention contributed to the sound academic performance of residence students.

Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students (at UJ known as the First Year Seminar). Through Student Ethics and Discipline and Student Life and Governance, Student Affairs impressed on the first-year students rules and regulations with which they had to comply, as well as tips for success on campus.

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 on topics of safety and security and the prevention of risky student behaviour (RSB). To this end, the approved Charter for Student Wellness was applied in identifying the pillars of student wellness.

The Student Wellness Pillars were identified as Healthy Campus Management, Physical Activity and Sport, Nutrition, Diseases Prevention, Mental and Social Health, Prevention of Risky Student Behaviour, Environment, Sustainability and Social Responsibility.

Student leadership development and support

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

The development opportunities available to student leaders were as follows:

- The induction of the 2021 house committees.
- The induction programme for the Student Representative Council.
- The induction programme for the executive committee members of student organisations.

- About 50 student leaders, including members of the SRC and house committees, enrolled for the UJ Young Leaders Development Programme facilitated by the Transformation Unit, the College of Business and Economics, and Student Affairs.

Academic integrity campaigns during examinations

Academic integrity campaigns aimed at combating dishonesty during tests and the examination periods in May/June and October/November. In addition to the conventional approach to conducting the campaigns through banners and media, the emphasis on uLink and UJFM was on messages on academic honesty and integrity. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.

Ethical and responsible student behaviour

With the programmes aimed at combating risky student behaviour now being coordinated by the Transformation Division, Student Affairs participated in all the initiatives, including those on transformation. Student Affairs further collaborated with IOHA, Campus Health and PsyCaD in dealing with matters of risky student behaviour.

Furthermore, Student Affairs provided support to the Student Committee for Students with Disabilities around the coordination of support for student with disabilities, particularly for the students in residences, and the establishment of the Students with Disabilities Council. The support also included assisting the Office for Students with Disabilities with their administrative and managerial responsibilities and preparation for institutional meetings. Major areas advocated by the Office were paths for blind students and those on wheelchairs.

Student discipline

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. The cases in the first quarter were mainly for academic dishonesty. In total, 458 cases were dealt with in 2021. Of these, 388 cases were for academic transgressions, categorised as plagiarism or as providing and/or receiving unauthorised assistance during assessments. A total of 69 cases were in relation to violations of the University measures to enhance the compliance with the COVID-19 regulations, while one case was for assault. The academic cases were dealt with in close collaboration with the faculties and the college. Providing and/or receiving unauthorised assistance during assessments involved interactive website applications like Chegg.com, writing assessments in groups and having access to a leaked examination memorandum.

Student welfare and support

Student Affairs, in partnership with the School of Tourism and Hospitality, coordinated the provision of meal packs to students who had been identified as not being able to afford daily meals. There were 3 022 students benefiting from this Student Meal Assistance Programme. In addition, Student Affairs, in partnership with Tiger Brands, provided monthly meal packs to a further 500 identified students. In partnership with some of the privately owned student accommodation owners, Student Affairs was able to provide free student accommodation (15 beds) to students who could not afford accommodation. This intervention was intended as temporary assistance to the identified students until they were able to secure accommodation for themselves. Student Affairs assisted qualifying students with disabilities with caregivers, and also had a system of managing student incidents to provide support to the affected. The incidents ranged from attempted suicides to natural and unnatural deaths of students. Student Affairs provided support to the affected students and their friends on campus and to families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, Campus Health, and PsyCaD.

Student Affairs put in place measures to support compliance of students with COVID-19 regulations. During the violent protests and looting experienced in KwaZulu-Natal and Gauteng, Student Affairs provided meal packs to an additional 108 students who were affected by the protests.

Cultural activities

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

Student governance

The elections for the 2022 SRC, which for the second time at UJ were electronic elections, took place from 4 to 6 October 2021. However, the elected SRC was scheduled to start its term of office from 1 January 2022, and the 2021 SRC remained in office until 31 December 2021. The elections for the leadership structures of other student organisations and structures, such as house committees, were conducted in October/November 2021 under the leadership and coordination of Student Affairs. The voter turnout improved by 3% from 16% to 19%, while the average national SRC voter turnout was 18%.

Contributions by UJ Arts and Culture

Arts and Culture believes in the transformative power of the arts. The Unit's Arts Academy places emphasis on the value of practising and enjoying the arts, which have the potential to develop the kinds of skills students will find useful as they prepare for the future. There is no lack of research that dance, for example, is proven to boost general and psychological wellbeing, mental functioning and social skills. The arts also have the potential to develop emotional intelligence, critical thinking and creativity that result in creative problem solving.

Of the 1 295 students who have registered and auditioned for the UJ Arts Academy and UJ Choir in 2021, 751 participated in activities and programmes. Of this number, 347 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria. This figure is a steep increase of 27% more students than in the year before who have qualified for cultural bursaries. Students reported that lack of access to data and online fatigue played a major role in the 37% of students who did not qualify for cultural bursaries.

The Division's extracurricular programme, offered to students from across the institution at no cost, included UJ Choir, play reading and photography clubs, drama, dance, and poetry classes and poetry slam competitions, a playwriting masterclass series, radio drama podcast series recorded in isiZulu and English as well as participation in a professional musical. Additionally, an extensive arts appreciation programme was offered that comprised film screenings, physical and virtual gallery openings, theatre and dance talks and workshops.

An innovative digital UJ Choir programme was necessitated by the COVID-19 pandemic. In preparation for an online music course, choristers received a series of tutorials and had contact sessions with the Choir Master. In September, relaxed COVID-19 regulations allowed auditions to be hosted. A total of 101 students registered to audition of whom 30 new members (15 female and 15 male) were successful. At the end of the year, the total membership of the choir was 88 (40 females and 48 males). Despite a pandemic environment, UJ Choir has taken advantage of opportunities to maintain its profile through performances as part of the virtual St Columba's Centenary Celebration and the Brazilian International Sacred Music Choir Festival.

During the height of the pandemic, Arts and Culture launched the Arts Academy Photography Club, which enabled students to participate in creative expression without having to congregate. Following an online masterclass presented by FADA multimedia alumnus, Beki Phakathi, to bolster beginner photographers' knowledge and skills, students were challenged to put their newfound skills to the test with four photography assignments. The fruits of their labour, titled *Photo-Genesis*, was showcased during the UJ Arts Academy Showcase at the end of the year.

While the pandemic had a severe impact on the Division's ability to offer physical dance classes, students were engaged on theoretical aspects of the discipline through the presentation of panel discussions facilitated by Arts and Culture's resident dance company, Broken Borders. The Division also co-presented a dance production with Broken Borders, to which Arts Academy students were invited to attend.

The Division developed a dynamic acting programme, which has seen students focus on theory and text analysis through the Play Reading Club during periods when physical contact was not possible. Four South African plays were studied. Strategic scheduling saw Arts and Culture present *Drama Week* to a group of 15 students whose performances were recorded and released as part of the year-end virtual Arts Academy Showcase. Another group of students took on the daunting task of recording an isiZulu translation of *R&J Unplugged*, an adaptation of Shakespeare's *Romeo and Juliet*, as a radio drama. Under the direction of

Nompumelelo Mtshali and with mentorship by South African icon, Dr Jerry Mofokeng, the podcast series will be released in 2022 and includes both an isiZulu and English version of the drama and an educational segment targeting secondary school learners.

A group of 21 UJ Arts Academy students were selected to join the professional musical theatre cast of *The Prodigal Man Returns* produced by Nalithemba Productions, and participated in virtual rehearsals during 2021.

One of the Division's most popular offerings has seen it present two poetry masterclasses by Lebo Mashile and Vusumuzi Phakathi, offer weekly poetry classes and monthly poetry slam competitions. After three elimination rounds during the year-end UJ Arts Academy Showcase, Kwanda Mabaso from the Soweto Campus was crowned *Izimbongi 2021 Slam Champion*. Additionally, students worked on the *We are here* poetry performance project, which was also presented as part of the annual virtual showcase at the end of the year.

Designed to simultaneously develop new audiences and grow appreciation for the arts, UJ Arts Academy students were offered free access to a broad range of arts experiences, including a film screening presented in partnership with Love Infinity Media, six UJ Art Gallery exhibitions and the virtual concert, *The Sounds of Hlakanyana*, co-produced by UJ Arts and Culture and Madevu Entertainment.

The Primary Healthcare Service (PHC) and clinics

The health and wellness of students (and staff) are preconditions to their academic and personal fulfilment as members of the UJ community. Three units contribute to the health and wellness of UJ staff and students: the Occupational Health Practice (OHP) (with a focus on staff), the Primary Healthcare Service (PHS) (focusing on students), and the Institutional Office for HIV and AIDS (IOHA). The three units collaborate closely, and services are available on all campuses, free of charge.

A major focus during 2021 was again ensuring student and staff wellness and safety during the pandemic. From the beginning of 2021, UJ experienced a resurgence of COVID-19 cases, in line with national infection rates (the second and third waves of the virus). The Occupational Health Practice and Primary Healthcare Service contributed substantially to formulating, implementing and maintaining the overarching institutional response in terms of the national alert levels, and adjusting this as conditions changed. This involvement was based on intense research, as required to stay abreast of constantly emerging scientific evidence for practice during the pandemic, and to ensure compliance with shifting legal requirements. Access to online training platforms for healthcare professionals was provided by the National Institute of Communicable Diseases (NICD), Department of Health, Higher Health, Centres for Disease Control (CDC), Foundation for Professional Development (FPD) and the World Health Organization (WHO).

Contributions of OHP and PHC

- Continued participation in the COVID Coordination Committee and its Executive Committee, and giving well-researched briefings at meetings of the CCC.
- Continued implementation of COVID-19 infection prevention and control (IPC) protocols.
- Establishment and monitoring of on-campus quarantine and isolation facilities for students.
- Motivation for funding for COVID-19 related IPC measures, as needed, on the basis of a thorough needs analysis.
- Implementation of guidelines and SOPs for COVID-19 related challenges, e.g. residence guidelines to promote IPC measures.
- Ongoing training and development of the UJ community regarding COVID-19.
- Comprehensive consultation with line managers on clinical management in their domains.
- On a daily basis, follow-up supportive contact with all positive cases and those in isolation.
- Regular updates of the UJ COVID-19 dashboard on uLink.
- Maintenance of the travel register and assessment of risks to each traveller.
- Implementation of the online self-disclosure facility.
- Maintenance of the COVID-19 screening services at access points, in collaboration with stakeholders, ensuring availability of nursing personnel for screening.
- Creation of a COVID-19 vaccination self-disclosure link in partnership with the Centre for Academic Technologies (CAT) so that employees and students can self-disclose after receiving their vaccines.

- Contribution to the development of the UJ Compulsory Vaccination Policy, which is to be implemented from early 2022.

COVID-19 screening continued, as implemented in 2020, but now in an electronic format where an email is sent to the UJ community prior to accessing the campus, with a short screening survey; completion of this survey exempts the individual from screening at the access gates. This was a successful collaboration with Protection Services, to ensure compliance with the Disaster Management Act, the Occupational Health and Safety Act 85 of 1993 and Department of Health regulations. Nursing staff supported the screening done at the entrances and managed abnormal findings. Given the vast resurgence of COVID-infection rates nationally, UJ can be considered to have contained the infection rate among staff and students, and especially on campus. Since the start of the pandemic, 476 employees in total have tested positive for COVID-19 (354 of these in 2021), and of these, 460 have recovered and 16 succumbed to COVID-19. The vast majority of these infections were contracted off-campus, with only 21 employees being reported to the Workman's Compensation Commissioner as having contracted COVID-19 in the line of duty.

As regards UJ students, in 2021, a total of 179 students reported being infected, with one postgraduate student succumbing to the disease. Students who were exposed to the COVID-19 virus were isolated for a 10-day period while being monitored for possible development of symptoms. The medical staff continued to support those infected, with the assistance of the Student Affairs Division. Plum pudding Guesthouse, as a designated isolation facility, accommodated a total of 35 COVID-19 positive students. Streatley Avenue residence was allocated to accommodate those needing quarantine after exposure to COVID-19, but only 20 students made use of the facility at different times.

A travel risk register was created to monitor students returning to the country to continue with their academic programme. A total of 95 students were monitored for compliance with inbound and outbound travel requirements. Seven students (out of 34 participants) tested positive upon returning from the Namibia Africa-Bus trip. They were managed in Namibia until the 10 days of isolation and recovery period were completed.

Clinic operations continued despite the various lockdown levels. A telephonic advisory service was provided to those needing healthcare. Referral systems remained in place, especially to facilities testing for COVID-19. With the return of students to campus during the second half of the year, the clinics again saw consultations double from the previous year, to 12 758 (but still far below the 26 512 consultations in 2019).

Major focus areas of the regular work of the Primary Healthcare Service include the following:

Sexual Reproductive Health (SRH) Services

- Family planning (FP): This service was greatly affected because of the pandemic. FP was provided to 1 117 clients in 2021, a drop from 1 827 clients in 2020, and provided to both staff and students across the University. Some students made use of the Quadcare Medical Centre located at the APK Student Centre.
- Emergency contraception (EC), commonly referred to as the morning after pill, was given to 216 patients in 2021, representing an increase of 217,4% from the 58 patients who received it in 2020. While use of preventative methods, such as condoms, may be improving (see below), it remains inconsistent. In total, 783 patients were tested for pregnancy, with 144 students testing positive, an increase of 65,5% from the 87 students who tested positive in 2020. Of the 144 who were pregnant, 73 were referred for termination of pregnancy. Those choosing to terminate are referred for psychological counselling at PsyCaD.
- Sexually transmitted infections (STIs): In 2020, the total number of patients who were treated for STIs was 357, as compared to 314 in 2021, indicating a 12% decrease from 2020. This trend suggests a decrease in exposure to risky sexual behaviour with improved consistency in the use of barrier methods such as condoms. Cervical cancer screening yielded only 179 tests.

HIV Testing Services (HTS)

- HIV testing has been moved from the PHC clinics to IOHA and testing at the PHC clinics is now done on clinical grounds only. A total of 29 clients were tested for HIV in all the clinics in 2021, an increase from the total number of 16 clients that were tested in all the clinics in 2020. Of these tests, 27 tests were found to be negative; the positive cases were referred for ARVs.

Vaccinations

- The national COVID-19 vaccination drive was started in March 2021 among health professionals. The clinic supported the process by guiding the UJ community towards the nearest vaccination sites, in collaboration with other stakeholders, such as the Logistics Department and Protection Services. In addition, the annual influenza vaccination drive was done in April, and the yellow fever vaccination drive in October.

The Primary Healthcare Clinic also contributes to UJ's 4IR focus

- Developing an online booking system for patients, which reduced congestion at the clinics. We started utilising an online client satisfaction survey to enable a feedback system for patients seen at the clinics.
- Expanding the health promotion programme to online platforms, such as Facebook and Instagram. Virtual platforms were also implemented to improve access in support of the FYS programme.

Contributions by IOHA

It is essential that the focus on COVID-19 does not lead us to overlook the other major health challenge of our times, HIV/AIDS. 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 providing holistic service for People Living with HIV (PLHIV) within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health education, peer education, community engagement, mass HIV counselling and testing, and care and support for PLHIV.

Health promotion effectively utilised social media platforms to promote awareness on lifestyle diseases, i.e. HIV prevention with a focus on PrEP, PEP, ART, safe sex practices, STI awareness, correct condom use, early detection and screening for illnesses, TB awareness, the difference between COVID-19 and TB, all you need to know about vaccination, circumcision, immune-boosting and awareness on lifestyle diseases, such as hypertension and obesity. In May, a substance abuse series, which included a self-screening tool for substance abuse, pregnancy and mechanisms to support someone struggling with substance abuse, created awareness on this growing epidemic affecting young people. Online health screening tools for HIV, STIs, TB, stress, safe sex and GBV were designed with QR codes for distribution online for easy access for early detection and treatment of diseases.

The HIV Care and Support Programme continued to ensure that students infected with HIV receive psychosocial support. A total of 26 students were identified as reactive, with 25 of these agreeing to join the UJ Care and Support Programme. The UJ incidence rate remains at 1%, in comparison with prevalence in Gauteng province estimated to be 13,5% (Stats SA). The UJ Care and Support WhatsApp group currently has about 40 members, comprising current students and alumni.

Integrated approaches to campaigns and awareness programmes have been identified as influencing behavioural change among our student community, with edutainment one of the multipronged strategies utilised in preventing HIV and AIDS infections. During 2021, approaches included campaigns around a wide range of issues: health and wellness screening, men's health, women's health (ZAZI), LGBTI-MSM, healthy living and social media. All programmes have an annual calendar with themes for each month. The increase in online campaigns, events and discussion has maximised the digital space, and further sharing of posts through WhatsApp further stimulates conversation.

Contributions by the Disability Unit

In addition to the problems that students face, students with disabilities have added challenges. Throughout the challenges that COVID-19 posed, the Disability Unit continued to provide our students with disabilities with much-needed support. The team conducted 1 029 consultations with these students. Students with disabilities generally receive a lot of support – such as access to computers with assistive software, assistive devices, and support during assessments – to which the lockdown restricted access. Therefore, in addition to the individual consultations, the Disability Unit also had to look at ways of providing support to these students. The Disability Unit also assisted lecturers by ensuring that study materials and assessments were disability friendly and, where necessary, by adapting course material.

The Unit provides a range of support to students with a wide range of disabilities, including learning disorders and mental health difficulties, early orientation/welcome programmes, needs assessment, exam accommodations (e.g. a smaller exam venue/extra time), classroom accommodations (e.g. provision of lecture slides), and liaison with faculty and assistive technologies (e.g. use of a recording device) (Ireland National Student Mental Health and Suicide Prevention Framework, 2020).

Currently, there are 248 students who declared their disabilities when they registered at the beginning of 2021. In order to standardise applications for accommodations and concessions, all applications are reviewed by the UJ Concessions Committee.

In the case of learning disorders, specialised psychoeducational assessments ? aimed at identifying learning or occupational barriers that might hamper academic performance ? are required for the application process.

The DU aims to provide the student with disabilities with holistic support. The focus is on preparing students with disabilities for the world of work and in line with this there has been a growing trend of companies contacting the DU to recruit people with disabilities.

Prospective UJ students with disabilities are given the opportunity to contact the DU to assist them with their applications to UJ. During these consultations, an assessment is done as to the type of support they may require, to advise them regarding their chosen career path and to assist them with their applications.

The DU organises an orientation session for all student with disabilities at the beginning of an academic year. The purpose of this session is to afford students the opportunity to meet the DU team and share important information regarding services and procedures with these students.

The DU also compiles a newsletter. In the past, copies of these were printed and distributed widely in UJ, but as from 2021, six mini newsletters were produced in an electronic and hard copy format with a QR code. To get wider input into the letter, the DU has launched a campaign to attract content writers from the broader UJ community.

THEME SEVEN: **FINANCIAL SUSTAINABILITY**

UJ achieved positive operating results, despite a tough economic environment. The COVID-19 pandemic and the stringent lockdown protocols posed a significant risk to our going concern and liquidity, to which we responded quickly and decisively by realigning our financial plans accordingly, being deliberate about achieving maximum cost efficiencies in the year to cushion the impact of the uncertainty on future income generation. This has resulted in a strong balance sheet, with enhanced liquidity and cash flow profile. The investment strategy continues to be implemented with the long-term portfolio having grown by 13% since the beginning of the year. We continue to monitor and assess our liquidity in view of current economic conditions and prevailing uncertainty.

Despite the South African economy battling the low growth trap and record unemployment rate, the Fundraising and Development Office has done exceptionally well in raising funds for the missing middle students and other research projects.

Financial sustainability

The following major risks still persist and are being managed closely and taken into consideration in the management of the financial plans for the next five years:

- Reduction in subsidies as a result of the economic decline, reduced research productivity and competing sector needs, e.g. NFSAS funding.
- Decline in student debt collection amid the political pressure and concessions made in the sector. Outstanding student debt currently stands at R476 million for registered students and R363 million for non-registered students.
- Reduced NSFAS and National Research Foundation funding. Funding assistance for students continues to be required in this regard, with the shortfall for postgraduate students growing further.
- Uncertainty on future fee increases.
- Anticipated decline in third-party funding for scholarships, contract research and other services.

- Decline in international student enrolments.
- Reduction in occupancy of UJ residences.
- Lower investment returns.

The 2022 proposed budget will serve at the next Council meeting and is supported by our Financial Sustainability Model for the years 2022 to 2025.

Investment of the reserves

While we await the outcome of the funding allocation for the Infrastructure Grant (current cycle) and the Block Grant and other earmarked grants for 2022 onwards, as well as the review on student funding that is currently under way, priority for utilisation of reserves is recommended to be on the following:

- Infrastructure projects – ICT, backlog maintenance and critical new capital projects.
- Academic staff appointments – including research.
- Student bursary funding.

Investment in the above will be made while we continue to generate maximum return on the available funds through the investment strategy being implemented. Detail of the recommendation on the above was presented with the 2022 budget proposal to Council in November.

Commercial entities

All subsidiaries are operating within budget, ending the first half of the year in a net surplus position, primarily a result of savings on expenditure due to reduced activity emanating from COVID-19 lockdowns.

CONCLUSION

The University community is celebrating the fact that we have been able to welcome our students back on campus in 2022 – after almost two years of remote learning.

The University of Johannesburg, like many other universities in the country, has embraced transformation. The institutional Transformation Report has reflected on the seven themes in UJ's Transformation Plan, which provides an overview of the scope of transformation activities at UJ – ranging from a very active focus on institutional culture, through transformational leadership and employment equity, to promoting academic excellence and a student-centred and caring institution. The breadth of this understanding of transformation offers opportunities to all members of staff at UJ to engage with transformation from their particular perspective. In a year when the national economic outlook remained bleak, UJ consistently remained a beacon of hope. However, incidents of gender-based violence and attacks on foreign migrants were a blight on our country's image. In such times, our University was at the forefront of initiatives aimed at fostering the spirit of unity in diversity, *Ubuntu*, and social cohesion.

As we approach the 2022 academic year, we should continue to rethink, reimagine and redefine our operations, because we are really on the precipice of change where adaptability is the norm. As communicated during 2021, and with the changed circumstances of the pandemic, the new UJ teaching and learning strategy will be implemented. In line with our strategic objective of teaching and learning excellence, we will ensure that our students have a vibrant intellectual and social experience on our wonderful campuses. Where required, the students will also benefit from psychosocial support.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council





Statement on Environmental Sustainability

OVERVIEW

UJ has committed itself to improving on its sustainable practices in all of its University activities. The development of the UJ Strategic Plan 2025, anchored in the overarching goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

Strategic Objective Six

Strategic Objective Six, fitness for global excellence and stature, states that *“We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship”*.

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

This report highlights some of the specific focus areas, as well as improvements achieved during 2021.

ENERGY MANAGEMENT

Carbon footprint

UJ’s carbon footprint analysis was based on its actual 2021 energy consumption. The total carbon footprint for 2021, based on energy consumption from various sources, is approximately 37 692 tons of CO₂ compared to the 41 403 tons reported during 2020 (refer to Tables 17 and 18, respectively). This indicates a decrease of approximately 8,96%. This can be attributed almost entirely to the continued effect of the various COVID-19 lockdown levels that were applied at various times during 2021 with the consequent reduction in foot traffic on all UJ campuses and off-campus facilities.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 10,65% as from 2013.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with 22 865 tons of CO₂ compared to the overall University footprint of 37 692.
- Infrastructure on the campuses is included in the consumption figures.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, excluding UJ owned properties that are not designated as part of the campuses.
- It is the first time that reporting on power generation has led to a measurable decrease in the carbon generated by UJ – the decrease of carbon generated must also be seen against the 6,501% electricity generated by the solar PV plants. This must also be seen against the fact that at times the solar PV plant was not operating optimally because of the lighter foot traffic on the campuses – this will certainly not be the case in 2022.

Table 17: Carbon footprint based on 2021 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	Total tons of CO ₂
Electricity (kWh)	20 593 152	4 984 176	6 487 456	4 074 804	36 139 587	36 140
Natural Gas (GJ)	1 005 967	255 567	234 048	0	1 495 582	1 496
Catbot	0	0	0	0	0	0
Petrol (fleet)	159 627	40 060	66 651	41 286	307 624	308
Diesel (fleet)	90 423	11 919	36 205	52 383	190 930	191
Diesel generators	35 217	10 670	6 091	5 905	57 882	58
Inter-campus bus and staff flights	980 083	203 413	443 811	221 906	1 849 213	1 849
Paper used by UJ/ KMSA sites	277	54	119	56	505	1
Total kg of CO₂	22 864 745	5 505 859	7 274 381	4 396 339	40 041 325	40 041
Total Tons of CO₂	22 865	5 506	7 274	4 396	40 041	Reduction of Electrical Power
Solar PV generation (tons CO ₂)	1 028	501	411	410	2 349	6,5%
					Total tons of CO₂	37 692

This highlights a decrease of 8,96% as compared to the usage in 2020.
The 2021 carbon footprint breakdown is as per Figures 1 and 2 depicted.

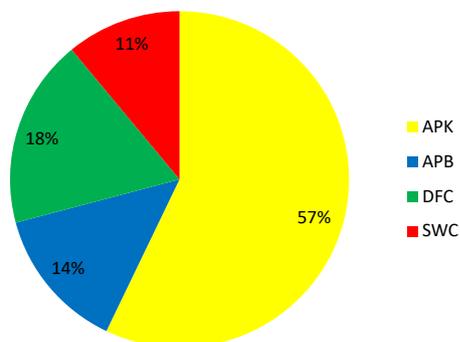


Figure 1: CO₂ production per campus

Table 18: Carbon footprint based on 2020 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	Total tons of CO ₂
Electricity (kWh)	20 708 411	5 845 577	7 988 701	3 457 593	38 000 280	38 000
Natural Gas (GJ)	923 004	334 099	281 928	0	1 539 030	2 416
Catbot	38 581	0	0	0	38 581	39
Petrol (fleet)	163 373	30 746	71 159	61 342	326 620	327
Diesel (fleet)	229 424	23 325	54 062	51 435	358 246	358
Diesel generators	62 102	0	2 353	47 565	112 020	112
Inter-campus bus and staff flights	520 376	147 276	206 187	108 003	981 842	982
Paper used by UJ/ KMSA sites	831 905	162 085	356 499	168 182	1 518 671	1 519
Total kg of CO ₂	23 477 176	6 543 107	8 960 889	3 894 118	42 875 291	43 753
Total Tons of CO ₂	23 477.18	6 543.11	8 960.89	3 894.12	42 875.29	Reduction
Solar PV generation (tons CO ₂)	1 027.59	500.92	410.69	410.30	2 349.50	6,18%
					Total tons of CO₂	41 403

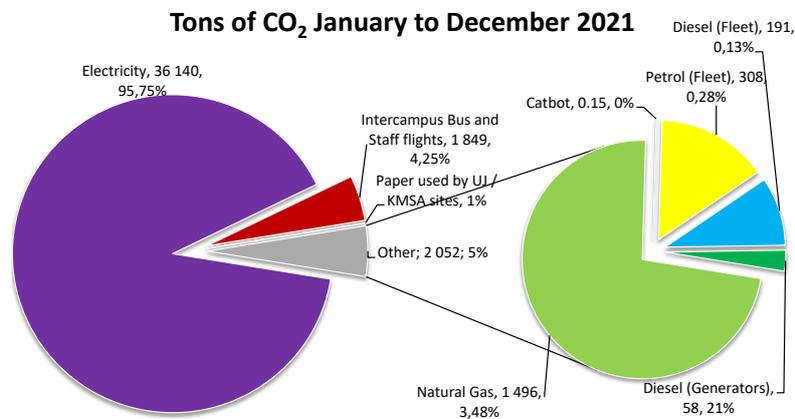


Figure 2: January to December 2021 YTD tons of CO₂ per emission source

Electricity

For January to December 2021, the University of Johannesburg achieved an electrical energy savings of 37,69%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved against an adjusted additional savings from 2020 of the 5,75% target set for the 2021 year, which was not met by the actual savings of 4,9% of Eskom purchased power; however, this must be seen against the context of the 2020 consumption being off a very low base.

The various energy savings initiatives that have started showing positive results are the following:

- The own generation of power through the solar photovoltaic (PV) plants now operating on all four campuses.
- The implementation of energy saving lights (LEDs).
- Occupancy sensors (implementation still ongoing).
- The increased use of gas for water heating at residences on the APB and DFC Campuses.
- The further installation of heat pumps, especially in new and refurbished residences.
- The installation of energy efficient showerheads.
- The installation of load control ripple relays.

Continuing with these types of initiatives, including the introduction of further photovoltaic (PV) systems, together with awareness campaigns, will further improve on savings. Since 2018, savings have been lowest on APK, due to increased HVAC and the growth in specialist research equipment on the campus. Table 19 identifies the 2021 energy savings expressed as a percentage – note that the first three months of 2021 are being compared against a pre-pandemic period in 2020 and therefore show dramatic reductions – after this, slight increases reflect the difference between hard lockdown 2020 consumption and the more relaxed lockdowns and partial return to campuses from June 2021.

Table 19: Electrical energy savings (2021) based on 2020 consumption (includes own generation)

Month	APK	APB	DFC	SWC	Total
Jan-21	-34,99%	-23,55%	-35,77%	-29,74%	-33,19%
Feb-21	-36,92%	-39,14%	-42,49%	-36,61%	-38,26%
Mar-21	-19,15%	-35,36%	-28,52%	19,5%	-20,7%
Apr-21	25,56%	-16,95%	1,44%	47,87%	15,64%
May-21	39,16%	-2,45%	16,45%	74,33%	30,93%
Jun-21	22,51%	-12,99%	10,69%	65,03%	17,73%
Jul-21	2,18%	-19,07%	-12,96%	25,29%	-2,23%
Aug-21	21,75%	14,64%	-0,48%	37,44%	17,52%
Sep-21	5,33%	-2,85%	-9,63%	23,34%	2,55%
Oct-21	0,57%	-7,66%	-13,42%	20,17%	-1,6%
Nov-21	-1,97%	-11,41%	-14,09%	3,18%	-5,27%
Dec-21	5,35%	-10,47%	-0,52%	0,05%	1,37%
Totals	-0,56%	-14,74%	-12,41%	17,85%	-3,42%

The 2021 YTD total electricity consumption is highlighted in Table 20.

Table 20: 2021 YTD total electricity consumption

Month	APK	APB	DFC	SWC	Total
Jan-21	1 284 546	327 663	396 980	207 366	2 216 555
Feb-21	1 369 668	348 379	407 268	232 426	2 357 741
Mar-21	1 674 106	376 240	494 959	319 051	2 864 356
Apr-21	1 687 001	343 917	497 586	327 651	2 856 155
May-21	1 960 426	414 246	584 452	395 405	3 354 529
Jun-21	1 926 328	426 521	626 125	402 263	3 381 237
Jul-21	1 815 066	431 489	589 461	383 437	3 219 453
Aug-21	2 045 929	583 244	658 207	432 926	3 720 306
Sep-21	1 671 462	458 463	584 079	357 089	3 071 093
Oct-21	1 804 003	475 225	557 316	377 689	3 214 233
Nov-21	1 556 271	390 243	497 245	314 425	2 758 184
Dec-21	1 198 545	263 376	404 824	206 392	2 073 137
Totals	19 993 351	4 839 006	6 298 501	3 956 120	35 086 978

Natural gas

Sasol natural gas (Egoli gas) now contributes 3,97% to UJ’s total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in small quantities at the laboratories for experiments. The saving achieved on gas reduction for 2021 compared to 2015 is 49,3% (again reiterating that the baseline is the 2015 figure for gas consumption). Note that the annual savings – even in the reduced COVID-19 lockdowns in 2020 – have increased further.

Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for heating water and cooking. Since a great deal of gas is used for heating on the APB Campus, there is a plan to trial a 500kW combined heat and power (CHP) power generation facility to simultaneously reduce dependence on Eskom power and to reduce the campus carbon footprint further. The continuing diversification of energy sources, from 2019 onwards, will result in a small but measurable continual reduction in the carbon footprint, especially at the residences.

Petrol, diesel and travel related usage

Petrol and diesel fuels are primarily consumed as fuel sources for UJ’s vehicle fleet as well as for diesel generators across its main campuses. There are currently 84 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 1,48%. It must be noted that increasing occurrence of Eskom load shedding has already produced an increase in diesel usage, and this may result in further substantial CO₂ generation in future, since liquid fuels have a higher CO₂ generation per GJ of energy consumed. There was a small increase in local travel during 2021, but there was a halving of diesel used for backup generators as well as diesel for maintenance vehicles used as standby vehicles during the lockdown periods.

Since 2019, UJ has also started reporting energy consumption and CO₂ generation resulting from the extensive student bus service operated between campuses, as well as the effective CO₂ generation due to staff related national and international flights. In 2021, the renewal of staff flights as well as a subdued return to a more normal student bussing situation resulted in a doubling of carbon generation. For 2021, this carbon generation source was 4,91% of the total UJ generation.

Catbot fuel

Catbot fuel is used for the purposes of generating hot water for the central air conditioning plant on APK during the five winter months. 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 on APK. At present, the catbot fuelled boilers are being repaired and no catbot fuel was used in 2021 at all.

WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. A small water savings was achieved for 2021, and compared to 2015 there has been an overall decrease of only 1,88% against the very low values of 2020. The APK water consumption in 2021 showed only a 2,95% decrease from the 2019 and 2020 data, even after a major pipe leak had been identified and repaired. As far as possible, borehole water is now used on all campuses, and the four new boreholes for supply subvention from 2019 are now in operation.

A number of initiatives implemented in 2021 contributed to some water savings. The key focus areas in the reduction of water consumption for 2019 were as follows:

- Harvesting rainwater for the purpose of irrigation.
- Achieving 95% installation of water restricting showerheads in residences and installing 100% of new residences with low flow showerheads.

The key focus areas in the reduction of water consumption for 2022 are as follows:

- Ensuring that all new student residences make use of push-taps at kitchen hand basins and bathrooms, and trialling push-taps in shower cubicles to reduce water loss due to inadvertent open tap losses after water supply cuts.
- Completing the drilling programmes for an additional new borehole on each of the campuses, for the purpose of using the water for irrigation.
- Benchmarking water usage against other universities and using this as an incentive to increase savings at UJ.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- Continuing with the ongoing installation of water restricting showerheads and extending the retro-fitting of push-taps in residences and ablution facilities as funds and technological factors permit.
- Considering the use of waterless urinals to reduce water consumption and investigating a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.
- Another grey water trial is expected to be developed in 2022, which, if more successful than in the past, will be extended to other residences and high-traffic ablution facilities.

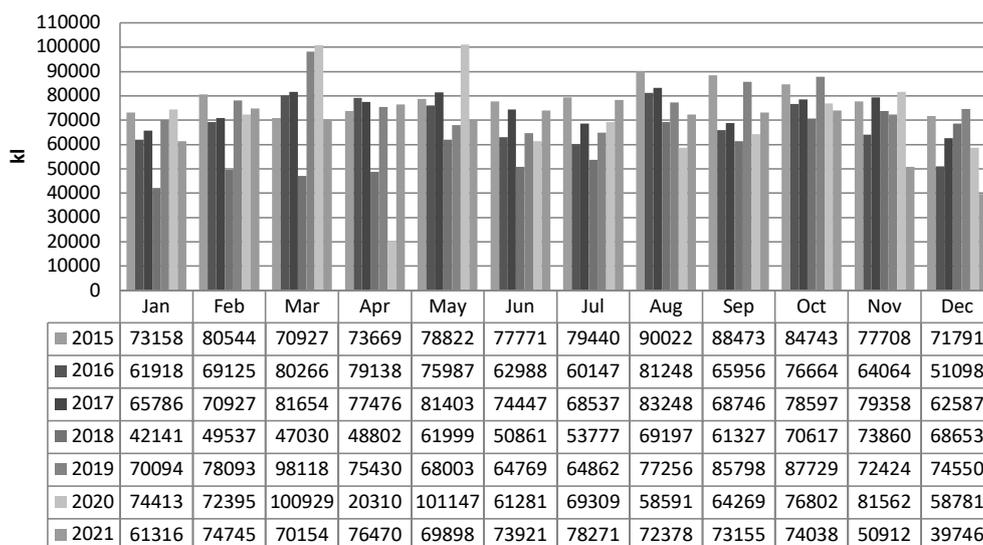


Figure 3: UJ total water consumption comparison from 2015 to 2021

WASTE MANAGEMENT

An analysis of the different types of waste generated in the reporting year is depicted below, while Table 21 provides an overview of total waste generation compared to recycled waste. Interestingly, Table 22 makes it clear that, in 2021, UJ recycled a substantially larger percentage of its total waste generated – which is admirable, but it must be noted that the absolute amount of waste increased after the very reduced value in 2020 but has not yet reached the pre-pandemic levels of 2019.

Table 21: Different types of waste recycled from January 2011 to December 2021

Month	Com Paper	White Paper	Plastic	Cans	E-Waste/ F-tubes	Card Boxes	Glass	Scrap Metal	Wet Waste	Garden Refuse	TOTAL	%
Total 2011	22.452T	26.934T	26.689T	13.742T	0.14T	37.427T	28.74T	29.803T	0	0	188.71T	3,9%
Total 2012	42.385T	41.505T	18.797T	9.45T	1.7T	56.417T	30.38T	11.108T	7.671T	0	288.27T	8,1%
Total 2013	39.46T	40.142T	18.028T	10.005T	1.21T	37.805T	18.793T	7.364T	14.2T	136.5T	416.63T	17,64%
Total 2014	40.088T	36.855T	19.615T	9.964T	1.44T	48.274T	13.93T	6.768T	36.22T	325.5T	538.7T	34,75%
Total 2015	31.579T	51.725T	20.335T	7.117T	0.17T	63.932T	31.521T	4.071T	15.16T	329.14T	506.51T	28,55%
Total 2016	53.681T	21.877T	34.056T	6.347T	0.11T	52.574T	16.218T	17.048T	18.68T	293T	513.6T	28,89%
Total 2017	40.667T	17.526T	42.149T	8.189T	6.08T	59.824T	27.062T	0.552T	4.61T	250.98T	456.66T	19,56%
Total 2018	37.016T	45.997T	44.592T	5.5515T	1.91T	40.346T	5.102T	1.34T	8.82T	263.14T	521.48T	22,54%
Total 2019	32.614T	43.121T	25.062T	5.908T	3.385T	41.16T	47.057T	4.051T	15.23T	407T	625.33T	33,65%
Total 2020	21.63T	17.98T	12.68T	2.58T	2.72T	31.58T	19.77T	10.26T	30.66T	524T	673.86T	47,81%
Total 2021	13.952T	17.34T	6.31T	1.408T	3.112T	23.877T	22.317T	14.194T	12.506T	780T	895.016T	51,16%

Table 22: Waste generated versus waste recycled – 2011 to 2021

Year	Generated	Recycled	Percentage recycled
2011	4 838.48	188.71	3,9%
2012	3 559.19	288.27	8,1%
2013	2 361.88	416.64	17,64%
2014	1 551.27	539.71	34,79%
2015	1 773.81	506.52	28,56%
2016	1 818.89	513.60	28,24%
2017	2 333.52	456.66	19,57%
2018	2 312.87	521.48	22,55%
2019	1 858.48	625.33	33,65%
2020	1 409.30	673.86	47,82%
2021	1 749.37	895.02	51,16%

CONCLUSION AND WAY FORWARD

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

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

During 2022, the first UJ Sustainability Report using the methodology for environmental reporting (specifically the G4 Sustainability Reporting Guidelines of the global reporting initiative) will be published, and this will allow a more complete review of environmental impacts of areas sometimes invisible to sustainability reporting (such as excessive paper usage). The previously reported initiative will be implemented to report via an effective tenant model for energy and resource usage, and unit-based reporting will become the standard reporting tool in the medium term. This will normalise results for the changing demographics of UJ in terms of the growing residential student population and the increased tenancy of the energy intensive STEM faculties.

The focus areas for 2022 will be to expedite further sustainability projects, such as the third phase of solar photovoltaic installations on the APK, DFC and SWC Campuses, as well as the replacement of geysers with more efficient reverse heat pump solutions in the larger residences. An electric bus initiative will be launched in 2022 and this will affect some of the performance figures positively. Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with emphasis on renewables, including solar and natural gas, and further technology advancements within sustainability in terms of the new building programmes.



André Nel (Prof)

Executive Director: Operations



André Swart (Prof)

Chief Operating Officer



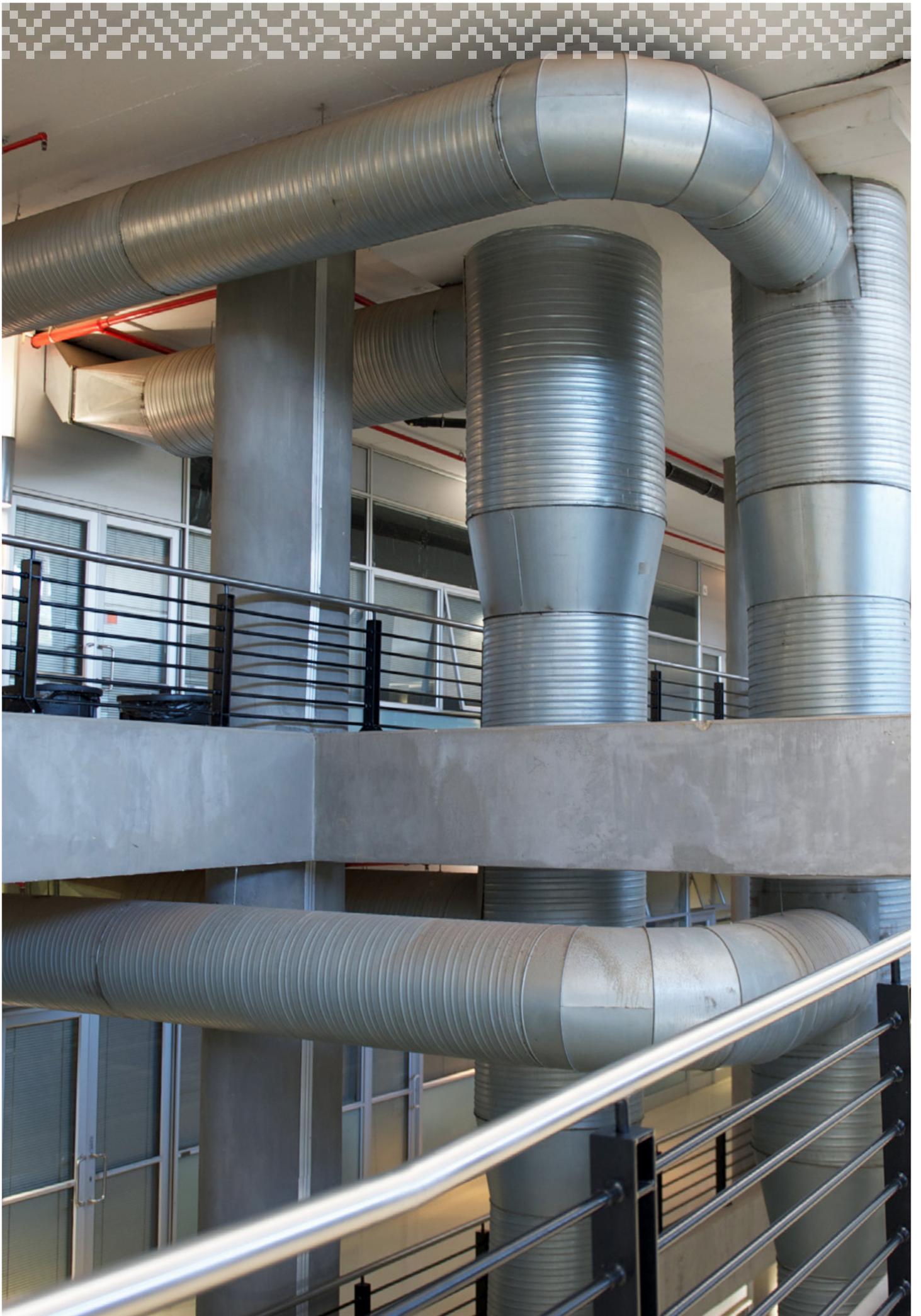
Tshilidzi Marwala (Prof)

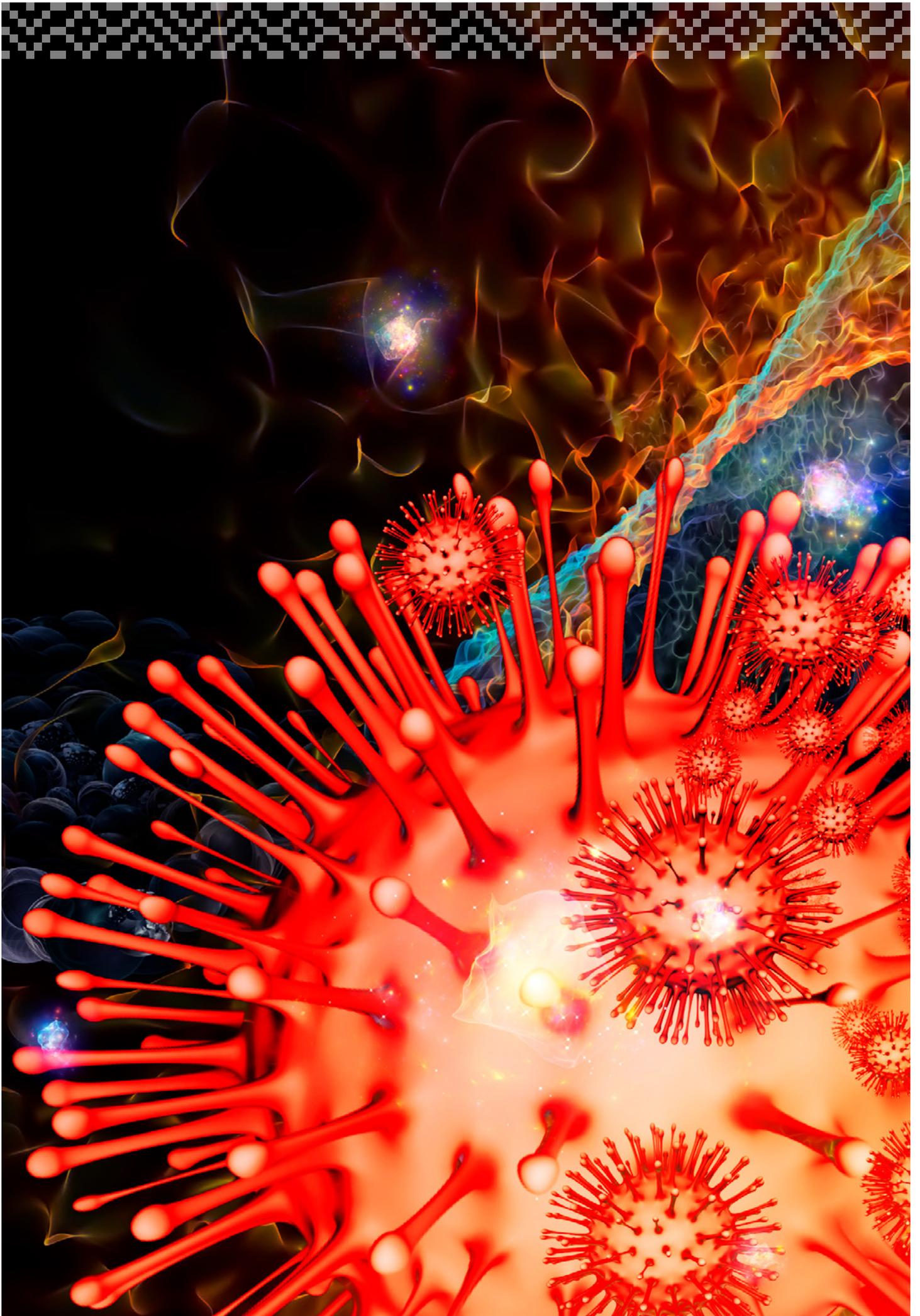
Vice-Chancellor and Principal

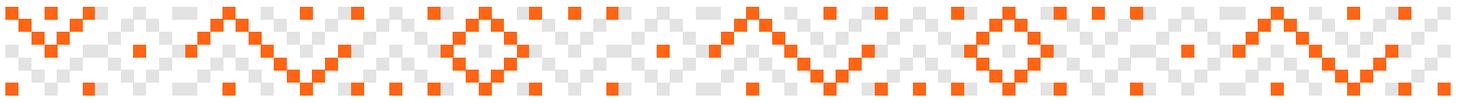


Mike Teke (Mr)

Chairperson of Council







Occupational Health and Occupational Safety

PURPOSE AND STRUCTURE OF THIS REPORT

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2021. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

OVERVIEW: FUNDAMENTALS AND FOUNDATIONS

The UJ Health and Safety Model

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

Structures at UJ responsible for Occupational Health and Safety

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

Nature and scope of collaboration between OSD and OHP

The independent management of the two units at UJ allows for specialised assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. However, collaboration between the two units in addressing joint themes is entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

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

Ethical framework

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

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

Legal framework

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

COVID-19 pandemic: The OHP is managing and updating reports submitted to the National Institute for Occupational Health (NIOH). NIOH requires a register detailing those in the UJ community who tested positive, vulnerable employees, recoveries and those screened.

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 and regulations on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning and evacuation control, contractor safety, asbestos and radiation control, and legal training.

Occupational safety risks requiring certification

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

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure 4. Risk assessment, disaster risk and event risk appear in both fields, because they are evaluated for risk from both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team, or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise and extraction ventilation are included as indicated per environmental exposure potential. Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Operations, Occupational Safety and with the relevant HOD for implementing.

The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Operations and the Occupational Safety Department. The Safety Management Programme consists of safety policy, legal appointments, safety



Figure 4: UJ health and safety programmes

meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, radiation and asbestos management. The Safety Management Programme is updated when risk is reported, or when risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure and flow tests audit is conducted annually. Ad hoc audits are conducted as risks are identified.

Key risks addressed at the Occupational Safety Department

- QK pump room repairs completed; pump room in full operation.
- Emergency doors repaired at Ndlovukazi residence.

- Non-return valve repaired in APK pump room.
- Gas leak repaired at C Lab second floor.
- Motherboard of fire panel replaced at SACA.
- Magnolia hydrant system linked to PC board.
- Retardant material installed at Ukhamba building.
- Main fire sounder repaired at the FADA building.
- New Bello fitted at the APK pump room.
- Damaged fire doors at Robert Sobukwe and Bram Fisher replaced.
- Funda UJabule School additional 9 kg fire extinguishers installed.

Fire detection – fire panel at Ukhamba Building repaired.

- Escape doors at Oppierif, Cornerstone, and Magnolia repaired .
- Gas lines at D Lab replaced.
- Gas line at Student Centre repaired.
- Gas line to the Student Centre and residences replaced.
- Fire alarm deviations corrected at Kopano residence.
- Defect on the shower doors at Kopano residence causing slippery floors repaired.
- Exhaust fiberglass covers at APK pump room replaced.
- Pumps replaced at JBS pump room.
- Alarm at Con Cowen replaced.
- Gas line repaired at meter box; COC issued.
- Escape door at Kilimanjaro repaired.
- Fire panel upgraded at Hector Petersen.
- New emergency escape door at Melrose Place linked to the fire panel.
- Emergency doors at Cornerstone residence Block D and Block B repaired.
- Gas line work at C Lab and D Lab completed.
- Major water leak on APB Campus repaired.
- C Lab fire panel repaired.

Key risks addressed at the Occupational Health Practice in 2021

The UJ qualitative Occupational Health risk profile was updated to reflect the 2021 status, based on all health risk assessments conducted on all campuses.

Medical surveillance

The medical surveillance target for 2021, for all four campuses combined, was 882 according to the health risk assessment findings. However, the combined number of medicals achievable, in terms of available personnel, stood at 620; this left a total of 262 medicals outstanding. The highest difference was on DFC, with 79 outstanding medicals. During 2021, 633 medicals of this target were completed on all four campuses; this higher than anticipated total was achievable due to the number of COVID-19 infections decreasing significantly during the third quarter of the year.

Radiation

Radiation dosimetry results displayed no deviations beyond reference ranges – thus there was no occupational overexposure of radiation to workers at UJ.

Food safety monitoring

The housekeeping, maintenance and microbiological food audits are done by a contracted food audit company once per quarter within the UJ Student Centre food outlets. The set standard for UJ Food safety is 90% on the above components audited and a minimum international criterion of 85%.

Food safety audits were completed in March, June, September, and November 2021. The overall food safety score was 95%, with a microbial overall score of 97% and a housekeeping and maintenance score of 76%. Corrective measures were communicated to the food outlet owners regarding housekeeping and maintenance.

Table 23: Occupational safety risk stratification and controls

OCCUPATIONAL SAFETY	
RISK	CONTROL
LOW RISKS	CONTROL PROCEDURES
1. Fire alarm system at the JOB, reports not in line with numbering of call points.	Process 90% complete.
2. Vandalism of foot operating hand sanitizers.	Regular inspections, welding of holders.
MEDIUM RISKS	CONTROL PROCEDURES
1. Servicing of fume hoods.	New service provider to be appointed. Deviations discussed at the Faculty of Science safety meetings.
2. Damage to fire escape doors at JOB.	New push bars to be installed.
HIGH RISKS	CONTROL PROCEDURES
1. Installation of addressable fire alarms at all residences. Of the 29 residences, only six residences have fire alarms installed.	Installation of fire alarms at six residences PO Number 429987 – R4 879 686.10 Installation of fire alarms at 16 student residences PO number 436286 – R9 984 466.
2. Fire water tanks not in operation due to old fire water lines; major water leak at APK Library.	Ongoing repairs on fire water lines.
3. Storage of chemicals in the John Orr Building Doornfontein Campus <ul style="list-style-type: none"> • Applied Chemistry • Applied Physics • Biomedical Technology • Biotechnology and Food Technology • Chemical Engineering • Emergency Medical Care • Extraction Metallurgy • HAP Lab • Homoeopathy Department • Laser Research Centre • Water and Health Research 	Installation of chemical cabinets at the laboratories JOB PO number 438951 – R3 565 431.19

Event medical risk assessment and resourcing

The only events managed by the OHP were those in the registration period. There were minor incidents reported related to student protests. These were managed appropriately with support from ER24 and Protection Services. Most events were suspended due to COVID-19.

Medical response to disaster and ER24 rollout

The ER24 Emergency Medical Care contract was activated in April 2018, and since then, comprehensive induction, orientation and awareness interventions have been completed, resulting in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control Rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective. The Occupational Health Practice enabled a comprehensive, professional COVID-19 screening service at UJ access points during the first return of staff and students to campuses.

Travel medicine

A significant increase in official travel was noted in the third quarter of the year after COVID-19 restrictions were lifted. In total, 68 travel health risk assessments were conducted for employees undertaking official international and national trips.

OHP Campaigns

Influenza Vaccination campaign

This was initiated from 23 April to 21 May 2021. The campaign was a success, with 254 employees opting to vaccinate on campus. The OHP saved on costs by working in collaboration with local pharmacies, which facilitated the billing process via the employee's medical aid scheme.

November campaign

Owing to the significant drop in the number of COVID-19 infections in the last quarter of the year, an invitation was extended to UJ male employees above the age of 35 to have a complimentary PSA blood test. In total, 181 staff members benefited from screening for prostate cancer in the November 2021 campaign.

Contact sessions

Consultations carried out by Occupational Health Nurse Practitioners totalled 5 670, which included COVID-19 positive and quarantine case follow-ups and consultations by the Occupational Medical Practitioner, both on- and off-site.

HEDA repository for all UJ health risk assessments since 2005

The OHP dashboard on the HEDA system has been developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports are accommodated on the site and are accessible to internal stakeholders. Graphics reflect performance on legally required medical surveillance targets. Health risk assessments and medical surveillance answer to the legal mandates of this portfolio. Refinements towards the five remaining key areas in the portfolio are currently under way.

UJ Occupational Health risk profile

The established composition of a qualitative UJ Occupational Health risk profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings. The profile is updated as new health risk assessments become available and can be viewed on HEDA.

Health risk assessments, including at outlying venues

The occupational health risk profile was refined in December 2020 after three years of data collection. The proportion of high risks decreased from 37% in 2018 to 16%. Moderate risks rose slightly, and low risks increased significantly from 31% to 45%. The overall health risk trend therefore was towards lower risk. The relatively higher number of moderate and especially of low risks could be ascribed to unceasing risk identification, reporting and mitigating efforts. DFC remained the campus with the largest number of high risks, followed by APK.

In total, 97 risks were identified and ratings of high, moderate, or low risk allocated. The campus presenting with the most risks overall was DFC at 41, followed by APK at 29, SWC at 14, APB at 8 and outliers at 4.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare are followed on various platforms.

RISK REPORTING

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

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all risks identified. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department

Fitness for global excellence and stature

- Overall staff trained on health and safety matters – 136; target 400 (34%).
- Staff members inducted on emergency procedures – 246; target 1 000 (24,6%).
- Number of health and safety reps appointed – 14.
- Number of fire marshals appointed – 28.
- Number of first aiders appointed – 29.
- Number of new staff members inducted on emergency procedures – 59.
- Number of fire related incidents reported from January 2021 – 9.
- Total number of injuries reported – 23.
- Evacuation drills conducted in 2021 – 2.
- Off-campus student accommodation evaluated/re-evaluated.
- 13 Health and Safety reps meetings conducted.
- The safety practitioners conducted 72 safety inspections; completed 22 surveys.
- 48 risk assessments completed; 5 external audits.
- 245 students inducted on emergency protocols.
- 15 contractor site inspections.
- 8 contravention notices issued to the contractor.
- Total waste generated 1 749.368T; total waste recycled 895.026T (51,16%).
- Total hazardous waste generated 22.85T; total hazardous waste recycled 4.68T (20,48%) (fat waste, wet waste, cartridges and fluorescent tubes).

2022 targets

- Achieve overall occupational safety compliance rate of 86%.
- Ensure recycling figures – target 40%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection Services staff on first aid and firefighting.
- Train 500 staff members annually on safety related matters.

2025 targets

- Overall occupational safety compliance rate 88%.
- Recycling figures – target 45%.

Occupational Health Practice

Short- and medium-term initiatives

- Compliance with two legal mandates
 - Health surveillance of UJ staff is undertaken to prevent the impact of occupational stressors on health, such as chemicals, biological agents, physical stress, noise and radiation. We conduct lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.
 - Occupational Health Risk Assessments and Occupational Hygiene surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.

* ■ Surveillance and preparation for global/local emerging communicable diseases such as Coronavirus-related disease, Malaria, Influenza, Polio, and Ebola Viral disease.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers in Occupational Health, the Medichem Scientific Committee, legislative reviews for Technical Committee 7 in the Department of Labour, and consistent contact with the International Commission for Occupational Health.

- Innovative introduction of digital health technologies in the UJ Occupational Health Practice’s system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.

COVID-19 INTERVENTIONS

Occupational Health Practice

Response to pandemic

From the beginning of 2021, UJ experienced a resurgence of COVID-19 cases, which had a great impact on the functions of OHP. The total number from the UJ community who contracted COVID-19 stood at 834; 21 employees contracted the virus at work, with 19 known COVID-19 deaths since the beginning of the pandemic in 2020.

Many of the OHP’s normal functions had to be put on hold while the OHP was actively involved in UJ’s response to COVID-19, which included:

- COVID-19 cases reported to Campus Health Services (CHS) through uLink self-reporting, by HODs or staff members who came to know about positive cases.
- Telephonic follow-up with all positive cases and those in isolation for 10-14 days. Close contact tracing commenced immediately after receiving notification of a positive case.
- All reported COVID-19 positive and close contact registers were recorded, and progress reported daily.
- COVID-19 daily statistics were recorded and updated daily on the uLink dashboard to enable the UJ community to track the UJ positivity rate and the effects of COVID19 on the University community.
- A weekly report on the COVID-19 infection rate was provided to the Executive Committee of the COVID-19 Coordination Committee (CCC) with a subsequent report provided to the CCC bi-weekly.
- OHP provided online health education regarding COVID-19 related matters, including the COVID-19 vaccination promotion. Where possible and safe, small groups attended the sessions, in particular the grounds and service staff.
- OHP ensured compliance with external reporting by submitting reports weekly to NIOH. The reports included the following registers:
 - Screening for symptoms
 - Vulnerable employees
 - Positive cases
 - Recoveries
- Employees who contracted COVID-19 in the line of duty were reported to the Workman’s Compensation Commissioner with assistance from the Occupational Safety Department. In total, 21 cases have been reported since the beginning of the COVID-19 pandemic.
- A COVID-19 vaccination self-disclosure link was created together with the Centre for Academic Technologies (CAT). Employees and students can self-disclose after receiving their vaccines. Having the vaccination statistics will assist UJ with our reintegration planning.

Occupational Safety Department

Response to the pandemic

Table 24: Response to the pandemic

COVID-19 signage installed	Foot sanitizers installed	Waste boxes placed	COVID-19 waste removed	Contractors’ safety files approved	Tenants’ safety files approved	Risk assessment completed	Reports to the Deputy Director Environ Health	Positive cases reported to COVID
2 525	980	190	375,2 kg	155	20	52	50	19

CONCLUSION

Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. This has resulted in a merged synopsis on Occupational Health and Safety at UJ for the past five years. In addition, the record of achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature units with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two units assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor. Their value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and health of persons entering the premises to detect risk early and to institute mitigators. This has proven especially effective in the institutional response to the COVID-19 pandemic, and will doubtless continue to be of significance as the pandemic develops further.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. In terms of the chosen Occupational Health and Safety model, UJ is maintaining a position of leadership among peers in higher education.



Kobus de Bruyn (Mr)
Head: Occupational Safety



Miranda Tshabangu (Sr)
Head: Occupational Health Practice

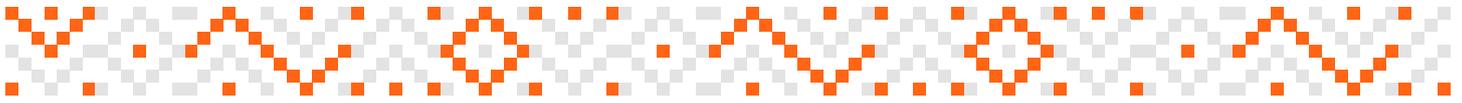


André Swart (Prof)
Chief Operating Officer



Kinta Burger (Prof)
Registrar





Academic Teaching and Learning

OVERVIEW AND STRATEGIC FOCUS

The University of Johannesburg's (UJ) strategic directions are encapsulated in its Strategic Plan 2025, the current version of which covers the years 2014–2025. While its six strategic objectives span a wide range of areas of activity, Strategic Objective Two focuses on achieving excellence in teaching and learning. More specifically, this means contributing to the increasing stature of the University through becoming recognised for offering quality higher education programmes to a large and diverse study body. Attention to curriculum renewal ensures that its programmes are relevant in terms of the socioeconomic context of South Africa, and that they prepare graduates adequately for the Fourth Industrial Revolution (4IR). As a comprehensive university, UJ offers academic programmes ranging from undergraduate diplomas that are closely allied to the world of work, to pure and applied research-based doctoral qualifications. UJ's academic programmes are also informed by its growing research production and undergirded by an emphasis on the scholarship of teaching and learning.

In 2021, UJ's teaching and learning activities continued to advance the following aims:

- To provide intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century.
- To achieve 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.
- To foster outstanding achievements across our diverse student body.
- To maintain a steady overall enrolment capped at approximately 50 000 students, with an increasing proportion of postgraduates, significant proportions of international students and students from Quintile 1 and 2 schools.
- To apply a continuous and intense focus on student success, on reducing dropout and increasing the programme throughput rate.

TEACHING AND LEARNING POLICIES

The Teaching and Learning Policy (2016, revised 2021) of UJ gives effect to the University's strategic objective to foster excellence in teaching and learning. The University's vision and mission as an African university "dynamically shaping the future" and "inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge" underpin the commitment to excellence in teaching and learning. The purpose of the Policy is to inform the development and implementation of all teaching and

learning activities and initiatives to enable the achievement of the University's commitment to excellence in teaching and learning.

The Policy's provisions cover decision making on teaching and learning, in general, enhancing institutional capacity to address teaching and learning challenges, curriculum development, the professional development of academics as teachers and interventions to enhance student success and throughput.

A number of other UJ policies and regulatory documents have relevance in this domain:

- Academic Programme Policy
- Academic Regulations
- Admission Policy
- Assessment Policy
- Certification Policy
- Development and Evaluation of Learning Material Policy
- Enrolment Plan
- Faculty Rules and Regulations
- Framework for the Professional development of Academic as Teachers
- Language Policy
- Peer Evaluation Framework
- Policy on Higher Degrees and Postgraduate Studies
- Policy on Work-integrated Learning and Service Learning
- Policy on Recognition of Prior Learning
- Policy on People with Disabilities
- Policy on Work-integrated Education
- Quality Promotion Policy
- Short Learning Policy
- Staff Development Policy
- Teaching and Module Evaluation Policy
- UJ Programme Review Manual
- UJ Online Policy Framework

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The domain is supported by three divisions, headed respectively by the Senior Director: Academic Development and Support, the Senior Director: Division of Teaching Excellence, and the Senior Director: Division of Institutional Planning, Evaluation and Monitoring, all of whom report to the DVC: Academic. The Deputy Vice-Chancellor: Research and Internationalisation (R&I) has oversight over postgraduate studies, internationalisation and the library, which all play major roles in teaching and learning. The DVC: R&I is supported in this domain by the Executive Director: UJ Libraries, the Senior Director: Postgraduate School and the Senior Director: Internationalisation.

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. In the teaching and learning domain, this entails oversight over registration, the academic programme structure, academic rules and regulations, and the committees that relate to teaching and learning, such as Senate and Senate Committees.

Senate and Senate Committees

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

Three of the Senate Committees are pertinent to teaching and learning, namely the Senate Executive Committee, the Senate Higher Degrees Committee, and the Senate Teaching and Learning Committee.

Academic architecture

The following academic College, Faculty and School structures are operational:

- College of Business and Economics (CBE)
- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science
- Johannesburg Business School (JBS)

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).

PERFORMANCE IN THE TEACHING AND LEARNING DOMAIN 2021

In the teaching and learning domain, the Strategic Plan 2025 monitors enrolment targets, relevant programme and curriculum development, international collaboration, student achievement through various success and output indicators, graduate employability, and scholarly output on teaching and learning.

2021 enrolment monitoring

In 2021, the goals underpinning the enrolment plan were to stabilise undergraduate enrolments, keep distance enrolments at the 2% mark, achieve a total headcount of 50 191, achieve a UG:PG ratio of 79:21, and a CESM distribution of 35% for SET and 37% for Business and Management.

The University performed very well in terms of enrolment in 2021 at both the undergraduate and postgraduate levels. This may partly be attributed to an earlier start to the academic year than most tertiary institutions in the country, which allowed the University to attract many potential students at an early stage. There was a marginal over-enrolment at the undergraduate level, mainly in continuing students. The extended registration period facilitated more continuing students registering.

Overall, the University's headcount of 50 591 was 1,4% above target, which is well within the 2% deviation allowed for by DHET. Total headcounts increased by 2 062 (4,2%) from 2020, with 989 of those at postgraduate level. Undergraduate degree headcount enrolments were 196 (0,7%) above target, while the undergraduate diploma headcount was only 6 (0,1%) above target.

Postgraduate enrolment at 10 858 was above the target of 10 570, such that the proportion of undergraduate to postgraduate shifted in line with strategic intentions to a better-than-target 78.5:21.5.

The PG below master's headcounts increased by 447 (11,4%) from 3 936 to 4 383, but the headcount was still 22 (0,5%) below the target. The master's headcount increased by 9,5% from 4 362 to 4 778, 203 (4,4%) above target. The doctoral headcount increased by 8% from 1 571 to 1 697 and exceeded the target by 107 (6,7%).

In the distance category, headcounts grew by 61,2%, from 881 to 1 420 in 2021. The growth was expected, with the actual target being exceeded by 323. This attendance mode has shown continued growth from the pilot phase in 2017, when the total distance enrolment was only 13 students.

In terms of CESM distribution, SET accounted for 34,3% of the enrolment, Business and Management for 37,6%, Education for 9,1% and Humanities for 19%.

The overall quality of the student intake in 2021 was also higher, given that the number of first-time entering students with an APS \geq 35 (including Life Orientation) increased from 4 408 to 5 139, to reach 52,2%, and the number qualifying for the UJenius Club also increased significantly. The UJenius Club is a Vice-Chancellor's initiative to acknowledge outstanding academic performance by undergraduate students and to offer members additional opportunities for intellectual and professional development.

Initiatives to support the strategic objectives in teaching and learning

There was significant growth in the number of academic initiatives advancing 4IR, in continuing education programmes and in the number of teaching and learning initiatives using technological innovation. Altogether, there were 55 new initiatives in 2021 to bring the total to 140 since 2019. More information on these initiatives is contained in the section on the Division for Teaching Excellence.

Triggering innovation among academics, fostering new practices in teaching, learning, assessment and curriculum, and thinking through new ways of 'being' and 'doing' remained central to the work of divisions supporting teaching excellence in 2021. The continuing pandemic provided a prime opportunity for deep reflection on teaching and learning practices, enabling academics and support divisions to draw on the lessons of the 2020 emergency remote teaching and learning and to respond in more agile and student-centred ways. UJ adopted a broad definition of hybrid learning that fused the two components of blended learning: (i) traditional face-to-face teaching, and (ii) student learning through the electronic and online media in a way that ensured that they were complementary. This has laid the foundation for new forms of blended learning at UJ with a strong emphasis on social justice and with the UJ values guiding change.

By the end of 2021, 7 549 students had completed the online Artificial Intelligence in the 4IR module since its inception in 2020, while a cumulative 23 240 had completed the African Insights module. More information on these programmes and other academic development and support activities is contained in the section on Academic Development and Support.

Student success

The quality of teaching and learning improved overall, according to the relevant indicators. The module success rate for 2020, reported in 2021, at 89,2%, was excellent (Figure 5), and for 2021 at 87,5% it was also high (Figure 5). Undergraduate throughput was also better than in the previous year, with 44,7% of the 2019 cohort completing a three-year undergraduate qualification in minimum time (Figure 5). Undergraduate dropout at 11% was better than the target of 12,5% (Figure 5). UJ staff reflection on teaching and learning was also healthy, as the number of publications on the scholarship of teaching and learning at 186 was much higher than the target of 160.

An area for potential improvement is the employability of graduates, although this is also reflective of a worsening economic context in the wake of the COVID-19 pandemic. The indicators from survey data show that graduates are taking slightly longer to secure employment than in previous years. Conversely, the number of graduates who are self-employed rose in 2021.

Focus Area: Outstanding achievements across our diverse student body									
KPA: Excellent student success rates, retention, graduation output and progression to postgraduate study.									
		Year N							
		2017 ⁽¹⁾	2018 ⁽¹⁾	2019 ⁽¹⁾	2020 ⁽¹⁾	2021		2022	
						Actual ⁽¹⁾	Target	Actual ⁽²⁾ as on 4 April 2022	Target
KPI 34	UG module success rate (n-1) (%)	85.4%	85.7%	85.6%	85.8%	89.2%	85.8%	87.5%	88.0%
KPI 35	UG dropout rate in year 2 (n: n-1 cohort) (%)	15.7%	13.0%	12.2%	11.0%	11.9%	12.5%	11.0%	12.0%
KPI 36	a. Percentage mainstream students completing 3-year UG qualifications in minimum time (n-1: n-3 cohort) (%)	35.3%	38.2%	38.8%	40.2%	42.5%	39.0%	44.7%	42.8%
KPI 36	b. Percentage mainstream students completing 3-year UG degrees only in minimum time (n-1: n-3 cohort) (%)	37.5%	40.9%	41.5%	41.5%	43.4%	39.0%	44.5%	43.6%
KPI 37	a. Total graduation rate (n-1) (%)	24.8%	25.8%	27.1%	27.9%	26.9%	26.2%	25.6%	26.4%
KPI 37	b. Total graduate output (n-1) (#)	12 770	13 004	13 724	14 099	13 035	12 710	12 926	13 371
KPI 38	a. UG graduation rate (n-1) (%)	22.5%	23.5%	25.4%	25.9%	24.5%	24.5%	22.4%	24.5%
KPI 38	b. UG graduate output (n-1) (#)	9 791	9 969	10 566	10 681	9 458	9 212	8 875	9 739

⁽¹⁾ Audited HEMIS figures.

⁽²⁾ Student output indicators relating to the 2021 academic year are currently in the process of finalisation.

Figure 5: Key output indicators

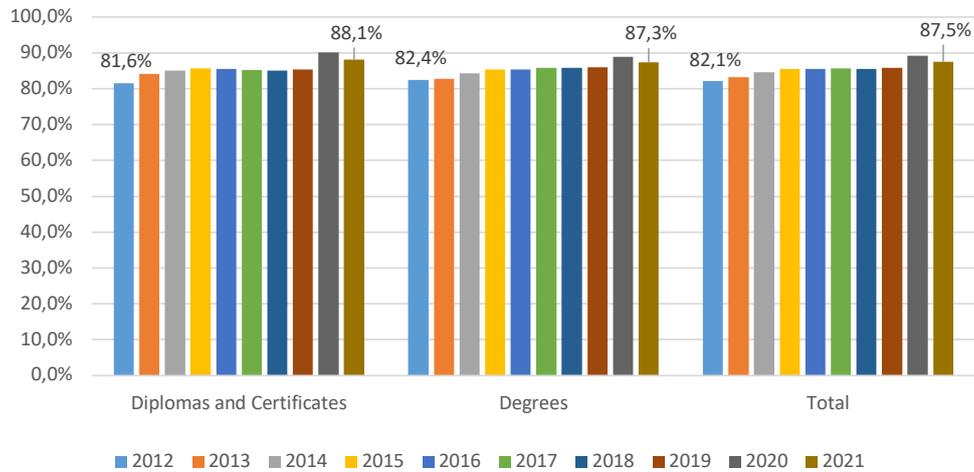


Figure 6a: Undergraduate module success rates 2015-2021

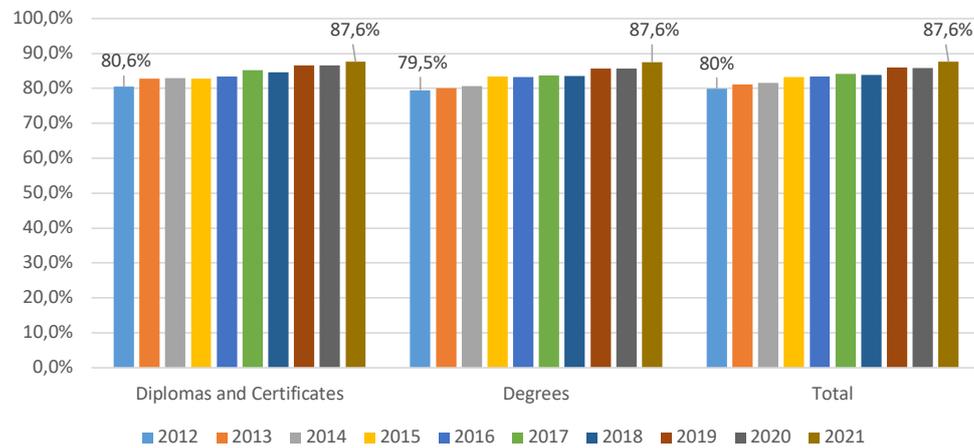


Figure 6b: Module success rates of first-time entering students 2012-2021

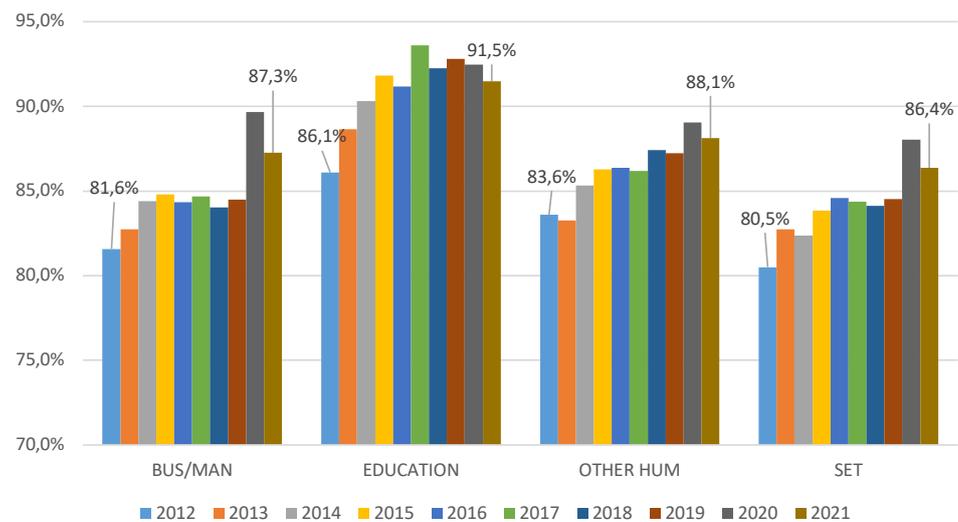


Figure 6c: Undergraduate module success rates per CESM 2012-2021

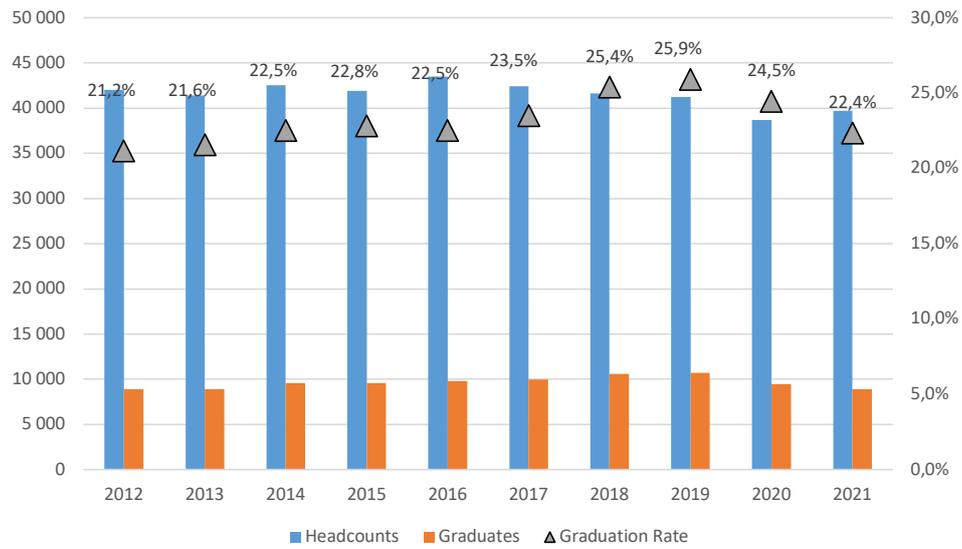


Figure 7: Undergraduate headcounts, graduate outputs and graduation rates 2012-2021

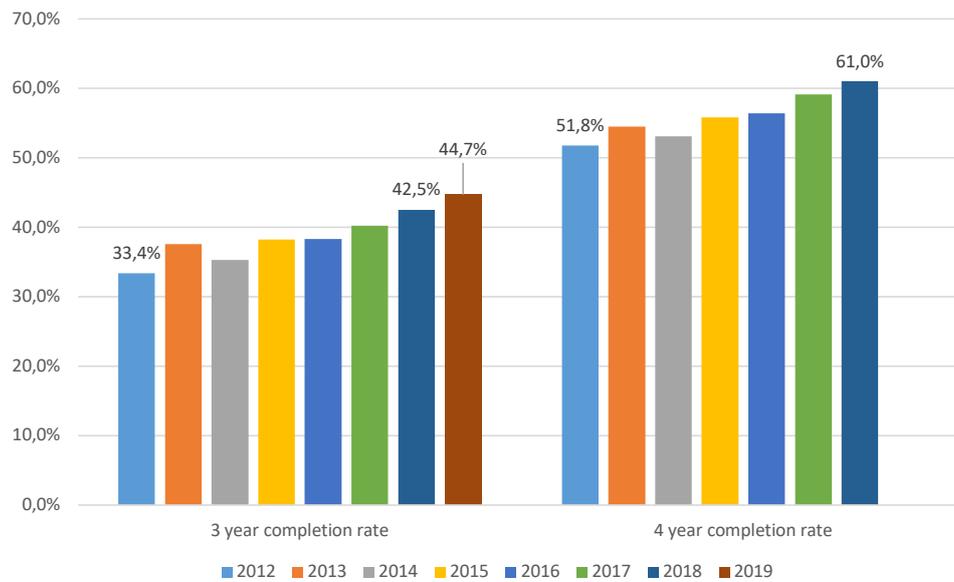


Figure 8: Cumulative completion rates for three-year undergraduate programmes: 2012-2019 cohorts

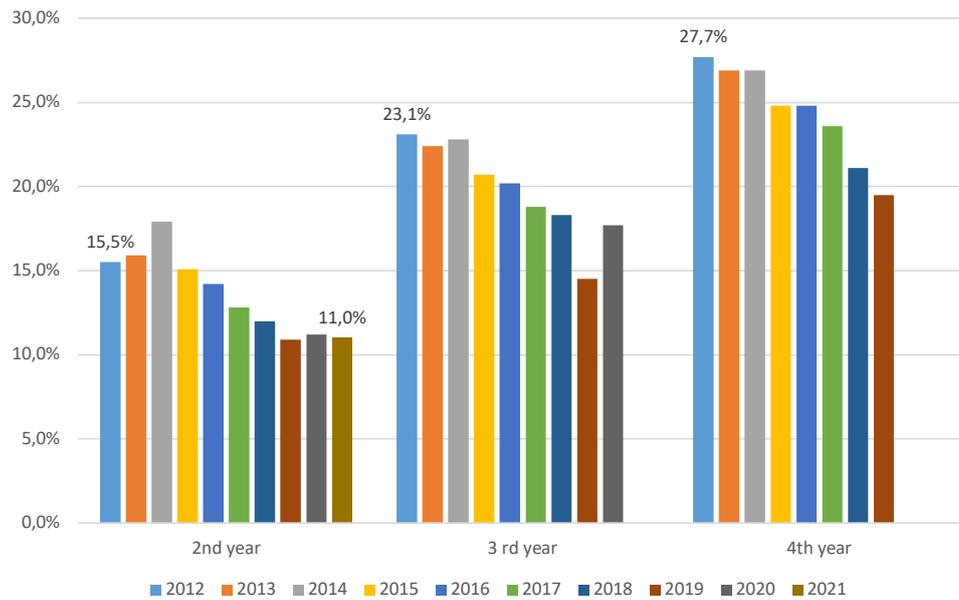


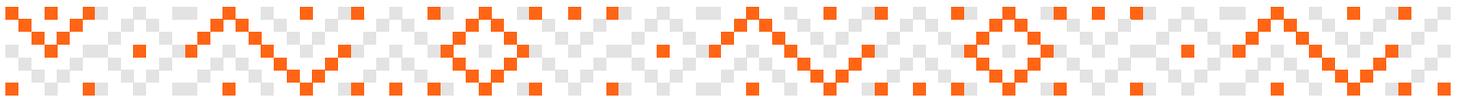
Figure 9: Cumulative undergraduate dropout rates: 2012-2021 cohorts

CONCLUSION

The above report has indicated that 2021 was a very good year in terms of teaching and learning. Upward trends are observable for most of the relevant indicators, suggesting that the many interventions detailed in the following sections to improve the quality, efficiency and effectiveness of teaching and learning together are having some impact.

The Division of Academic Development and Support (ADS), the Division for Teaching Excellence (DTE), and the Division for Institutional Planning, Evaluation and Moderation (DIPEM) each makes, in a variety of ways, a substantial contribution to the academic teaching and learning project and to the success of our students.

Letlhokwa Mpedi (Prof)
Deputy Vice-Chancellor: Academic



Academic Development and Support

OVERVIEW

The Division of Academic Development and Support (ADS) supports initiatives to provide a rich academic experience for undergraduate students at the University of Johannesburg and to maximise retention, success, and throughput. Our focus is on reducing dropouts and improving the module pass rate and the degree throughput rate. ADS aims to provide cutting-edge initiatives, including psychosocial support to enhance students' personal environments, provide academic interventions to maximise learning opportunities, and encourage the innovative use of academic technologies. We aim to become a leading teaching and learning student support division nationally. Our collective institutional goal is to develop confident and passionate graduates – intellectuals, professionals, ethical and responsible citizens, and innovators.

The Academic Development Centre (ADC), the Centre for Academic Technologies (CAT) and the Centre for Psychological Services and Career Development (PsyCaD) again played critical roles in supporting academics and students with the challenges of remote teaching and learning in 2021. The undergraduate degree success rate, the principal barometer of overall undergraduate achievement, has steadily increased since 2014. However, the 2020 degree success rate was an anomaly that could be explained in a number of ways: (i) During lockdown and with everything online, there was a complete focus on students and their teaching and learning needs; (ii) Students spent more dedicated time during the lockdown on learning activities (despite many challenges); (iii) The 2020 Academic Regulations underwent several changes: exam entry requirements were lowered from 40% to 30%; weightings in the semester mark (SM) and examination mark (EM) were changed; some semester modules were converted to couplet modules or to year modules; assessments changed from the traditional examination model to a continuous assessment model, and prerequisites for progress from Semester 1 to Semester 2 were waived where academically possible. The 2021 degree success rates provide a 'correction' in this regard (see Table 25).

Enhancing student support 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 to this continuous effort.

ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC is a Centre consisting of three units: ADC Access, Academic Development and Innovation (ADI), and the Academic Literacies Unit (ALU). In addition, the coordinator of the UJ First Year Experience (FYE) and Senior Student Experience (SSE) is situated in ADC. The South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition, an independent entity, is housed and managed by ADC. Throughout 2021, ADC stepped up to the challenges posed by COVID-19 and the ever-changing nature of online student support.

Table 25: Undergraduate success rate

	2016	2017	2018	2019	2020	2021	2021 relative to 2020
Diplomas and Certificates	85,5%	85,2%	85,1%	85,3%	90,2%	88%	-2,2%
Mainstream	85,2%	84,8%	84,5%	84,6%	90%	87,5%	-2,5%
Extended	87,4%	87,5%	88,2%	88,7%	91,3%	91%	-0,3%
Degrees	85,4%	85,9%	85,8%	86%	88,9%	87,2%	-1,7%
Mainstream	85,5%	86%	86,1%	86,1%	89,1%	87,6%	-1,6%
Extended	84,4%	84,8%	83,8%	84,9%	87,6%	85%	-2,6%
Overall module success rate	85,4%	85,7%	85,6%	85,8%	89,2%	87,4%	-1,8%

ADC contributed to all the UJ strategic objectives by supporting undergraduate student success in various ways. It specifically contributed towards UJ's Strategic Objective Two (Excellence in teaching and learning) as this relates directly to the core business of ADC. Contributions were also made to Strategic Objective Three (International profile for global excellence and stature) through the English Language Programme (UJELP) as well as the work of SANRC.

Ensuring student success

The On the Go: SOS (Student Online Success) Module and Find-Your-Way website

In 2021, ADC created a virtual bouquet of bite-sized resources for students in both literacies and learning development. These well-used resources included reading and writing strategies, time management and online exam preparation skills. These resources can be accessed at the *On the Go: SOS (Student Online Success)* Blackboard module.

The publicly available UJ Find-Your-Way website aims to assist UJ students in finding their way at UJ. This website was continually updated to ensure usability and accessibility, with just-in-time information (<https://findyourway.uj.mobi/>).

The UJ Integrated Student Success Initiative (ISSI)

The ISSI is a student success initiative that aims to impact student success at UJ in terms of module pass rate, degree completion rate, and dropout rate, with a data-informed process for the most extensive impact on student success. The Academic Development Centre (ADC) works closely with the Centre for Academic Technologies (CAT) and other support services, in conjunction with the eight Vice-Deans: Teaching and Learning in each faculty and CBE, to develop and implement agreed interventions.

To identify modules that require interventions, ISSI uses the UJ Priority Module Index (PMI), which identifies the 20% of modules where most funded credits were lost during the previous academic year. In 2021, the interventions involved active engagement with lecturers of 90 modules: five modules per semester from each faculty and 10 modules from the College of Business and Economics.

Improved student success is the measure of ISSI's effectiveness. During 2021, the approximately 90 modules involved in ISSI showed substantial improvements when compared to the student attainment levels in the same modules in 2020. At the same time, we decided to re-evaluate the PMI methodology to find more effective ways to identify modules where interventions can make the biggest possible difference. Implementation will take place in 2022.

ADC Access

ADC Access, responsible for ADC's extended curriculum programmes, continued its outstanding work in 2021. Access activities mainly take place on the Doornfontein, Soweto and Bunting Road Campuses. During 2021, ADC

Access staff taught 665 first-year students registered in FEBE, Humanities and CBE. The module success rates of 10 of the 15 extended curriculum groups were 90% and above. Moreover, the success rates of extended diploma offerings were at their highest level (88,6%) since 2009. FEBE's first-year extended degree offerings were at 90%, those of the extended diploma offerings in CBE at 88,3%, and in Humanities at 92%. ADC Access continued remote lecturing on Blackboard and on a variety of data-lite platforms. ADC staff also continued to develop multimedia teaching and learning resources based on the ADC Access methodology, for dissemination to all UJ staff.

Academic Development and Innovation (ADI)

ADI consists of two parts – the Learning Development (LD) Unit and the University of Johannesburg English Language Programme (UJELP). In 2021, ADI actively supported student success at UJ through various initiatives. Staff taught in two credit-bearing modules: Mastering Academic and Professional Skills (MAPS), which includes MAPS Eco, offered in the College of Business and Economics, and MAPS Hum, offered in the Faculty of Humanities. The MAPS modules included 681 students, and the two modules registered a pass rate of 97% and 89%, respectively.

In addition to teaching and learning, ADI led several innovative programmes and interventions contributing towards the reduction of student dropout, the strengthening of both the First Year (FYE) and Senior Student (SSE) Experience, as well as the Student Success Initiative (SSI). ADI continued coordinating the student volunteer peer-mentoring programme at UJ through ongoing engagements with UJ stakeholders. In 2021, online peer-mentor training material was further developed and, where appropriate, customised to suit faculty/college needs.

The Reading in the Discipline (RID) initiative continued in 2021 in the Faculty of Humanities, the Faculty of Art, Design and Architecture (FADA) and the Postgraduate Centre, with 867 students attending RID workshops. RID developed material and interventions using actual academic content to assist students with making sense of their required academic reading.

Academic Literacies Unit (ALU)

The Academic Literacies Unit continued its contribution to teaching and learning with three key modules: English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES). Student engagement with the four UJ Writing Centres consultants was excellent despite their having to adjust from the conventional model of one-on-one and small group consultations at the beginning of the pandemic to online support. In total, 6 327 consultations were done during 2021 – almost 2 000 more consultations when compared to 2020. This suggests that the services of the Writing Centres increased as students became more accustomed to online teaching and learning. To counter the limitations of emailed feedback, the Writing Centres continued to produce new learning units for the On the Go SOS module, available to all UJ students. Academic Literacies also developed and adopted a new literacy strategy that served at STLC in 2021 for implementation in 2022.

The UJ First Year and Senior Student Experience (FYE/SSE)

In 2021, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued with their work. The FYE started with the First Year Seminar (FYS), presented as a fully online FYS to welcome first-time UJ students into their new environment. ADC collaborated with faculties, the college and support services to reimagine first-year orientation for an online context and produced eight FYS modules (one per faculty/college). Data collected between January and April 2021 indicated that 83% of first years across the faculties and the college had accessed the modules. All resources were also made available to students digitally. During the second half of 2021, detailed planning and preparation for the intentionally blended 2022 FYS were coordinated and led by the FYS Office.

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC)

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC) is a DHET-funded national centre housed within the Academic Development Centre. Despite the challenges

posed by the COVID-19 pandemic, the SANRC made some notable gains in pursuit of its threefold agenda of (i) setting a scholarly agenda for South Africa's First Year Experience community; (ii) providing resources for South Africa's First Year Experience community; and (iii) creating and developing South Africa's First Year Experience community through national and international collaboration and networking.

The 6th Annual SANRC FYE Conference went fully online for the first time and was held from 19 to 21 May 2021. In addition, Dr Annsilla Nyar, Director of SANRC, co-presented a keynote session with Dr Jennifer Keup at the online American National FYE Conference. The most important gain for SANRC was that the Centre was able to develop its new implementation plan and secure continued DHET funding. In this regard, SANRC was awarded a further R8 million to continue its work on the national stage until the end of March 2024.

UJELP

UJELP provides an English proficiency level test and an English language programme to international students from non-English speaking countries. In 2021, 167 students took UJELP's placement test. A third of those tested enrolled in the English language programme. In 2021, this programme was entirely online. Most UJELP students are from the Democratic Republic of Congo, Gabon, and Somalia. There were also students from as far afield as China, Italy, and Turkey. Most students enrolled for the intermediate English level, with 26% students enrolled in the advanced level. In 2021, UJELP embarked on a formal review process. UJELP has a dynamic webpage and has established a new alumni Facebook page.

CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies supports teaching and learning through innovative and advanced technologies. Ensuring training and support for such technologies for both staff and students is central to CAT's mandate. In 2021, the first initiative was to prepare first-year students for the online teaching and learning context at UJ. Eight CAT staff members conducted 24 virtual sessions of 60 minutes each between 24 February and 5 March 2021. The sessions aimed to introduce first-year students (2 119 attended) to the online learning environment at UJ: (i) uLink (the single sign-on student portal); (ii) navigating the Blackboard (Bb) Learning Management System (LMS); and (iii) understanding how to participate and engage on Bb. The support for first-year and existing students continued throughout the year through virtual support sessions where students had an opportunity to 'connect' with the support available to them. The virtual support 'connect' sessions took place on Blackboard Collaborate (an interactive online application that allows for video, audio, text, and multimedia sharing). A total of 14 sessions of 60 minutes each were hosted before and during the exam periods in June and September-November.

CAT staff supported lecturers in general, while new lecturers were introduced to teaching and learning at UJ in collaboration with the Centre for Academic Staff Development (CASD). Sessions for new staff aimed at (i) introducing them to the online teaching and learning environment (Blackboard); (ii) training them on the basics of Bb; and (iii) preparing them for the use of Bb at three levels: beginner, intermediary, and advanced. Ongoing support for new staff continued via the specified instructional designers who work with their faculty/college, engaged departmental visits, and just-in-time webinars and workshops.

For improving remote teaching and learning, CAT redeveloped and designed new resources to support staff and students in online teaching and learning (T&L). CAT refined the UJ Online Teaching Toolkit module, increasing usability by embedding an easy search solution and FAQs for staff. In addition, CAT added a simulated learning design guide and created an interactive e-learning activity list. For students, CAT updated the *Continue to Learn while Off-campus* module and introduced a *Learning with Technology* module targeted at the incoming first-year student. CAT also introduced a series of 26 micro learning videos that guide students through a basic understanding of hardware/software, using a drive, and using MS Word.

The continuation of a fully online mode of delivery meant that all modules were presented on Bb and students accessed, participated, and engaged in teaching and learning online, and were also assessed online. To prepare for this, the Centre for Academic Technologies (CAT) and Central Academic Administration (CAA) had piloted three different online assessment invigilation or proctoring systems in the first semester of 2020. In 2021, two of these software programs (The Invigilator and Proctorio) were used during online assessments and exams.

Readiness for the fully online mode of delivery meant continued support for teaching and learning preparation. The CAT Instructional Design team delivered 310 virtual workshops and training sessions between January and November 2021, with 4 563 staff attending. Examples of workshops and training included: (i) Blackboard for beginners; (ii) How to use Collaborate Ultra; (iii) How to create groups; (iv) How to mark online; (v) How to create a Turnitin assignment; (vi) How to record PowerPoint slides; and (vii) How to compress videos. CAT collaborated with the Centre for Academic Staff Development (CASD) and the Academic Development Centre (ADC) to deliver support to staff through CASD- and ADC-driven initiatives.

Student support and readiness were accomplished through ongoing online support. The CAT Helpdesk team used the OsTicketing system to keep track of the queries and to ensure that all students' concerns and challenges were addressed. The CAT Helpdesk team received 29 916 individual tickets (student queries) on the system from 1 January to 31 December 2021. Many of the queries related to data bundles, devices, online learning support, and technical support. The Helpdesk team provided just-in-time feedback and support to students.

CAT continued to oversee and support the process to ensure that our students (locally and abroad) were able to continue with their online learning. CAT continued with the rollout of data to students in the context of continued online mode of delivery. Student activity data reported on in August 2021 illustrated that 40 043 students had accessed Blackboard for learning. In addition, CAT coordinated not only the distribution of the monthly data to students, but also the distribution of almost 1 871 MECER devices to NSFAS, missing middle, and a few additional students who qualified.

In 2021, the University of Johannesburg made R10.5 million available for purchasing etextbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. The e-book aggregator, ITSI Funda, provided an e-reading platform with the miEbooks application. By the end of 2021, 100% of the available funding was used for 69 e-textbooks, downloaded by 19 936 students. The majority of the downloads were in 43 titles that had 25 or more downloads.

As part of Academic Development and Support special projects, CAT oversees the design, development, and administration of the two MOOCs: African Insights (AI1) and Artificial Intelligence in the 4IR (AI2). Both AI1 and AI2 were made available to the public in 2021. Internal cohorts for both MOOCs are ongoing. AI1, launched in 2017, had 23 240 cumulative completions by the end of 2021. AI2, launched in 2020, had 7 549 cumulative completions by the end of 2021.

As part of a public initiative, UJ has partnered with the Department of Basic Education to initiate the delivery of the Artificial Intelligence in the 4IR course to 10 000 youth who form part of the Presidential Employment Youth Initiative. The enrolment process will take place in 2022. CAT has already engaged in two online sessions to train and inform all teachers and youth about the AI in the 4IR online MOOC.

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

COVID-19 continues to have a significant psychological impact on society, which is evident in the increase in the demand for counselling and the type of counselling needed. Over the last couple of years, PsyCaD has seen a significant increase in the demand for counselling services, from 7 149 consultations in 2012 to 16 364 in 2021. This increase is in line with international trends. The UK, for example, has reported that over the past five years, the demand for counselling has significantly increased at UK universities. In a 2017 survey, 94% of responding universities reported an increase in demand for counselling services, and at some higher education institutions (HEIs) in the UK, approximately one in four students are using counselling services.

During 2020, PsyCaD had learnt valuable lessons in adapting to a new environment where a hybrid approach, i.e. face-to-face and online interventions, can be used to deal with COVID19 restrictions. Students were offered the option of either remote or face-to-face counselling, and of the 16 364 sessions that were conducted in 2021, 6 147 (37%) sessions were conducted telephonically or online.

It is important for PsyCaD to provide 24-hour support for students who are in distress. The 24-Hour Crisis Line provides immediate psychological assistance to UJ students at any time of the day and night. The aim

of the psychologists on crisis line duty is to provide crisis intervention and trauma debriefing to minimise the effects of psychological trauma and, therefore, increase a sense of safety and stabilisation within the individual. Services offered through this line include telephonic counselling, referrals to applicable emergency services, as well as recommendations and referrals to various organisations and resources to assist with the presenting crisis or query. The 24-Hour Crisis Line is well established and well known in the UJ community and is marketed through posters as well as a sticker that is extensively circulated at various forums. Higher Health SA has also launched a helpline for South African students. The contact details for this helpline have been advertised widely in UJ. Other call centres that are available to the students include Life Line, SADAG and Akeso, and these are also advertised to students on a number of platforms. These resources provide students with a wide range of support when they are in a crisis or feel the need to speak to somebody. There has been a significant increase in the number of calls to the crisis line, from 941 in 2020 to 1 160 in 2021. Of these calls, 118 (10,2%) were suicide-related, and of those 14 resulted in hospitalisations.

In addition to the problems that students face, students with disabilities have added challenges. Throughout the challenges that COVID-19 posed, the Disability Unit continued to provide our students with disabilities with much-needed support. The team conducted 1 029 consultations with these students. Keeping in mind that the students with disabilities generally receive a lot of support – such as access to computers with assistive software, assistive devices, and support during assessments – the lockdown impacted on their access to this kind of support. Therefore, in addition to the individual consultations, the Disability Unit also had to look at ways of providing continued support to these students. In addition to support for students, the Disability Unit also assisted lecturers in ensuring that the study material and assessments were disability friendly and, where necessary, assisted in adapting course material.

In 2020, Career Services launched *UJCareerWiz*, a new one-stop online career portal, to support student employment needs. The overall aim is to promote the use and level of engagement by students, academic staff, employers, and campus partners, creating concrete strategies for all stakeholders. This platform allows for greater engagement, tracking year-on-year improvements and correlation to student job opportunities. It is worth noting that this UJ-specific platform also supports the career needs of students doing work-integrated learning. In 2020, 15 202 students used the portal and in 2021 the portal registrations increased to 17 610.

During 2021, Career Services exposed UJ students to a number of prospective employers. This resulted from the Career Services Reimagine Your Career programme, which focused on virtual career fairs; Instagram lounge chats with career consultants; and Instagram virtual coffee sessions with industry leaders. Virtual Coffee Chats are live discussions on the UJ Career Services Instagram page where a wide range of topics around career development and preparation for the world of work are addressed. During 2021, 35 sessions were hosted and 8 552 students were reached.

As a result of the lockdowns in 2020, Career Services had to find new and innovative ways to host career fairs for the UJ students. On-campus career fairs were not possible and these career fairs were hosted on online platforms. The virtual career fairs seemed to have been relatively successful in 2020, reaching 115 companies and approximately 8 000 UJ students. Based on this success and continuous lockdowns during 2021, Career Services continued in 2021 with virtual career fairs, either on their own or in collaboration with the South African Graduate Employers Association (SAGEA). It seems as if both the companies and the students are adjusting well to this new form of career fairs as the number of companies increased to 154, and student numbers increased to approximately 9 000 in 2021.

In addition to the online events and graduate recruitment, the Career Services team also engaged in individual consultations. These consultations assisted students with queries relating to their chosen career path and prepared them for the world of work. In total, 1 439 students were assisted in 2021, by either face-to-face or telephonic consultations and career assessments.

SPECIAL PROJECTS

UJenius Club

In 2021, 769 senior students were accepted into the UJenius Club, with 728 Orange Carpet (first-year students) also joining the Club.

Despite the adverse effect of COVID-19, the UJenius Club still managed to communicate regularly with its members via email to keep them informed of any future job prospects, placing them in direct communication with possible employers and forwarding invitations to virtual Career Fairs while sharing other opportunities online.

UJenius students are prioritised for company visits and online networking events. Many companies approach UJ to recruit our top-achieving students. These requests are forwarded to our UJenius students. This collaboration between UJenius and the companies is advantageous to both parties as the students are notified of vacancies, and companies benefit by having direct contact with our top achievers. The UJenius Club has a collaboration with Intellecto Human Resources Services. This company arranges WIL and internship placements with a wide range of companies. This collaboration resulted in 150 of our senior UJenius students being placed in companies to gain work experience. Of these, 51 students secured permanent jobs.

The UJenius students are also offered a wide range of self-improvement opportunities. In 2021, they were able to attend 30 online workshops, which covered a wide range of topics such as CV writing, and interview and business strategy skills. In collaboration with the Institute of Advanced Cyber Defence (IACD), 40 students were awarded full bursaries to do courses in cyber security.

There are continuous meetings with internal and external stakeholders to create more opportunities and benefits for UJenius students. The UJenius Club has a good relationship with the undergraduate awards organisation, and in 2021 the Club aimed to motivate students to participate in undergraduate research activities.

For 2022, a focus will be to prioritise aligning of financial support for the Orange Carpet/UJenius students. Another priority will be to improve the faculties' involvement with the UJenius students, and to generate more privileges and incentives for our top-achieving students.

UJ-HEPSA fully online programmes 2021

The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in October 2017, with the launch of two Master's programmes in Information and Communication Technology in Education, and in Public Health. This impact has increased visibly during the four years (2018-2021) following the launch of these first two programmes:

- During the course of 2018, another master's programme was rolled out in the first quarter of the year, namely the Master in Educational Management.
- The following three undergraduate programmes were rolled out in the second half of 2018: Bachelor of Commerce in International Accounting (name changed to BCom Accountancy in January 2021), Bachelor in Human Resource Management, and the Advanced Diploma in Financial Markets.
- A further three advanced diploma programmes were added to the undergraduate suite from the second intake in March 2019, namely Logistics, Transportation and Management, and People Performance Management.
- In 2021, the BEd Honours in Education Leadership and Management, as well as the Master in Business Administration programmes opened for enrolments in January, followed by the Advanced Diploma in Education in School Leadership and Management in July.

As indicated in Table 26, UJ is now offering a total of 12 fully online programmes, and 2021 has shown a continued overall growth in module registration numbers. Growth in the complete undergraduate and postgraduate online suite is reflected by the total increase of 617 additional module registrations at the end of 2021 (with 1 586 module registrations), in comparison to the 969 module registrations at the end of 2020.

UJ online programmes

By the end of 2021 – after four full years of running the online programmes – processes and procedures have been effectively imbedded in the online student life cycle. As a result of that and continued academic, administrative and marketing improvements, the University has once again made great strides in addressing the need for fully online higher education in South Africa.

Table 26: Module registrations increase from 2020 to 2021

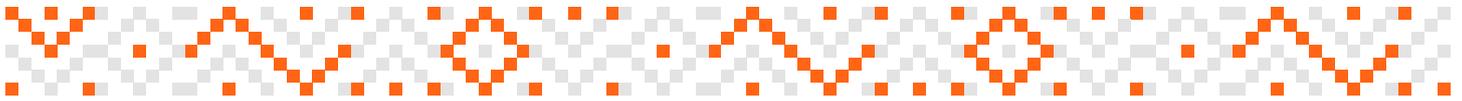
Online programme	Launch date	Module registrations D6: 2020 intake	Module registrations D6: 2021 intake	Module registrations increase from 2020 to 2021
Master of Public Health	23 October 2017	188	274	86
Master of Education in Information & Communication Technology	23 October 2017	86	87	1
Master of Education in Educational Management	D2: 12 March 2018	146	110	-36
BCom Accountancy	D4: 1 July 2018	157	258	101
Bachelor's in Human Resource Management	D4: 1 July 2018	92	172	80
Advanced Diploma in Financial Markets	D4: 1 July 2018	133	211	78
Advanced Diploma in Logistics	D2: 11 March 2019	67	81	14
Advanced Diploma in Transportation Management	D2: 11 March 2019	57	64	7
Advanced Diploma in People Performance Management	D2: 11 March 2019	43	33	-10
BEd Honours in Education Leadership & Management	D1: 11 January 2021	N/A	118	118
Master of Business Administration	D1: 11 January 2021	N/A	123	123
Advanced Diploma in Education in School Leadership and Management	D4: 28 June 2021	N/A	55	55
Total module registrations		969	1 586	617

CONCLUSION

In 2021, ADC, ADS, CAT and PsyCaD special projects supported students and academics who were all learning and teaching remotely and online for a second academic year. Despite being online, CAT and PsyCaD's services were widely used by students. At the same time, ADC's SOS: Student Online Success module, First Year Orientation modules and publicly available Find-Your-Way website received thousands of visits. The UJ-HEPSA fully online programmes continued to grow in 2021. Plans are in place to expand the African footprint of the two short learning programmes, African Insights and Artificial Intelligence in the 4IR. Expanded projects included intensifying initiatives to strengthen student employability, the Integrated Student Success Initiative (ISSI), new strategies to support student literacies and learning development, the expansion of using available data for learning analytics and bringing together the top UJ students in the UJenius Club.



Thea de Wet (Prof)
Senior Director: Academic Development and Support



Division for 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 enrolment planning processes of the University. Much of the data, analyses and reports it produces are incorporated in other sections of this Annual Report, and are not repeated here. The work of DIPEM is organised into three functional areas: planning, evaluation and monitoring, and institutional research. As custodian of the Higher Education Data Analyser (HEDA) portal giving access to student and staff HEMIS data, the Division is responsible for providing reports, benchmarking and subsidy grant information, and data analyses to Council, Senate, the MEC, the Registrar, individual DVCs and relevant governance committees. It also provides data as part of departmental projects, programme and faculty reviews, and for ranking purposes. A critical function is ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains.

KEY ACHIEVEMENTS

Enrolment planning

In the planning area, enrolment planning is seminal, as it must be aligned with national imperatives and priorities, which form the basis for the determination of the University's teaching input subsidy. A six-year enrolment plan from 2020-2025 was agreed with the Department of Higher Education and Training at the end of 2018, and 2021 was thus the second year of the current cycle. In 2020, as in every year, an internal enrolment plan for the following year, i.e. 2021, had been developed by DIPEM in consultation with the faculties to take into account changed contextual realities and faculty planning at programme level. In 2021, DIPEM monitored the implementation of the 2021 enrolment plan with constant data analyses and advice. Weekly meetings with each faculty and relevant support divisions during the enrolment process served to enhance the implementation process and to create better overall coherence and cohesion across the various role-players, such as Finance and the Student Enrolment Centre.

DIPEM led the process of developing the enrolment plan for 2022, which was approved by Senate in late 2021. In addition, DIPEM undertook a mid-term review of the six-year enrolment plan as requested by DHET, which involved re-negotiating targets with faculties and at institutional level. The proposed new targets were submitted to DHET, and iterative processes to finalise the review will take place in 2022.

Strategic planning

The maintenance and updating of the UJ Strategic Plan 2025 falls to the Division, as well as data collection and reporting on both the UJ Annual Performance Plan (a subset of the Strategic Plan) and the DHET Annual Performance Plan (APP) required by regulation. The results of these are presented elsewhere in the Annual Report, but they do indicate improved performance in many areas, including research and teaching and learning. In 2021, there were only a few changes to the KPIs in these reports after review by senior management, resulting in a change of the number of KPIs in the Strategic Plan from 87 to 88. One substantive change overall was the introduction of the mapping of current KPIs to the United Nations Sustainable Development Goals (SDGs).

In 2021, the process of developing a new Strategic Plan for 2025-2035 began with presentations and discussions at the ELG breakaway in September, at the MEC and at a Council workshop. Intensive preparation and consultation work is planned for 2022 and 2023.

Evaluation and monitoring

Much of the monitoring work of the Division is undertaken in the context of formal reporting on UJ's Annual Performance Plan, but separate analytical reports on matters of importance to the MEC and governance committees are also produced. In 2021, DIPEM produced reports on undergraduate student success rates, throughput rates and dropout rates, as well as a number of analyses that informed presentations to MEC and Council. A new development in 2021 was an input process for the data that inform deans' performance contracts. This cascades the Strategic Plan 2025 targets to faculty level, integrates data from various sources, and allows deans and DVCs to monitor progress quarterly in alignment with the APPs and the Strategic Plan. In addition, new web content showing key UJ statistics was developed, as well as a number of dashboard reports in the HEDA environment on the Strategic Plan and APPs as part of an integrated monitoring and planning system.

The Division was also responsible for the provision of data and analyses that informed UJ's self-evaluation report for the institutional audit by the Council on Higher Education, and contributed to writing the narrative report.

Rankings submissions

UJ participates in a number of international rankings systems, while being well aware of their limitations, as they provide international recognition for its accomplishments and assist in building its national and global academic reputation.

The University actively submits data to a number of ranking systems, including those by Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are a number of subsystems, subject rankings and rankings of young universities. Aside from QS and THE, there are many other ranking systems that collect their own information, with the consequence that ranking results are released at certain times of the year on an almost weekly basis. DIPEM tracked these results, compared them with past results, and compared them with the performance of our peer national institutions for the MEC and for Media Liaison. In 2021, institutional data were submitted to both QS and THE, in line with their data definitions, and for the third time, UJ submitted data in all 17 areas of the THE Impact Rankings. This is a relatively new ranking system, based on the United Nations' Sustainable Development Goals (SDGs), which attempts to move beyond the traditional measurement indicators to assess a university's impact in relation to a range of major social and economic issues. The submission requires information of various sorts – numerical data, policies, and institutional programmes in support of SDGs. In its second participation in the overall THE Impact Ranking process (earlier in 2021), UJ was placed 92nd in the world, with seven SDGs in the top 100 in the world, and a notable first place in the world for SDG 8: Decent work and economic growth.

UJ's performance in the various rankings systems is reported on elsewhere in the Annual Report, but in general, it continued to improve in 2021, and the number of subjects featuring in the rankings systems grew markedly.

Institutional research

The Division is responsible for conducting annual student experience surveys among undergraduate and postgraduate students and a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. In 2021, as in 2020, given the shift to online teaching and learning necessitated by the COVID-19 pandemic, the Undergraduate Experience Survey was combined with the Centre for Academic Technologies' (CAT) annual survey on online teaching and learning, and the survey instruments were all adapted to take the pandemic context into account.

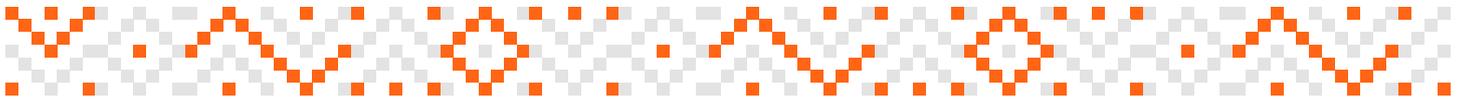
CONCLUSION

The Division continued in 2021 to provide high quality reports and analyses to its many stakeholders, which enabled the University constantly to assess progress towards achieving its objectives. The development of more sophisticated monitoring tools was undertaken, and successful improvements were implemented. The COVID-19 pandemic introduced some additional tasks, such as the need to report monthly to DHET on how the pandemic was affecting teaching and learning, but in general, improvement in all the main DIPEM functions of planning, evaluation and monitoring, and institutional research followed an upward trajectory.

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

Denyse Webbstock (Dr)

Senior Director: Institutional Planning Evaluation & Monitoring



Division for Teaching Excellence

OVERVIEW

In 2021, the Division for Teaching Excellence (DTE), formerly known as the Division of Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD), continued to fulfil its mandated role in the University. Academic planning, engagements with regulatory bodies, professional approvals and accreditation, programme reviews, and support for the intellectual, professional and personal development of academics all fall within the scope of the DTE. The Division's two centres, the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD), are integrated to ensure that the strategic goals are addressed in a targeted manner. Key to the work of the Division is the provision of a wide range of skills to enable and support academics in the use of innovative responses to higher education teaching and learning. Curriculum and academic transformation and reinvigoration are key goals of the University and find expression in the work undertaken by the teams in the Division.

In addition to the core work of the two Centres, the Division has completed the following in 2021:

- Comments on the first draft of the Higher Education Qualifications Sub-Framework Review.
- Response to the National Review of the Doctoral Degrees Report.
- Development of the UJ Self-Evaluation Report for the upcoming institutional audit of the Council on Higher Education (CHE).

In preparation for the 2022 audit site visit by the CHE, 2021 also saw the updating and development of the policies that crucially frame the University's work. The following policies/documents were developed, commented on, or amended, and were either approved in 2021 or submitted for 2022 approval by the University's governance structures:

- Teaching and Learning Strategy for 2022
- Work-integrated Education Policy
- Assessment Policy
- Teaching and Learning Policy
- Language Policy
- Programme Working Group Charter

The Division further coordinates special projects that seek to give impetus to the transformation of the academic staff profile in the University and nationally, in terms of race and gender.

Future Professors Programme

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 Programme, a DHET project that prepares promising academics to become a new cohort of South African professors. A total of R70 229 574.26 was allocated for the implementation of the FPP Phase 2. A total of 114 applications were received from 26 institutions. In March and April 2021, the FPP Phase 2 implementation team embarked on a rigorous shortlisting process where the 114 applications were scrutinised. A shortlist of 29 candidates was developed and these were endorsed by the FPP Phase 2 National Advisory Board. The Minister of Higher Education, Science and Innovation approved the shortlist of 29 candidates in August 2021, and all universities and participants were notified of the outcome.

The first official virtual engagement with the 29 participants took place on 17-18 November 2021 to orient the newly recruited scholars. The Vice-Chancellor, Prof Tshilidzi Marwala, presented a keynote address at the event, focusing on the impact of the Fourth Industrial Revolution (4IR) on the modalities of research in higher education in transforming and changing the future of academia. The programme was inaugurated by Dr Thandi Lewin, the Acting Deputy Director-General of University Education (DHET). She foregrounded the DHET's commitment to promoting the transformation of higher education through many focal areas, including the development of academic staff in higher education through the University Capacity Development Programme (UCDP).

As one of the speakers, Prof Saurabh Sinha's talk focused on 'Contextualising the journey to professorship'. By reflecting on his career, he shared insights into the academic journey and provided critical inputs on navigating the complexities of carving a research career and managing a senior management position.

On the second day, the scholars engaged with Prof Stella Nkomo, Prof Jonathan Jansen and Prof Himla Soodyall. Prof Stella Nkomo delivered a powerful talk on 'Transformation in South African higher education', while Prof Jonathan Jansen and Prof Himla Soodyall reflected on how their scholarship journeys had been shaped, highlighting the lessons learnt along the way.

New Generation of Academics Programme

The New Generation of Academics Programme (nGAP) is an initiative funded by DHET in partnership with universities. Each nGAP scholar is allocated a mentor as well as a reduced teaching workload, to allow them to focus on their doctoral research. To date, the University has a total of 29 nGAP posts hosted by different faculties, and all 29 posts have been taken up. Since its inauguration in 2015, the nGAP has produced five doctorates, and the majority have made significant progress in their studies. UJ submitted eight Phase 8 applications to DHET for consideration. Outcomes will be communicated in early 2022. Group coaching sessions, sessions with PsyCaD and writing retreats were organised for nGAP scholars in 2021. By the end of 2021, six nGAP scholars had exited the nGAP programme.

Nurturing Emerging Scholars Programme

The University participates in the Nurturing Emerging Scholars Programme (NESP), funded by DHET. The NESP programme recruits honours graduates who demonstrate academic ability, who express an early interest in the possibility of an academic career and who might be lost to the system if structured, attractive prospects and opportunities for recruitment into academic positions did not exist. UJ was awarded five scholarships in Phase 1 of the programme in the following fields: Biochemistry, Engineering (Civil Geotechnical), Mechanical Engineering, Podiatry, and Zoology. The Engineering position will be readvertised in 2022 as it was not filled in 2021. Four NESP scholars are registered for their master's degrees at UJ and will complete at the end of 2022. In March 2021, UJ submitted four Phase 2 scholarship applications to DHET. The University has been awarded three scholarships for Phase 2 Cohort 1 in the following areas: Chemical Sciences, Urban and Regional Planning, and Engineering (Civil Geotechnical) with the latter position carried over from Phase 1. DHET will be issuing a composite national advertisement calling for candidates to apply for the NESP scholarships in 2022.

Accelerated Academic Mentoring Programme

UJ's Accelerated Academic Mentoring Programme (AAMP) provides career development opportunities and inputs to develop the next cohort of academic leaders. There has been a significant increase in the number of AAMP participants over the years. In terms of progress made towards the completion of their master's and doctoral degrees, data show that 44 AAMP participants had been able to complete and had been awarded their doctorates: 16 in 2019, 19 in 2020, and six in 2021. An additional 17 AAMP Level 1 participants submitted their doctoral theses for examination in 2021. Based on the above, it can be argued that the programme is one of the major contributors to the University's efforts to increase the number of staff with doctorates from 50% to the set 2025 target of 65%. Participants who received funding for teaching relief, editing fees, and international and local conference attendance between 2017 and 2021 reported a total of 152 papers published in the form of conference proceedings, book chapters, and journal articles. In total, 35 AAMP members were promoted in 2021. Participants were provided with funding and support. A total of 13 workshops, focusing on various topics, 12 coaching sessions for 48 participants, six writing circles for four cohorts, and three writing retreats were conducted for AAMP in 2021.

Assistant Lecturer Development Programme

The Division coordinates and manages the Assistant Lecturers (AL) Development Programme. The AL programme is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The programme budget makes provision for 75 ALs in each academic year. By the end of 2021, 75 had been appointed into the AL programme. To date, 53 ALs have subsequently been appointed into full-time lecturing positions, and two of these lecturers have taken up nGAP positions. As of 2020, assistant lecturers have been invited to academic staff development engagements, with dedicated sessions focusing specifically on teaching and learning.

As part of the recommendations from the MEC meeting held in June 2021, faculties were requested to identify additional resources they would require for online teaching and learning in the second semester of the 2021 academic year. The proposals were approved by the MEC, and included the appointment of an additional 15 ALs across three faculties for a period of five and a half months. The 15 posts comprised three posts for Humanities, eight for the College of Business and Economics (CBE) and four for Science.

Teaching Innovation Fund

In March and May 2021, calls were issued inviting faculties and departments to submit project proposals to be considered for the Teaching Innovation Fund. The Division received an overwhelming response to the two calls. A total of 35 proposals were received, 22 after the first call and 18 for the second call. A total of 17 projects were recommended for funding from the two calls. In 2021, the Division produced and launched an online publication entitled Teaching Innovation for the 21st Century: A collection of UJ Teaching and Learning Vignettes (https://web.uj.ac.za/digital-books/teaching_innovation/TeachingandLearningVignettes/book.htm). The publication showcased UJ 2020 teaching innovations and was launched on 19 July 2021 by the Vice-Chancellor, Prof Tshilidzi Marwala. A publication showcasing projects funded in 2021 is in the pipeline.

Other activities

The Division, in collaboration with the Faculty of Humanities and the SARChI Chair for PSET, organised an international online conference, themed as 'Peak Performances: COVID-19 and the Transformation of Teaching and Learning in Higher Education (Critical Reflections on the Experiences of Teaching and Learning in the Face of the Pandemic: Responses, Complexities, and the Implications of COVID-19 on Higher Education)'. The conference was held on 28 to 30 April 2021. A selection of conference papers have been edited for publication in the *Southern African Review of Education (SARE)* for April/May 2022.

The DTE hosted a total of 24 sessions in the form of Teaching and Learning master classes, Connect@1 sessions and sessions under the theme '*The Beautiful Ones Are Not Yet Born: The Academic Journey*'. These sessions are designed to provide academics with a platform for discussions and engagements, with the view of modelling

and sharing insights on different strategies that could improve teaching and learning, particularly as the University continues to engage in hybrid teaching. These sessions also provide a platform for seasoned academics to showcase their own academic journeys.

CENTRE FOR ACADEMIC PLANNING AND QUALITY PROMOTION (CAPQP)

External programme reviews and audits

Over the coming years, the CHE will be carrying out institutional audits of all public and private universities in terms of the Framework for Institutional Audits (March 2021). The purpose of the audit is to determine the coherence, effectiveness and efficiency of each institution's internal quality assurance system of its core functions, in enhancing students' likelihood of success. These quality assurance mechanisms are directed towards improving learning and teaching, research and community engagement, particularly in relation to the institution's unique mission. The UJ Self-Evaluation Report (SER) was submitted on 5 January 2022 and the site visit is scheduled for 16-20 May 2022. The process leading to the development of the SER was rigorous, involving multiple stakeholders within the University. Inputs were received from all organisational units and formed the basis for the report. The widely consultative processes, including discussions at all levels of governance structures within the University, enabled the report to be inclusive and reflective according to the CHE focus areas. Ongoing, in-depth consultation is essential to quality processes as they allow for university-wide conversations on the processes, the requirements, and the consequences. The outcome of the audit is important as it will determine the nature of the CHE's programme accreditation processes for new learning programmes and qualifications proposed by UJ.

The CHE report arising from the National Doctoral Review site visit in October 2020 was received in 2021. The report was largely positive and UJ had correctly anticipated the minimal areas for development set out in the review report (21 April 2021). The University's response to the report was submitted on 5 May 2021.

Monthly Programme Working Group (PWG) meetings are held to ensure the timely submission of programmes, SLPs and amendments to Senex. Training sessions are hosted online and continue to provide support and assistance to faculties in a variety of areas of quality assurance. Internal programme amendments reviewed by CAPQP at the request of Senex are noted in PWG minutes prior to appearing at Senex.

The Division finalised commentary on the Report of the Review of the Higher Education Qualifications Sub-Framework (HEQSF) on 12 October 2021 and submitted this to the Department of Higher Education and Training on 26 November 2021.

Programme development

CAPQP submitted six new programme accreditation applications to the Higher Education Quality Committee (HEQC) of the CHE in 2021, including one multi-/interdisciplinary application. In terms of approvals, the following can be reported:

- DHET approved six PQM applications (four new and two amendments).
- The HEQC approved amendments as follows: one title change, one site of delivery change, and six newly accredited programmes.
- The University received two conditional accreditations from the HEQC. Of the five nursing postgraduate diplomas, three are now fully accredited with one awaiting full accreditation status following on submission of the outstanding South African Nursing Council (SANC) letter. The remaining diploma with a prior to commencement condition awaits an outstanding SANC letter. The delay in the SANC's promulgation of the postgraduate diploma requirements has been a drawback in the completion of the accreditation process.
- A wide variety of specialisations in the multidisciplinary Master of Philosophy and Doctor of Philosophy degrees, which had been accredited in 2020, were approved in 2021 by Senate.
- SAQA has registered four new qualifications for UJ.

Internal reviews

Quality promotion activities and programme reviews continued without pause in 2021, with 27 programme reviews under way. Of the 27, eight were completed by the end of 2021, and the rest are set to be completed in the first semester of 2022. CAPQP reports on programme reviews twice yearly at the Senate Teaching and Learning Committee (STLC). CAPQP supports faculties and departments with professional body accreditations and reviews. In 2021, these took place in the Faculties of Health Sciences, and Engineering and the Built Environment. Twelve departments were visited by the Engineering Council of South Africa (ECSA) and one by the South African Council for Planners (SACPLAN). The Departments of Nursing, Optometry and Radiography were assisted with preparations for site visits and the necessary documentation. Reviews of the UJ research entities were initiated by CAPQP and the University's research office, at the request of the University Research Committee. Four research reviews were completed in 2021: the Institute for Pan-African Thought and Conversation; the Johannesburg Institute for Advanced Studies; the University of Johannesburg Confucius Institute; and the Institute for Intelligent Systems.

CENTRE FOR ACADEMIC STAFF DEVELOPMENT (CASD)

The Centre for Academic Staff Development (CASD) plays an important role in the professional development of academics as teachers in higher education. CASD provides opportunities that are contextual, relevant and scholarly and includes programmes for new and experienced academic staff, heads of departments and tutors. Opportunities range from induction programmes, individual consultations, departmental and faculty workshops to a formal qualification in higher education.

Professional development

In 2021, professional development activities continued to be offered virtually, using different pathways, which included online sessions using MS teams, Blackboard Collaborate, the staff development community, and Zoom sessions. In order to cater for the immediate needs of newly appointed academic staff and assistant lecturers, CASD facilitates an induction programme for new staff at the beginning of each semester. The programme, which aims to introduce new staff and assistant lecturers to their roles as academics and to inform them of the support structures that are available at UJ to help them fulfil their roles, was well attended by more than 50 staff members. To help develop a community of practice and to deepen engagement in various aspects of teaching and learning, CASD supplements the induction programme with a number of follow-up workshops on various topics. Many staff found engaging students in the online environment and conducting online assessments during COVID-19 challenging and in response to this, CASD facilitated a number of workshops to assist staff in these areas, which were very well attended. Another area of professional development that was found extremely helpful were the four portfolio development workshops, which were attended by 241 staff over the course of the year. In addition to the workshops, CASD also supports staff individually in preparing their applications for promotion before these are submitted to the Teaching Portfolio Assessment Committee (TPAC). TPAC reviewed 95 portfolios in 2021.

The induction programme for new HODs ran over two days and addressed different topics to provide new HODs with an overview of their roles and responsibilities. Five follow-up workshops on different topics were held. The challenge of managing programmes and programme development was identified as an area of concern and the 77 staff members who attended the workshop sessions found them very informative.

Teaching and module evaluations

In 2021, the Centre generated a total of 4 747 evaluation reports for taught programmes. In addition, 116 supervision reports were compiled. Student feedback on teaching is useful for academic staff to reflect on and improve their teaching and assessment practices. Staff provide evidence of improvements in the teaching portfolios they develop for promotion applications.

Postgraduate Diploma in Higher Education

Participation in the Postgraduate Diploma in Higher Education (PgDipHE) has increased over the years. In 2021, we registered our highest ever intake with 26 students, a significant increase when compared to the eight students we started with in 2016. This is an indicator of the increased recognition of the professionalisation of

teaching and learning at UJ. In total, 16 students completed the programme in 2021 and will graduate at the first graduate ceremony in 2022.

Blended tutoring programme

The University of Johannesburg's Tutor Training Programme has obtained international accreditation from the College Reading and Learning Association (CRLA) for 2021-2024. UJ is the first institution in South Africa to receive CRLA accreditation and accreditation for all three levels of training in one year. In line with this, tutor training was offered in a blended manner, which comprised both synchronous and asynchronous self-paced training. In 2021, 34 synchronous training sessions were offered. A total of 1 064 tutors were trained during this period.

Teaching Advancement at Universities (TAU) Fellowship Programme

The TAU Fellowship Programme is a national initiative aimed at enhancing the quality of teaching and professionalising teaching and learning in the public higher education sector. Since its inception in 2016, this UCDG-funded programme, which is located at UJ, has developed approximately 100 leaders in teaching and learning from a variety of disciplines in South African Higher Education (SAHE). A third cohort of 52 TAU participants joined the fellowship programme in July 2021.

Contributions of the Division

- Dr Kirti Menon (Senior Director) and Gloria Castrillón (Director) represented UJ at the consultations on the review of the Higher Education Qualifications Framework, as part of the alignment of CHE's processes to the *Quality Assurance Framework*. Both presented at the World Access to Higher Education Day 2021, on 'Flexible learning pathways in a post-pandemic context – Insight on case studies from Chile, South Africa and Finland'.
- Both Gloria Castrillón and Dr Kirti Menon presented as keynote speakers (21 October 2021) at the NWU Annual Teaching and Learning Conference 2021, on 'Transformative pedagogies towards transformation in higher education'. Their presentation was entitled 'Quality assurance in a pandemic'.
- Dr Kirti Menon presented on 'Building an SER and Portfolio of Evidence (PoE)' at the Council on Higher Education Webinar Series: Capacity Development, under the theme Institutional Audit as Reflective Practice.
- Gloria Castrillón presented on 'Audit Focus Area 2' at the Council on Higher Education Webinar Series: Capacity Development, under the theme, Institutional Audit as Reflective Practice.
- Dr Kirti Menon was a member of the CHE task team on the review of the HEQSF.
- Gloria Castrillón was a member of the CHE working group and task team for the Quality Assurance Framework for the HEQC.
- Dr Kibbie Naidoo was invited to participate in a panel discussion at the Higher Education Learning and Teaching Association of Southern Africa (HELTASA) conference in a session entitled 'Shaping the HE academic project through grounded praxis'.
- Dr Kibbie Naidoo and Patricia Muhuro delivered a paper, entitled 'You have to change, the curriculum stays the same: rurality and curricular justice in South African Higher Education', at an international symposium on rurality and access to higher education, at the University of Bristol, 31 March 2021.
- Dr Kibbie Naidoo continued as convenor of the Teaching Advancement at Universities (TAU) Project in 2021 and is also the coordinator of the Southern African Learning and Teaching (SAULT) Forum.
- Dr Kibbie Naidoo serves on the National Coordinating Committee of the National Framework for the Enhancement of Academics as Teachers and is on the editorial board of the *SOTL in the South Journal*.
- Dr Kibbie Naidoo received her PhD from the UJ Faculty of Education in 2021, entitled 'Academic Agency in Curriculum Development in a Discipline in a South African Comprehensive University'.

Publications

- Menon, K. and Motala, S. (2021). Pandemic leadership in higher education: New horizons, risks and complexities, in *Education as Change*, 25: 1-19. ISSN 1947-9417 (Online) <https://upjournals.co.za/index.php/EAC/article/view/8880>

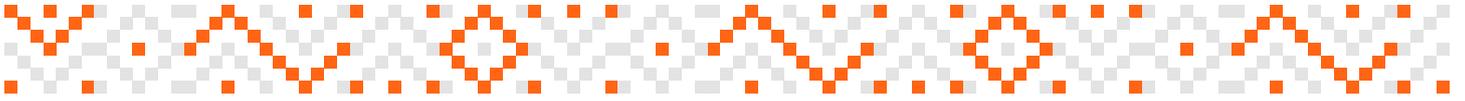
- Timmis, S., De Wet, T., Naidoo, K., Trahar, S., Mgqwashu, E., Lucas, L., Muhuro, P. and Wisker, G. (2021). *Rural Transitions to Higher Education in South Africa: Decolonial Perspectives*. London: Routledge.
- Lucas, L., Naidoo, K. and Timmis, S. (2021). Getting to university: Experiences of rural students in South Africa, in N. Harrison and G Atherton (eds.). *Marginalised Communities in Higher Education: Disadvantage, Mobility and Indigeneity*, London: Routledge.

A handwritten signature in black ink that reads "K. S. Menon". The signature is written in a cursive style with a small arrow pointing to the right at the end.

Kirti Menon (Dr)

Senior Director: Academic Planning, Quality Promotion
and Professional Academic Staff Development





Research and Innovation, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

The review reports on the activities of the three major divisions: Research and Innovation, including Strategic Initiatives and Administration; the Internationalisation Division; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

These divisions have their own governance and committee structures, which interface with institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee, and Central Academic Administration.

Saurabh Sinha (Prof)

Deputy Vice-Chancellor: Research and Internationalisation



Research and Innovation

The Division of Research and Innovation, the Postgraduate School, and the Division for Internationalisation support a range of UJ's strategic key initiatives, including research, postgraduate studies, innovation and technology transfer, as well as global excellence and stature (GES) strategic initiatives. This report integrates contributions by the Research and Innovation Division, Postgraduate School, and the Strategic Initiatives and Administration Unit.

OVERVIEW

Despite the challenges and changes brought on by COVID-19 restrictions, the University of Johannesburg (UJ) continued to strengthen its position as a research-intensive tertiary institution. This was largely due to the University's position as a South African (and African) leader in the Fourth Industrial Revolution (4IR), which assisted greatly in the COVID-precipitated transition from March 2020, and well into 2021.

The number of research publications submitted to the Department of Higher Education and Training (DHET) for subsidy purposes was the highest yet compared to previous years. This was due to stellar performance on the part of UJ academics. The strength of the institution's research was further evident through the number of research institutes, centres, the DSI-NRF Centre of Excellence (CIMERA) and the South African Research Chairs Initiatives (SARChI) based at UJ. Several industry-sponsored flagship institutes are also based at UJ.

Notwithstanding the massive financial restrictions on the global economy, UJ's external research income for 2021 exceeded the target by 60,5%, and exceeded the funds received in 2020 by 31%. These funds came from international and national sources, including the National Research Foundation (NRF); the South African Medical Research Council (SAMRC); the National Institute for the Humanities and Social Sciences (NIHSS); national departments, such as the Department of Trade and Industry (DTI); and the Technology Innovation Agency (TIA).

The University continued to feature prominently in various global rankings, such as the Times Higher Education (THE) Impact Rankings for 2021. All ranking methodologies included research metrics. In the case of THE Impact Rankings, an important contribution was made by those papers that cite the United Nations sustainable development goals (SDGs). Furthermore, UJ staff, students and associates received accolades for their excellence in research as well as for the impact of their work.

The Postgraduate School (PGS) continued to provide support to students, as evidenced in the achievements for the reporting period. The number of graduates exceeded the target, while the time taken to complete degrees was reduced and is now closer to the national targets. This was an important achievement as it directly impacts on students' finances.

Through the DHET University Capacity Development Programme (UCDP), a total of seven projects were supported. These projects included improvement of staff qualifications and international collaboration and

networking. Achievements through other programmes, such as the GES 4.0 Initiatives, virtual academic programmes, and the UJ flagship institutes, are presented elsewhere in this report.

RESEARCH AND INNOVATION

Research productivity, including creative outputs and innovations

In May 2021, UJ submitted 3 725 publications (up from 3 662 the previous year) comprising 326 books and book chapters, 513 conference proceedings and 2 886 journal articles to DHET for accreditation and subsidy. Together, these publications account for 2 372 units, which represent a slight increase (1,4%) over the previous year's record submission. Since UJ's inception, research publication output units have increased by an average of 13,1% per annum, equating to a 12,7% compound annual growth rate (CAGR). Similarly, UJ's Scopus-indexed publications have increased from 220 in 2005 to 3 773 in 2021, representing a CAGR of 19,4%. To place this in context, the South African higher education sector achieved a CAGR of 8,8% over the same period.

The increase in UJ's publication productivity has not come at the expense of scientific impact, which can be measured using a number of citation-based metrics. The field-weighted citation impact (FwCI) of an institution's publications indicates how the number of citations received by an institution's publications compares with the average number of citations received by all other similar publications. In 2005, UJ's publications received 12% fewer citations than the world average for similar publications. In 2021, UJ publications received 28% more citations than the world average for similar publications. (24% of the UJ publications were in the top 10% of journals, using the CiteScore journal impact factor.) This represents a CAGR in FwCI of 2,4% compared to the South African higher education sector that achieved a CAGR of 1,4% over the same period. UJ's percentage of research output in the top 10 percentile over the period 2016 to 2020 (shown as field-weighted), was 14,3%, against a South African average of 11,9%. Of UJ's 2021 publications indexed in Scopus, 14% featured in the world's top 10% most highly cited publications, while 14,7% were published in the world's top 10% highest impact journals in terms of Elsevier's Source-normalised Impact per Paper (SNIP) journal impact factor. Over the past five years, UJ has achieved an impressive institutional h5-index of 90, indicating that UJ's top 90 most cited publications have received at least 90 citations each, a remarkable achievement over such a short period, given that citations take many years or even decades to accumulate.

In terms of creative outputs submitted in line with DHET's Policy on the Evaluation of Creative Outputs and Innovations produced by South African public higher education institutions, 2017, UJ submitted 17 creative outputs in November 2021, while there were no innovative outputs submitted for the reporting period¹.

External research income

The University raised an incredible R321 million in external research income during the 2021 academic year – 60,5% above the target of R200 million. Furthermore, the 2021 income exceeds the income received during the 2020 academic year by 31% (R245.6 million was raised in 2020). Of the total funding, R52.96 million was received from international sources, while R268 million was from local funding agencies and institutions, including the National Research Foundation (NRF), the South African Medical Research Council (SAMRC), the National Institute for the Humanities and Social Sciences (NIHSS); national departments, such as the Department of Trade and Industry (DTI); Technology Innovation Agency (TIA); as well as from some Sector Education and Training Authorities (SETAs). External research income also includes funding for postgraduate scholarships.

This significant growth in external research income is due to several factors, most important of these is the collaboration between the Research Office and other key divisions within the University – namely the Development and Fundraising Office, the Division for Internationalisation, the Postgraduate School, Strategic Initiatives and Administration, and the Finance Division. Other activities were engagements with academics through workshops and webinars with a focus on writing of grants/funding proposals.

¹ Outcome of this submission had not been received at the time of submitting the report (March 2022).

Prestigious recognition of UJ and its researchers, as well as NRF ratings

The University continues to make strides in its endeavours for excellence in education. According to the Shanghai Ranking consultancy's 2021 Academic Ranking of World Universities, UJ, one of nine South African universities listed in the league table, retained its standing and was placed in the 601 to 700 rank internationally. Most notably, our School of Tourism and Hospitality (STH) in the College of Business and Economics (CBE) is ranked 18th in the world. Our Business and Economics Subject ranked in the Top 600 worldwide in the 501-600 band. Our Education subject is ranked in the Top 400 worldwide in the 301-400 band. UJ Law is ranked in the 151+ band, with our Social Sciences subject ranked in the Top 300 worldwide in the 251-300 band. These results are yet another testament to the University's ongoing efforts in positioning UJ as an international university of choice! UJ was also ranked among the best universities in the world in QS subject rankings for ten subjects this year – three more than in the previous year.

Overall, more than 80 prestigious awards and recognitions were bestowed upon UJ scholars and staff during the 2021 academic year. These were awarded by both national and international institutions. Furthermore, recipients are based across all UJ faculties and support divisions, as well as within the Management Executive Committee (MEC) – attesting to excellence across all faculties and divisions of the University. The types of awards and recognition include research excellence awards, appointments to national commissions, lifetime achievement awards, and recognition for top-cited researchers.

UJ's strong focus on developing and nurturing talent is also evident from the list of 2021 award recipients. At the 2021 NRF awards, for example, five UJ academics received the Research Excellence Award for Early Career/Emerging Researchers. These academics are Dr Tebogo Mashifana, Prof Oluwafemi Adebo, Prof Shanade Barnabas, Prof Nnamdi Nwulu, and Prof Moses Phooko. The sixth UJ recipient of an NRF award was Dr Nkositete Biata who received the Research Excellence Award for Next Generation Researchers. Prof Philiswa Nomngongo, holder of a SARChI Chair in Nanotechnology for Water, was awarded the 2020/2021 NSTF-South32 Award for Engineering Research Capacity Development for her "training, nurturing and mentoring students through her research focused on analytical environmental chemistry of organic and inorganic pollutants in environmental, biological and other matrices".

Sumayya Vally, a lecturer at UJ's Faculty of Art, Design and Architecture (FADA), was honoured by *Times Magazine* when she was listed as 'The World's Most Influential Architect Shaping the Future'. Sumayya is the founder of Counterspace, a Johannesburg-based architectural firm, and was praised for her design for the 2020/2021+ Serpentine Pavilion in London. This feat made her the youngest female architect to receive this prestigious accolade.

Dr Nolitha Vukuza, a UJ MEC member, and Prof Mbangiseni Nephumbada, a Professor of Practice at UJ's Faculty of Engineering and the Built Environment (FEBE), were both appointed by the Minister of Basic Education, Mrs Angie Motshekga, as members of the seventh South African National Commission for UNESCO until 2024. This Commission was established by Cabinet in 1996 to promote UNESCO's objectives with regard to education, science, culture, and communication and information, which are the organisation's targeted fields of competence. Professors Siphamandla Zondi and Mohammed Jahed were appointed to the National Planning Commission by President Cyril Ramaphosa.

Prof Michael Hamblin, Distinguished Visiting Professor (DVP) at UJ's Laser Research Centre, was recognised as one of the top 1% cited researchers internationally, while Clarivate Analytics named four of our DVPs among top-cited researchers. These DVPs are Prof Arnold B Bakker (CBE), Prof Mika Sillanpaa (FEBE), Prof Nripendra P Rana (CBE), and Prof Samuel Fosso Wamba (CBE). Several of our academics were inaugurated as members of the Academy of Science of South Africa (ASSAf), namely Prof Heidi Abrahamse (Faculty of Health Sciences), Prof Ruth Stewart (Faculty of Humanities), Prof Shireen Motala (Faculty of Education), Prof Kapil Gupta (FEBE), and Prof Nnamdi Nwulu (FEBE).

The University continued its upward trajectory in terms of the number of NRF-rated researchers. By 31 December 2021, UJ had 245 NRF-rated researchers – with seven in the A category; 50 in the B category; 141 in the C category; and 47 researchers with a Y-rating. This number is expected to increase during the 2022 academic year when we receive outcomes of the 59 NRF rating applications submitted to the NRF in March

2021. In 2021, MEC approved a strategy to retain A- and B-rated researchers on a post-retirement five-year contract, as well as SARChI Chairholders until the end of their Chair contracts. Resulting from this strategy, the Retirement Policy was updated and approved by Council in November 2021.

Applied technology-driven research and innovation, including commercialisation of research

The UJ IP portfolio continues to grow. Filing decisions are aimed at expanding the portfolio of high quality UJ IP with potential application in industry and society, in a cost-effective manner. In 2021,

- 12 invention disclosures were made to the UJ Technology Transfer Office (TTO);
- 36 patent and design applications were filed, representing 12 families (i.e. unique inventions/designs), covering 11 territories;
- 5 patents were granted.

The new UJ Intellectual Property Policy was approved by Council. This establishes a high-level framework to govern and give clarity on IP ownership, management and commercialisation, and to ensure compliance with the IP Rights from Publicly Financed Research and Development Act (51 of 2008), while providing flexibility for the development of appropriate supporting procedures and guidelines.

POSTGRADUATE OUTPUT AND SUPPORT

For the 2020 academic year, UJ graduated 3 571 postgraduate students, above the target of 3 237. The overall UJ postgraduate student enrolment increased by 9,9% to 10 851 students in 2021. These included 1 259 postgraduate diploma students (586 students graduated) and 3 127 honours students (1 824 students graduated; the average time to completion improved from 1.3 years to 1.2 years).

At master's level, a total of 4 778 students enrolled at UJ, and 937 graduated. The time to completion for all master's qualifications increased slightly from 3 to 3.1 years, on average. The number of master's students completing in two years increased from 28% in 2017 to 34,4% in 2021. The doctoral headcount increased by 7,38% to 1 687 in 2021 (224 students graduated). The number of doctoral students completing in four years improved tremendously from 24,4% in 2017 to 50,4% in 2021. The average time to completion for doctoral students improved from 4.7 years to 4.6 years.

The number of South African black graduates is an important postgraduate target; the number of South African black doctoral graduates increased from 40 in 2018 to 85 in 2020; however, it dropped to 75 in 2021.

The overall financial allocation to UJ postgraduates and postdoctoral fellows increased from R179.779 million in 2020 to R193.385 million in 2021; this is an increase of 9,1% year-on-year. The number of students supported at master's and doctoral level has grown noticeably because of reallocation of funding. The growth in the number of honours students who are supported is due to the reallocation of unspent funding (R10 million) from the NRF to UJ at the end of 2021.

The number of postdoctoral research fellows (PDRFs) administered by the Postgraduate School (PGS) increased from 328 in 2019 to 406 in 2021. The University Research Committee (URC) and GES funding plays a major role in the increase in the number of PDRFs. Approximately 53% of the postdoctoral fellows are partially supported through URC funding (R15.982 million) while 23,6% of postdoctoral fellows are fully funded through GES 4.0 (R15.796 million) initiatives.

STRATEGIC INITIATIVES AND ADMINISTRATION

University Capacity Development Grant

The overarching aim of the DHET University Capacity Development Grant (UCDG) is to support the academic research activities and capacity development of staff, directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships.

Overall, six projects were supported in 2020, with a total annual budget of R7.218 million allocated to them. At the end of March 2021, UJ had expended 100% of the allocated DHET UCDG funds and received a clean audit report.

In the new funding cycle (2021 to 2023), six projects continued to be supported, but with the addition of one new project aimed at developing women leadership. These seven projects are:

- Project 1: Improvement of staff qualifications
- Project 2: Research career development of emerging and mid-career researchers
- Project 3: Professionalisation of academic and research staff
- Project 4: Supervision development
- Project 5: International collaboration and networking
- Project 6 (new): Women leadership development programme
- Project 7: Providing integrated student support and development to postgraduate students.

DHET granted an extension for the expenditure of the 2021 funding to 31 March 2022. At the end of December 2021, UJ had expended 100% of the allocated 2021 DHET UCDG funds of R6.698 million. The audit process will commence at the end of January 2022, for the release of the 2022 allocated funds of R7.037 million.

The GES 4.0 Initiative

The GES Initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's missions and administrative support functions. The initiative's ultimate goal is to support UJ in sustaining academic excellence for global competitiveness and prominence, while remaining relevant and responsive to the Pan-African agenda.

The GES initiative has several interlinked catalytic interventions whose particular objectives are aligned with and support the KPIs of the University Strategic Plan 2025. In particular, these interventions aim to strengthen academic and research capacity and leadership within the University, with the ultimate goal of increasing research outputs and impact. Of particular relevance are postgraduate and postdoctoral support (covered earlier in this report), the visiting academic programme and the flagship institutes.

Virtual Academic Programme

Although initially viewed as a Visiting Academic Programme, due to the COVID-19 period, this catalytic initiative evolved into a largely *Virtual Academic Programme*. As a result, this aspect of the GES 4.0 catalytic initiative gained momentum, with more than 95% of the lifespan budget committed. The ROI for the Visiting Academic Programme continues to grow, with a notable contribution towards research output, stature, and student/PDRF/staff mentoring. The majority of our distinguished visiting professors (~60%) are included by Elsevier as among the top 2% of scholars in their respective fields, while six are included in the Clarivate Highly Cited Researchers list (one, Prof Michael Hamblin, has specified UJ as his primary affiliation), and one is a Nobel Laureate. If one considers only outputs where a monetary value can easily be assigned, 54 (combining GES 1 and GES 4.0) Visiting or Virtual Distinguished Professors submitted research/scholarly outputs amounting to 70.31 units for accreditation (these are outputs that carry a 2020 date), amounting to R8.67 million in publication subsidy to UJ. The honoraria paid to visiting academics is supported by a ROI analysis (keeping in mind the Council's condition of a 1:1 return on investment (ROI)). It should be noted, however, that the value-added ROI by this programme extends beyond a monetary value, through the stature added, international collaborative networks, staff/PDRF/student mentoring, and workshops.

Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. The institutes collectively contributed 100.67 units for DHET accreditation in 2021 and 2020 (output that carries 2020 and 2019 publication dates, respectively). As horizontals across the vertical faculties, the institutes contribute to the UJ academic programme through T&L and postgraduate student supervision. Of note is that the Master's programme in AI (through the IIS) was accredited in 2021 and will commence with intake in 2022; and that the Master's Programme in Development Studies, specialising in Africa and the Caribbean, a joint endeavour between IGAA and the University of the West Indies (UWI), will start in 2022.

Three of the institutes saw a change in leadership. For the Institute for the Future of Knowledge (IFK), Prof Alex Broadbent (resignation) was replaced by Prof Arthur Mutambara as the Director; for the Institute for Pan-African Thought and Conversation (IPATC), Prof Adekeye Adebajo (resignation coinciding with the end of

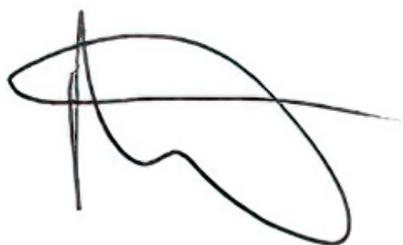
contract) was replaced by Prof Siphamandla Zondi as the Acting Director; for the UJ-NanjingTech Confucius Institute (UJCI), Prof LI Baosheng replaced Prof Peng Yi (end of term) as the Co-director.

In part through the endeavours of the Institute for Intelligent Systems (IIS), UJ is cementing its role as the leading institute on the African continent in artificial intelligence (AI). UJ was the first university on the African Continent to purchase *Spot* (<https://shop.bostondynamics.com/spot>). This acquisition will add significantly to the UJ 4IR teaching and training mission, and has already opened avenues for the IIS to develop technology transfer and innovations around its use in industry. The Master's Programme in Artificial Intelligence has been approved, with the first intake in 2022. The IIS will also serve as the higher education anchor to the South African AI network (see Honourable Minister Ms Khumbudzo Ntshavheni's reflections on her *first 100 days* as Minister of Communications and Digital Technologies). The ISS remains hugely successful in establishing longer-term collaborations, linked to external fund leveraging. Examples include Accenture (R50 million over five years), City Power (R9.7 million) and Growing Up Africa (over R40 million of in-kind infrastructure commitment).

The IPATC promotes innovative global African thought leadership through community-engaged research, teaching, and dialogue. IPATC, in collaboration with Jacana publishers, hosted a virtual book launch of the volume by Prof Adekeye Adebajo, titled *The Trial of Cecil John Rhodes*. IPATC also jointly hosted five meetings of the Pan-African Pantheon Lecture Series with the London-based Centre of Pan-African Thought. The Institute also partnered with the US-based Howard University, the UJ SARChI Chair in Teaching and Learning, and the UJ Library to launch its edited volume, *Transforming Humanities Curricula in South Africa, Africa and African-American Studies*. IPATC launched an edited a volume on *The New Political Economy of Land Reform in South Africa*, and jointly hosted an expert webinar with the Swedish-based Nordic Africa Institute (NAI) on *Centring the Voices of African Migrants in Africa/European Union Migration Debates*. Going forward, into 2022, IPATC is looking to further collaborations that intersect African Union Agenda 2063, sustainable development goals and 4IR. This is in the context of the priority areas for internationalisation, as established through the National Planning Commission (NPC).

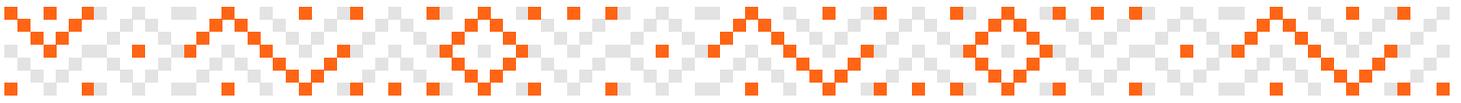
The Johannesburg Institute for Advanced Studies (JIAS) hosted an actuvirtual symposium, titled *Racialized Geo-graphies – De/Colonial Knowledge*, which reflected on how migration from certain countries to the militarised Mexico/US border is interwoven with racialised geographies, belonging, and identifications. This followed closely on a virtual discussion on *Epistemic, Institutional and Algorithmic Rac[e]ism and Sex/ism*, which reflected on what a racist and sexist society is in relation to imperial colonialism, the laws of democracy, and the ideas of rights and justice. One of the JIAS Fellows and 2018 JIAS Writing Fellow, Zukiswa Wanner, received the Goethe Medal in recognition of her outstanding contribution to international cultural exchange. The pandemic and concomitant travel restrictions impacted the JIAS Fellowship programme; notwithstanding, a number of fellows visited JIAS in 2021, with the intake for 2022 commencing in the first quarter of 2022.

The UJCI and Nanjing Technology University (NanjingTech) co-hosted a webinar for prospective international students. The UJCI, in conjunction with the Department of Complementary Medicine (FHS), hosted the first-ever (online) Acupuncture Summer School in South Africa. Almost 100 students attended the event, with contributions by, among others, Mr Li Xudong, the Education Counsellor, Embassy of P.R. China to SA, Dr Louis Mullinder, the Registrar of the Allied Health Professions Council of South Africa (AHPCSA), and Prof Saurabh Sinha. UJ and the UJCI celebrated the Chinese New Year on 12 February 2021 and ushered in the Year of the Ox. The event was attended by Honourable Fish Mahlalela, Deputy Minister of Tourism, and colleagues from both UJ and NanjingTech. As part of these celebrations, 20 South African students were recognised to learn Mandarin, supported by the Department of Tourism. Dr David Monyae, the UJCI Co-director, in conjunction with the University of Johannesburg Centre for Africa/China Studies (CACS), was appointed as one of two South African members (with Stellenbosch University) of the BRICS Studies International Thematic Group.



Ndivhuwo Luruli (Dr)

Executive Director: Research and Innovation



Internationalisation

OVERVIEW

Through internationalisation, the University of Johannesburg (UJ) continues to enhance its scholarly engagement with and impact on national, regional, and continental transformation agendas, and reaffirms the University's position on the global higher education landscape. The work undertaken by the Division for Internationalisation is central to UJ's vision of '*an international University of choice, anchored in Africa, dynamically shaping the future*'.

Internationalisation at UJ entails the cultivation of an international environment on campus, with students and staff from around the globe recruited and fully integrated into UJ life; internationalisation of the academic curriculum; dialogue with international partners and the international community about issues of national and global importance; as well as the development of international partnerships and implementation of international collaboration involving research as well as student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching all aspects of the University's mission, including student experience at home and abroad; research and innovation; teaching and learning; and the enhancement of the UJ's international profile.

The 2021 academic year continued to be an extremely challenging year due to the COVID-19 pandemic. Globally, no sector of society was left unscathed and higher education no less so. As we grappled with various challenges due to the pandemic, the Division continued to focus on reimagining internationalisation both in the current and also in a post-COVID context. Our emphasis was on remote work and virtual engagements, reviewing and streamlining processes for online admissions, and on recruitment for both our degree programmes and for short-term mobility programmes, including virtual mobility opportunities for UJ students and students from our partner universities.

Regardless of the challenges, the reporting year proved to be a successful year for internationalisation at UJ. The pandemic forced us to think creatively and innovatively with regard to our marketing strategy in order to attract international students, to provide an increased number of virtual mobility programmes in consultation with our internal and external partners, to continue engaging with the global community by hosting virtual events and also to maintain open lines of communication with our international students who were and still are anxious and unsure about the future and the academic year ahead. From the aforementioned, attracting new international students and retaining existing international students have posed the greatest challenges due to hurdles faced by the students in terms of funding as well as immigration and visa issues.

Virtual programmes allowed greater access for students to participate in mobility programmes at a substantially reduced cost, and this is reflected in the mobility numbers reported below. Our current number of approved joint programmes indicates that our engagements with international partners are proving to be fruitful, and the number is in line with the University's target. Particularly significant to 2021 was the continued work with the Times Higher Education, Universitas 21 (U21) and BRICS networks, to elevate UJ's global reputation while

assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to the Pan-African agenda. Also significant in 2021 was the continued upward trajectory of UJ in various rankings bodies, reflected by 10 UJ subjects rated among the best in the world in the QS World University Rankings by subject. Significantly, the 2021 THE University Impact Rankings, which are shaped around the United Nations (UN) sustainable development goals (SDGs), also ranked UJ first in the world for decent work and economic growth.

Firmly positioned in the University's global excellence and stature Strategic Plan 2025, 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 facilitated through both intra-university and international partnerships.

OPERATING CONTEXT

In 2021, the Division was constituted by the following directorates and units:

- Study Abroad and International Student Services
- Academic Services
- Fundraising and Administration
- International Student Recruitment and Admissions

The drivers of any strategic initiative are the people who put strategy into action. The UJ Division for Internationalisation has grown from a team of three in 2011 to a team of 15 permanent and two temporary staff members in 2021.

The year 2021 marked the second year of the COVID-19 pandemic. At the Division for Internationalisation, staff were well-adapted to working virtually from home. Most of the Division's events, stakeholder engagements, recruitment activities and mobility programmes were conducted virtually; however, there was a shift towards more in-person engagements in the latter part of the year, as the University allowed some physical mobility, e.g. through the Africa-by-Bus programme, onsite visiting delegations as well as hybrid and onsite events with limited attendees.

Study Abroad and International Student Services

The Directorate is responsible for providing inbound and outbound study abroad opportunities. The Directorate also coordinates the welfare needs of international students to assist them to adjust to their environment at UJ, including assistance in case of an emergency.

The Directorate continued focusing on virtual mobility programmes, while engagements with Study Abroad partners and networks ensured that a variety of opportunities were available. Key to providing these opportunities were our strong relationships with Universitas 21 (U21), the Association of Commonwealth Universities (ACU) and the International Education Association of South Africa (IEASA).

In 2020, the Directorate developed a UJ 3D virtual tour to assist new and prospective students to navigate the Auckland Park Kingsway (APK) Campus. Further development took place in 2021 towards finalising the 3D virtual tours for the Bunting, Doornfontein and Soweto Campuses, which will be completed in 2022.

Virtual engagements

In collaboration with FH Munster University, Germany, we hosted the World Café Series, which focused on change leadership under the banner 'How can the youth continue to lead change?'

Other engagements included hosting a virtual book discussion with Dr Sizwe Mpofu-Walsh to discuss his book, *The New Apartheid*. The discussion was a collaborative effort between Internationalisation's World Café Series and the Vice-Chancellor's Reading Club.

In aid of the broader internationalisation project, the Directorate also participated in a number of international engagements, which included the IEASA conference, serving on the conference planning committee for the FORUM on Education Abroad 2022, participating in the U21 Virtual Mobility Definitions Project and sitting on the selection panel of the Universities Canada Mobilities Grant.

Physical and virtual mobility figures in 2021 were 6 416 for inbound students, and 11 514 for outbound students.

Although the majority of the above mobility was conducted virtually, there was a gradual increase in physical mobility towards the end of the year. As part of the Africa-by-Bus programme, three trips took place to Namibia and Mozambique in partnership with the Faculty of Education and the Faculty of Humanities. Furthermore, the Study Abroad Office also supported and chaperoned three UJ Sport programmes for participation at the Federation of Africa University Sports (FASU) Games.

Academic Services: Partnerships

The Directorate is responsible for facilitating international partnerships, which include joint/co-badged degrees and engaging with UJ stakeholders to provide support in the development of short learning programmes (SLPs).

One of the key strategic agreements was concluded with the Swiss Fondation pour l'institut de hautes études internationales et du développement, acting through the International Digital Health and Artificial Intelligence Research Collaborative (IDAIR), based in Geneva, Switzerland. Both UJ and I-DAIR have a common interest in contributing to the United Nations (UN) Sustainable Development Goal #3 on Good Health and Wellbeing and intend collaborating and cooperating in activities and programmes that contribute to this UN goal. UJ will be the South African Hub Lead and will convene a consortium for an I-DAIR hub in Southern Africa. The hub is intended to serve as a magnet for young researchers working in the areas of digital health and artificial intelligence (AI) for health. Furthermore, the hub will also act as a regional centre of excellence for research and capacity development.

Throughout the year, UJ continued hosting virtual meetings with international partners. In January, senior UJ colleagues met with their counterparts from the University of Illinois at Urbana-Champaign, USA. The meeting focused on mapping out areas for collaboration between specific faculties at both universities, with regard to previously identified goals. In February, UJ colleagues also met with representatives from Ladoke Akintola University of Technology, Nigeria, with discussions focusing on specific identified areas for collaboration. Both universities agreed to finalise champions to take discussions forward.

To further strengthen and facilitate the structuring of international academic partnerships within the University, the Academic Services Directorate conducted a training workshop, co-hosted with the Division of Teaching Excellence. The session included guest presentations by experts from the Durban University of Technology (DUT). This two-hour introductory workshop was intended to support early-career and emerging researchers in developing international links and partnerships through virtual mobility and collaborative online international learning (COIL).

Several Erasmus+ and partnership agreements were finalised in 2021. Some of the key strategic agreements are with:

- University of Ljubljana, Slovenia
- University of Gdansk, Poland
- Palacky University, Czech Republic
- Universitaet Klagenfurt, Austria
- Universitat Politècnica de València, Spain
- Ecoles de Paris, France

The following Pan-African academic partnerships were renewed and are presently active:

- MOU – South Eastern Kenya University
- MOU – National University of Science and Technology (NUST)
- MOU – National Gender and Equality Commission, Kenya
- MOU – Evelyn Horn College of Applied Arts and Commerce
- MOU – Daystar University
- MOU – University of Lagos
- MOU – University of Ghana
- MOA – Makerere University
- MOA – Never Again Rwanda

Fundraising and Administration

The Centre for Entrepreneurship at the Johannesburg Business School, in partnership with the Institute for Employment Research at Warwick University (UK), received a grant of R1.1 million from the British Council's Innovation for African Universities Programme. This consortium will form part of a research and peer learning community of practice that aims to support the African entrepreneurship ecosystem. The Chinese Consulate General in South Africa generously donated R110 000 towards bursaries that will support 11 top performing international students in paying their tuition fees.

The Division for Internationalisation partnered with the Institute of International Education Scholar Rescue Fund (IIE-SRF) as well as with the New University in Exile, New School, New York. The aim of the collaboration is to provide support to endangered scholars within the IIE-SRF network by hosting a scholar. Both organisations have committed to fund a scholar at risk for a year and will contribute \$25 000 each.

During this period, the Directorate submitted research funding calls with different faculties as lead applicants, and a number of applications were among those shortlisted by the following funders: Pepsico Development Fund (FEBE), IDRC Women in Science (FHS), British Council (JBS), and African Union Innovating Education (Education).

In September, the Directorate hosted an internal information session webinar on the Horizon Europe Africa Initiative Funding Calls. As a strategic partner, the EU seeks to enhance cooperation with Africa to promote actions targeted at finding locally adapted solutions to challenges that are global in nature, but which often hit Africa hardest. The programme will start from 2021-2027 with a total budget of €350 million. A proposal under the theme, Biodiversity and ecosystem, was submitted during this period with FEBE as lead applicant.

International Student Recruitment and Admissions

The Unit is responsible for global student recruitment and for providing assistance to all international students in terms of registration queries. The 2021 headcount for formal degree/diploma programmes was 2 431 for undergraduate and 1 697 for postgraduate.

As a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ also enjoys association with regional international schools, such as the Council of International Schools – East Asia Regional Council of Schools (CIS-EARCOS), which holds annual workshops and conferences with Career Guidance teachers at schools. CIS also provides a search and information database for member institutions and all learners from international schools. During the pandemic, we leveraged our relationship with the Council of International Schools (CIS) by sharing information on their social media platforms and their international schools' database.

In keeping with thinking and working innovatively due to the COVID-19 pandemic, all recruitment activities were undertaken virtually. Five virtual information sessions were held for the following international high schools in Botswana, Lesotho and Swaziland:

- Maru a Pula (Botswana)
- Machabeng (Lesotho)
- Soofia (Lesotho)
- China Lesotho Collegiate (Lesotho)
- Waterford (Swaziland)

The recruitment and admissions staff also hosted four faculty targeted webinars specific to the following faculties, FEBE and Science, FADA and Education, Humanities and Health Sciences, and the College of Business and Economics.

Global advertising for 2021 included both print and digital advertising. The Unit produced the 2022 Z-Card, which provides information for international applicants.

To further enhance our marketing, the Unit makes use of the Keystone targeted digital marketing platform to generate leads for all of our qualifications and courses. The Keystone platform was utilised to advertise all undergraduate and postgraduate programmes, and follow-ups were made with prospective applicants by email. Colleagues also kept in touch with Guidance Teachers from schools in SADC, and East and West Africa for leads and information on applications and admissions.

In the period August/September, we concluded a digital web banner campaign in the following seven countries in Africa: Ghana, Kenya, Namibia, Nigeria, Tanzania, Uganda and Zambia. The web banner campaign was followed by a newspaper print advert campaign in six countries on the continent.

GLOBAL REPUTATION (Marketing, events and visits)

In August, in partnership with the Thembekile Mandela Foundation and Leading Like Mandela, UJ hosted the African Leadership Summit and Dialogue Series, titled *Leading Africa to rise above the effects of the pandemic and to unlock opportunities arising from the 21st century*.

In October, Ambassador H.E. Dr Nicolas Brühl, Switzerland, hosted a luncheon with a senior UJ delegation and the EU Ambassador, the Ambassadors of Denmark, Finland, France, Germany and Italy, and the Deputy Heads of Mission of the Embassies of Austria, Norway, and Sweden. The VC's address focused on the eight recommendations from the Presidential Commission on the Fourth Industrial Revolution (PC4IR) as well as on UJ's strategic focus on the 4IR.

In November, UJ co-hosted the launch of Crypto Valley Venture Capital Africa (CV VC) with the Institute for Intelligent System (IIS). CV VC, an investment company based in Zurich, will invest \$11 million over the next four years to support 100 African start-ups, which will include setting up incubation hubs, mentorship and investment opportunities.

Virtual engagements

The Division, together with the UJ Institute for Intelligent Systems, University of Zurich, and two industry partners, CV VC and SANBA, hosted the first webinar in April as part of a Blockchain series. The title was 'Blockchain: Its future and promises for accelerating Africa's journey towards Agenda 2063'.

In partnership with the UJ Library, the Division hosted a webinar in April, titled 'Through great leadership MIT remained No.1 in the World University Rankings for the past nine years'. The speaker was Prof Phillip L. Clay, former Chancellor, Massachusetts Institute of Technology (MIT).

On 23 September, the Unit hosted an information session webinar regarding the French scholarship programme. The session focused on scholarship opportunities for South Africans to pursue their master's and doctoral studies at a university in France.

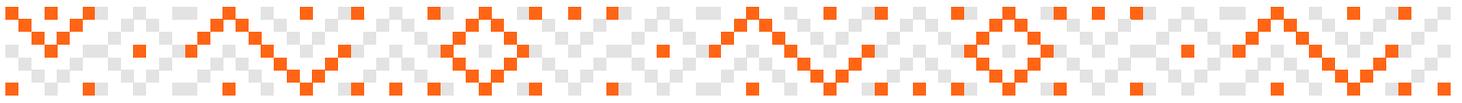
Prof Ylva Rodny Gumede, Senior Director for the Division for Internationalisation, facilitated the following UJ Cloudebates:

- Cryptocurrency. Holy grail or fool's gold? Is it a get-rich-quick scheme or genuine alternative to traditional money?
- How private are messaging apps in the age of 4IR? Unfounded hysteria or genuine cause for alarm?
- Cyberbullying: How do we stem the tide? Who is responsible for protecting us from online bullies?
- When ransomware attacks, pay up or hold out? Hacking for profit.

In addition, we also hosted several engagements under the banner of our World Café series.



Ylva Rodny-Gumede (Prof)
Senior Director: Internationalisation



Library and Information Centre

This executive summary reports on the work done in the Library and Information Centre (LIC) during another challenging and unusual year. To understand how staff experienced 2021 and what type of support they needed going forward, in November 2021, a small research team in the LIC asked LIC staff to complete a survey. The survey, filled out by a third of the staff, asked staff members to report on their experiences during COVID-19. In the survey, 41% of the participants said that they were grieving the death of a family member or very close friend. Most people in the survey reported feeling overwhelmed at different times during the year, 68% self-reported feeling anxious almost all the time and 65% self-reported feeling depressed most of the time. Yet, within this same cohort, two-thirds of the respondents also reported feeling that they had purpose and were motivated to do their jobs most of the time. Overall, 90% of the respondents reported that they felt supported by the LIC most of the time. This survey highlights the emotional toll that COVID-19 has had on staff members and the challenges they face going into 2022 as grief, depression and anxiety are not things that people overcome quickly. The high levels of motivation and purpose regarding work reflect the staff's dedication and commitment to offering the best service possible to the larger UJ community. This executive summary highlights the many ways in which the LIC has excelled during a challenging time.

INNOVATIONS IMPLEMENTED IN 2021

The University of Johannesburg Press

UJ Press was launched officially in 2021 and in October our new UJ Press Manager, Wikus van Zyl, joined the LIC team. By the end of 2021, UJ Press had finalised two monographs for publication in 2022 and three monographs under review. In 2022, several of these will be published on the Open Monograph Press (<https://ujonlinepress.uj.ac.za/>). The Press had a total of ten journals on the online platform, with several more journals exploring how best they can move over to be hosted on the UJ Online Journal System (<https://journals.uj.ac.za/>).

The Information and Research Management Programme for honours students

An exciting collaboration that came about in 2021 was the launch of an information and research management programme for honours students, run by the Postgraduate School and the LIC. This programme focuses on teaching students how to find information, critique that information, use an electronic referencing tool, how to structure and write a literature review, how to write an argument and follow that through in a long essay or research report, and how to ensure that the data they collect are captured and stored securely on the UJ Research and Data Management site. For 2022, there are plans to run this programme with each faculty and tailor-make the programme for the needs of students in different disciplines.

The Library coffee shops

The long-awaited coffee shops on APK and DFC opened their doors in 2021. Owing to COVID-19 restrictions, the coffee shops struggled, but in 2022 we expect to see them become an important social space on these campuses. One of the aims on APK is to keep the coffee shop open until 20:00 at night so that students do not need to leave campus to find something to eat or something hot to drink. In this way, the LIC hopes to play a small role in helping to create safe learning spaces for students.

Learning through gaming

A small team from the LIC together with Dr Pieter Myburg, Dr André Potgieter and Prof Adejide Ade-Ibijola were awarded R39 000 from the UJ Teaching Innovation Fund to help develop an online game through which students can learn about digital literacy. Digital literacy is the ability to critically assess all the information found on digital platforms and thereby identify fake news, misinformation, disinformation, and conspiracy theories. In 2022, the finalised game will be rolled out to students. In 2021, the very popular online plagiarism game was completely reimaged and made into a much more interactive and complex online game to be launched to UJ students in the first term of 2022.

Podcasts

In 2021, the LIC opened a podcast studio in the APK Campus Library. During COVID19, podcasts have grown in popularity, and the studio offers academic staff a space in which to make podcasts that are of a high sound quality. Podcasts have many benefits for students; key among these is that they require very little data for students to download and can be listened to on public transport, which is often an unproductive learning time for students.

A lot of very interesting research was done on COVID-19 at UJ during 2020 and 2021. In 2021, Prof Maria Frahm-Arp hosted a series of podcasts called 'Innovative Research at UJ'. In these podcasts, she interviewed researchers at UJ who had done research on COVID-19, ranging from understanding it from a health science point of view to analysing its social, economic and political impact in South Africa. The podcasts can be found at <https://soundcloud.com/the-university-of-johannesburg/sets/covid-19-innovative-research>.

HIGHLIGHTS FROM 2021

3M gates replaced

A key risk in the LIC for several years have been the ailing 3M gates. These are the exit gates, which react to the magnetic strip in a book and sound an alarm if a book is taken out of the library without being properly issued. Without these gates, students can walk out of the library without checking out books, which would lead to loss of our assets. Five of the old gates were replaced and in 2022 another six will be installed.

Digitisation of the archives

Following the devastating fire at the University of Cape Town in which a significant portion of their archives was lost, the MEC agreed to give the LIC just under R1 million to upgrade the archives at UJ. The goal was to ensure that the space would be more secure against fire and water threats, and that the atmosphere in the archives would continually be at the optimal setting to preserve our rare and special collections. The Archives and Special Collections have also been granted R1.8 million, to be spent over three years, to digitise the whole collection. Once digitised, the collection will become accessible to scholars throughout the world.

Hybrid conference venue

The Nadine Gordimer Auditorium in the APK Library was repurposed as a hybrid meeting room, and at the end of 2021 the LIC hosted the first hybrid conference. This conference included delegates who were physically present in the Nadine Gordimer Auditorium and other delegates who joined the conference via Zoom.

Reaching our students virtually

Over the last two years, the LIC's social media presence has increased dramatically. One of the most successful features is Botsa – the LIC chatbot that averages 392 engagements a week with students. The VC's reading group is another highlight, with people from Namibia and Zimbabwe joining the sessions. Like all LIC webinars, these are streamed on Facebook and recorded. The recordings can be watched on the LIC YouTube channel. On the whole, many more people downloaded and watched the recorded VC's reading group sessions than those who attended the sessions in real time. Students report that they enjoy being able to download webinars from the LIC YouTube channel to watch in their own time.

Thought leader in library and information management globally

The LIC is becoming a thought leader, particularly in library leadership and management. The Executive Director, Prof Maria Frahm-Arp, was a keynote speaker at five international conferences during 2021. She was also elected to the Online Computer Library Centre (OCLC) executive board for the Europe, Middle East and Africa region. OCLC is the second largest provider of library products and systems software and the organisation that manages the international interlibrary lending system worldwide.

Once again, the LIC hosted a highly successful TEDx event and the UJ Library international conference, partnering again with the Association for Commonwealth Universities.

RESEARCH SUPPORT

A new initiative in the LIC support for postgraduate students was the establishment of the postgraduate research lounge. The lounge is an online space dedicated to research students undertaking honours, master's and doctoral programmes. It aims at further supporting the research communities at the University of Johannesburg. Additionally, the research lounge provides a supportive environment where students can socialise, help each other grow by having an interdisciplinary conversation, network for future opportunities, and take the opportunity to bring any library-related queries they have to the attention of a librarian.

Publishing a high-quality paper in a scientific journal only brings researchers halfway to making their research visible. The rest of their research journey is dependent on how they can generate interest in what they have written and get people to read and cite their work. Based on this, the Library saw the need to start the Research Conversations Series as a way of improving the impact, visibility and citation rate of UJ researchers.

These conversations were aimed at professors, lecturers, postdoctoral fellows and doctoral candidates who have published or are intending to publish papers and would like to increase the visibility, impact and citation index of their papers. The conversations had reference to various research disciplines. Some of the topics included: How to publish Open Access, Understanding the impact of your research and improving it, Funding your research beyond and outside the NRF, and Writing for non-scientific audiences.

TEACHING AND LEARNING SUPPORT

Dr Elize du Toit, the Specialist Librarian for Teaching and Learning, received her PhD from Unisa, with the research topic 'Information seeking behaviour of first-generation students at the University of Johannesburg'. Her research resulted in the University of Fort Hare Library requesting her to design and develop an information literacy course for their library.

STAFF DEVELOPMENT

As part of staff development in the LIC, four Learning Commons librarians, two general librarians as well as one team leader for shelving received intensive training throughout 2021 in the information literacy skills needed to train undergraduate students. They assisted in 28 training sessions and they themselves conducted

18 training sessions. This is a first for the LIC and shows, how in the 4IR, jobs are being reimagined and the boundaries are coming down between who does which type of work.

CHALLENGES AND FUTURE PLANS

Wi-Fi access and computers

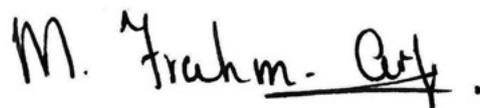
The LIC has been working with ICS to ensure that there is full Wi-Fi coverage throughout each library. The project will hopefully be completed in 2022, but has been held up due to budgetary constraints. As the students will no longer receive free data in 2022, they will become more reliant on the free data in the LIC and the computer labs, and it will be essential for the library to have full, stable Wi-Fi coverage throughout all its spaces. Another critical concern for 2022 is the lack of available plug points for students in the LIC. Students who bring devices to campus need to charge their devices, and the various libraries on the four campuses do not have sufficient plug points to meet the students' needs.

Virtual reality rooms

In 2022, the Library on the APB Campus will be opening a virtual reality room where students can come to experience virtual reality. In this space, students will be able to play free virtual reality online games and games that help them to learn. The LIC will be purchasing virtual reality games for learning in consultation with lecturers. In mining, for example, a virtual reality program that simulates the experience of going down a mine will be purchased. It is hoped that through these various games students will have a more immersive experience of what they are learning.

Learning with new technologies

In 2022, the LIC will have an expanded Makerspace on the DFC Campus, a virtual reality space on the APB Campus, a podcast studio on APK, and two online games, one where students learn about plagiarism, the other through which they learn digital literacy skills. These different technologies open up new ways and spaces through which students can learn. One of the goals for 2022 for the LIC will be to help lecturers learn how to use these various technologies in their teaching. A very simple example will be to help lecturers use the format of podcasts and the podcast studio to make podcasts that offer students a guided reading of an academic article. This is something they can listen to in the taxi, thus enabling them to use their travel time as a time for learning.

A handwritten signature in black ink that reads "M. Frahm-Arp." The signature is written in a cursive style with a horizontal line underlining the name.

Maria Frahm-Arp (Prof)

Executive Director: Library and Information Centre







Faculty Performance

OVERVIEW AND GOVERNANCE

This review reports on the one College, the one School and the seven Faculties that are reflected in this section, listed in alphabetical order.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017. In terms of governance, during 2018, the College completed the full process of merging policies, governance structures and procedures, and from 2019, the College has thus followed the same rules that apply to the seven faculties.

In September 2020, the UJ Council ratified that the Johannesburg Business School (JBS), hitherto a component of the College of Business and Economics, be academically restructured as recommended by the MEC and supported at Senate:

- The JBS would be founded as a standalone faculty separated out of the College of Business and Economics (CBE) and would fall under the oversight of the DVC: Academic.
- The Dean of the JBS would report to the DVC: Academic.

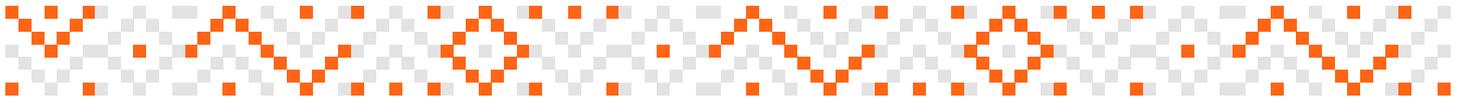
Towards this end, policy modifications, staff restructuring and new systems and processes were instituted to formalise this arrangement and move towards greater levels of autonomy and decision making; and the Johannesburg Business School was repositioned as a Faculty equivalent from the start of 2021.

In the following, use of the term faculty also includes the College and the Johannesburg Business School.

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.

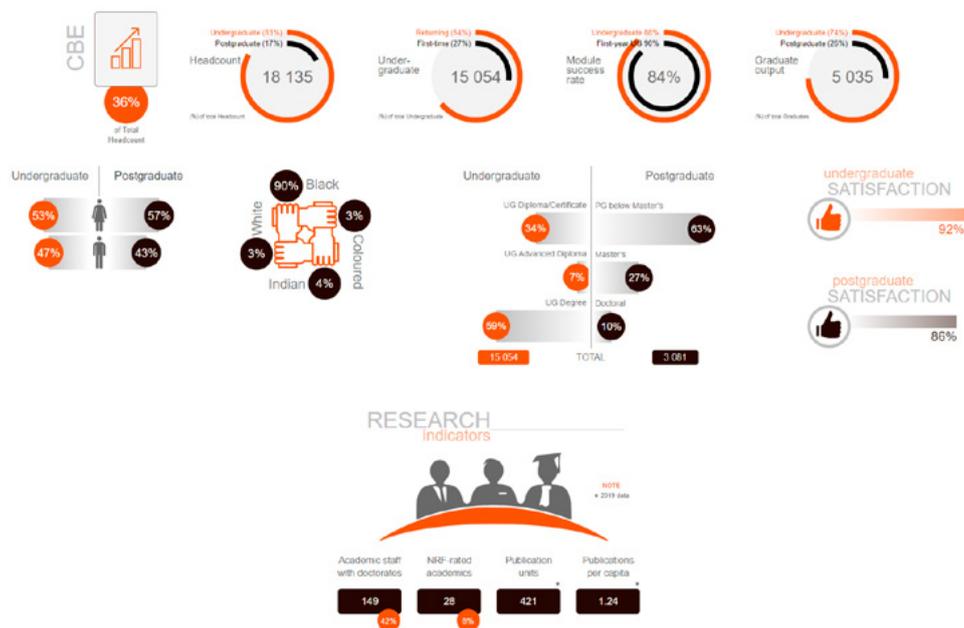
Letlhokwa Mpedi (Prof)

Deputy Vice-Chancellor: Academic



College of Business and Economics

OVERVIEW



The year 2021 provided many opportunities to deepen knowledge and practice of the art of agility – in short, to respond to CBE stakeholders’ changing expectations while maintaining a solid good governance and operations backbone.

President Cyril Ramaphosa announced lockdown in South Africa for 21 days on 23 March 2020, aiming to contain the spread of the coronavirus. Some 700 days later, we continue to implement innovations counteracting the impact of the COVID-19 pandemic.

The first vaccines, administered in February 2021, functioned to a greater or lesser extent. Consequently, the development of new vaccines raced against the coronavirus, which had mutated speedily towards the more contagious Delta variant by July 2021. By December 2021, Omicron was making headlines in the world of viruses, again halting the staggering local economy, notably the tourism sector, in its tracks. On the bright side, this most recent mutant is associated with fewer deaths and hospitalisations, flagging South Africans’ hope towards recovery.

Retrospectively, the pandemic has changed every facet of our society, not least how universities responded rapidly and innovatively in the face of threats looming large. The detail of UJ’s response to the pandemic was

narrated by the Deputy Vice-Chancellors, Professors Saurabh Sinha and Angina Parekh (<https://www.uj.ac.za/news/uj-top-executives-explains-how-the-institution-steered-the-2020-academic-year>).

On the dark side, statistics became real regarding the names of family members, friends, colleagues, and students who did not survive the pandemic. We still feel the high impact of disrupted supply and food chains, as we adapt to demands of a new world of work, cyber-security attacks, economic downturn, and social unrest.

On the bright side, the UJ community has evolved our virtual teaching, learning, research, and outreach capacity. Notably, wisdom has been gained through a series of thought-provoking virtual events to answer how we reimagine the post-pandemic world. Because of the impact of the pandemic on the global economy, this daunting task seems ceaseless, and we assimilate what we have learnt into UJ's organisational memory.

February 2022 saw staff and students returning to campus, complying with COVID-19 protocols and UJ's mandatory vaccination policy. Our campuses are alive with the sound and motion of people in search of a better future.

Zooming into the CBE progress, 2021 may well be considered as the best of the five years since the CBE was established, when two legacy UJ faculties dedicated to the field of economics and business were merged.

Why are the CBE results so encouraging?

Since lockdown, staff and students have been confined to a restricted living environment for two years, which emphasised the need to focus on the physical and psychological wellbeing of the CBE community. Staff and students soon gained deep insight into the taxing nature of multitasking the pedagogy of care. On a more critical note, unpacking the CBE 2021 progress portrays how the CBE heart's four chambers are beating systemically and rhythmically.

- A UJ CBE mindset empowers the new generation CBE academics and academic governance staff to drive support networks. The roles and responsibilities of academics and academic governance staff have expanded. Therefore, much more thought and action are invested in staff and student support, in reconnecting staff and students' networks, and in organisational wellbeing. Ultimately, to sustain the CBE spirit of agility.
- The CBE has invested the gift of time into longer-term strategic thinking by creating plan-ahead teams, deliberately including people identified as future leaders. The CBE's investment in people skills development, awakening mindsets to manage in new ways and building capacity across the CBE, has enabled a vast shift in secured progress. In Prof Chris Brink's words, this shift is marked by an alignment of "what we are good at" as much as "what we are good for".
- The CBE grows empathic managers able to stimulate solutions. It does not take massive investments to cultivate the ability to lead. The journey starts with realising how easy it is to fall prey to the temptation to micromanage contingencies.
- The COVID-19 pandemic has taught the CBE that a broad leadership approach yields better results when compared to a leadership team that can do a few things very well.

The CBE has functioned at an incredible pace since 2017, regardless of the challenges that came our way. The 2021 Annual Report testifies to much resilience and innovation. For ease of interpretation, the CBE monitors and evaluates progress against UJ's six strategic objectives (SO1 to SO6) outlined in the UJ Strategic Plan 2025.

Comparing 2021 with 2020

- SO1 (excellence in research and innovation) and SO5 (national and global reputation management) account for 40 key performance indicators (KPIs), of which 24 (60%) improved, 4 (10%) were sustained, and 12 (30%) showed slightly lower results.
- SO2 (excellence in teaching and learning), SO3 (an international profile for global excellence and stature) and SO4 (an enriching student-friendly learning and living experience) account for 33 KPIs of which 26 (79%) improved, 3 (9%) were sustained, and 4 (12%) showed slightly lower results.
- SO6 (fitness for global excellence and stature) accounts for 27 KPIs, of which 25 (93%) improved, and 2 (7%) showed slightly lower results.
- Overall, the CBE has progressed in 75%, maintained 7%, and showed slightly lower results in 18% of its KPIs.

Table 27 reflects essential observations. Highlights and key trends from the College's activities over the past five years, notably since 2020, are summarised in Table 28 and will be discussed further in more detail in this report.

Table 27: CBE 2021 strengths and weaknesses

Strengths (progressive performance since 2020)	Weaknesses (weaker results since 2020)
<p>Enrolment</p> <ul style="list-style-type: none"> ■ Enrolment in honours programmes grew to 1 304 (+11%). ■ Enrolment in master's programmes grew to 842 (+12%). ■ Enrolment in doctoral programmes grew to 302 (+16%). <p>Graduate output</p> <ul style="list-style-type: none"> ■ Honours graduates grew to 850 (+19%) ■ PG below M grew to 1 181 (+6%) ■ Doctorate output grew to 40 (+8%). <p>Research output and impact</p> <ul style="list-style-type: none"> ■ Research output units submitted improved to 608 units (+34%). ■ Scopus-listed publications improved to 576 (+21%). <p>Research output by visiting scholars</p> <ul style="list-style-type: none"> ■ Research output units per PDRF improved to 1.64 (+112%). ■ Research output units per visiting associate professor and visiting professor improved to 30 (+39%). ■ Research output units per visiting associate/ professor of practice improved to 5 (+25%). ■ Research output units per senior research associate improved to 88 (+11%). <p>Undergraduate qualification mix, international collaboration, and programme delivery</p> <ul style="list-style-type: none"> ■ Bridging programmes increased to 8 (+14%). ■ Joint international programmes increased by 2 (+15%). ■ Academic initiatives advancing 4IR increased to 24 (+33%). ■ Inbound students attending CBE academic events increased to 1 549 (+26%). ■ Outbound students attending international academic events increased to 2 847 (+42%). ■ The student/academic staff ratio improved 1:35 (11%) through the appointment of assistant lecturers, also serving to grow our future pool of lecturers. ■ Continuing education enrolment grew to 7 232 (+10%). <p>Talent investment</p> <ul style="list-style-type: none"> ■ Academic staff full-time equivalents grew to 403 (+21%). ■ The number of full professors grew to 41 (+21%). ■ The number of black professors grew to 19 (+73%). ■ Promotions to the rank of senior lecturer increased this category by 9 (8%). ■ The number of academics holding a doctorate as the highest qualification increased to 149 (+7%). ■ The number of academics holding a master's degree as the highest qualification increased to 176 (+33%). 	<p>Enrolment</p> <ul style="list-style-type: none"> ■ Hugely affected by travel restrictions and the absence of a UJ campus experience, international undergraduate enrolment dropped to 962 (-5%). ■ Hugely affected by travel restrictions and the absence of a UJ campus experience, international postgraduate enrolment dropped to 235 (-51%). <p>Graduate output</p> <p>Overall, postgraduate output dropped, undoubtedly due to the societal, professional, economic, and personal impacts of the COVID-19 pandemic since most of our students at this level are senior managers in full-time employment.</p> <ul style="list-style-type: none"> ■ Postgraduate Diploma graduates dropped to 331 (-19%) since students were heavily reliant on private and public sector sponsorships. ■ Master's graduates dropped to 193 (-14%). ■ Black South African doctorates dropped to 5 (-220%). ■ The percentage of honours students completing in minimum time dropped to 62% (-7%). ■ The percentage of doctoral candidates completing in minimum time dropped to 46% (-6%). <p>External research funding</p> <ul style="list-style-type: none"> ■ External research funding has dropped from R28 million to R26 million (-8%); notably, international grant support dropped from some R8 million to R4 million (-51%).

FITNESS FOR PURPOSE

The CBE 2021 Annual Report reflects a counter-disruptive strategy built on the strengths of its School of Accounting, the School of Consumer Intelligence and Information Systems, the School of Economics, the School of Management, the School of Public Management, Governance and Public Policy, the School of Tourism and Hospitality and an agile academic governance force directed by the deanery.

The CBE community progresses by using technology to educate more people than ever before in business and economics. We impact by generating knowledge, adding value to learning, and teaching how to be better informed, healthier, safer, how to behave better, connect, and learn faster. In so doing, we ensure that the 'black box' accelerated by COVID19 serves as an enabler in the emerging new world of work.

The past year saw the CBE extending its global scholarly network and concentrating investments into Greenfield projects to expand the economy and create more jobs for unemployed South Africans, of which a staggering 60% are unemployed youths. We integrate the 4IR into our teaching, learning, and research agenda to equip our graduates with a working knowledge of the future of manufacturing, geopolitics, economic trade wars, and the ability to navigate systems for growth spots that can assist with growing national wealth.

In the following, while taking a closer look at how the CBE staff rose to the challenges faced during 2021, we also focus on how these challenges provided opportunities for rethinking traditional approaches to our purpose of generating knowledge and educating our students for the post-COVID world.

Teaching and learning

Academics in the College have faced crucial challenges since 2019 with the sudden shift to online learning but have risen to the occasion. Indeed, the sudden requirement to move to online learning, while creating considerable uncertainty and stress, also focused our efforts to ensure that students completed the 2021 academic year.

In previous years, several modules had already introduced blended learning, and staff who were not yet familiar with online learning were aided by the various institutional support structures such as CAT, ICS, ADS, the UJ Library and the Academic Planning Division. The staff primarily used Blackboard, but also drew on other common platforms such as Zoom, MS Teams, WhatsApp, and Google Classroom.

In a significant boost for future accountants, the UJ CBE School of Accounting became the first tertiary education institution in South Africa to adopt Xero Learn. Says Prof Amanda Dempsey, Senior Director: SOA, "We're proud to be the first South African University to introduce Xero to our teaching syllabus. Our vision is to educate a generation of accountants that embraces the Fourth Industrial Revolution (4IR). The partnership is a first for education in the accounting industry and will give our graduates the necessary tools to be well skilled, agile, and ahead of the game".

The move to online learning required some adjustments in terms of pedagogies. Properly developed online learning typically caters to student-centred learning and pedagogies, such as collaborative learning, constructivism, and inquiry-based learning. Hence, there was a broad shift from using Blackboard simply as a communication and repository system to active engagement with students in the learning process. Most staff adopted asynchronous modes of presentation, in video recordings, audio recordings, and written materials uploaded to Blackboard. This more student-centred approach will allow students to accommodate better their engagement with learning materials within their very full-time schedules.

A particular challenge was faced by those programmes that included a work-integrated education component as a requirement for graduation. This challenge was addressed creatively by using online games, simulation components, among others, in collaboration with professional accreditation agencies, which allowed all modules in the relevant departments to be completed. The CBE, in partnership with other faculties, played an instrumental role in rewriting the UJ Policy on Work-integrated Education, ably led by Prof Roelien Brink.

The College has a strong tradition of supporting students to achieve optimally. Our concerns about student access to online learning were addressed at an institutional level by providing data and, where necessary, devices on loan. A further challenge was to ensure that the extensive tutoring programme could continue online and remain effective. The past year marked an increase of 25% in the number of senior tutors, tutors,

and mentors appointed to enhance online support. WhatsApp became the preferred means for tutors to engage with their tutoring groups or individual students.

Maintaining the integrity of assessment in the online environment was critical. At an initial College meeting, a contingency plan involving a college-wide shift to continuous assessment was set up, gradually evolving into detailed module assessment plans. A range of models of continuous assessment emerged, both with and without a final assessment opportunity, as best appropriate to individual disciplines.

Moderation practices were also adjusted in terms of time constraints and logistical issues. An internal proctoring system was able to confirm who was taking the assessment but could not eliminate collusion. Some use was also made of artificial intelligence approaches to compare scripts where collusion might be suspected. In all, the College felt assured that adequate checks and balances were in place to maintain the integrity of the assessments.

Student performance showed that our approaches had indeed been successful. Module success rates increased overall from 85% to 90%. The student dropout rate had decreased from 12% to 11,7% in 2021 but was well in line with the five-year trend of -0,8% year-on-year.

Governance of the changed approaches to course delivery was professionally managed under the leadership of the deanery, directors of schools, and heads of departments. The development of teaching, learning, and assessment plans at the College level guided schools and departments in developing their plans. Monitoring of progress took the form of weekly reports to the deanery.

Blackboard module activity reports played an essential role in monitoring student activity. These reports often tended to indicate lower student activity than expected. Yet, it became clear that students were downloading all the material at once and then working offline in their own time. However, student activity picked up significantly during assessments when students had to be on Blackboard.

In 2022, the CBE will follow a hybrid teaching and learning model consisting of in-person and online engagements. The 80% contact and 20% online ratio will serve as a broad guide for the combination of in-person and online activities, especially for first-year undergraduate students. However, we expect variation across the various departments' modules due to differences among disciplines and enrolment sizes.

The College will continue to innovate and advance the teaching and learning environment. There is still need for critical reflection on teaching pedagogies and how they can be optimally given effect in a blended or online learning environment, taking into consideration the learning profile of students in an environment of rapid technological change. Critical reflection is also needed around assessments, to develop strategies that would more meaningfully evaluate the attainment of expected learning outcomes.

Undergraduate enrichment modules

UJ hosts two undergraduate online enrichment modules (African Insights and AI in 4IR), of which students need to complete one. Between 2017 and 2021, some 2 584 CBE students had completed either the enrichment module African Insights or AI in 4IR.

Online programmes

The CBE hosts six non-subsidised online programmes, namely Advanced Diplomas in Financial Markets, Logistics, People Performance Management, Transportation Management, a BCom (Accountancy), and the Bachelor of Human Resource Management.

Continuing education

The delivery of continuing education programmes (CEPs) has again been a growth area in the College during 2021, focusing on 4IR (4IR Ethics for Accountants, 4IR Ethics for Professionals in Business, 4IR Perspectives for Accounting, 4IR Perspectives for Professionals in Business, Advanced Technology Systems in Quality Management 4.0, An Introduction to Blockchain Technology for Accountants, An Introduction to Blockchain Technology for Professionals in Business, Artificial Intelligence: Perspectives for Accountants, Artificial Intelligence: Perspectives for Professionals in Business, Computational Intelligence for Industry, Innovation Series: Industry 4IR, Intelligent

System Development, Operational Excellence Strategy with Digital Transformation, Policy Governance of 4IR in Africa, Principles and Applications of the 4IR in Power and Energy Industry).

Overall in 2021, CBE CEP enrolment has grown by 10% to 7 232 students.

Research and innovation

The year 2021 has been encouraging from the perspective of research and innovation. At the time of writing this report, the number of research output units submitted had grown from 454 in 2020 to 602 in 2021 (+32%). The CBE submitted around 955 individual publications in 2021, compared to the 686 in 2020.

The reduction in conference publications (8%) corresponds with the CBE strategy to steer the College away from over-reliance on conferences. The increase in the number of journal articles (81%), books (3%), and book chapters (9%) submitted in 2021 is pleasing and points to a continuous increase in the quality of our research outputs.

Numerous researchers have engaged with the Fourth Industrial Revolution, with 16% of research output units reflecting insight into the evolving field of 4IR, and a further 5% to the interface between 4IR and the Scholarship of Teaching and Learning.

In terms of impact, the number of Scopus-listed publications increased to 576 (+21%), Scopus-listed publications in collaboration with international scholars increased to 45% (+2,4%), and Scopus citations are standing at 2 749 (+1%). Publications in the top 10% of global journals (SNIP) increased by 1,4% to 28,6%.

This contribution to UJ's global excellence and stature is remarkable, considering the impact of the pandemic in publication delays, for instance, in obtaining feedback from reviewers and obtaining the mandatory documentation required for the submission of publications.

Research capacity

To further deepen research into the Fourth Industrial Revolution (4IR), the CBE has established the Centre for Data Science (CADS) to lead applied data science research and offer specialist training and postgraduate qualifications in the field. In addition, the Centre for Technopreneurship in the School of Consumer Intelligence and Information Systems contributes hugely to graduate employment and self-employment through technological innovation.

Another impressive development in the research and innovation portfolio is that the College further grew its list of NRF-rated researchers from 27 in 2020 to 31 in 2021. NRF ratings fall within the following categories: leading international researchers (A), internationally acclaimed researchers (B), established researchers (C), prestigious awards (P), and promising young researchers (Y).

CBE NRF-rated researchers include:

B-rated: Prof CM Rogerson, Prof RN Nunkoo

C-rated: Prof A Thomas, Prof C Hill, Prof C Marnewick, Prof DE Uwizeyimana, Prof F Adekambi, Prof G Verhoef, Prof GA Goldman, Prof H Twinomurinsi, Prof I Botha, Prof JH Eita, Prof JM Rogerson, Prof JW Muteba Mwamba, Prof KJ Bwalya, Prof KN Njenga, Prof LG White, Prof M Mpinganjira, Prof N Ngepah, Prof SJ Roberts, Prof T Moloji, Prof TJ Tselepis, Dr J Mba, Dr O Mosweu, Dr V Kalitany

Y-rated: Dr JK Giddy, Dr MI Raborife, Prof AO Ade-Ibijola, Prof BD Simo Kengne, Prof D Sanders-Nel, Prof N Meyer, Prof C Schachtebeck

The CBE has continued to advance the affiliation of global scholars to increase the depth of our scholarly networks, which, coupled with the ten members of staff who have achieved their doctorates in 2021, has augmented research and supervision capacity. By the end of 2021, the College has affiliated 294 visiting scholars (8% more than 2020). The investment in the number of PDRFs has been increased to 62 (+41%).

The CBE hosts 11 distinguished visiting professors, who, on average, present Scopus field-weighted citation indices of 2.64, meaning that their publications have been cited 2.64 times more than the world average for similar publications. These esteemed scholars include Prof Angustin Fosu (University of Ghana), Prof Arnold Bakker (Erasmus University of Rotterdam), Prof Edward Lorenz (University of Notre Dame), Prof Eva

Demerouti (Eindhoven University of Technology), Prof Frank Riedel (Bielefeld University), Prof Jarkko Saarinen (University Oulu), Prof Naresh Malhotra (Georgia Institute of Technology, USA), Prof Robin Nunkoo (University of Mauritius), Prof Stefano Ponte (Copenhagen Business School), Prof Thomas Baum (University of Strathclyde) and Prof Ulrich Schmidt (University of Kiel).

The South African Research Chairs Initiative (SARChI) was established in 2006 by the Department of Science and Technology (DST) and the National Research Foundation (NRF). It is designed to attract and retain excellence in research and innovation at South African public universities through establishing Research Chairs at these universities with a long-term investment trajectory of up to fifteen years. The College takes pride in hosting three SARChI Research Chairs: Prof Cecile Nieuwenhuizen, SARChI Research Chair in Entrepreneurship Education; Prof Erika Kraemer Mabula, SARChI Research Chair in Transformative Innovation, 4IR and Sustainable Development; and Prof Fiona Tregenna, SARChI Research Chair in Industrial Development.

In 2021, CBE's total external research funding declined by 8%, from R28 million to R26 million, leading to a substantial drive towards grant applications with promising results awaited in 2022.

Postgraduate profile

Postgraduate enrolment below master's grew in 2021 to 1 998 (+10%); enrolments for master's grew to 842 (+12%), while doctorate enrolments increased to 302 (+16%).

In 2021, postgraduate output below master's grew to 1 181 (+6%). Master's graduates dropped from a five-year peak of 224 in 2020 to 193 (-14%) in 2021. This drop is undoubtedly due to the societal, professional, economic, and personal impacts of the COVID-19 pandemic since most of our students at this level are in full-time senior-level employment. Doctoral output grew slightly to 40 (+8%).

The CBE is well on schedule to improve higher degrees administration processes. In 2021, the College Higher Degrees Committee started migrating many of its processes online. The migration is done in a phased approach. It will eventually culminate in increased automation and available information in the higher degrees administration processes, in line with the aspirations of the Fourth Industrial Revolution.

CBE research structures

The CBE houses an institute and nine centres dedicated to research and community development.

- The Centre for Competition, Regulation and Economic Development (CCRED), located in the School of Economics, specialises in industrial development, competition and barriers to entry, and regional value chains. CCRED, for example, draws leading global experts, such as Dr Antonio Andreoni (SOAS, University of London, UK); Dr Rashmi Banga (United Nations Conference on Trade and Development); Parminder Jeet Singh (IT for Change, India); Prof David Kupfer (Federal University of Rio de Janeiro, Brazil); Prof Stefano Ponte (Copenhagen Business School, Denmark); Dr Tim Sturgeon (MIT Industrial Performance Centre, USA) and Dr Jinkeun Yu (Senior Research Fellow, Korea Institute for Industrial Economics and Trade).
- The Centre for Public Management and Governance, located in the School of Public Management, Governance and Public Policy, offers two CEPs. These programmes are integrated academic and professional distance education programmes designed for students, working professionals and elected local political leaders, offered through online technology-enhanced distance learning.
- The Centre for Public Policy and African Studies, located in the School of Public Management, Governance and Public Policy, is a hub of teaching and learning targeted primarily at recruiting public-spirited students who are involved in or aspire to be involved in policymaking, policy implementation, or policy research.
- The Centre for Local Economic Development (CENLED), located in the School of Economics, is partnering in an international research study on strengthening urban engagement of universities in Asia and Africa, funded by the British Academy. The project includes six other international partners from Iran, Iraq, the Philippines, Scotland, Tanzania, and Zimbabwe. CENLED has established a three-year capacity-building programme for Gauteng Department of Economic Development officials.
- The Food Evolution Research Laboratory (FERL), located in the School of Tourism and Hospitality, contributes to combating the impact of COVID-19 and the subsequent lockdown on dietary habits and food choices. FERL studied the dietary habits and possible health outcomes in Sub-Saharan Africa during

the COVID-19 lockdown. FERL and the Nutrition Society of South Africa (NSSA) hosted a virtual symposium to commemorate World Food Day.

- The Institute for Transport and Logistics Studies (ITLS) (Africa), located within the School of Management, Department of Transport and Supply Chain Management, responds to industry needs for independent, unbiased, relevant, and up-to-date research. Its international partner institution is the Institute of Transport and Logistics Studies at the University of Sydney. In 2021, the contribution of ITLS (Africa) ranged from surveys on trends in transport, logistics, and supply chain management to once-off specialist research projects, such as the skills gaps in Kenya, Namibia, and Zimbabwe.
- The Public and Environment Economic Research Centre (PEERC), located in the School of Economics, is dedicated to basic, applied, and strategic research in environmental economics. Governments and development agencies have now recognised the critical role of environmental assets for sustainable development. This increased focus on the healthy environment has shifted the fiscal debates around the world to policies that promote the effective incorporation of environmental concerns into development decision making.
- The Technopreneurship Centre, located in the School of Consumer Intelligence and Information Systems, is an ideation and innovation hub. The Centre fosters collaboration between students and industry partners to develop new technologies. Students must structure real-life innovative solutions in intelligent software systems, video games, mobile applications (apps), and other forms of technological solutions that address business, economic and societal challenges as required by industries, local communities, and the government.

CBE STAFF PROFILE

There have been significant shifts in the staff profile during 2021 in terms of staff gaining their doctorate and staff promotions. Staff with doctorates have steadily progressed since 2017, when 98 staff held a doctorate; the total moved to 149 in 2021. Similarly, an outstanding total of 21 staff were promoted across the various ranks.

Five colleagues were promoted to full professor: Professors Crystal Hoole, David Poe, Dominique Uwizeyimana, Kevin Nell, and Shepherd Dhliwayo. Staff members promoted to associate professor include Chris Schachtebeck, Reena das Nair and Roslyn de Braine. Finally, the following colleagues were promoted to senior lecturer: Dr Andrea Potgieter, Dr Calvin Mabaso, Dr Joyce Toendepi, Dr Karolina Laba, Dr Leon Janse van Vuuren, Dr Milan de Wet, Dr N Cunningham, Dr Rozanne Smith, Dr Seugnet Bronkhorst, Dr Siya Nyikana, Dr Stella Bvuma, Dr Vaisha Harilal, and Ms Lydia Pelcher.

The College's commitment to developing younger staff, not least through their participation in UJ's Accelerated Academic Mentoring Programme (with approximately 70 CBE participants), has a considerable impact.

Staff accomplishments

The accomplishments of CBE staff on the international and national stage are too numerous to mention in detail. CBE staff members have been elected to the boards of learned societies and been appointed as visiting professors at global universities. They have also given keynote presentations at international conferences, secured notable international conferences for South Africa, and hosted conferences that brought leading experts together for dialogue and networking.

May I draw attention to 11 remarkable staff achievements in 2021.

- Dr Beate Stiehler-Mulder secured the UJ Wholesale and Retail Leadership Chair to professionalise and improve skills levels in the wholesale and retail sector and to position wholesale and retail as an attractive career proposition for young talent by developing qualifications at NQF Levels 5 to 10 and innovative research.
- Dr Collins Leke and Dr Nico Strydom waved the UJ flag high with their industry-wide acknowledgment by the South African Institute of Chartered Accountants (SAICA) for their research titled 'Enhance your Digital Acumen'.
- Dr Stella Bvuma was elected to the Executive Committee of the South African Institute for Computer Scientists and Information Technologists.

- Ms Akona Babana scooped the award as Woman Academic of the Year at the Association for the Advancement of Black Accountants of Southern Africa (ABASA), for her exceptional effort and dedication with regard to accountancy careers for women.
- Ms Boniswa Madikizela received the Trailblazer in Academia Award in recognition of her contribution as a Chartered Accountant, trailblazing a real and tangible impact on society. She achieved top honours at the African Women Chartered Accountants virtual recognition awards.
- Ms Wadzanai Mabuto was acknowledged as a Power Hour Coach at the SAICA Women in Leadership conference.
- Prof Claude Meyer was elected a Fellow of the International Academy for Intercultural Research (IAIR). This Academy consists of scholars from multiple disciplines, including, Anthropology, Communication, Education, Management, Policy Science, Psychology, and Sociology.
- Prof Linda de Beer was appointed as Non-Executive Director for Shoprite Holdings and will serve on the company's Audit and Risk Committee.
- Prof Natanya Meyer was elected Chairperson of the Entrepreneurship Development in Higher Education (EDHE) Community of Practice (CoP) for Entrepreneurship.
- Prof Shepherd Dhlwayo was awarded the UJ Vice-Chancellor's Distinguished Award for Teaching and Learning.
- Prof Talita Greyling has led the development of the first real-time balancing algorithm measuring nations' evaluative wellbeing by the hour. The Gross National Happiness Project (www.gnh.today) extracts data from a live stream of tweets and uses natural language processing to code sentiments. Prof Greyling's initial international project team of behavioural economists included South Africa, New Zealand, and Australia, and has now grown to participation by 11 countries. The New Zealand Treasury now officially uses the Gross National Happiness Today Index live as an official economic indicator on the NZ Statistic COVID-19 data portal.

Prof Greyling was also awarded the UJ Vice-Chancellor's Distinguished Award for the best innovation in 2021 and elected Vice-President of the International Society for Quality-of-Life Studies (ISQOLS) (global).

Academic governance

The College would not function without its 127 committed, hardworking professional administrators and 40 operational staff members who take a broad view of the University, the College and our staff and students' best interests.

The CBE renders a one-stop service to some 27 000 registered students on three different campuses, ranging from certificate to doctorate level, representing 43% of the University's student population.

This foremost responsibility is divided among Prof Sivan Chetty (Vice-Dean: Teaching and Learning), Prof Kelvin Bwalya (Vice-Dean: Research and Internationalisation), Prof Marita Pietersen (Head: CBE Quality Assurance), Dr Ronel Toerien (Manager: CBE Brand, Marketing and Internationalisation), Ms Maria Motaung and Ms Elmarie Vermeulen (the two CBE Heads of College Administration), Ms Delia Arends (Head: Dean's Administration), and Ms Yasmiena Sally-Joyce (Executive Secretary to the Dean).

LOOKING FORWARD

Overall, the CBE has progressed well in 2021, and remarkably since 2017. Underpinning the mindset of all staff in the College is the theme of connectedness, of productive and active interdisciplinary connections within the College, as well as a vast set of continental and international relations, to ensure that globally, the UJ College of Business and Economics is top of mind and top of the class.

The CBE leader team is confident that the CBE, with the collaboration of all role-players across the private and public sectors and civil society, will help turn business into a powerful engine that drives our economy forward.

We express our deep appreciation for individual and collective commitment to our future impact.

The end of 2022 will see my last of three five-year terms as Executive Dean. I am looking forward to contributing to the UJ CBE in a different role. My sincere thanks for many opportunities to explore and learn from my colleagues, students, and other CBE stakeholders. I wish you the absolute best in forging a better future.

Table 28: CBE Progress – 2017 to 2021

UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
SO1 (Excellence in research and innovation) and SO5 (National and global reputation management)							
Postgraduate programme qualification mix							
# PG Diploma programmes	2	3	3	4	4	0	1
# Honours programmes	24	22	22	22	22	0	0
# Master's programmes	51	46	45	45	45	0	-1
# Doctorate programmes	30	28	26	26	26	0	-1
Enrolment							
Subsidised enrolment – Postgraduate Diploma	713	926	770	644	694	50 (8%)	-32
Subsidised enrolment – Honours	1 259	1 070	1 103	1 178	1 304	126 (11%)	20
Subsidised enrolment – Postgraduate Diploma and Honours	1 972	1 996	1 873	1 822	1 998	176 (10%)	-12
Subsidised enrolment – Master's	735	731	753	752	842	90 (12%)	24
Subsidised enrolment – Doctorate	169	201	230	260	302	42 (16%)	33
Subsidised enrolment – Total postgraduate	2 876	2 928	2 856	2 834	3 142	308 (11%)	44
International enrolment – Undergraduate	906	1046	1062	1013	962	-51 (-5%)	8
International enrolment – Postgraduate	401	366	352	355	235	-120 (-34%)	-34
International enrolment – Total	1 307	1 412	1 414	1 368	1 197	-171 (-13%)	-26
Graduates							
Postgraduate Output – Honours	1 179	830	706	714	850	136 (19%)	-77
Postgraduate Output – Postgraduate Diploma	32	370	460	395	331	-64 (-16%)	62
Postgraduate Output – HEQF Level 8	1 211	1 200	1 166	1 109	1 181	72 (6%)	-15
Postgraduate Output – Master's	164	163	160	224	193	-31 (-14%)	12
Postgraduate Output – Doctorates	11	23	31	37	33	-4 (-11%)	6
Postgraduate Output – SA black doctorands	3	8	8	16	5	-11 (-69%)	1

UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
Postgraduate Output – Total	1 386	1 386	1 357	1 370	1 407	37 (3%)	3
% Honours students completing in one year	57%	64%	65%	69%	62%	-7%	2%
% M-students completing in two years	27%	28%	18%	23%	26%	3%	-1%
% D-students completing in four years	46%	30%	55%	51%	46%	-6%	2%
Research output and capacity development							
Research Output Units (DHET Accredited) (Target for 2021 = 441)	285	286	440	454	608	154 (34%)	81
# Scopus-listed publications	267	332	593	476	576	100 (21%)	76
% Scopus-listed publications with international co-authors	39%	38%	33%	43%	45%	2%	2%
# Scopus-listed publications in the broad field of 4IR	21	53	67	83	70	-13 (-16%)	13
# Citations in Scopus	1 777	2 650	3 353	2 783	2749	-34 (-1%)	208
% Publications in top 10% journals by Source-normalized Impact per Paper (SNIP)	29%	25%	24%	27%	29%	2%	0%
# of NRF-rated researchers	14	19	23	27	29	2 (7%)	4
External research funding – National (ZAR million)	R5.87	R7.83	R8.71	R20.00	R21.91	R1.91 (10%)	R4.42
External research funding – International (ZAR million)	R1.55	R1.94	R2.08	R8.13	R3.97	R2.12	R1.10
External research funding – Total (ZAR million)	R7.42	R9.77	R10.79	R28.13	R25.88	-R2.25 (-8%)	R5.53
Visiting Scholars – # PDRFs	12	27	38	44	62	18 (41%)	12
Visiting Scholars – Research Output by PDRFs	3.52	12.78	20.27	34.07	70.18	36 (106%)	15.46
Visiting Scholars – Research Output per PDRF	0.29	0.47	0.53	0.77	1.13	(46%)	0.20
Visiting Scholars – # Distinguished Visiting Professors	5	7	9	11	12	1 (9%)	2
Visiting Scholars – # Visiting Professors	5	8	11	16	17	1 (6%)	3
Visiting Scholars – # Visiting Associate Professors	4	9	11	12	13	1 (8%)	2

UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
Visiting Scholars – Visiting APs and Ps (ROUs)	7	11	14	21	30	8 (39%)	6
Visiting Scholars – ROU (Visiting APs and Ps)	0.50	0.46	0.44	0.55	0.71	0.16 (29%)	0.05
Visiting Scholars – # Professors of Practice	2	8	15	17	18	1 (6%)	4
Visiting Scholars – # Associate Professors of Practice	4	4	4	4	5	1 (25%)	0
Visiting Scholars – # Senior Fellows/Senior Research Associates	41	52	63	79	88	9 (11%)	12
Visiting Scholars – # Fellows/Research Associates	43	56	71	89	79	-10 (-11%)	11
Visiting Scholars – Total	116	171	222	272	294	22 (8%)	46
SO2 (Excellence in teaching and learning), SO3 (An international profile for global excellence and stature) and SO4 (An enriching student-friendly learning and living experience)							
Undergraduate programme qualification mix, collaboration and delivery mode							
# Undergraduate subsidised programmes	65	59	58	52	49	-3 (-6%)	-4
# Continuing Education Programmes (cumulative) – Whole Programmes	10	10	13	13	13	0	1
# Continuing Education Programmes (cumulative) – Bridging Programmes	6	7	7	7	8	1 (14%)	0
# Continuing Education Programmes (cumulative) – Short Learning Programmes (notably involving 4IR)	88	91	96	114	118	4 (4%)	8
# Continuing Education Programmes (cumulative) – Total	104	108	116	134	139	5 (4%)	10
# Continuing Education Programmes on 4IR (cumulative)	4	7	18	33	35	2 (6%)	9
# Joint, interdisciplinary programmes with international institutions (cumulative)	9	10	12	13	15	2 (15%)	2
# Academic initiatives advancing 4IR (cumulative)	4	11	14	18	24	6 (33%)	5
# Inbound students attending academic events virtually				1 231	1 549	318 (26%)	318
# Outbound students attending academic events virtually				2 005	2 847	842 (42%)	842
# Fully online programmes	2	6	6	9	9	0	2

UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
# Blended learning modules offered in contact programmes	772	1 088	1 364	2 231	2 235	4 (%)	407
# UG completion of the enrichment module African Insights	2 308	2 547	2 233	349	1 308	959 (275%)	-420
# UG completion of the enrichment module AI in 4IR				2 164	1 276	-888 (-41%)	-888
# Total UG completion of the enrichment modules	2 308	2 547	2 233	2 513	2 584	71 (3%)	52
Enrolment							
Subsidised enrolment – Undergraduate diplomas	6 773	6 393	6 109	6 064	6 191	127 (2%)	-149
Subsidised enrolment – Undergraduate degrees	10 088	9 756	9 205	8 742	8 872	130 (1%)	-345
Subsidised enrolment – Undergraduate total	16 861	16 149	15 314	14 806	15 063	257 (2%)	-494
Subsidised enrolment – Undergraduate total/Staff full-time equivalents (FTEs)	53,526984	50,308411	46,689024	39	34,811414	-4 (-11%)	-5
Enrolment in Continuing Education Programmes	6 041	6 122	6 547	6 604	7 232	628 (10%)	286
CBE overall undergraduate enrolment	22 902	22 271	21 861	21 410	22 295	885 (4%)	-208
CBE overall under- and postgraduate enrolment	25 778	25 199	24 717	24 244	25 437	1 193 (5%)	-164
Student profile							
% of first years with an APS ≥ 35 (without Life Orientation)	16%	16%	15%	15%	22%	7%	1%
% of first years from Quintile 1 and 2 schools (under-resourced)	23%	25%	27%	28%	28%	0%	1%
% of first years from Quintile 5 schools (well-resourced)	38%	35%	34%	34%	36%	2%	-1%
# NSFAS bursary holders	2 089	4 588	4 600	5 473	5 890	417 (8%)	849
% NSFAS bursary holders	12%	28%	30%	37%	39%	2%	6%
Student progress							
UG module success rates	85%	85%	85%	85%	90%	5%	1%
UG dropout rate by end Year 1 (2020 Target = 11,5%)	15%	13%	12%	12%	12%	0%	-1%
Graduate output – Diplomas and degrees	3 910	3 865	4 030	3 991	4 187	196 (5%)	68
Graduate output – PG diplomas, honours, master's and doctorate	1 386	1 386	1 357	1 370	1 301	-69 (-5%)	-19

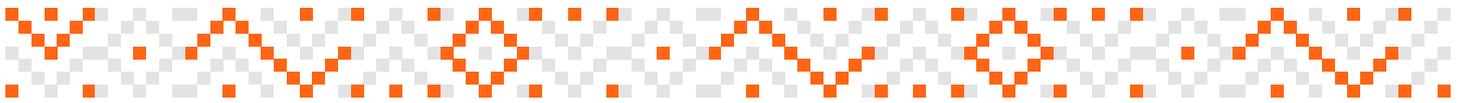
UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
Graduate output – Total	5 296	5 251	5 387	5 546	5 488	-58 (-1%)	68
Undergraduate graduation rate (%)	21%	22%	24%	25%	27%	3%	0
Total graduation rate (%)	22%	26%	27%	28%	31%	3%	0
% Advanced Diploma students graduating in minimum time	48%	59%	59%	63%	63%	64%	0
% Mainstream students completing 3-year qualifications in minimum time	38%	33%	39%	36%	40%	4%	0
% Mainstream degree students completing 3-year qualifications in minimum time	41%	34%	41%	38%	42%	4%	0
# Senior tutors, tutors and mentors	245	273	340	424	430	6 (1%)	52
SO6 (Fitness for global excellence and stature)							
Student enrolment full-time equivalents (FTEs)	14 816	14 331	13 872	13 810	14 029	219 (2%)	-210
Staff full-time equivalents (FTEs)	315	321	328	334	403	69 (21%)	19
Student FTEs/Staff FTEs (Ideal = 1:28)	47.04	44.64	42.29	41.35	34.81	-6.54	-3
Student FTEs/ROUs (Ideal = 1:00)	0.90	0.89	1.34	1.36	1.51	0.15	0.17
% UG Student Satisfaction Rate	88%	89%	90%	96%	92%	-4%	0
% PG Student Satisfaction Rate	81%	83%	85%	81%	86%	5%	0
Full-time and fixed-term staff members							
Academic staff members	324	344	361	364	361	-3 (-1%)	9
– Professors	29	27	28	34	41	7 (21%)	3
– Associate Professors	30	35	44	44	34	-10 (-23%)	2
– Black Professors and Associate Professors	5	6	8	11	19	8 (73%)	3
– Senior Lecturers	110	115	114	120	129	9 (8%)	4
– Lecturers	145	146	149	140	130	-10 (-7%)	-4
– Assistant Lecturers	10	21	26	26	27	1 (4%)	4

UJ Strategic Objective	2017	2018	2019	2020	2021	Progress 2020 to 2021	Y-o-Y trend since 2017
- Administrators	94	125	125	127	128	1 (1%)	7
- Operations	51	52	43	41	40	-1 (-2%)	-3
Staff talent profile							
% Women academics (2020 Target = 50%)	51%	50%	52%	50%	52%	2%	0%
% Professoriate	18%	18%	20%	21%	21%	-1%	1%
% Women in the professoriate	5%	6%	8%	9%	15%	6%	2%
% Academics (designated)	45%	46%	46%	46%	48%	2%	1%
% Academics (non-designated)	42%	40%	38%	38%	36%	-2%	-1%
% Academics (international)	11%	13%	16%	15%	17%	2%	1%
# Academics with a doctorate (n)	98	114	121	139	149	10 (7%)	13
% Academics with a doctorate (%)	30%	33%	34%	38%	42%	4%	3%
# Academics with a master's	170	150	150	132	176	44 (33%)	-1
% Academics with a master's	52%	44%	42%	36%	49%	12%	-1%
# Academics who are CAs	66	66	66	67	70	3 (4%)	1
% Academics who are CAs (%)	20%	19%	18%	18%	19%	1%	0%



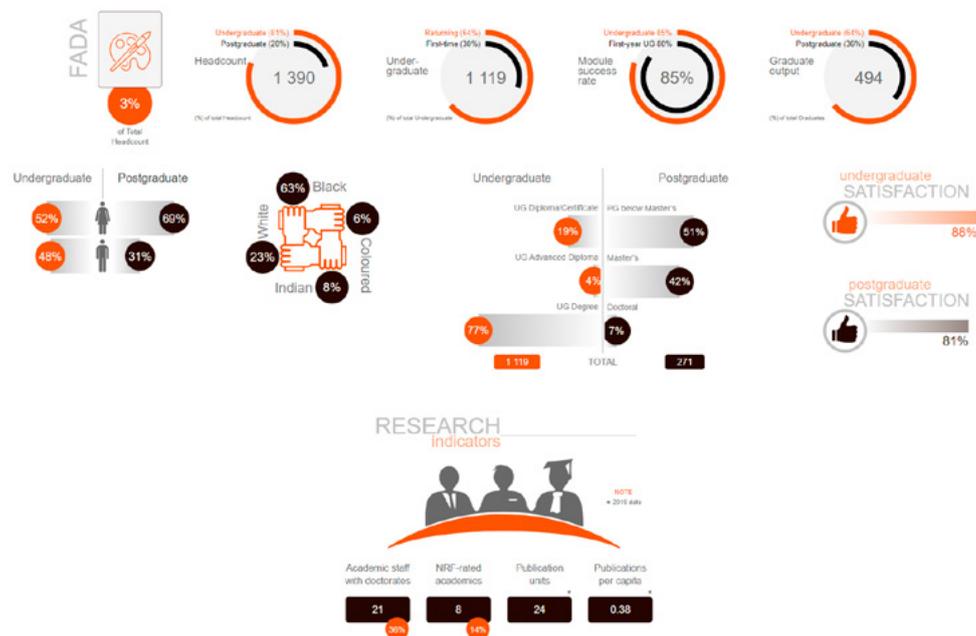
Daneel van Lill (Prof)

Executive Dean: College of Business and Economics



Faculty of Art, Design and Architecture

INTRODUCTION



Despite the significant changes imposed by the national lockdown restrictions, the Faculty of Art, Design, and Architecture (FADA) aspired to meet the performance targets linked with the University's Strategic Plan 2025. Administrative and academic staff were attentive to the University's strategic imperatives during the different lockdown levels, which had a severe impact on access to studios, workshops, computer laboratories, and other important resources. This executive summary provides an overview of the critical issues that the Faculty's academic departments, research centres, and UJ Arts and Culture addressed in 2021. Furthermore, it provides an overview of highlights and challenges experienced in 2021.

TEACHING AND LEARNING

Student enrolment profile and performance

The Faculty enrolment for 2021 shows a total headcount of 1 390 students, an increase from the 2020 headcount of 1 317. A comparison between undergraduate and postgraduate levels shows that at the undergraduate level 52% female and 48% male students were enrolled, while female enrolments increased to 69% and male enrolments decreased to 31% at postgraduate levels.

The total undergraduate headcount in 2021 was 1 119, an increase from 1 069 in 2020, but below the headcount target of 1 159 reached in 2019. The increase in undergraduate numbers was evident in both degree and diploma programmes. The degree numbers increased to 857 in 2021 (840 in 2020) and diploma programmes to 262 in 2021 (229 in 2020). The total undergraduate headcount comprises 19,6% at diploma level, 3,8% at advanced diploma and 76,6% at undergraduate degree level.

At the postgraduate level, honours programmes show a headcount increase to 139 in 2021 (121 in 2020), which indicates a consistent increase over a three-year period. The overall master's programmes headcount also increased from 108 in 2020 to 113 in 2021. Doctoral registrations did not deliver the anticipated increase in 2021 and remained consistent with 2020 registrations (19 in both 2021 and 2020). There was an overall increase in postgraduate student registrations with a total headcount of 271 in 2021 (248 in 2020, and 245 in 2019). This overall headcount comprises 51% at honours, 42% at master's, and 7% at doctoral level.

In 2021, the international first-time entering headcount recovered with an increase to 27 from the drastic drop to 14 in 2020, during the lockdown period. The 2019 first-time entering headcount of 36, however, had shown a significant spike from previous years. The overall international undergraduate enrolment increased to 64 in 2021 (dropped to 53 in 2020) and the postgraduate numbers show a slight increase to 23 in 2021 (21 in 2020). The total overall increase in international enrolment shows the numbers recovering to 87 in 2021 (74 in 2020 with a previous enrolment of 98 in 2019).

The academic performance of students in the Faculty displays a slight decrease from 87,4% in 2019 and 86,9% in 2020 to 85,2% in 2021. The overall dropout rates (from an institutional perspective) have been an ongoing source of concern. The Faculty rate had improved in 2019 to 14% but increased to 14,5% in 2020. Current figures for 2021 stand at 18,6%, with the Faculty awaiting final figures for 2021. Total graduation output had decreased to 403 in 2020 (a decrease from 478 in 2019). In 2021, the total graduation output was 494, which is a significant increase and the highest graduate output delivered to date. The increase in graduation numbers is mostly evident in the undergraduate programmes, where the Department of Architecture increased from 58 in 2020 to 95 in 2021, the Department of Jewellery Design and Manufacture increased from 12 in 2020 to 26 in 2021, and the Department of Interior Design increased from 19 in 2020 to 31 in 2021. The increase in 2021 undergraduate graduation rates, from 23,5% in 2020 to 28,2% in 2021, reflects a recovery from the lockdown restrictions, which had limited access to studios and specialised equipment. The graduation rate of master's students has been stable over a three-year period, showing a result of 53 in 2020 and 56 in 2021. These outputs equate to an overall graduation rate of 35,6% in 2021 (compared with 30,8% in 2020 and 34% in 2019). The postgraduate graduation rate was 66,4% in 2021, which is a significant increase from 61,7% in 2020.

Student achievements and awards

In 2021, 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 student success monitoring process; and on-site writing tutors. Additional support was provided by implementing a mentor programme, which allowed senior students to support and guide first-year students entering the Faculty. Tutor support was funded by the MEC strategic fund, with further student support offered through the continued deployment of assistant lecturers in the Departments of Architecture, Graphic Design, and Jewellery Design and Manufacture.

The implementation of Level 5 lockdown restrictions in 2020 required a sudden and drastic shift in teaching and learning strategy, from contact classes to online offerings. In 2021, the Faculty's students could return

to studios for practical sessions, while access to specialised equipment and studios was provided to all undergraduate and postgraduate students. The return to campus assisted in improving overall student performance. Mid-year student performance indicated a total subject performance rate of 91,2%, an increase from 89,3% in 2020. However, the implementation of various levels of lockdown restrictions continued in the second half of 2021, which necessitated adjustments in teaching and learning methodologies, from face-to-face classes to online offerings, to accommodate lockdown level changes. The third COVID-19 wave in June-July had an immediate impact on the infection rate of staff and students, which resulted in the closure of studios and computer labs. Both full-time and part-time lecturers put in many extra hours and worked diligently to keep students on track with their academic projects.

The following national and international accomplishments and accolades attest to the Faculty's successes during a period marked by significant challenges:

- A master's student in the Department of Visual Art was awarded the Thami Mnyele Merit award.
- The Department of Graphic Design students continued to perform exceptionally well in a range of national competitions. They had five student finalists for Loeries Awards; one Silver Loeries Award; and a Loeries finalist, master's student Zinhle Zulu's 'Inland Fishing Comic' funded by the NRF Community Engagement Grant.
- Industrial Design honours students were awarded in the National Furniture Design Competition, hosted by the Department of Trade, Industry and Competition on 10 March. Amukelani Mathebula and Michal Sushan took first prize, and Katlego Madumo and James Fowler took third prize in the Student Category.
- Furthermore, in the Department of Architecture, two students were awarded bursaries to support their studies. The South African Council of Architects (SACAP) awarded a bursary of R40 000 to one student, while Public Works and Infrastructure awarded another student over R38 000.
- In addition, the Fashion BA Honours Design students participated in the 'Unequal Stories Project' – a cross-national comparison, which aims to investigate gender equality, diversity and representation in the design disciplines in higher education and industry. 'The Unequal Stories' project saw the development of a toolkit and website by academics at UJ FADA (Fashion and Industrial Design) and Falmouth University, which were used as resources to facilitate the project/assessment in both institutions.
- Additionally, the postgraduate students in the SARChI Chair won prestigious awards. Alexa Pienaar won the Chancellor's Award for her master's study; Ayobola Kekere-Ekun won the Absa Atelier 2021 in her category. Lastly, Dineke van der Walt who curated the Klein Karoo National Arts Festival and Aardklop, was the kykNET Fiësta Award Winner, Best Achievement in Visual Arts, for her curatorial presentation of the KKNK Virtual Gallery. She also received a kykNET Fiësta Nomination, Best Online Festival Project, for the KKNK Virtual Gallery as an online project, and was the Aardklop 2021 Hartsvriende Award winner: Mees grensverskuiwende werk/Most groundbreaking work.

Academic programme offering and curriculum developments

The Faculty commenced with offering its first two advanced diploma programmes in 2021, namely the Advanced Diploma in Design and the Advanced Diploma in Architecture. The multidisciplinary Advanced Diploma in Design attracted 10 students while 32 students registered in the Advanced Diploma in Architecture, with a total headcount of 42 students.

The Art Therapy Master's programme received programme accreditation in 2021. The Faculty is proudly implementing this programme in 2022, which will be the first Art Therapy Master's qualification to be offered in South Africa and in Africa, a momentous achievement for UJ. The programme application was submitted by Prof Kim Berman who hosted a site visit by the Health Professions Council of South Africa (HPCSA). A letter of approval was received on 25 August 2021 from the HPCSA, approving the Art Therapy Master's programme for offering in 2022. Final approval by CHE and DHET ensured the intake of the first group of students in 2022.

STAFF

The December 2021 Human Resources Headcount Report shows that the Faculty had a total of 91 permanent and full-time contract members of staff. This comprised the Executive Dean, 56 academic staff and 34 administrative and support staff. The academic staff comprised three assistant lecturers, two lecturers, 17 senior

lecturers, eight associate professors and two professors. Overall, the Faculty has 21 full-time staff members with doctoral qualifications and eight NRF-rated researchers. The Faculty academic staff comprised 42,5% from designated groups, and 70% of the administrative and support staff members were from designated groups. The Faculty Management Committee comprised 50% designated and 50% non-designated members.

The Faculty had seven permanent and four contract resignations in 2021, of which one was Dr Hanlie dos Santos who retired at the end of December 2021. Two new Heads of Departments were appointed. Mr Martin Bolton replaced Mr Angus Campbell as Head of Department of Industrial Design, and Mr Gordon Froud replaced Prof Karen von Veh in the Department of Visual Art.

Three promotions were awarded to full-time staff members. Prof Neshane Harvey (Head of Department of Fashion Design) was promoted to associate professor. Dr Adrie Haese and Dr Landi Raubenheimer were promoted to senior lecturer positions. The institution awarded the first emeritus professor position in our Faculty to Prof Karen von Veh.

RESEARCH AND INNOVATION

Textual and creative research output

FADA has done exceptionally well in terms of textual and creative research outputs for 2021. The 2021 research output target was 55 units for textual output and 15 for creative output. In total, 61 textual research units were captured, showing a 110% delivery of the 2021 textual research target. The unaudited figures, therefore, indicate that the Faculty will exceed the research output target set at a total of 55 DHET subsidy units for 2021.

Table 29: FADA textual research units submitted to DHET for accreditation 2014-2021, showing the percentage of contributions to international journals

Year	2014	2015	2016	2017	2018	2019	2020	2021
Total outputs	34.02	50.75	35.08	75	79	33	53	61
% International articles	26%	70%	45,9%	60,6%	66%	89%	100%	96,2%

DHET's introduction of creative outputs has been incorporated into FADA's research output target. Against the 2021 target of 15 units, 11 submissions were captured. It is difficult to predict how many units this will result in, as these submissions are evaluated by the DHET creative subpanel. A submission could be awarded between 0.5 to 2 units. Together, the number of textual and creative outputs submitted by FADA to date is 72, with DHET approval still pending. Should the 72 submissions generate 72 units, the 2021 research output would be record-breaking for the Faculty.

VIAD was responsible for approximately 60% of FADA's research outputs detailed above. 2021 was an exceptional year for them – the research centre almost doubled their target of 25 units, submitting 40 units (textual and creative outputs combined).

Several significant research output development support systems were put in place to assist staff with the submission of creative output. This included support in writing and developing the research rationale, completing documentation and exhibiting work. This meant, in some cases, individual mentorship of applicants by senior members of staff involved in research, particularly with the writing of the applicant's annotation. Intensive scrutiny of creative output submissions by the Faculty Research Committee (FRC) meant that the quality of submissions was of a high standard.

A VIAD-FADA workshop, presented by Prof Leora Farber, was extremely successful and has led to the formation of an internal research group, where researchers can present their work to peers and get feedback. This is being implemented in 2022. In preparation for 2022 creative outputs, the Staff Creative Outputs Exhibition gave eight staff members an opportunity to exhibit works in the FADA Gallery.

Another significant project undertaken in 2021 to develop research outputs (both textual and creative) was a series of three workshops on Practice-Led Research Approaches to Writing. These workshops were

hosted by VIAD in collaboration with Middlesex University, United Kingdom. These were a series of three-day workshops that took place at Middlesex University's campus in Mauritius, at FADA and at the National Theatre of Nigeria. The project was funded by the British Academy's Writing Workshops 2021 Programme, supported under the UK Government's Global Challenge Research Fund. The workshop focused on practice-based/creative research, writing and publishing for researchers in architecture, design, visual and the performing arts. A unique aspect of the workshop was the emphasis placed on practice-based research approaches to writing, as well as aspects of writing for journals and fundraising proposals. The workshop consisted of presentations by prominent international, African, and South African academics, editors and practitioners, who are well-versed in publication. It was intended to encourage and support early-career researchers to gain knowledge and skills to successfully navigate the challenges of disseminating their research in reputable journals, as well as in successfully applying for competitive research grants. Presentations provided skills in editing, writing, and responding to peer reviews from academic journals. Several presenters who sit on editorial boards of high-impact journals and are part of funding selection committees tailored their presentations from these perspectives.

NRF-SARChI Chair in South African Art and Visual Culture

There were several research highlights. These included a book edited by Prof Brenda Schmahmann, *Iconic Works of Art by Feminists and Gender Activists: Mistress-Pieces*, which Routledge published as part of the Routledge Research in Gender and Art series in July 2021. It included 15 scholarly chapters and a scholarly introduction. She authored the introduction and a chapter entitled 'Household Matters: Usha Seejarim's Venus at Home (2012) and the Politics of Women's Work'. As part of a guest research fellowship at Karlstad University in Sweden, Prof Schmahmann delivered a seminar (online) on the volume, focusing, particularly on her contribution. Dr Irene Bronner's chapter, titled 'Into the Grave and Back: Psychosomatic Passage through Grief in Lindi Arbi's Unearthed', is the first publication on Arbi's work. Among other chapters were the ones by Prof Karen von Veh, emeritus professor in Visual Art, and Alexandra Kokoli, a VIAD research associate.

Also significant was a conference titled 'Disturbing Views: Visual Culture and Nationalisms in the 20th and 21st Centuries', which was held online between 15 and 18 November 2021. It included 24 conference papers as well as a discussion that focused on the volume, *Troubling images: Visual Culture and the Politics of Afrikaner Nationalism*, which Prof Schmahmann had co-edited with Federico Freschi and Lize van Robbroeck and published in early 2020. It was accompanied by an online exhibition, 'Family Dissemblance', guest curated by Annemi Conradie, a former postdoctoral research fellow, now a senior lecturer at North-West University.

Prof Schmahmann published an article and a book chapter on works by Senzeni Marasela – the former in *Textile: Cloth and Culture* and the latter in a book titled *Feminist Visual Activism and the Body*, edited by Basia Sliwinska and published by Routledge. She also published a chapter on the Kesikamma Art Projects, 'Intsikizi Tapestries', in *Craft and Heritage: Intersections in Critical Studies and Practice*, edited by Elaine Cheasley Paterson and published by Bloomsbury. Other key publications were journal articles that postdoctoral research fellow, Philippa Hobbs, and PhD graduate, Thabang Monoa, developed from presentations at a conference at the University of Pretoria and published in *Pharos: Journal of Theology*. Senior research associate, Federico Freschi, co-edited a book with Farieda Nazier in Jewellery Design, and Jane Venis, Professor at Otago Polytechnic in Dunedin, New Zealand, entitled *The Politics of Design: Privilege & Prejudice in Aotearoa New Zealand, Australia and South Africa*.

Prof Schmahmann gave an invited online guest lecture at Karlstad University in Sweden on 6 December 2021, which was related to an article on cloths on the topic of COVID-19 made by the Mapula Embroidery Project. She furthermore wrote a book chapter on 'Iconoclasm in contemporary public art' and co-authored an article on the little known Karel Landman Monument in the Eastern Cape with political scientist Peter Vale (University of Pretoria) and historian Vineet Thakur (Leiden University). This co-authored article, accepted and in press, is part of a special issue of *Image & Text*, which is being guest-edited by Prof Von Veh and Landi Raubenheimer in the Design Studies Department.

The Visual Identities in Art and Design (VIAD) Research Centre

In 2021, VIAD made significant strides in terms of the quality of projects undertaken and in solidifying the Centre's ongoing contribution to internationalisation and advancing its national and international profile and stature (and by extension FADA's and UJ's). Their research theme, 'Living histories' and 'imaginings of the new': freedom, community, sovereignty, and being human in African and African diasporic visual representation' and the work produced by their research associates are directly in line with UJ's strategic drive towards transformation and decoloniality. The quality, integrity, and impact of VIAD's numerous research outputs have made an exceptional contribution towards excellence in research and innovation for the University of Johannesburg.

Given this track record, and the high level of academics, many from Ivy League universities such as Columbia and Brown attracted by the Centre, VIAD is currently responsible for approximately three-quarters of the Faculty's research outputs – through solo-authored books, articles, chapters and creative outputs. In addition to this, VIAD actively promotes publishing opportunities for FADA staff members and plays a crucial role in ensuring that the Faculty sustains its research goals.

INTERNATIONALISATION

Multinational travel and the continuance of international projects were hampered by COVID-19. However, students and staff were given opportunities to interact with international institutions and attend guest lecture sessions online. The projects listed below highlight significant international activities in 2021.

- The Faculty's Joint Degree Agreement with the University of Groningen in the Netherlands delivered the first graduate. Dr Landi Raubenheimer submitted her doctoral thesis in 2021.
- As a strategy to overcome COVID-19 challenges, the Department of Architecture engaged with academics in universities in the BRICS region along with Kenya, Nigeria, India, and Brazil – and introduced 'South-to-South' Webinar Dialogues to discuss architecture, planning and urban issues.
- Mr Denver Hendricks visited the Institute for Advance Architecture in Catalonia (IAAC), Barcelona. It was agreed that an MOU would be signed. The drafting of the MOU is in progress. Leorick Chilimanzi, fourth-year Advanced Diploma student, enrolled at the IAAC from 1 October 2021 to 30 June 2022 to pursue studies in architecture and the Fourth Industrial Revolution.
- The Department of Multimedia has joint programmes, exchange programmes, study abroad programmes (including virtual) – Erasmus+ Exchange Programme with Academy of Art in Szczecin, Poland.
- Prof Mark Raymond is developing a practice-based PhD structure in consort with VTech (USA), RMIT (Australia), and Kingston University (London).
- Notwithstanding COVID-19, the GSA has actively engaged with several international universities on a range of projects. The joint studio run by Prof Mark Raymond with the University of Illinois at Urbana-Champaign generated over 240 student and staff interactions.
- Prof Raymond has delivered presentations at several international architectural and cultural events, including the Venice Biennale in Europe, the USA, and South America.
- MEASI, India, an architecture school in Chennai, India, has agreed to collaborate with the Faculty's Department of Architecture. The collaboration will involve visiting academics in undergraduate studies, and postgraduate supervision in sustainable materials.

COMMUNITY ENGAGEMENT

Understanding the complexity of our local context requires collaboration with communities. As a result, the Faculty's teaching programmes continue to incorporate community service and good citizenship principles. COVID-19 lockdown restrictions have impacted some of these initiatives in 2021. The Faculty participated in the following projects:

- Mr Opper from the Department of Architecture continued to work with students on the 'Public Art Murals for the Community of Westbury', a UJ flagship project aimed at completing community murals in the neighbouring community of Westbury.
- The Department of Visual Arts students painted educational murals in schools and student residences.

The BA Visual Arts honours students participated in a highly successful community engagement project led by Mr Carlo Gibson. They created sleeping bags/jackets for homeless people.

- The SARChI Chair collaborated with the Fashion Department in a teaching/community engagement initiative. Staff members in the Fashion Department, Tinyiko Baloyi and Khaya Mchunu, ran a project with first-year students in which they were asked to make a pattern for a tote-bag that the Mapula Embroidery Project could potentially use as a product that would feature their embroidery. The winning designs were sent to the Mapula Embroidery Project. Background was given on the Mapula Embroidery Project in theory classes, including a talk by Prof Schmahmann.
- *Young, Gifted & Free* was a collaboration of Graphic Design students with fashion, jewellery and accessory designers. Students' projects were featured in an online publication sponsored by the Department of Arts and Culture. Graphic Design students also collaborated with the UJ Faculty of Engineering and the Built Environment to design e-waste infographics. Another partnership was with a UJ Engineering graduate and required the Graphic Design students to use infographics to communicate BNAqua technology to investors. Lastly, Dr Adrie Haese facilitated the illustration of wordless picture books, which aim to reduce the risk of adult violence against children. This project was called Mikhulu Trust Wordless Books Project.

UJ ARTS AND CULTURE

UJ Arts and Culture made tangible contributions to the University's strategic objectives during the year under review. These include creative output submissions, the support for institutional research efforts, and the implementation of 4IR projects. The Division offers a robust mix of extramural learning and mentorship opportunities for students, while it also attracts international partners and collaborators of a high calibre.

Through the Arts Academy, Arts and Culture offers students opportunities to enjoy and participate in arts and culture. The Division's extracurricular programme, offered to students from across the institution at no cost, included UJ Choir, play reading and photography clubs, drama, dance, and poetry classes and poetry slam competitions, a playwriting masterclass series, radio drama podcast series recorded in isiZulu and English, as well as participation in a professional musical. Additionally, an extensive arts appreciation programme was offered, which included film screenings, physical and virtual gallery openings, theatre and dance talks and workshops.

Of the 1 295 students who had registered and auditioned for the Arts Academy and UJ Choir in 2021, 751 participated in activities and programmes. Of this number, 347 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria. A very pleasing 27% more students than in the previous year qualified for cultural bursaries. Students reported that access to data and online fatigue played a major role for the 37% of students who did not qualify for cultural bursaries.

The Division's strategic annual performing arts and exhibitions programme offers the UJ community access to good quality arts and cultural experiences. The Division's 2021 programme included a year-long playwriting laboratory, a virtual jazz festival, a creativity and 4IR forum, an animated virtual music concert, and a series of exhibitions.

Arts and Culture's programme was augmented through a range of robust partnerships with the Mexican Ministry of Foreign Affairs, the Embassy of the Philippines, MTN SA Foundation, Design Education Forum of Southern Africa (DEFSA), Centre for the Creative Arts at the University of KwaZulu-Natal, South African Association for Jazz Education, Andani.Africa, Madevu Entertainment, Broken Borders, Natithemba Productions, and Love Infinity Media. Several international participants were included in its programmes, and audiences and delegates from across the globe attended virtual events presented by the Division.

Arts and Culture supported UJ's Transformation Unit with the 'UJ Africa Day Virtual Celebration & International Day against Homophobia, Transphobia and Biphobia' and collaborated with the Department of Geography, Environmental Management and Energy Studies on the production and presentation of an industrial theatre project as part of their research efforts.

In response to the COVID-19 worldwide lockdown, UJ's Art Gallery launched the 'Moving Cube' platform in partnership with long-term partner MTN SA Foundation. 'Moving Cube' was designed as an online gallery,

which offers 3D virtual exhibitions, 2D documentation, educational programmes, online walkabouts, video interviews with artists and curators, media, and archival material to make the UJ Art Gallery accessible to a global audience. 'Moving Cube' received the 2021 Business and Arts South Africa (BASA) Innovation Award.

Activities presented by Arts and Culture attracted publicity to the advertising value equivalent (AVE) of R15 494 562, as tracked by the University's media monitoring service, PEAR, which is an increase of 62% from the year before. The Division's main website attracted 6 669 unique visitors and UJ Art Gallery's digital platform 'Moving Cube' attracted 54 840 unique visitors. The Division's digital footprint has seen an increase of 0,6% with a total of 33 203 followers across the Division's Facebook, Twitter and Instagram profiles.

RESOURCE MANAGEMENT AND ACHIEVEMENTS

The FADA FabLab opened its doors officially in January 2021 after a R1.4 million renovation and has attracted overwhelming attention from students, staff, and external stakeholders.

The FabLab introduces students to digital design thinking in undergraduate level, while at postgraduate level, it assists in developing their digital design methods. The facility is well resourced to provide a rich learning experience with modern 3D printers and 3axis CNC machines. It also has virtual reality headsets, a drone and other high-tech equipment. The facility further provides a space for staff to conduct high-impact research and innovation with a developing culture of nurturing transdisciplinary research. In future, the FabLab aims to offer short learning programmes and fabrication services.

In 2021, the FabLab processed 500 student fabrication files, facilitated 30 workshops and 100 student consultations. It has established multiple cross-faculty collaborations with visiting colleagues. The FabLab has shown that it has the potential to be the Faculty's innovation hub, driving 4IR in art and design.

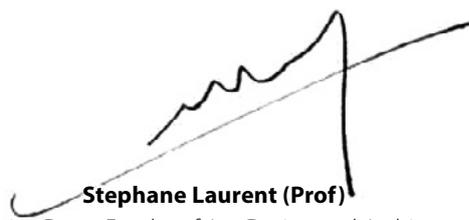
GOVERNANCE AND QUALITY ASSURANCE

Various well-functioning quality assurance processes remained in place in all departments. The Faculty Teaching and Learning Committee kept track of new programme approvals and progress, revisions to academic rules and regulations, external examiner approvals, and revisions to faculty policies. Student re-admission was controlled by the Faculty Re-admissions and F7 Exclusion Committee, which also kept track of returning and F7 students.

Under the leadership of Ms Neeradevi Chinnah and her team of administrators, student and academic data were effectively managed, and Academic Administration maintained its stellar record. The audits undertaken by Central Academic Administration regularly gave high marks to key performance indicators in all functions.

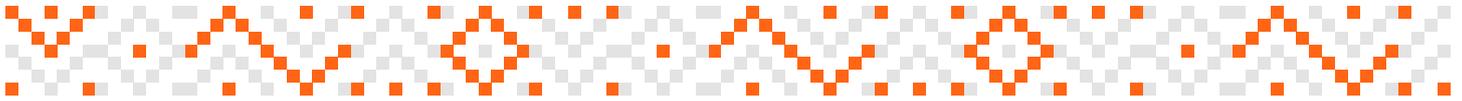
LOOKING FORWARD

Prof Stephane Laurent was appointed the Faculty's next Executive Dean, and joined the Faculty in October 2021. Prof Laurent's key goals for 2022 are to increase postgraduate student enrolment, research accomplishments, postgraduate programmes and outputs, and expand research. The FabLab's development will be a top focus to foster interdisciplinary teaching and research and provide fabrication as an additional advanced knowledge asset for students. Furthermore, national and international connections with professionals, professional bodies, institutions, and universities will be formed for visiting academics, short learning programmes, sponsorships, conferences, events, and research. The Faculty will review its selection processes to recruit the best students while simplifying the process. In addition, a new website and brochures will be used to promote the Faculty. New programmes will also be developed. Finally, there will be an emphasis on improving and maintaining the FADA Building to ensure that staff and students have a comfortable environment for working and learning.

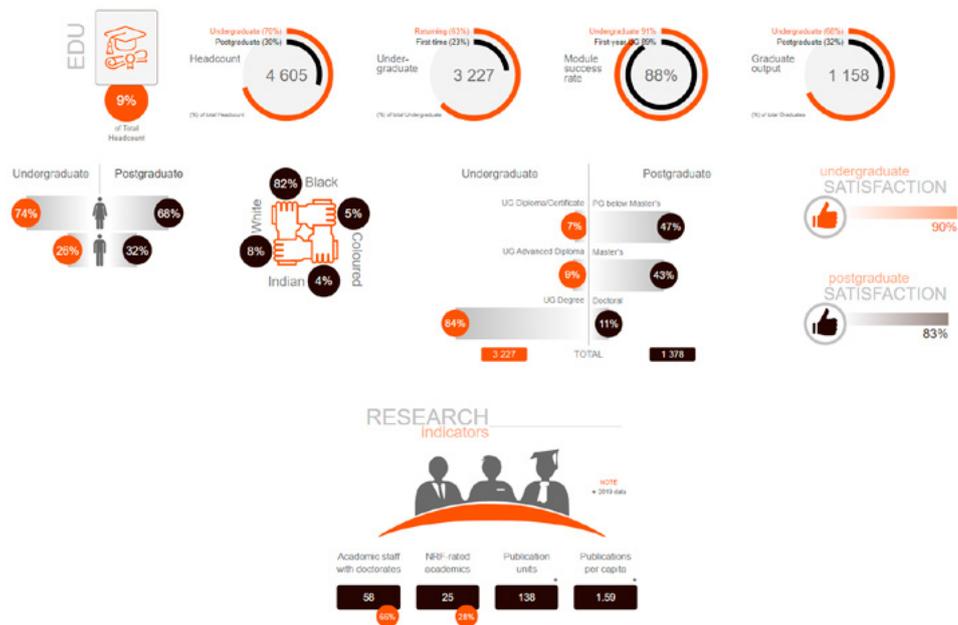


Stephane Laurent (Prof)

Executive Dean: Faculty of Art, Design and Architecture



Faculty of Education



THE FACULTY OF EDUCATION (FE) IN 2021 AT A GLANCE

- The Faculty of Education operates from three campuses: Soweto Campus (SWC), Auckland Park Kingsway (APK) Campus and Media Park (APK), and the research village on the Auckland Park Bunting (APB) Road Campus.
- In 2021, the Faculty of Education comprised five academic departments, two research centres and housed four NRF SARChI Chairs.
- The academic departments: Educational Psychology (Head of Department: Prof Anthony Tumi Diale and Prof Anthony Brown), Education Leadership and Management (Head of Department: Dr Suraiya Naicker), Childhood Education (Head of Department: Dr Sarita Ramsaroop), Education and Curriculum Studies (Head of Department: Dr David Robinson), and Science and Technology Education (Head of Department: Prof Umesh Ramnarain).
- The NRF SARChI Chairs: Education and Care in Childhood (Chairholder: Prof Jace Pillay); Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Chairholder: Prof Elizabeth Henning); Teaching and Learning in Post-school Education and Training (Chairholder: Prof Shireen Motala); and Community, Adult and Worker Education (Chairholder: Prof Salim Vally).
- The research centres: Ali Mazrui Centre for Higher Education Studies (Director: Prof Emnet Woldegiorgis) and the Centre for Education Rights and Transformation (CERT) (Director: Prof Salim Vally).

- Types of qualifications offered: initial teacher education (ITE) qualifications: Bachelor of Education (BEd) and Postgraduate Certificate in Education (PGCE); qualifications for continuous professional development: Advanced Diploma in Education (AdvDip in Ed) and Postgraduate Diploma in Education (PGDip in Ed); and postgraduate programmes at honours, master's and doctoral level.
- Flagship programme area, according to UJ criteria, is Childhood Education (Soweto Campus).
- Three strongest postgraduate programme areas: Educational Psychology, Educational Leadership and Management, and Information and Communication Technology (ICT) in Education.
- Two online master's programmes that attract students from many international contexts: the Master in Information and Communication Technology (ICT) and the Master in Education Leadership and Management.
- Total number of full-time academic and fixed-term contract staff: 88 (including the executive dean).
- Total number of administration and support staff: 22.
- Research output submitted to the Department of Higher Education and Training for accreditation: 220.2 research units (against a target of 178).
- Number of postdoctoral research fellows: 30.
- Two schools associated with the Faculty: UJ Metropolitan Academy (UJMA, secondary school) and Funda UJabule School (primary school).
- Two research journals hosted by the Faculty: *Education as Change* and the *South African Journal of Childhood Education*.

NARRATIVE BY THE DEAN

Introduction

The Faculty of Education strives to become a globally significant producer of education knowledge for the 21st century. Envisioning a world increasingly impacted by 4IR, such knowledge should address both local needs and contribute to global thought leadership. In addition, the Faculty realises that in a fast-changing world, the value of technology is paramount in driving innovations that can be harnessed in service of the quest for greater social justice in education.

The Faculty's academic programmes include a value chain that starts with pre-service teacher education leading up to postgraduate qualifications. It also includes continuing education programmes for teachers, educational practitioners in higher education, practice settings and the world of work. The academic programmes operate on the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK).

Three academic departments, namely Educational Psychology, Education Leadership and Management, and Childhood Education and two NRF SARCHI Chairs, namely the Chair in Education and Care in Childhood, and the Chair in Integrated Studies of Learning Language, Science and Mathematics for the primary school are situated on SWC.

The Department of Childhood Education (DCE) is a UJ flagship. This Department offers Bachelor of Education (BEd) foundation (FP) and intermediate phase (IP) qualifications in conjunction with the Funda UJabule School (FUJS) and in collaboration with the Gauteng Department of Education, and operates as a site for training teachers in the same way as teaching hospitals train medical practitioners. The school is also an education laboratory. The Department also offers postgraduate programmes. Additionally, the Centre for African Languages Teaching (CALT@UJ), established in 2018, also functions under the auspices of the Department of Childhood Education. The overall aim of the CALT@UJ is to enable practice-based research and research-based practice in the education and development of teachers who teach African languages in the FP and IP of schooling, and who teach through the medium of African languages in the FP of schooling.

Two departments straddle both campuses. The Department of Educational Psychology is actively involved in the primary school teacher education programmes and its postgraduate programmes are in high demand. With DHET support, the Centre for Neurodevelopmental Learning Needs was established – this is a priority area for the country. The Department of Education Leadership and Management has a long history of offering in-service professional development through its continuous education programmes. It runs a popular online

Master's and a new online Honours in Educational Management – both offered in collaboration with Higher Education Partners South Africa (HEPSA). The education leadership and management programmes are popular with school leaders (heads of departments, deputy principals and principals). Although the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, they also service the secondary school teacher education programmes on the APK Campus.

Two departments are fully situated on APK Campus, namely Education and Curriculum Studies, and Science and Technology Education. Postgraduate programmes straddle many areas of learning and research, with Science Education and the online Information and Communication Technology in Education being two successful programmes, the latter attracting many international students. Higher education as a field of study is the focus of both the NRF Chair in Teaching and Learning in Post-school Education and Training and the Ali Mazrui Centre for Higher Education Studies¹ housed on the APK Campus and at Media Park. The Centre for Education Rights and Transformation (CERT) and the NRF SARChI Chair in Community, Adult and Worker Education (CAWE) are housed in the research village on APB Campus.

Staff

In 2021, the Faculty of Education had 88 full-time permanent academic staff members (including the executive dean), and 66% (n=58) of academic staff held doctoral degrees. The number of administration and support staff stood at 22. The levels of appointment of academic staff were as follows: 11 assistant lecturers (13%); 31 lecturers (35%); 18 senior lecturers (21%); 16 associate professors (18%); and 12 professors (14%).

The equity profile for academic staff is outlined in Table 30 and reflects steady growth in the number of staff from designated groups (excluding white women) and international staff over the last five years, with 70% (n=61) designated and 30% (n=17) non-designated, including international staff (n=10). The gender profile in 2021 was male 39% (n=34) and female 61% (n=54). The profile in terms of equity reporting for administration and support staff was as follows: 68% (n=15) designated (excluding white women) and 32% (n=7) non-designated. The gender profile in 2021 was male 14% (n=3) and female 86% (n=19).

The demographic profile of the academic leadership group (Dean, Vice-Deans, HODs and HFA) (n=9): seven designated and two non-designated, comprising six females and three males.

Table 30: Employment equity profile of academic staff (2017-2021)

Equity levels	2017	2018	2019	2020	2021
Non-designated groups	27	25	21	17	17
Designated groups	44	47	56	63	61
International African	5	6	7	10	10

The Faculty hosts several assistant lecturers; the AL programme aims to nurture a new generation of scholars and provides additional teaching capacity with a focus on areas of strength and scarce skills. In 2021, the Faculty had 11 assistant lecturers: six in the Department of Childhood Education, four in the Department of Science and Technology Education and one in Education Leadership and Management (the AL in Education and Curriculum Studies took up a lecturer position at the end of 2021).

Staff development

Staff had access to UJ-led and faculty-initiated development opportunities. One staff member completed the UJ's Women in Leadership Development Programme, and administrative staff took advantage of the HR-led development activities. Ten workshops delivered from within the Faculty focused on making data-informed decisions in the offering of remote teaching and learning to ensure quality teaching, learning and assessment. There was particular focus on assessment *for* and *of* learning during 2021, including test construction and analysis, constructing rubrics and designing effective feedback. FE staff also presented two UJ masterclasses for the development of staff from the wider UJ academic community.

¹ The Director, Prof Michael Cross, passed on during 2021.

NRF-rated researchers

The Faculty's number of NRF-rated researchers has been growing steadily over the years. In 2021, there were 25 NRF-rated researchers:

- Y-rated (researchers > 40 years of age with potential to establish themselves): Dr Andrew Carolin.
- C-rated (established researchers): Profs Jace Pillay, Chris Myburgh, Raj Mestry, Shireen Motala, Juliet Perumal, Gert van der Westhuizen, Nadine Petersen, Piet Ankiewicz, Elizabeth Henning, Yu Ke, Caroline Long, Leila Kajee, Salim Vally, Sarah Gravett and Dr Pontso Moorosi.
- B-rated (internationally acclaimed researchers): Prof Linda Chisholm, Prof Umesh Ramnarain. In this category, the FEs Distinguished Visiting Professors (DVP) are also included, namely Profs Kerry Kennedy, Elias Mpofo, Carmel McNaught and Jari Lavonen.
- A-rated researchers (leading international researchers): two DVPs, Tony Onwuegbuzie and Philip Hallinger, are included here.

Recognitions and awards

Mr Dean van der Merwe, a lecturer in the Department of CE was the winner of the UJ 3 Minute Thesis (3MT) competition, and Sihle Masek, a master's student supervised by Prof Brown in the Department of EP, was awarded the UJ's Chancellor's Medal. Prof Batchelor, the ITE manager, was chosen for the national Teaching Advancement at Universities (TAU) programme.

TEACHING AND LEARNING

Enrolment and student profile

A total of 4 604 students were enrolled in 2021, of whom 3 226 were undergraduates (70%) and 1 378 postgraduate students (30%). Table 31 outlines the headcount enrolment per qualification type in the Faculty. The number of PG students has steadily been increasing over the last five years. In 2021, first-time entering undergraduate degree enrolments were 694. Total enrolments in the ITE programmes, namely the BEd and the PGCE, stood at 3 131. Enrolments in the master's degree were 585, while doctoral degree numbers were 152. The student profile in terms of demographics was black 79% (n=3 638); Coloured 5% (n=240); Indian 4% (n=170); white 8% (n=350); international 3% (n=143); and no information 1% (n=63).

Table 31: Enrolment per qualification type over the period 2017 to 2021

Qualification type	2017	2018	2019	2020	2021
Advanced Diploma in Education	36	45	66	140	95
Bachelor of Education (BEd) degree	2 901	2 846	2 808	2 737	2 719
Postgraduate Certificate in Education	274	225	194	220	412
Postgraduate Diploma in Education	27	39	43	80	103
Bachelor of Education Honours degree	330	282	309	373	538
Master's degree	218	477	492	596	585
Doctoral degree	116	137	132	148	152
Total	3 902	4 051	4 044	4 294	4 604

The academic performance of students is generally satisfactory although the effects of the last two years of the COVID-19 pandemic are becoming evident in the numbers of students who are academically excluded at UG levels. The course success rate for the BEd (four-year undergraduate degree) remained stable at 92,5% in 2020, and 91,4% in 2021. Graduate output at PG levels is steady, although there has been a gradual increase in the PGDip and honours numbers.

Student access and success and support for students

Student support remained high on the Faculty's list of priorities during 2021. The ITE manager (Prof Batchelor) with an AL (Mr Baloyi) and 13 tutors extended the short First Year Experience (FYE) programme into a year-long one. The programme averaged 99% participation for the first half of the year with an average of 540 minutes per student, informing UJ's approach for the future. Students participated in quizzes, reflected in their journals, engaged in their groups, and had exposure to check-in videos that addressed current events and student concerns. Some of these videos were from some UJ support services (NSFAS queries; exam preparation; study skills; time management, and COVID-19 vaccination information). Similar measures are in place to support second-, third- and fourth-year students. As the lockdown impacted work-integrated learning in schools, ADS provided GES funding for additional tutors so that final-year students could participate in the national online *Teacher Choices in Action* module to meet their practical hours.

UJenius

The Faculty had six students on the UJenius list in 2021, while Orange Carpet students admitted for the 2021 academic year stood at 49. This is pleasing as it indicates to the Faculty that students with high APS are choosing teaching as a career – academic excellence is one of the hallmarks of countries that produce top performing teachers who can begin to impact positively on the education ecosystem.

Programmes

New programmes, quality management, innovations and new initiatives ensure relevance, and address issues about attributes of graduates and employability of graduates.

The initial teacher education programmes are offered cross-departmentally, and in the high school teacher education programmes, subject specialisations (majors) are offered by the Faculties of Science, Health Sciences, and Humanities and the College of Business and Economics. Within the Faculty of Education, the integrated nature of core activities requires cross-functional coordination of activities and tasks. Consequently, faculty focus groups and committees play an essential role in quality enhancement in matters related to teaching and learning, particularly for initial teacher education (ITE). The focus groups report to the Teaching and Learning Committee and in turn to the Faculty Board.

UJ's focus on 4IR found expression in many of the activities in the FE's programmes, activities and research, all of which contribute to the graduate attributes desirable for teachers and educational practitioners and leaders. These ranged from curriculum renewal (infusing 21st century competencies into modules and lesson designs); the expansion of the Scratch coding club (to teach creative computing to student teachers through coding); the launch of the VARSTEME hub (Virtual and Augmented Reality in Science, Technology Engineering and Mathematics Education) with a concomitant research agenda on the pedagogy of virtual reality (VR) and augmented reality (AR) related to STEM education; and the development of culturally anchored virtual and augmented reality simulations (CAVARS) for school science practical work.

Innovation in the teacher education space includes a school-based student teacher programme for the FP, which operates in collaboration with a few partner schools; as a result, the Faculty of Education was invited to serve on the Teacher Internship Collaboration South Africa (TICZA) steering committee. Likewise, SciTechEd lecturers continue to innovate in the ICT-focused modules by including innovative technologies in modules at both UG and PG levels. The DELM offers two PG fully online programmes (master's and honours) and in 2021 commenced with a fully online Advanced Diploma in School Leadership and Management; this programme is in high demand and enjoys considerable funding through the Education Training and Development (ETDP) SETA. In the Department of Educational Psychology, the PG Diploma in Inclusive Education and the Advanced Diploma in Remedial Education (ADE) and the establishment of the virtual Centre of Excellence for Neurodevelopmental Learning Needs address needs in an underdeveloped sector of the South African schooling system.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs – publications (journals, conference, books, etc.)

The FE's research output continues to grow steadily year-on-year. The Faculty has more than doubled its research output in a five-year period with a submission of 221.8 research output units in 2021 against a target of 192, mostly from journal articles, conference proceedings and book chapters. Table 32 shows the growth over the period 2017 to 2021.

Table 32: Research output 2017-2021

Research	2017	2018	2019	2020	2021
Journals	71.09	74.84	109.24	150.67	142.12
Proceedings	9.84	18.45	10.66	12.92	18.36
Chapters	17.33	16.07	8.22	25.94	46.32
Books	14	18.4	10	2	15
Total	112.26	127.76	138.12	191.53	221.8

Impact

The impact of the research and innovation in the Faculty is evident, firstly in that 96% of articles have been published in international journals, 14% with a focus on 4IR. Within UJ, the Faculty of Education continues to lead the way in the scholarship of teaching and learning (SoTL) with 49% of submissions focusing on this field. Research addressing practices in STEM teaching and learning through virtual and augmented reality within the VARSTEME hub launched in 2021 was well received nationally and internationally, <https://www.voanews.com/episode/south-african-university-embraces-virtual-reality-distance-learning-4786316>.

PDRFs

There has been considerable growth in the numbers of PDRFs over the last three years, accompanied by an increase in the number of output units produced. This is particularly evident in the number of accredited journal article units, which has grown from 28.54 units in 2019 to 40.49 units in 2021, and in the number of book chapters, which has also increased from 0.48 in 2019 to 14.03 in 2021. This has been largely due to the stewardship and coordination of the Vice-Dean: Research and Internationalisation.

Research structures

The four SARChI research chairs and two research centres made considerable progress despite the negative impact of COVID-19 on funding and data generation. The NRF SARChI Chair: Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Chairholder: Prof Elizabeth Henning) investigates how STEM learning and reading competence intersect in the performance outcomes of primary school learners. The four main research projects implement standardised tests and ethnographic tools, robot-making by children in the foundation phase, and the use of functional Near-Infrared Spectroscopy (fNIRS) in collaboration with researchers from Brazil and Canada as part of the Cognition Lab located on SWC. A community of practice (CoP) with two other UJ-based research chairs has been established. The activities and research are integrated with those of the Department of Childhood Education (incorporating the Centre for African Languages) and the Funda UJabule Primary School – together they contribute to the flagship programme of childhood education. The Chair also hosts the Scopus-listed *South African Journal of Childhood Education*.

The NRF SARChI Chair in Education and Care in Childhood (Chairholder: Prof Jace Pillay) is in its second five-year term and has narrowed its focus to the psychosocial development and mental health of children and youth. Strong partnerships have been developed and are directed at the empowerment of learners, families, schools, and communities within their social ecological contexts.

The NRF SARCHI Research Chair in Teaching and Learning (Chairholder: Prof Shireen Motala) is a transdisciplinary Chair, focusing on Post-School Education and Training in addressing unemployment, poverty and inequality and sustainable development. It seeks to strengthen the relationship between public education and training institutions, especially community education and training (CET) colleges, universities and TVET institutions and communities.

The DHET-DST/NRF SARCHI Chair in Community, Adult and Worker Education (CAWE) (Chairholder: Prof Salim Vally), while hosted and located at UJ, straddles both UJ and NMU and is anchored in the activities of UJ's CERT (Centre for Education Rights and Transformation) and NMU's CIPSET (Centre for Integrated Post-School Education and Training), thus facilitating inter-institutional research collaboration. The Chair locates its work within a broader investigation of the role of community, adult, and worker education in addressing the triple challenge of inequality, unemployment, and poverty. In 2021, the Chair was instrumental in establishing a database of knowledge about community-based food production from an agro-ecological perspective. The Chair also hosts the Scopus-listed journal *Education as Change*.

The work of the Centre for Education Rights and Transformation (CERT) is anchored in the ideals of social, political and economic democracy; racial, class, gender and language equity; and diversity in knowledge creation. CERT staff engage with national government agencies and international thought leaders to actively defend education and human rights and promote transformative teaching and learning. A major setback to the work of the Centre was the passing of its director, Prof Aziz Choudry, in 2021.

The Ali Mazrui Centre for Higher Education Studies (AMCHES) (Director: Prof Emnet Woldegiorgis who was appointed in July 2021 after the passing of Prof Michael Cross) has three full-time academic staff and is continuing to grow in stature as a Pan-African centre for multidisciplinary scholarly research, training and professional development in higher education, thereby preserving the academic legacy of its founding director, Prof Cross. AMCHES continues to enjoy collaborative partnerships with major African research networks and international research societies. In addition, as a way of increasing an understanding of the multiplicity of issues affecting higher education issues and building institutional capacity in the sector, six short learning programmes were developed in 2021, which will be credit bearing towards a master's degree.

Research funding

Research funding amounted to R13 122 381. The bulk of the funding was from the National Research Foundation.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

The Faculty of Education continued to expand on its network of collaborators nationally and internationally with particular emphasis on expanding its Pan-African networks with the involvement of all entities. With respect to Pan-African networks, the FE hosted the 6th Annual African Round Table with 50 speakers from 25 African countries and the African diaspora and with the 2021 theme: 'The future of equity, inclusion and diversity: Implications of educational leadership'. The Faculty also hosted the First Lady of Namibia, Mrs Monica Geingos, who reflected on her *#BE Free Campaign*, which addresses socio-educational inclusion for all children, regardless of sexual orientation. As vaccination rollout increased and lower lockdown levels came into play, the FE and the Internationalisation Office facilitated a physical Africa-by-Innovation exchange between students and staff at the FE and those at the University of Namibia (UNAM).

Other initiatives with international partners continued, such as the Scratch Education Collaboration with the Scratch Foundation, MIT, and those on virtual and augmented reality with researchers in Singapore and Denmark and on mathematical modelling with Hasselt University.

Community engagement projects

Community engagement and service learning are strengths of the Faculty of Education. There are numerous examples of the infusion of service learning into the curriculum in the UG programmes, some involving

international partners. The Faculty also continues to be involved in the Delta Environmental Centre, and key activities included contributing to the Department of Environmental Affairs Youth Environmental Service (YES) programme in Gauteng province.

The establishment of a physical centre for Neurodevelopmental Learning Needs on UJ's SWC Campus broke ground with the goal of conducting community engagement within the larger Soweto and surrounding communities.

Alumni and stakeholder engagements

The Faculty of Education is fortunate to be the academic home of the UJ Convocation President, Prof Diale. As part of the innovation trip to Namibia, she established the basis for a Namibian alumni chapter. In addition, she worked with three psychology units within UJ to host a joint webinar as the basis for launching a Psychology@UJ Affinity group.

The Faculty manages engagements with multiple national and international stakeholders. On the local front, these include the Department of Basic Education, Provincial Departments of Education, the Department of Higher Education and Training, the National Education Collaboration Trust, the South African Council of Educators, UMALUSI, community organisations, NGOs, corporate foundations and other entities within the science and innovation sector. This has resulted in large development scholarships, such as the R9.4 million ETDP SETA grant to support BEd missing middle students, and numerous other research endowments.

Internationally, relationships with existing stakeholders, such as the U21 network, UNESCO and international science councils, remain while additional partnerships were added to the FE network.

Transformation

Transformation continues to play a significant role in the Faculty; a transformation committee with representatives from all entities leads discussions, and feeds into FELMC meetings. There continues to be a focus on furthering the decolonisation agenda in revisions to curricula and programmes. In addition, designated candidates are actively headhunted when advertising academic positions.

Governance and risk management

The Faculty of Education Leadership and Management Committee (FELMC) consists of the Executive Dean, Vice-Deans, Heads of Departments (HODs) and the Head of Faculty Administration. The primary purpose of the FELMC is to provide leadership and management regarding the execution of the Faculty's strategic intent and values, as well as to oversee quality assurance measures. In 2021, the FELMC met more regularly than normal via MS Teams to enable agility in our response to the challenges of remote teaching and learning due to the COVID-19 pandemic. In addition, the following committees were functional in 2021: Research Ethics Committee, Research Committee, Research Finance Committee, Higher Degrees Committee, and Transformation Committee.

There were several risks associated with remote teaching and learning. These included setting formal assessments for an online mode, and managing plagiarism and ghost writing, especially in summative assessments. Staff development workshops in the Vice-Dean: Teaching and Learning portfolio addressed these. Another challenge was in motivating students to attend the online collaborative sessions, partly due to limited data; here lecturers found innovative ways of engaging with students to enable them to use their night owl data bundles provided by UJ. The dropout rates in the honours programmes led to additional selection processes in departments and support for at-risk students.

Several senior staff (senior lecturer, associate professor and professor) resigned or retired, leading to concerns about the juniorisation of staff. Active headhunting for replacements is ameliorating this somewhat, but the pool of senior candidates, particularly in scarce-skills areas, is limited. Accelerating the promotion of FE staff also helps; five staff (three designated) were promoted to senior levels in 2021. At ITE level, Faculty staff were concerned about the practical aspects of teaching due to the lack of access to schools – although online videos were used, these were sometimes of inferior quality, impacting the assessment of teaching skills. The continuation of the Teacher Choices in Action module assisted, as did the deployment of all senior/final-year students to schools for work-integrated learning (WIL).

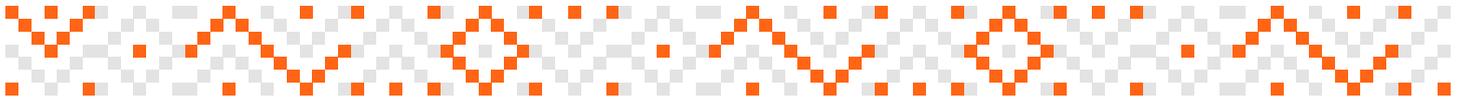
THE WAY FORWARD

The Faculty will leverage achievements in 2021 as a basis for continuing a data-driven approach to improvement and goal setting moving forward. Of primary importance is the support for students, both UG and PG. The FE's excellent work in streamlining a uniform template for Blackboard, first introduced in 2019, for ensuring consistency of student experience, and the concomitant staff self-evaluation process, continues to be heralded as a major achievement to meeting the UJ strategic objectives related to teaching and learning. As we move into a blended, hybrid mode of in-class and online learning, the lessons learned will be key to catapulting cutting-edge innovations in this space, including the use of augmented and virtual reality. Secondly, the increased research publication units submitted to DHET are an indication of the Faculty's recognition of its professional and ethical responsibility towards knowledge production that contributes to the advancement of the discipline and improves the lives of South Africa's citizens. Increasing our Pan-African collaborations, especially with HEIs in the SADC region and with partners in the U21 network, is something we intend to pursue vigorously, with the goal of more co-badged academic offerings. The Faculty also has plans to increase its third-stream and research income, ensure that staff still studying complete their doctorates and that PG output in minimum time improves.

A handwritten signature in black ink, reading "Sarah Gravett". The signature is stylized and cursive, with a large initial 'S'.

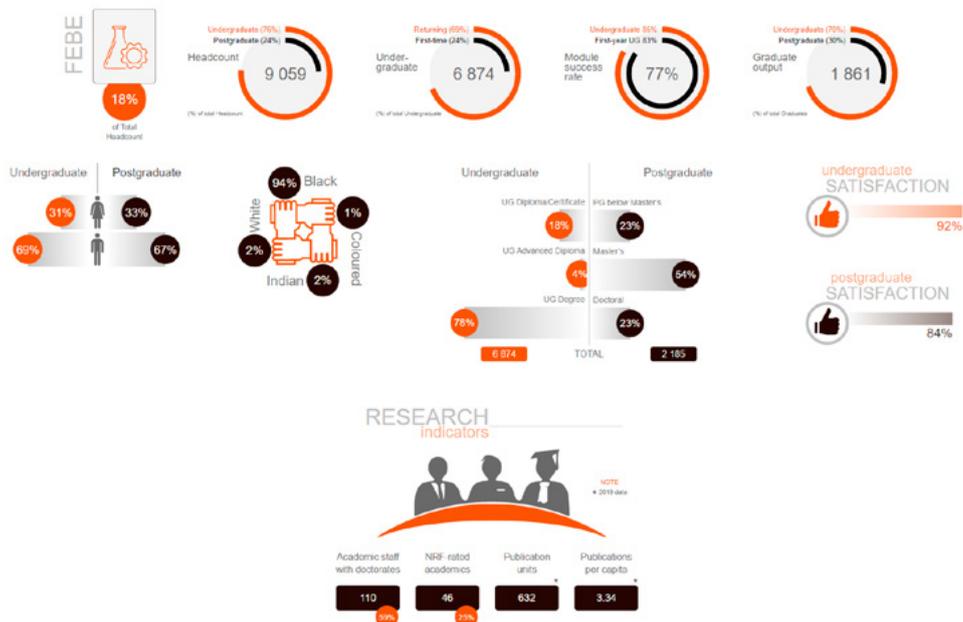
Sarah Gravett (Prof)

Executive Dean: Faculty of Education



Faculty of Engineering and the Built Environment

FEBE AT A GLANCE



At a glance, the Faculty of Engineering and the Built Environment (FEBE) has maintained both stability and excellence in key performance areas, despite the harrowing continuation of the COVID-19 global pandemic. FEBE's total headcount of 9 059 in 2021 grew significantly from 8 931 in 2020 (HEDA 2021 Dean's Infographics). FEBE is the second largest faculty at the University of Johannesburg and the largest in the Science, Engineering and Technology (SET) category.

The increased headcount in 2021 is significant, as it represents FEBE's rebirth following a mammoth phase-out process. Programmes accounting for the growth are largely fairly new programmes, which seem to be picking up momentum and attracting greater interest. As a result, the split between FEBE's undergraduate and postgraduate registrations is edging closer and closer to the strategic long-term enrolment profile of the Faculty. The split currently sits at 78% undergraduate and 23% postgraduate, with all indications that a split of 70% undergraduate and 30% postgraduate is attainable in the near future.

At the same time, the graduation rate of FEBE students has experienced a minor decrease, in relation to previous years. This could largely be attributed to the fact that the majority of FEBE programmes are fairly

new, with the first cohorts of students only graduating from 2019 onwards. Given the newness of these programmes, initiatives have already begun to improve the throughput and graduation rates.

FEBE's male to female ratio follows a similar trend for both the undergraduate and postgraduate student profile, with females accounting for approximately a third of the total student population. Efforts to reach female applicants and grow female professionals in the discipline have become a joint effort by the deanery, supported by FEBE's marketing coordinator and various female academics in the Faculty. It is hoped that these efforts will increase the number of female students in the Faculty in the very near future.

Given the tumultuous past two years, FEBE's student satisfaction rates remain fairly high, at 92% for undergraduate respondents and 84% for postgraduate. Despite the move to online learning and to virtual supervision, these rates are testament to FEBE's continued dedication and commitment towards its students. Given the recent trying conditions, it is anticipated that the eventual return to campus and to face-to-face teaching and supervision will further enhance the levels of student satisfaction.

Given that the Faculty comprises 110 academic members who hold a doctoral qualification, with 10 having been added to the total in 2021 alone, FEBE has performed outstandingly well in the area of research and innovation. FEBE is proud, not only of its departmental contributions towards research output targets and sectoral innovation, but also of the significant contribution made by its research centres and technology stations.

As per the HEDA 2021 Dean's Infographics report, FEBE remains in good standing, ready to grow, take flight and flourish on the basis of the stable foundation it has built in the past two pandemic-ridden years.

INTRODUCTION

The last three academic years (2019 to 2021) have been associated with a number of unexpected challenges, disruptions and opportunities for the Faculty of Engineering and the Built Environment (FEBE). Without doubt, the most disruptive event during this period has been the global COVID-19 pandemic. In terms of higher education, this global catastrophe set in motion academic-related business continuity plans that called for innovative teaching and learning approaches, for commitment and dedication to the academic endeavour and for adaptable yet stable leadership.

At a glance, FEBE has been proven to have accomplished just that. FEBE's enrolment profile has increased significantly from 2020. This was accomplished despite the anticipated decrease in international students due to international travel bans and associated backlogs and delays. Both undergraduate and postgraduate teaching and learning continued throughout the year, with valuable lessons being learned and nuanced teaching strategies adopted, culminating ultimately in the timely completion of the academic year.

It is intended that these valuable lessons learned, in relation to blended modalities of teaching and learning, be carried into FEBE's future teaching and learning strategies, enhancing the Faculty's methods of effective programme delivery and potentially offering solutions to current physical and logistical constraints. In addition to adapting to online teaching and learning, and despite the many limiting challenges associated with the pandemic, the Faculty held strong in its determination to also not only meet, but exceed its research targets. In this vein, it is not surprising that FEBE's student satisfaction ratings reflect the same dedication to the academic endeavour.

One of the many accomplishments of the Faculty in 2021, one which undoubtedly stands out, was the first successful remote accreditation visit by the Engineering Council of South Africa (ECSA). The virtual accreditation modality was new and uncharted territory for both ECSA and the entire engineering education fraternity across the country. In preparation, the Faculty enhanced previous activities, guided by a robust and detailed plan, resulting in one of the most positive outcomes of recent ECSA accreditation visits. The outcome was that FEBE would not have to undergo any interim visits as it had done in the recent past.

Given that this was the first ECSA accreditation of the eight Bachelor of Engineering Technology programmes on the Doornfontein Campus, together with the relative newness of the programme standard in the country at large, this accomplishment has cemented FEBE's national lead regarding this specific type of professional qualification and the production of engineering technologists that the country desperately needs.

In line with the University's vision to position itself as the University of the Fourth Industrial Revolution (4IR) in South Africa, FEBE has conducted various 4IR activities in the realm of teaching and learning. FEBE hosted a number of international 4IR experts and speakers addressing FEBE students, in particular, and UJ students, in general. Despite the pandemic and associated lockdown regulations, FEBE also delivered a number of short learning programmes (SLPs) related to 4IR via online tools such as Blackboard. In this way, the Faculty has continued its efforts towards building the Fourth Industrial Revolution.

As was to be expected, Faculty staff morale dwindled with the unfortunate news of loss of life of not only FEBE staff members, but of friends and family, due to the COVID-19 virus. Ultimately, it was not only the resilience of FEBE staff members, but their professionalism and the Faculty's supportive leadership that ensured the completion of a successful year, in line with FEBE's strategic planning.

FACULTY GOVERNANCE

FEBE governance structures have maintained their stability in the past year, ensuring academic oversight and programme quality as the year progressed. These committees comprise the Technology Programme Committee (TPC), which governs the operational and academic quality of undergraduate technology programmes, together with the built environment and management programmes. The Engineering Science Programme Committee (ESPC) governs undergraduate engineering science related programmes.

Further to this, the Faculty Higher Degrees Committee (FDHC) governs postgraduate programmes, while the Faculty Research Committee (FRC) governs all research related items. Supporting these Faculty-level structures, School research committees support strategic postgraduate initiatives.

FEBE's robust and well-functioning governance structures ensured the academic integrity of the key decision-making processes in 2021 specifically, given the disruptiveness of the pandemic and its impact on the academic endeavour. The decisiveness and oversight offered by such committees, often virtually, have proved to be an invaluable resource that has steered the Faculty in the right direction, towards successful completion of the academic year.

Faculty risk management

FEBE actively monitors various risks included in the Faculty's Risk Register, which appears as a standing item on the Faculty Executive Committee agenda. The major risk again identified in 2021 related largely to the potential loss of professional accreditation for the majority of FEBE programmes. Professional body accreditation of FEBE undergraduate programmes has featured and continues to feature as a major risk for the Faculty and is therefore monitored and supported by the executive management committee of the Faculty.

In addition to risk to the accreditation of programmes, FEBE also successfully managed the risk associated with the transition from contact learning to the blended approach to teaching and learning. Close monitoring of student progress, departmental engagement and student feedback aided the process effectively, ensuring a relatively smooth transition from contact to fully online learning.

Another risk featuring prominently in 2021 centred on FEBE's marketing strategy. The Faculty enlisted the assistance of both UJ Marketing and an external marketing agency to help rebrand FEBE, given its shift in programme offerings, most of which were new to the market.

Quality management

In addition to FEBE's sound governance structures, there are five professional bodies associated with undergraduate programme accreditation, which enhance and maintain programme quality in FEBE. These bodies include the Engineering Council of South Africa (ECSA); the South African Council for Planners (SACPLAN); the South African Geomatics Council (SAGC); the South African Council for Project and Construction Management Professions (SACPCMP); and the South African Council for the Quantity Surveying Profession (SACQSP). Professional body visits and accreditations have been proven to elevate the quality of FEBE's undergraduate programme offerings, confirming the academic integrity and global competitiveness of FEBE programmes.

During the 2021 academic year, the Faculty hosted three of the five professional bodies. ECSA, SACQSP and SACPLAN visited FEBE, virtually or physically, collectively accrediting a total of 12 undergraduate and honours programmes. While a few programmes require improvement or interim reports to be submitted in 2022, none of the outcomes requires a re-visit, confirming the quality of FEBE's suite of professional programme offerings.

STAFF

Employee profile

As at 31 December 2021, the Faculty employed 292 academic and 213 support staff members. This count includes both permanent and temporary appointments. The Faculty's complement of permanent and fixed-term employees consists of 156 academic staff members and 93 support staff members (HRIS, 31 December 2021).

Earnest efforts have been made to fill the critical vacancies resulting from a number of key senior academic resignations. Staff retention therefore remains a critical feature on the Faculty's risk register, and is monitored at the level of the Faculty Executive. The integral balance of support and academic staff ensures a functioning faculty that supports and encourages staff development at all levels. FEBE's transformation strategy plays a key role in the recruitment of new staff, prioritising designated and female candidates. 2021 also saw a marked increase in the number of female staff members occupying head of department roles. This is a trend FEBE intends to continue and improve upon.

Recognitions and awards

The dedication and commitment of FEBE staff to the Faculty's high ranking performance is clearly evident in the number of key performance areas in which the Faculty has excelled. Consistent excellence in research and teaching and learning is admirable, given the trying times in higher education.

One of the many staff awards received by FEBE academic staff is that of the 2019 T&L VC Award Winner, which showcased the work of Prof Sune von Solms to the wider UJ community. Prof Von Solms has since also taken up the role of Head of Department of the Electrical and Electronic Engineering Science. FEBE's support and commitment towards growing young female academics remain a key focus in FEBE's transformational agenda.

RESEARCH AND INNOVATION

Historically, FEBE has consistently promoted a culture of excellence in research and innovation. This is evident in that despite the various travel bans associated with the pandemic, the Faculty managed to exceed its research output target. FEBE research outputs currently stand at 732 publications, well exceeding the planned target of 683 units (OROSS, as at 3 March 2022). Notably, FEBE is also home to 49 NRF-rated researchers (1 A-, 6 B-, 26 C-, and 16 Y-rated), with seven ratings being newly awarded in 2021.

FEBE's postgraduate enrolments also significantly contributed towards the Faculty's pursuit for research excellence. Postgraduate headcounts increased from 2 038 in 2020 to 2 167 in 2021. While these high student enrolment numbers may present a challenge for supervision, the Faculty has been able to successfully supervise and graduate a high number of students in postgraduate programmes. Specifically, FEBE graduated 560 postgraduate students in 2021, the highest number of graduates in the past four years (HEDA HEMIS Data, 3 March 2022).

During the 2021 academic year, FEBE's intellectual proprietary portfolio increased by two additional patent applications. The Faculty was also able to secure external research income to the amount of R76 million.

Despite the challenges of the increased teaching workload, given the phasing out and phasing in of new programmes, FEBE has successfully contributed towards the research objectives of the University. The Faculty also remains committed to the strategy that research-led teaching proves more beneficial towards both research and innovation and teaching and learning.

Significantly, FEBE has scored very highly in terms of the top ten contributors towards UJ's total research output in 2021. Impressively, the top four positions are held by FEBE academics.

EXCELLENCE IN TEACHING AND LEARNING

The 2021 academic year was once again disrupted by the COVID-19 pandemic. However, 2021 proved to be a year in which most challenges to academic operations were ironed out and dealt with, allowing for a far smoother continuation of the academic endeavour. In response to the COVID-19 pandemic, FEBE together with the rest of the University of Johannesburg (UJ), adopted an online or blended teaching and learning strategy in order to complete the 2021 academic year.

To this end, all teaching and learning materials (learning guides, lecture slides and notes and assessment question papers), were uploaded to the Blackboard Learning Management System (LMS). The Blackboard Communicate Ultra feature of the LMS was used for synchronous teaching to students, following the Faculty's regular lecture timetables. Students engaged with the learning materials asynchronously by remotely accessing the LMS. All the academic activities through the LMS were recorded and closely monitored by the Centre for Academic Technology (CAT).

FEBE's academics improved on their competency in making the transition from face-to-face to blended teaching. FEBE scenario planning prepared in early 2021 provided for a blended teaching and learning approach for the academic year 2022. The teaching modality would essentially consist of a return to face-to-face instruction for the first-year classes, while the senior study levels would continue with online lectures.

Teaching and learning in 2021 called for innovative blended approaches, in response to the impact of COVID-19 on normal contact teaching and learning. To assist with this undertaking, in addition to University guidelines, FEBE followed the *Guiding Principles to online teaching and learning during COVID-19*, as prescribed by the Engineering Council of South Africa (ECSA) and disseminated at the beginning of June 2020. FEBE ensured that the recommended total number of notional hours of programmes was not reduced, and that all graduate attributes were assessed as per ECSA policies. In the context of online teaching and learning, the Faculty adopted continuous assessment for most modules. Tutorship also moved to the online mode of delivery. FEBE academic departments implemented alternative methods in order to continue with practical and laboratory work. These methods included practical demonstrations, simulations and videos.

FEBE has worked towards excellence by tailoring the Faculty's intellectually rigorous curricula in response to the key strategic objectives of the University and the country at large. Given the current national trend towards aligning programmes to the Higher Education Qualifications Sub-framework (HEQSF), teaching and learning initiatives have needed to be responsive, adaptable and flexible, while still maintaining a strong hold on academic integrity. FEBE's Teaching and Learning strategy therefore includes a number of cohesive initiatives that holistically support and guide both students and academics.

Enrolment and student profile

FEBE's student enrolment profile reflected 9 059 student headcounts in 2021, a substantial increase from 8 931 in 2020 (HEDA Dean's KPI Report, 9 February 2022). FEBE has therefore made a considerable recovery, given the decrease in 2019, which largely occurred as a result of the phasing out of National Diploma and Bachelor of Technology programmes.

In keeping with UJ's approach of promoting access and academic excellence, FEBE notably attracts the majority of its students from lower Quintile 1 and 2 schools, accounting for 41,1% of the student population in 2020 and growing to 44,9% in 2022. In addition to this, 61,3% of FEBE students had an APS of 35 and higher in 2021, growing to 69,1% in 2022 (HEDA Dean's KPI Report, 9 February 2022). FEBE recognises improvement is still required in this area, and FEBE marketing outreaches to Quintile 5 schools have commenced, despite the logistical difficulties during the pandemic.

FEBE has also focused strongly on its Women in Engineering and the Built Environment (WiEBE) initiatives, in an effort to encourage, grow and support the female student and staff population, in line with the Faculty's transformation agenda.

Relevance and impact of academic programmes

By the 2021 academic year, FEBE had implemented all new Higher Education Qualifications Sub-framework (HEQSF) aligned programmes. Each undergraduate programme within FEBE now articulates into postgraduate studies, up to the doctoral level. This has helped the Faculty maintain stability with regard to its significant contribution towards University enrolment targets in the Science, Engineering and Technology (SET) sector. It has also ensured the steady production of engineering and built environment graduates for the employment sector.

FEBE has also seen increased interest in its suite of honours programmes. Students have opted to remain with FEBE and pursue postgraduate studies, largely due to limited employment opportunities given the recent economic downturn,

While marketing the new suite of programmes has proved challenging, the Faculty has engaged the expertise of external marketing professionals to guide and implement effective marketing strategies. The relevance and the impact of the successful accreditation processes by the three professional bodies in 2021 have also been substantial.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks, both within and external to the continent. FEBE's global reach and impact are reflected in the number of international staff and students the Faculty attracts.

Despite the pandemic, FEBE maintained its relationships with both local and international communities, schools and industry. Industry engagements took place online, fostering an interactive online approach towards relationship management.

One such example in 2021 is FEBE's Department of Urban and Regional Planning, which collaborated with the University of Zimbabwe, resulting in the joint delivery of the Department's master's by coursework programme. This model of joint programme delivery supported by a collaborative agreement has paved the way for future such collaborations and serves as a successful example of Pan-African collaboration for the rest of the Faculty.

Although the Faculty was inhibited by the restrictions associated with dealing with the pandemic, FEBE was able to reach out to its communities and stakeholders, thereby nurturing crucial relationships. A number of SLP programmes, such as those offered by PEETS, helped FEBE engage with varying communities directly, upskilling community members with green technologies and solutions that will impact their daily lives and benefit the communities around them.

FEBE marketing, while abiding by COVID-19 regulations, was able to physically reach a significantly larger network of schools across the country. Given the complexities of the various disciplines within engineering and the built environment, it proved imperative to explain the differences between the various qualifications and associated professions. The exercise has undoubtedly contributed towards the larger pool of applicants received in 2022. A more focused approach targeting less popular programmes is under way for the new application cycle.

Given the dwindling pool of students who take mathematics and physical science as Grade 12 subjects, FEBE also presented at various Science Centres. This activity is set to continue and will hopefully grow in years to come. In an effort to reach students, FEBE took to social media, ramping up Facebook, Twitter, Instagram and live webinar activities, in a targeted drive to reach Grade 12 learners.

FEBE's active stakeholder engagement has enhanced the Faculty's reach and brand, not only to the local and global academic community, but to the heart of communities within South Africa as well. In this way, FEBE continues to prove that its research and academic activities are current, relevant, innovative, solution-driven and impactful for both local and global partners. Based on the success of key local and international stakeholder engagements in 2021 alone, FEBE is geared towards focusing its engagements towards the Faculty's increasing and pioneering role in 4IR.

THE WAY FORWARD

FEBE leadership was elevated and tested during the 2021 academic year. While the Faculty traversed uncharted territory associated with the repercussions of the pandemic, the Executive Dean of the Faculty, Prof Daniel Mashao, Vice-Dean: Teaching and Learning, Prof Didier Nyembwe, and Vice-Dean: Postgraduate Studies, Research and Innovation, Prof Yanxia Sun, ensured stability, progress and encouragement.

In addition to crucial academic guidance and support, FEBE leadership was able to offer support, where needed, relating to the personal, mental and physical hardships experienced by both staff and students during the pandemic.

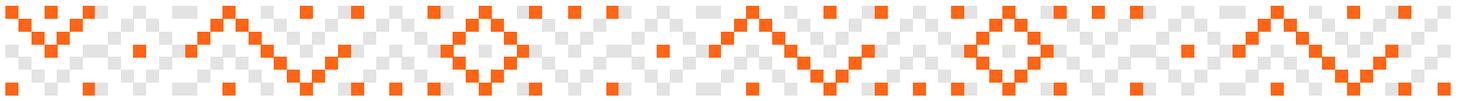
The challenging circumstances of 2021 called for nuanced leadership, with an adaptable and flexible approach towards problem solving and relationship management. FEBE staff and students, having successfully completed the 2021 academic year with noticeable student success, are a testament to the way in which FEBE leadership, on all fronts, was able to direct the Faculty towards a successful completion of the academic year.

FEBE is currently standing firm, following recent years of transition. It is from this secure and solid base that the Faculty intends to focus on the strengthening and alignment of the UJ FEBE brand.

A handwritten signature in black ink, appearing to read 'Mashao', with a stylized, overlapping initial 'M'.

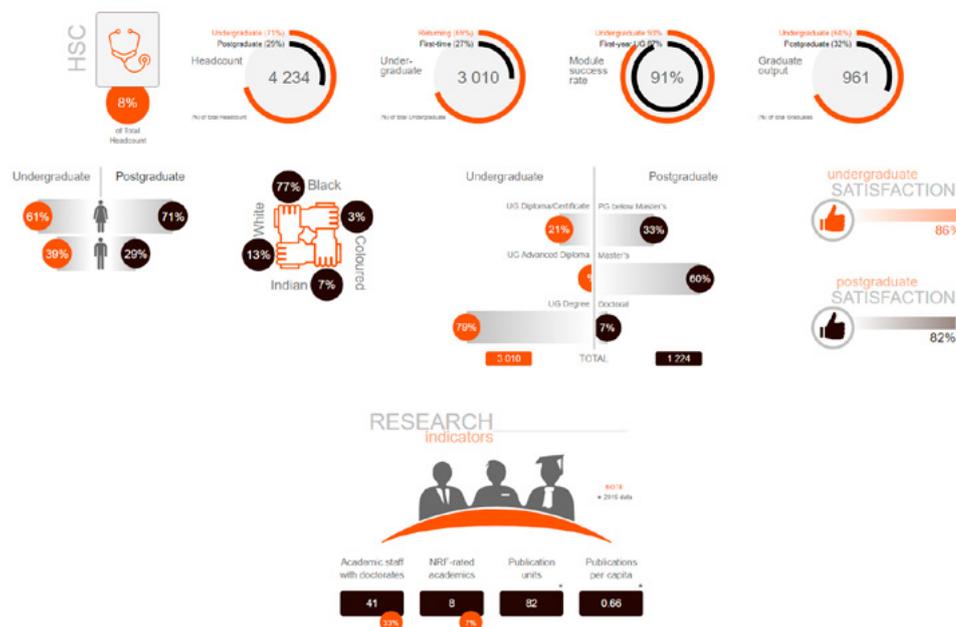
Daniel Mashao (Prof)

Executive Dean: Faculty of Engineering and the Built Environment



Faculty of Health Sciences

OVERVIEW



The University of Johannesburg’s (UJ’s) mission of “*inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge*” has served as the anchor for the Faculty of Health Sciences’ strategic focus and has guided the identification and implementation of activities to further the goals of the institution and the Faculty.

The COVID-19 pandemic has continued to impact research, teaching and learning, and community engagement activities in the Faculty. This impact is not unique to the Faculty, with higher education institutions across the globe affected. This report demonstrates how the Faculty has responded to and adjusted its strategies in this context and reflects the achievement of targets and positive trends observed over the past five years.

EXCELLENCE IN RESEARCH AND INNOVATION

Over the past five years, the Faculty has taken significant strides in increasing its stature and reputation by focusing on the quality, integrity and impact of its research through creating an enabling environment for researchers; attracting and investing in high-quality staff; inviting outstanding national and international

academics to collaborate as visiting professors and research fellows; attracting a diverse, talented pool of postgraduate (PG) students and postdoctoral research fellows (PDRF); increasing external research income; and promoting a culture of innovation by conducting applied research with the potential to lead to commercialisation.

Strategies to enhance research outputs have yielded returns. The Faculty not only met but significantly exceeded its 2021 research output target (110 accredited units), submitting 138 units for auditing purposes (audited figures available April 2021). This is an increase in accredited outputs submitted compared to the final audited figure of 120 units in 2020. In 2021, several departments increased their number of outputs, increased the number of staff publishing, or outperformed their publication targets for the year. Four staff members published for the first time in 2021. The Laser Research Centre (LRC) was a top achiever in 2021, publishing 68 international accredited journal articles, one peer-reviewed conference proceeding, and six book chapters.

The Department of Nursing continues to manage the *Health SA Gesondheid* journal, an accredited online health sciences interdisciplinary research journal. The journal was acknowledged at the 2021 AOSIS Laureates Awards for being indexed in PubMed in 2020.

Intra-faculty research between departments and the Faculty's research centres was further strengthened, increasing opportunities for leading trans- and interdisciplinary research and creating significant opportunities for increased publications. After the 2020 launch of the Biomedical Engineering and Healthcare Technology (BEAHT) Virtual Research Centre (RC), numerous research collaborations have been set up – primarily aimed at mHealth and elearning, as well as advancing digital health and artificial intelligence research.

Researchers in the Faculty made 113 presentations at national (47) and international (66) conferences during 2021.

There were eight National Research Foundation (NRF) rated researchers in the Faculty in 2021 (two C1, four C2, one C3 and one Y1) – an increase of two from 2020. There were 14 PDRFs in the Faculty, seven of whom were appointed in 2021. Concentrated mainly in the Faculty's research centres, they contributed to 25 journal articles and two book chapters in 2021.

There were 28 visiting professors and research fellows in the Faculty in 2021 (compared to 33 in 2020 and 22 in 2019), three of whom were new appointments in 2021. These appointees have contributed to collaborative research projects, PG student supervision, and to increasing the Faculty's research outputs through publications and mentoring.

The Faculty's research was acknowledged for its excellence on external and internal platforms. Externally, Prof Hamblin (visiting professor in the Laser Research Centre) was named on the Clarivate List of Highly Cited Researchers 2021, which identifies researchers who have demonstrated significant influence through the publication of multiple papers that are highly cited by their peers. In addition, Profs Houreld and Prof Abrahamse (from the same Centre) were listed in the top 2% in the 2021 scientist world rankings published by Elsevier. Internally, several researchers were recognised for their achievements. Prof Hamblin received the UJ Vice-Chancellor's Distinguished Award for the most cited researcher.

The Faculty received external funding for research amounting to R8 904 294.94; R370 857.36 from international and R8 533 437.58 from national sources. Notably, Prof Phaswana-Mafuya from the Department of Environmental Health obtained funding of R4 million for a collaborative project with the South African Medical Research Council.

Researchers in the Faculty undertook 26 collaborative research projects and activities with national and international partners. New research projects related to the pandemic were also initiated in various domains throughout the Faculty. Staff from the Department of Environmental Health received GES 4.0 COVID-19 research funding for a project on vaccine effectiveness to prevent severe COVID-19 disease and mortality, and published groundbreaking work on understanding the differential impacts of COVID-19 among hospitalised patients. The BEAHT RC staff co-authored a book chapter, titled 'A mathematical model and strategy to guide the reopening of BRICS economies during the COVID-19 pandemic'.

From an innovative perspective, the Department of Emergency Medical Care continued to work with UJ's Technology Transfer Office on the Stretchy-chair Project initiated in 2020, which intends to offer cost-effective stretchers or stair chairs to ambulance services and clinics in South Africa.

The Faculty has identified various risks related to research excellence and innovation, and has implemented strategic initiatives to mitigate these.

- Impact of COVID-19: Several postgraduate students applied for an extension of their studies as they experienced delays in data collection due to the lockdown regulations (2020). Measures to manage the pandemic have restricted international travel and placed new demands on staff in delivering on their core responsibilities.
- Capacity to increase research output: For some departments, the small pool of staff with doctoral qualifications constrains efforts to increase publication outputs. Over time, the continuously increasing number of staff with a doctoral qualification is creating a larger pool of research-active staff who, with appropriate mentoring, can develop into strong academics. Collaboration, including with visiting professors, is a strategy the Faculty actively uses to bolster productivity and provide mentoring to early career researchers to help mitigate this.
- Translation of PG research into publications: A strategic opportunity of translating postgraduate research into published outputs was identified within the Faculty to improve its research output. Carefully planned and coordinated collaboration between departments and the research centres has been increasingly used as a strategy to increase research activity and translate postgraduate research into publications, coupled with the appointment of visiting researchers and professors.

EXCELLENCE IN TEACHING AND LEARNING

During 2021, the Faculty continued to advance excellence in teaching and learning through multiple initiatives, including maintaining an appropriate enrolment profile; enrolling outstanding students from diverse backgrounds; maintaining excellent success and retention rates; offering current curricula, internationally aligned and quality reviewed; encouraging innovations in teaching and learning; contributing to the scholarship of teaching and learning; and delivering students who are prepared for the world of work.

The enrolment target set for the Faculty was 4 296 students, and 4 234 students were registered (a slight under enrolment). Table 33 shows the enrolment profile for the Faculty in the period 2017-2021. Total undergraduate (UG) enrolments increased in 2021 to 3 010, and the proportion of first-time entering students with an AP score of 35 or higher decreased slightly from 58% of all first-time entering students in 2020 to 55,8% in 2021. A significant increase was noted in Orange Carpet students registering, from 61 in 2020 to 117 in 2021. Total PG enrolments decreased slightly in 2021 to 1 224. The delay in approval from the South African Nursing Council (SANC) for the six PG Diplomas in Nursing was a major contributor to the decrease in postgraduate enrolment since no new PG below M nursing students could be enrolled. At the master's level, enrolments increased to 737 in 2021, while doctoral registrations increased to 86.

Table 33: Enrolment profile 2017-2021

	2017	2018	2019	2020	2021
Total UG enrolments	2 810	2 881	3 029	2 867	3 010
First-time entering: AP Score >35	243	270	277	374	416
Total PG enrolments	1 160	1 299	1 430	1 244	1 224
Master's	284	429	508	598	737
Doctoral	73	74	73	81	86

The proportion of students enrolled from designated groups decreased marginally from 2020. The total non-designated enrolment was 550 (15%) compared to 545 (14%) in 2020, 622 (15%) in 2019, 638 (16%) in 2018, and 677 (18%) in 2017. In terms of designated students, 3 260 black students were enrolled, compared to

2 823 in 2020, 3 062 in 2019, 2 825 in 2018, and 2 643 in 2017. In total, 127 Coloured students enrolled, compared to 153 in 2020, 178 in 2019, 165 in 2018, and 158 in 2017. A total of 296 Indian students enrolled in 2021, compared to 258 in 2020, 273 in 2019, 267 in 2018, and 284 in 2017. There are 141 UJenius students in the Faculty.

Across several departments, students' financial constraints were the most significant challenge encountered with regard to the 2021 enrolment plan. Numerous students owed tuition fees, which led to delays in the registration process. In addition, NSFAS funding presented challenges, with some students receiving late payments or delayed notifications of funding. The Department of Nursing experienced several other challenges with regard to the 2021 enrolment plan. Among others, they planned to enrol students for the new PG Diploma programmes in anticipation of the SANC accreditation letter, and the delay in issuing this letter negatively impacted their enrolment targets.

The majority of short learning programmes (SLPs) have been successfully moved online, which allowed for the number of SLPs and students registering to improve compared to 2020. The SLP and the Continuous Professional Development (CPD) Office registered 350 students for various SLPs during 2021 compared to 196 students in 2020. In 2021, a total of 21 SLPs were offered, compared to 10 in 2020. Compared to the 49 offered in 2019 before the pandemic, this remains comparatively low. The SLP and CPD Office, as a Health Professions Council of South Africa (HPCSA) affiliated service provider and accreditor for CPD activities, approved 35 CPD activities in 2021 from service providers across South Africa. This is a decrease from 54 in 2020 and remains low compared to 107 in 2019 before the pandemic.

The use of technology in teaching within the Faculty is now universal. While 2020 saw almost all teaching and learning take place online, in 2021, many departments adopted a blended approach. Most lectures continued through an online platform, and practicals, where possible, moved to contact sessions.

The primary modality for teaching online was the Blackboard learning management system. The platform has several features – such as discussion forums – that were utilised for student engagement. Multiple channels of communication continue to be used to enable all students to access materials, such as Zoom, Teams, sending scanned notes, and WhatsApp and YouTube. In addition, several other online resources and cutting-edge technologies are utilised across the departments. Examples include simulation (in the simulation laboratory and through the Virtual Environment for Radiotherapy Training (VERT) system), immersive experiences designed in the high-fidelity room that replicate real-world experiences, augmented reality using the HoloLens and HoloAnatomy programmes, 3D modelling applications and online educational games.

Although 2020 provided a wealth of experience in teaching online, some challenges remain. Some students still encountered connectivity problems, and intermittent load shedding exacerbated this. The University of Johannesburg provided students with data, and in some cases, students received loaned devices from the University to enable them to continue learning remotely. To improve access, in 2021, students were given access to computer labs on campus with strict adherence to COVID-19 protocols.

One of the biggest challenges identified in 2020 was the integrity of online assessments. In 2021, this challenge was largely addressed, with several departments implementing on-site assessments under strict COVID-19 regulations.

The success of Health Sciences students is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC), which provides a wide range of opportunities to participate in clinical training. The number of patients seen at all the clinics by students under the supervision of qualified practitioners during 2021 was 18 736. This is 41% higher than the 13 319 patients seen in 2020; however, the 2021 patient numbers were still 35% lower than the 28 779 seen in 2019. Owing to the pandemic, no patient wellness screenings were conducted during 2020 and 2021 on- or off-campus. In 2021, all clinics were closed for five weeks due to COVID-19 restrictions, and some clinics closed for the recommended period after a COVID-19 case was identified within the clinic. Many patients were still hesitant to return to the clinic, and some satellite clinics could not resume.

As clinical training activities were still highly affected by the pandemic, practical clinical components needed adaptations. Some departments experienced challenges in accessing sites, with activities delayed or deferred

to 2022 (for non-exit level students). Staff invested substantial effort to assist final-year students in completing their clinical training. The creative use of technologies (including videos) and detailed case studies continued to supplement traditional clinical training in some departments, while others adopted a blended approach using physical visits and online activities. The HPCSA approved a 40-hour work-integrated learning (WIL) for students in Biomedical Sciences, which replaced the normal five-month WIL. The Department of Biomedical Sciences also substituted the online MediaLab programme and laboratory videos provided by the National Health Laboratory Services for their WIL.

Rising above the year's obstacles, staff in the Faculty excelled in the teaching and learning domain. Prof Noorbhai (Department of Sport and Movement Studies) received a UJ Vice-Chancellor's Award for Teacher Excellence.

Despite the challenges, the Faculty has maintained an overall success rate above 85% since 2013, achieving a 91% success rate for 2021, only slightly below the target of 92%. Retention at the UG level was high, with 82,6% of first-year students returning to the Faculty in 2020 – a slight increase from 80,5% in 2020. A total of 691 students graduated in 2021 (68% undergraduate and 32% postgraduate). The Faculty has until the end of March to finalise the Faculty UG and PG graduation numbers for the reporting year. Thereafter, an accurate comparison with previous years can be provided.

In 2021, several new programmes were submitted to the Department of Higher Education and Training and/or Council on Higher Education (CHE) for approval.

- The following programmes were accredited: PG Diplomas in Acupuncture and in Phytotherapy (Complementary Medicine); Advanced Certificate in Medical Rescue; PG Diploma in Clinical Simulation (Emergency Medical Care); PG Diplomas in Midwifery, in Nursing Education, and Critical Care Nursing – Adult (Nursing).
- The Department of Biomedical Sciences is in the process of developing new programmes, an Advanced Diploma and a PG Diploma in Biomedical Sciences.

The Department of Optometry is in the process of recurriculation to include therapeutic privileges, while an SLP in collaboration with external international Optometric educators was approved and offered. The Department of Emergency Medical Care finalised the administrative content related to the PG Diploma in Clinical Simulation, which will be offered from June 2022. In addition, the Faculty is prioritising the curricula of a medical programme, and an external task team of leading experts has been identified to work with the Faculty in 2022. Our vision is to offer a 'paradigm-shifting curriculum', similar to that offered at the University of Illinois, USA, which seamlessly integrates engineering principles when teaching medicine. We will be the first in Africa to offer a curriculum that incorporates the four-pillar approach of basic sciences, namely clinical sciences, engineering and innovation, and medical humanities.

The Faculty is committed to embedding decolonisation into the curriculum of all programmes. The social determinants of health concepts have been incorporated into most professional practice modules, and decolonisation is promoted by using locally relevant case studies as applicable to each programme and integrating these into assessments (where plausible). Departments make a concerted effort to incorporate appropriate context, content, and discussions around indigenous African knowledge. The Department of Medical Imaging and Radiation Sciences continued to make multilingual videos that explain radiographic terminology, which have been made available to first-year students on Blackboard. The Department of Chiropractic undertook to translate the patient information and informed consent forms for the UJ Chiropractic Clinic into five African languages to provide patients with this information in their mother tongue. Commonly utilised terms have also been compiled to assist students in multilingual communication with patients.

A Faculty-wide work readiness seminar (sponsored for the second time by PPS) was held via Zoom in 2021. The programme included professional bodies, financial advice and community service experiences. The Faculty has an impressive graduate employment rate, with 92,7% of graduates employed within 12 months of graduation in 2021.

The Faculty continues to increase its focus on the scholarship of teaching and learning (SoTL). The Chiropractic Department continues to have an international impact with three articles accepted in accredited SoTL journals and two conference presentations in this field in 2021. A paper related to students' attitudes

towards a blended learning approach during the pandemic (published by colleagues from the Chiropractic Department) was acknowledged as the best paper at the Chiropractic Educators Research Forum. Likewise, in the Department of Human Anatomy and Physiology, SoTL in the basic medical sciences of human anatomy and physiology is a growing priority. Two researchers from the Department were recipients of a UJ Teaching Innovation Fund sponsorship worth R30 000.

ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

An enriching student-friendly learning environment that is conducive to learning is a strategic imperative for both UJ and the Faculty.

During 2021, the Faculty aimed to provide holistic support to students, insofar as feasible. Staff made themselves available on Blackboard or via WhatsApp for students' queries and to support ongoing online and in-person learning. Where activities took place on campus, the Faculty and UJ contributed significant resources to make sure that teaching, learning and assessment of on-site clinical activities took place safely. Extensive personal protective gear was purchased, which allowed students to access hand sanitiser, face shields and surgical masks.

Departmental mentorship programmes continued within some departments, and tutorial support within departments aimed to bolster academic success. Students were made aware of psychological support available on campus, with many taking up the opportunity.

Students, both at UJ and across South Africa, faced acute financial challenges in 2021. Several initiatives in the Faculty aimed to help students in financial need. The Health and Welfare Sector Education and Training Authority (HWSETA) provided funding to continuing students and invited new applications for support. In total, the HWSETA provided funding of R27 million in 2021, covering tuition, accommodation, travel costs, books and a stipend for some students.

Students in the Faculty have access to dedicated venues equipped with state-of-the-art modern equipment that are the envy of many other institutions. An example of this is the Virtual Environment of a Radiotherapy (VERT) Room installed in 2021. VERT is used for all radiotherapy modules at all levels. In addition, the clinical training grant provided funding to the Department of Medical Imaging and Radiation Sciences to purchase digital radiography equipment for a second X-ray room in the campus clinic and two new ultrasound machines (which will arrive early in 2022), to enhance the practical training of students. The Department of Human Anatomy and Physiology makes use of laboratories that are equipped with the latest 4IR teaching tools, such as Hololens for virtual and augmented reality, and a 3D scanner and printer for printing bones and anatomical specimens.

The construction (currently under way) of the first integrated on-campus rescue simulation centre on the African continent will position the Faculty as a regional and global centre of excellence for medical rescue education. Significant progress has been made, with completion envisioned in the first semester of 2022. The centre has been designed to cater for teaching, learning, assessment and research of specialised rescue disciplines. The four-storey structure will include a five-metre-deep pool for aquatic rescue and survival training, helicopter underwater escape training, and dive rescue. The centre has enjoyed significant media attention throughout 2021. It has attracted the attention of a large aircraft/helicopter manufacturer who made a significant financial contribution to the centre's development.

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

The Faculty had several achievements in terms of enhancing its international profile for global excellence and stature, including increasing the proportion of international students; recruiting international academics of stature, including visiting professors, research fellows, and PDRFs; and continuing strategic partnerships with international universities and African countries to secure funding and enhance collaboration.

After increasing for the previous five years, the number of international UG students has decreased for the past two years from 157 in 2019 to 142 in 2020 and 132 in 2021, while international PG numbers continued to increase from 202 in 2020 to 224 in 2021.

A total of 11 international visiting professors and research fellows were appointed in the Faculty in 2021 from various continents, including Europe (two from the United Kingdom, one each from Switzerland and Denmark), Northern America (two from the United States of America (USA), one from Canada), Oceania (one from Australia) and Africa (one each from Botswana, Kenya and Zimbabwe). Within this group, scholars of significant stature continued their work with the Faculty, for example, Prof Hamblin from Harvard Medical School, who has a Google Scholar H-index of 134 and a Scopus H-index of 104.

A total of nine Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) are in place between departments and centres in the Faculty and international partners. Two of these were newly signed in 2021. These agreements span a diverse geography, including South and East Asia (India and China), Africa (Namibia and Sudan), the USA and Europe (Ireland and Sweden). Collaborative activities under these agreements include research as well as teaching and learning related activities. Collaboration with international partners also takes place outside the formal agreements. Nine research collaborations and other activities with international partners were undertaken in 2021 through formal and informal partnerships.

Despite the continued restriction on international travel, researchers from the Faculty made 66 presentations at international conferences in 2021. This is a significant increase from 2020, where staff presented 34 research papers at international conferences.

The Department of Optometry is currently offering an SLP in Ocular Therapeutics in collaboration with the State University of New York (SUNY), to empower already qualified optometrists with the additional knowledge, skills and insights required to manage selected ocular pathologies according to the promulgated scope of practice.

The PG Diploma in Clinical Simulation, which is currently awaiting approval from the CHE, may be offered jointly online with other U21 Health Science Group partners.

Although an increase was seen from 2020, international inbound and outbound student and staff mobility continued to be limited and many engagements still took place online. Two departments hosted 215 international students and two had visits from 13 international staff to participate in presentations and other inbound activities. In total, 549 students participated in inbound activities – far exceeding the target of 150 students. In addition, 967 students participated in outbound activities – also significantly exceeding the target of 250 students.

Regrettably, the 2021 Africa-by-Bus, the annual multidisciplinary outreach programme, was cancelled due to international travel restrictions but is planned for Lesotho in June 2022.

Although restricted travel posed several challenges to international engagement, it created the opportunity for more widespread participation in online workshops, seminars and conferences at a fraction of the cost of international travel. The Faculty will continue to capitalise on these and other opportunities that exist in the current environment and seek innovative ways to continue growing UJ's international profile for global excellence.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Global reputation management

All the achievements reported under the strategic objective, global excellence and stature, have contributed to building a strong global reputation for the Faculty.

In addition to these activities, senior academics play leading roles on international boards, hold influential positions in international science associations and serve on editorial boards of leading international journals, thus further enhancing global reputation. Staff from several departments serve as moderators and external examiners for international universities. A few notable examples are listed below.

In the LRC, Prof Abrahamse remains an honorary member of the board of directors for the World Academy of Laser Applications, the European Medical Laser Association, Indian Association of Laser Therapy, and the African Laser Centre, and serves as co-editor in chief for the international journal *Photobiomodulation, Photomedicine and Laser Surgery*, while serving on the editorial boards for eight additional international journals. Prof Houreld

serves on the executive council of the World Association of Photobiomodulation Therapy as Vice- President and on the editorial board of two international journals.

Dr Yelverton from the Chiropractic Department was re-elected for a five-year term as Vice- President of the European Council on Chiropractic Education and, together with Dr Ismail, was requested to serve on the board of the Chiropractic Educators Research Forum.

The Royal College of Surgeons in Ireland Surgery and Postgraduate Faculties Board conferred a Fellowship by Examination from the Faculty of Nursing and Midwifery on Prof Downing. The Fellowship by Examination is a prestigious award conferred on registered nurses and midwives who have clearly articulated and expertly demonstrated how they have achieved, contributed, and developed their capacity, competence and capability. Mr Ntuli (Podiatry) was admitted to the Royal College of Physicians and Surgeons of Glasgow as a Fellow for Podiatric Medicine.

Dr Gower (Complementary Medicine) continued in his appointed role with the World Health Organization as a steering group member of the International Regulatory Cooperative of Herbal Medicine, and Dr Hu served as the Chairperson of the Chinese Medicine and Acupuncture Association of Africa. Dr Morris-Eyton (Sport and Movement Studies) was appointed to the International Lifesaving Sport Education Committee and is a member of the global work group for the International Council of Coaching Excellence.

National reputation management

The Faculty appointed a new marketing coordinator in August 2021. The coordinator actively worked towards maintaining a dynamic brand for the Faculty using mainly virtual marketing as in-person events continued to be limited in 2021 due to COVID-19. Owing to limitations on gatherings during the pandemic, there were no in-person school visits, and thus digital marketing and student recruitment webinars were utilised to promote the Faculty's programmes. Several departments maintained an active social media and online presence to promote their activities, including re-curriculated or newly developed programmes and newly added infrastructure. Some departments created marketing videos, which included virtual tours of simulation rooms and clinics.

Collaboration with other higher education institutions is ongoing, particularly in the Gauteng province. The Faculty has continued collaborating on the GRT-INSPIRED project (Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development) with the Universities of the Witwatersrand and Pretoria. This project has an MOU signed for the overarching GRT by the vice-chancellors of the three participating institutions. The Water and Health Research Centre (WHRC) is currently undertaking a GRT-SAPRIN project, which involves interviewing all residents in Hillbrow.

Staff from across departments and the research centres have continued to serve and lead within the broader scientific community in South Africa, in their respective professional bodies and associations and in the public sphere, through a range of engagement activities. In the Laser Research Centre, Prof Abrahamse was elected as an Academy of Science of South Africa council member and appointed to the South African National Committee for the WHO international Electromagnetic Fields project.

Many staff are guest lecturers, examiners or moderators at other South African universities and staff regularly serve as reviewers for journals or conference abstracts.

Numerous staff serve in leadership roles in professional boards, societies and associations in South Africa. For example, Dr Yelverton (Chiropractic) was re-elected as Chairperson of the Allied Health Professions Council of South Africa (AHPCSA) and as Council representative for Chiropractic for a five-year term; Dr Gower (Complementary Medicine) continued in his appointed role with the South African Health Products Regulatory Authority (SAHPRA) and was also appointed to the SAHPRA Medicines Act Amendments Working Group, Marketing Code Working Group, and the Cannabis Working Group; Dr Razlog (Complementary Medicine) was appointed to the Executive Committee of the AHPCSA and served as Councillor and Chair of Finance Committee; and Mr Sibanda (Emergency Medical Care) was appointed as the President of the Emergency Care Society of South Africa.

Agreements and collaborations with several science councils, including the Water Research Commission and South African Medical Research Council, increase the uptake and translation of the Faculty's research in applied settings. Several MOUs/MOAs have been signed with national partners in government (local and provincial), the private sector and the not-for-profit sector. These increase the reach and impact of the Faculty's research and engagement activities, but also create opportunities for WIL.

Eight public lectures were held during 2021. Owing to the pandemic, there were numerous opportunities to attend and present at online conferences, seminars, and webinars. Several staff were invited as panellists or guest presenters in webinars, and the Faculty also hosted several. Notable examples include the Department of Sport and Movement Studies, which hosted a TEDx on health and wellness in 4IR, and the Department of Complementary Medicine, which hosted a series of webinars in collaboration with their international partners.

There were several engagements with the media during 2021, with the Faculty featuring on television, in newspapers, and on the radio. Notable television interviews and features included a feature on eNCA related to the assistance that UJ provided in collaboration with Rescue SA during tropical storm Eloise, and a discussion on DSTV Channel 347 with Dr Morris-Eyton regarding Christian Eriksen's cardiac arrest. In addition, there were several radio talks and interviews by prominent Faculty members, including Dr Yelverton talking about ancient human relatives on Radio 702 and Prof Barnard being interviewed on Radio Sonder Grense in celebration of World Water Day. Furthermore, a prominent newspaper feature included a description of UJ's Rescue Simulation Centre in an article in the *Sunday Times*. The Faculty also engaged with the media to discuss the COVID-19 pandemic on several occasions. eNCA interviewed Prof Phaswana-Mafuya from the Department of Environmental Health on the Omicron variant. She also published an article in the *Sunday Times* on COVID-19's racial realities and an article in the *Daily Maverick* on COVID-19 vaccination. Prof Noorbhai (Sport and Movement Sciences) participated in a television interview on the Tokyo Olympics and COVID-19.

Although some departments still did not have any community engagement activities due to COVID-19, several managed to undertake activities again in 2021. The Faculty's engagement with the Riverlea community continued to be very limited in 2021, with only two departments (Optometry and Podiatry) conducting community engagement activities at Riverlea. Optometry consulted 122 patients at the 11 clinics and Podiatry consulted 147 patients at 27 clinics. For 2021, there were 353 beneficiaries in Riverlea, compared to 2020 when there were 149 beneficiaries, and 1 602 in 2019.

WeCare at Victoria Yards played a critical role in the clinical training of Complementary Medicine students during COVID-19 restrictions. This is a joint precinct project with the Nando's restaurant chain (for community upliftment) and the AHPCSA (for internship). Initiated in 2020, Nando's has continued to significantly contribute towards this project in 2021 within the Lorentzville community, by supplying a dedicated space at Victoria Yards for the purposes of a community wellness clinic, run and operated by the Faculty as part of its clinical training. Complementary medicine students engaged at the clinic three times per week, and other health sciences students (Podiatry and Optometry) joined mid-2021.

The Department of Emergency Medical Care achieved a third place award in the UJ 2021 Community Engagement Service Excellence Awards for the response vehicle and intensive care unit based at the institution. Four final-year Bachelor of Environmental Health students received certificates of excellence at the Johannesburg Community Environmental Awards Ceremony for their community surveys and report on littering, the resultant health hazards and environmental impact, which they completed as part of a City of Johannesburg project under the guidance of a UJ Community Engagement specialist.

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for global excellence and stature requires the Faculty to be financially stable, generate external income and increase third-stream income; ensure the Faculty is representative of the South African population; retain and attract well-qualified staff; be conscious of the environment; and manage and mitigate risks as applicable.

As noted earlier, a total of R8 904 294.94 external funding was raised for research. As a result of some easing of lockdown restrictions, income generated by the health training centres increased by 54% from R1 931 658 in 2020 to R2 976 338. This figure, however, is still lower than the R3 782 719 generated in 2019. The Faculty's

gross third-stream income from SLPs was R2 192 396 (an increase from R756 483 in 2020), and from CPD it was R241 557 (an increase from R61 158 from 2020). The total income from SLPs and CPD for 2021 of R2 433 953 was higher than the R817 641 from 2020.

Six departments offered SLPs in 2021 (compared to four in 2020). More SLPs need to be offered (and to be available online) and inactive SLPs reactivated to increase income significantly. The Ocular Therapeutics for Optometrists SLP was developed and approved in September 2021, and the first cohort of students was registered during September 2021. A cohort of 93 registered Optometrists registered for the course, including nine academic staff from Optometry departments at other universities. More SLPs, related to 4IR and developed in collaboration with industry, are needed. Towards this goal, the SLP Healthcare 4.0 – Introduction to Digitalisation in Healthcare was offered for the first time in May 2021. Based on the encouraging feedback and participation, this SLP will be offered at least twice a year from 2022 onwards. The Department of Sport and Movement Studies developed a new 4IR SLP towards the end of 2021, and approval should be granted by February 2022.

Improved planning around CPD activities is needed to ensure that approval is granted as an accredited service provider, and activities can be delivered. There is a concern about departments being compliant with regard to CPD activities, as there are still departments that fail to plan relevant CPD activities. The Departments of Emergency Medical Care and Medical Imaging and Radiation Sciences act as accreditors for their respective professional boards at the HPCSA. The CPD Committee of the above approved accreditors continued with the approval of CPD activities for new and current accredited service providers. There was an increase in the approval of accredited service providers in both departments. A few applications were declined for not meeting the requirements to become accredited service providers; in these cases, assistance was provided to ensure the applicants meet the HPCSA criteria.

The Faculty had a complement of 130 academic staff members in 2021 – including 10 professors (which included 2 post-retirement contracts), 9 associate professors, 18 senior lecturers, 76 lecturers, 2 clinical facilitators, 8 assistant lecturers, 3 programme managers and 4 researchers/research associates. The academic staff were supported by 59 support staff (clinic staff, faculty administration staff, administrative assistants, secretaries and laboratory technicians). South African academic staff from designated groups represented 56,15% of the Faculty's appointees in 2021. This is higher than the target of 55%. The proportion of staff from designated groups has been increasing since 2014 when the proportion was 44,55%. Designated staff in the academic support complement increased slightly from 77,4% in 2020 to 79,66% in 2021.

To address the national call for the promotion of designated candidates, 21 female and 6 male designated academic staff are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University, a decrease by 13 from the 40 in 2020. A further 12 colleagues (non-designated) are participating in AAMP.

The number of academic staff holding a doctoral qualification increased, with three staff obtaining their doctoral qualifications in 2021. Two academic staff members obtained a master's qualification in 2021. More than 90% of academic staff in the Faculty's departments and research centres now hold either a master's (60%) or doctoral (34%) qualification. This proportion will increase with eight academic staff enrolled for a master's and 35 for a doctoral qualification.

Three academics were promoted in 2021 (two to senior lecturer and one to professor) compared to five in 2020, four in 2019, three in 2018, and four in 2017. There were three retirements in 2021, compared to three in 2020, two in 2019, four in 2018, and four in 2017. The Faculty had seven resignations in 2021 compared to five in 2020, eight in 2019, six in 2018 and two in 2017. The loss of seasoned and specialist staff poses a risk to the Faculty – with several factors contributing, such as competitive remuneration packages at other institutions, better and established research facilities, emigration and skills shortages in small specialist fields that may lead to expert staff being headhunted.

The risks associated with a loss of seasoned staff as a result of resignation or retirement are mitigated through careful succession planning at the departmental level, offering competitive packages and filling vacant posts as efficiently as feasible, and working in collaboration with the Human Resources Division to avoid unnecessarily protracted processes. When positions cannot be filled with senior or experienced staff, the

Faculty plans to capitalise on the opportunity to invest in the capacities of younger academics to become productive researchers.

Contributions are ongoing to minimise the Faculty's carbon footprint with specific reference to energy saving, recycling and waste management.

Risks linked to exposure to infection or injury in clinical settings are managed through appropriate policies, protocols, and standard operating procedures applicable to students and staff. Since the global pandemic started in 2020, only card payments have been accepted from patients for the safety of clinical staff members. The policy regarding exposure (COVID-19, infectious blood, body fluids, etc.) and the procedures that need to be followed are currently being revised for approval by the MEC. A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and of departmental and support structure committee meetings, and is regularly reviewed, updated, and assessed. The specific challenges, initiatives, and risks discussed under each strategic objective in this report provide an overview of the key risks identified.

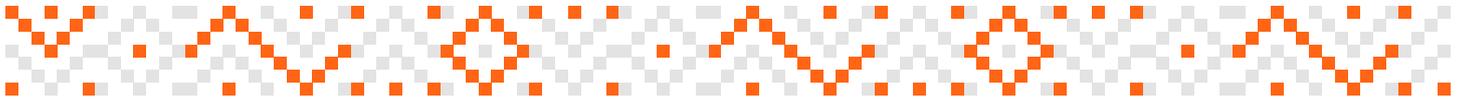
MOVING FORWARD

The Faculty will continue in its efforts to advance the University's six strategic goals, building on the Faculty's successes over the past five years and proactively working towards addressing challenges and gaps. The Faculty will continue to pursue and build strategic partnerships with collaborators within and beyond academia at all levels – nationally, in Africa and beyond the continent – as a mechanism to further research excellence, ensure relevance and expand resources available for research, teaching and community engagement. Support for the professional development of staff as it relates to research, teaching and engagement remains a priority for the Faculty. In particular, the Faculty will continue to support and encourage staff who are enrolled for postgraduate qualifications to enable completion. This will make an important contribution to raising further the research profile and output within the Faculty, and will make a major contribution to mitigating some of the risks around staff retention and retirement noted in this report. This will also enable the Faculty to expand and responsibly manage enrolments at the postgraduate level. An external task team of leading experts has been identified to work with the Faculty in 2022, and the Faculty will prioritise the curricularisation of a medical programme.



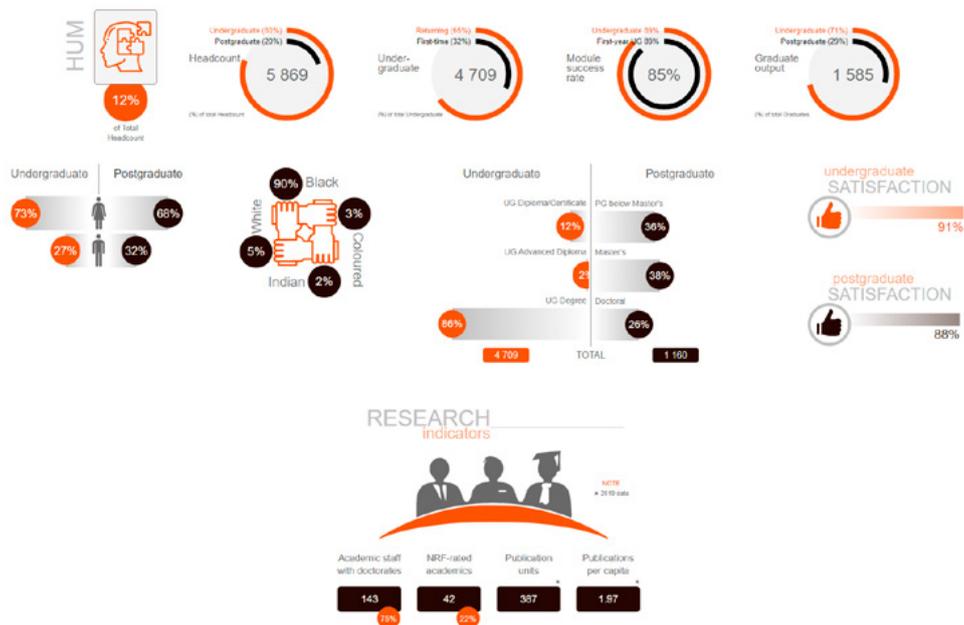
Sehaam Khan (Prof)

Executive Dean: Faculty of Health Sciences



Faculty of Humanities

INTRODUCTION



The Faculty of Humanities began 2021 with renewed optimism that highly successful teaching and research would be possible notwithstanding a second year of lockdown and the persistence of COVID-19. Staff and tutors rallied together to create innovative and successful interventions and to become more accessible to students who were in a second year of remote learning. The Faculty enrolled 5 869 students, with 464 having AP scores over 35. The module and graduation success rates show systematic improvement over time. The drive for teaching excellence led to Humanities producing two Vice-Chancellor Teaching and Learning award winners, the first being an established scholar and the other being an up-and-coming early career academic.

At the time of writing, the Humanities Faculty has captured 494 research output units for 2021 (up from 428 in total in 2020). Overall, the number of staff publishing has grown, with more co-publishing, student outputs, and PDRF contributions. Over the year, discussions were held on the importance of creative outputs, and

submissions in this regard slightly increased. To generate some momentum, a second award-winning Professor of Practice was recruited to help drive the creative offerings of the Faculty. Considerable energy and resources were invested in research support and development, particularly as the deanery was concerned about a potential drop in productivity and morale due to the protracted period of working off-campus. Generally, efforts were made in liaison with the Faculty Office to improve administrative efficiency, organisational climate and care for staff and students.

As regards the public intellectual work of staff in 2021, academics continued to debate the role of the Humanities in society (within the University and in relation to the 'new normal' under COVID), the meaning of the Fourth Industrial Revolution (4IR) and the relevance of decolonising the curriculum, and addressing ways in which the various disciplines could meaningfully generate 'social impact'. Academic staff were very active in the global and local media, with public talks and public engagements. The Faculty continued to build African and other international partnerships and co-hosted many exciting virtual events. A record number of anti-GBV events were held with community-based organisations and international partners. Our premier event, the Helen Joseph Memorial Lecture, was presented in 2021 by Dr Tlaleng Mofokeng who spoke on the topic of 'Undressing Freedom: Force, impunity and hubris as a response to disaster'.

The description that follows will show that the Faculty of Humanities did very well over the year – in terms of student and staff successes, building its sustainability and planning for the future. 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 the University. This stated, there are problems to address and they will be highlighted as challenges to overcome in the years ahead.

STAFF

Demographic profile

The Faculty has improved the diversity of its staff profile over time. By the end of 2021, 105/198 (53,03%) of the academic staff were black/designated. We had 38/198 (19,19%) international staff. Overall, 80/198 staff (40,4%) were associate professors and professors. This upward shift is largely due to the emphasis placed on promotions and staff development in the Faculty. Of the 80 associate professors and professors in Humanities, 23 (28,75%) were from the black/designated group. We hope to expand this group in 2022. Six new staff recruited had competencies in 4IR.

Of particular note is the fact that we have few people with disabilities in the Faculty, and that the Faculty is working to grow this number.

Staff development

Dr Varosh Nadesan represents the Faculty on the UJ Staff Wellness Committee. She has kept us informed of the Faculty's reported cases of stress, depression, conflict and family issues. This information has been used to set up interventions, including webinars to improve socio-psychological wellbeing of staff. The data for 2021 showed improvements when compared to 2020.

In 2021, we had more staff interested in working with mentors. Some of these mentors were appointed through the Accelerated Academic Mentorship Programme (AAMP). There is currently great appreciation for the AAMP and the role that mentors play. In 2021, unspent Faculty budget was invested in facilitating coaching, staff development, career development and conflict management.

Some staff succeeded in being awarded funds by the Teaching Innovation Fund for new and original teaching developmental projects, most notably Prof Thembisa Waetjen (of the History Department) for her groundbreaking Omeka project. Staff also attended numerous training workshops of the PG School, CAT, and the Division for Teaching Excellence (DTE). One of our staff, Prof Malehoko Tshoaedi, successfully completed the University of Johannesburg's Women's Leadership Development Programme (UJWLDP), managed by the Transformation Division. Prof Shanade Barnabas, the Head of Communication and Media, was one of two of UJ's successful candidates for DHET's Future Professors Programme. The Faculty's Research Committee (FRC) initiated a number of research support/developmental initiatives for staff, students and PDRFs. We were pleased to invest considerable time and energy in ensuring that developmental opportunities were advertised and circulated.

NRF ratings

The infographic above shows 42 NRF-rated scholars in the Faculty of Humanities. We had hoped that this number would be higher. Sadly, two NRF-rated colleagues passed away, Prof Ben Hendrickx and Prof Pier Paolo Frassinelli. Additionally, we had a few individuals whose ratings expired and who submitted their re-rating applications to the NRF early in 2021. Feedback on most of these applications has not been received yet. The Faculty encouraged staff attendance at general meetings where ratings were discussed. NRF-rated researchers can be grouped as follows: 10 B-rated, 22 C-rated and 10 Y-rated. In 2021, we interviewed an A-rated NRF scholar and are looking forward to him joining us in 2022. Ratings are now deemed as 'highly desirable' for promotion applications. This will ensure that it is more strongly featured on the Faculty agenda in future.

Recognition and awards

There were 18 noteworthy awards for staff in 2021 (excluding student awards, community engagement awards and recognition via NRF ratings and international grants). The key beneficiaries and awards are listed below:

- Prof Adrian Van Breda: Lifetime Achievement Award, ASASWEI (Social Work).
- Prof Eleanor Cornelius: 'Gewone Taal' (monograph), the National Award for the Best Dictionary from the Afrikaanse Taal- en Kultuurvereniging (ATKV).
- Dr Nonny Vilakazi: Franco-African 'Tremplin' Research Excellence Award of the French Academy of Sciences.
- Prof Ashwin Desai: #HSS [Humanities and Social Sciences], National Institute for the Humanities and Social Sciences (NIHSS) Award – Best Non-Fiction Monograph.
- Prof Greg Barton: International Teaching Excellence Award, Western Sydney.
- Prof Leila Patel: ASSAf Science for Society Gold Medal.
- Prof Leila Patel: Leadership in International Social Development Award, International Consortium for Social Development (ICSD).
- Dr Hali Healy: Antipode Foundation's Right to the Discipline Award.
- Prof Lauren Graham: Leadership in International Social Development Award, International Consortium for Social Development (ICSD).
- Prof Tessa Hochfeld: Leadership in International Social Development Award, International Consortium for Social Development (ICSD) (posthumously).
- Dr Gcobani Qambela: Vice-Chancellor's Distinguished Young Teacher Award.
- Prof Maritha Pritchard: Vice-Chancellor's Distinguished Teacher Excellence Award.
- Prof Alex Broadbent: Vice-Chancellor's Distinguished Book of the Year Award.
- Dumisani Sibiyi: UJ Prize for Creative Writing in IsiZulu.
- Jolyn Phillips: Eugene Marais Prize for Poetry for 'Bientang'.
- Simba Yafele: Best First-time Presenter Award, Literacy Association of South Africa (LITASA).
- Prof Shanade Barnabas: Future Professor Programme (DHET).
- Prof Shanade Barnabas: NRF Research Excellence Award for Early Career Researchers.

Our strategy has been to actively encourage staff to seek out opportunities and to make themselves available for the various calls for nominations.

TEACHING AND LEARNING

Enrolment, student profile and graduates

As already indicated, 5 869 students were registered in 2021 (which represents 12% of total UJ headcount), 80% were undergraduate and 20% postgraduate. The total number of returning undergraduate students was 4 709.

In terms of its profile, the Faculty is predominantly black (90% of students), 5% white, 3% Coloured, and 2% Indian. It is also a women-centred Faculty with 73% of undergraduate students being women and 27% being men. At the postgraduate level, 68% are women and 32% men.

In 2021, we had 474 graduates at the postgraduate level: a total of 329 honours, 111 master's and 34 doctorates. Of the doctorates, 13 were South African black candidates. A total of 36% of the master's degrees were completed in two years (the number has grown since 2018 when it was 24,7%). A total of 35,3% of the doctoral degrees were

completed in four years (this is an improvement on the 21,4% in 2018). It is our intention to improve retention and increase the number of students (both undergraduate and postgraduate) graduating in the minimum time.

Of note is the fact that we are recruiting progressively stronger students into the Faculty: 75 students were identified in 2021 for UJenius, and this is an increase of 108% from the 35 students in the previous year.

Student access, success, and faculty support for students

The module success rate for undergraduates in 2021 was 89,3%. The undergraduate dropout rate was 13,6%. The percentage of mainstream students completing in three years was 51%. The three-year completion rate has improved, but the dropout rate is worrying, and will be something the Faculty will aim to alleviate going forward.

In 2021, the University as a whole continued with fully online teaching and learning. Our lecturers and tutors and peer mentors were able to build on their previous experience and offer online access and support to students on various platforms, including via Blackboard Collaborate Ultra, Zoom, MS Teams and WhatsApp. Student feedback in 2021 revealed that learning material was easily accessible on Blackboard, the majority were satisfied with their learning experience and that the Humanities tutors supported them well. There was a 91% satisfaction score for undergraduates and 88% for postgraduates.

In response to the new online conditions in teaching and learning, the Faculty of Humanities, together with the SARChI Chair: Teaching and Learning, and the Division for Teaching Excellence (DTE), hosted an international conference in April 2021 on 'Peak performances: COVID-19 and the transformation of teaching and learning in higher education (Critical reflections on experiences of teaching and learning in the face of the pandemic: responses, complexities, and the implications of COVID-19 on higher education)'. There were about 120 presenters at the conference, and this helped to stimulate further debate around how to teach and how to support student learning in a changed environment.

As a student success initiative, the Humanities Teaching and Learning Committee facilitated two competitions in 2021. The Committee asked the students to reflect on their online learning experience during lockdown by drawing on their creative energies and submitting to the Humanities Creative Reflections Competition. The idea was to capture student voices and experiences in diverse formats (poems, storytelling, paintings). Creativity is an essential 21st century skill and we received some outstanding contributions, including best painting, best acrostic poem and best short story. Running parallel to this was the Best Student Essay Competition. The Faculty celebrated the hard work and independent academic voices of our Humanities students by acknowledging excellent essay submissions in 2021. A panel of internal and external reviewers assessed the submissions based on the soundness of arguments, attention paid to organisation and structure, and the presence of an academic voice and originality of ideas.

Moving from mainstream to the extended programme, the following general notes can be offered. The new BA Extended Degree Programme started in 2021, with an increased first year headcount of 50, putting the total for BA extended students at 230. The BA Extended Programme offers an alternative route of access for students who did not meet the entry requirements to mainstream. These students are supported throughout their total life cycle of four years. The Learning Development and Support module was implemented in 2021, in order to support academically at-risk students (i.e. those who had received academic warnings and were given a further opportunity to complete). The BA Extended Office also provides additional support based on student feedback from the support needs survey that was conducted. The support included writing support and psychological support.

New programmes, innovations, and graduate employability

The Faculty had initiated new undergraduate programmes in 2020 – the new BA, and the BA (Politics, Economics and Technology). In 2021, the new BA Extended programme was launched – and the final preparatory work for the Master's in Development Studies (a joint master's degree between UJ and the West Indies) was completed. This programme is to be launched in 2022. All the Faculty's programmes, both undergraduate and postgraduate, have been revitalised due to the shift towards blended learning – and with the need to create more meaningful programmes that would enhance the employability of students.

A number of webinars were included in 2021 to improve learning and grasp of new approaches. One of the key innovations in 2021 was the organisation and launch of the Distinguished 4IR Lecture Series. Some of

the international specialists invited included Dr Alana Maurushat (co-hosted with Western Sydney) and Prof Christian Linder (SKEMA Business School, Paris). We also hosted a session with Prof Keith Breckenridge and Prof Tshilidzi Marwala.

Other noteworthy 4IR initiatives that provided learning opportunities for staff and students included 'Beyond the State: Law, Innovation & Digital Technologies' held on 28-29 January 2021 (Oxford Media and Law; UJ); Seminar Series on 'AI, Hate Speech and Online Content Moderation' (organised by Freie Universität Berlin, the Weizenbaum Institute, and UJ School of Communications); Sociology Lecture on '4IR and Youth Unemployment – Harnessing the Fourth Industrial Revolution to COVID-19 Game Changers' (HSRC and UJ, Dr Ngcwangu); and 'Epistemology of the Internet', 4-5 November 2021, African Centre for Epistemology and Philosophy of Science (ACEPS).

In 2021, we had a new short learning programme put forward by the Psychology Department, entitled Forensic and Correctional Psychology. Two new language SLPs were created, one in isiZulu and the other in Sesotho sa Leboa (Northern Sotho). Both these passed through Senex in 2021 and can be made available for students in 2022.

As the country's unemployment rate becomes one of the worst in the world, we are constantly applying our minds to think through ways in which our students will gain work experience and equip themselves for the future world of work. Our 2021 student success rates in the job market can currently be described as follows:

- Dr Hali Healy: Antipode Foundation's Right to the Discipline Award. The percentage of graduates who were employed in 12 months (84,6%).
- Dr Hali Healy: Antipode Foundation's Right to the Discipline Award. The percentage of international graduates employed in 12 months (73,7%)
- Dr Hali Healy: Antipode Foundation's Right to the Discipline Award. The number of self-employed graduates was 53.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Publication outputs, PDRFs and impact

As mentioned in the introduction of this narrative report, the Faculty produced 494 units (exceeding its target of 462). Of these units, most (323.2 units) were produced through journal articles. A total of 90.5 units were due to published books, while book chapters accounted for 78.5 units and conference proceedings amounted to 2 units. The top three research-producing departments in the Faculty (Sociology, Philosophy and Communication and Media) produced more than 45 units each, making up a substantial part of the total units. The average units per publication in 2021 was 0.62, suggesting that collaboration and co-writing is occurring.

As shown, the majority of staff are women. Although women predominate, the producers of publications are largely men. Male academics and research associates produced 303.1 units, while women academics and research associates produced 191.12 units. The vast majority of publications were produced by staff with doctorates, i.e. 456 of the 494 units. The Faculty will have to look into the obstacles that staff (in particular women and those without doctorates) face in finding time to do research and complete publications.

Postdoctoral research fellows were active in the Faculty – presenting webinars, teaching, doing research and supervision. The approximately 60 PDRFs produced 71.2 units in 2021, which represented a significant part of the overall number. It also represented a growth from 2020, when 55.1 units were produced by PDRFs.

In 2021, there were about 3 478 (annual) citations in Scopus for Faculty of Humanities scholars. About 15% were in the top 10% of international journals. For the year itself, we produced a total of 926 Scopus-listed publications, the highest ever by the Faculty. The impact was also enhanced by the deepening of international co-authorships. Of all the Scopus-listed publications, 41,3% were with international co-authors. It was also pleasing to know that the 4IR impact has grown, as there were 92 Scopus-listed publications in the field of 4IR.

Research structures

In early 2021 the Faculty of Humanities had the following research centres.

Table 34: Research centres

Existing Centres	Africa Centre for Evidence (ACE) Director: Prof Ruth Stewart	African Centre for Epistemology and Philosophy of Science (ACEPS) Director: Dr Chad Harris	Centre for African Diplomacy and Leadership (CADL) Director: Dr Costa Georghiou	Centre for Social Change (CSC) Director: Prof Carin Runciman
	Centre for Sociological Research and Practice (CSR) Director: Dr Trevor Ngwane	Centre for Social Development in Africa (CSDA) Director: Prof Lauren Graham	Karl Mittermaier Centre for the Study of Philosophy of Economics (KMCPE) Director: Dr Michael Stettler	Centre for the Study of Race, Gender and Class (RGC) Director: Dr Victoria Collis-Buthelezi

By late 2021, we were pleased to add three more research entities to the existing Faculty of Humanities offerings – the Centre for Data and Digital Communications (DDC), the Centre for Data Ethics, and the 4IR and Digital Policy Research Unit. The DDC was established by the School of Communication (a director has not yet been appointed). The Centre for Data Ethics represents a key collaborative initiative of the Faculty of Humanities and the Faculty of Engineering and the Built Environment (FEBE). The Centre is now headed by Prof Tapiwa Chagonda of the Sociology Department. In addition to these two new centres, the Politics and International Relations (PIR) Department set up a research unit, the 4IR and Digital Policy Research Unit. The Director will be Dr Bhaso Ndzendze.

Apart from the ten research centres and one research unit, the one institute, the Palaeo Research Institute (PRI), continued to thrive. The Institute was reviewed by an external panel in December 2021 with proposals to be taken forward in 2022. The Faculty of Humanities also had close working relationships with the following independent UJ institutes – the Institute for the Future of Knowledge (IFK), the Johannesburg Institute for Advanced Study (JIAS), the Institute for Pan-African Thought and Conversation (IPATC), and the UJ Confucius Institute (UJCI).

Research funding and patents

The Faculty research income increased to R49 million in 2021 from R42 million the previous year. Despite the constrained financial environment, a number of researchers managed to attract local and international grants. We have had numerous strategy meetings to discuss approaches to fundraising, and some of these sessions appear to have paid off. The pool of grant applicants slowly expanded. To address the matter of a relatively small number of researchers applying for large grants, we are now emphasising grant application in our performance appraisal process, and not permitting access to internal funds without evidence of external fundraising efforts.

It is also pleasing to see that the NRF research income is steadily moving upwards, and this will continue to gather momentum as more and more staff apply for an NRF rating. In 2021, national grants amounted to R25 million (largely, though not exclusively, from the NRF), while international grants received were at R14.2 million.

The Faculty was not successful with patents although we explored various possibilities (from a Social Science perspective). The closest we came to a patent was the CSDA's tracking application developed in partnership with Engineering Management to inform communities about child wellbeing. This will be considered again in 2022.

PARTNERSHIPS, STAKEHOLDERS, AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

In 2021, the Faculty had one principal joint programme in place, specifically the master's degree between the University of West Indies (UWI) and the UJ Politics and International Relations Department and IPATC. A second programme, a joint doctoral supervision co-badged degree between UJ History and the University of Western Sydney was drafted but not fully finalised. In addition, collaborative projects were developed between various

departments at UJ and the University of Cincinnati, University of Namibia, and University of Illinois Urbana-Champaign. These will hopefully be brought to fruition in 2022.

Very limited travel was undertaken in 2021 with almost no student travel approved due to COVID-19 and international travel restrictions. Virtual events and online engagements were the norm. Against this background, the Faculty was very pleased to have achieved 643 inbound students (virtual) and 2 162 outbound students (virtual).

Community engagement projects and stakeholder engagements

Community engagement (CE) is one of three core responsibilities of higher education, alongside research and teaching. Since 2005, community engagement has been an integral part of most departments within the Faculty, with staff involved in over 100 community engagement projects. These projects fall within the three pillars of community engagement at UJ, namely service learning, community-based research, and organised outreach. The Faculty supports both flagship projects and individually run projects. In many cases, these projects act as a research site for postgraduate studies as well as individual academic research sites. The Faculty has shown that supporting these strategically planned and executed projects will lead to an increase in postgraduate students as well as increased research output. The Faculty's most compelling project was led by Boipuso Mashigo (Social Work and Community Development) and entitled 'Girls 4 Girls (G4G) Mentorship Initiative'. Girls 4 Girls is a global mentoring programme aimed at empowering girls to lead. This is done through creating mentoring circles for girls and young women. Mentors comprise professional women from a variety of sectors and industries. The programme is in line with Sustainable Development Goal 5 (SDG 5), seeking to achieve gender equality and empower all women and girls. Boipuso Mashigo won second prize at the UJ Annual 2021 Community Engagement Awards Ceremony for the G4G project.

TRANSFORMATION, FACULTY GOVERNANCE AND RISK MANAGEMENT

As a post-apartheid institution, UJ is committed to transformation, and the Faculty of Humanities is well placed to create an inclusive, dynamic environment that facilitates both active recruitment and promotion. In 2021, 53% of all staff in the Faculty were black/designated staff and 61% were women. Despite this growth, the Faculty did not manage to build sufficient black/designated associate and full professors during the year. About 29% of all full professors and 26% of all associate professors were black/designated. Only three staff members were differently abled. Thus, while the Faculty made progress in 2021, it is still seeking to build on gains and promote and recruit senior black scholars to improve representativity at senior scholar levels. At the Faculty management level, 60% of all heads and directors are black/designated.

The Faculty is managed by the Dean and Vice-Deans, and a number of core committees – Dean's Committee, HR & Finance Committee, Faculty Higher Degrees Committee, Faculty Research Committee, Faculty Teaching and Learning Committee, Faculty Ethics Committee, and Faculty Management Committee. Decisions are ratified and taken at the Board of Faculty, and further inputs are made at the Programme Working Committee. Although working virtually in 2021, all the committees functioned well, drafting and implementing policies and processes.

In 2021, the Faculty's Risk Register was reviewed and revised to include COVID-19, the consequences of staff mental health and illness issues, and the possibility of protests due to the mandatory vaccination policy. This is in addition to various other risks identified over the years.

THE WAY FORWARD

In total, 15 priorities were identified for 2022.

- Build a realistic plan to ensure that the Faculty's work is in alignment with UJ's strategic objectives.
- Re-evaluate postgraduate programmes with a view to initiating discussions on online interdisciplinary and joint programmes.
- Improve retention and reduce dropouts.
- Sustain and augment work on 4IR and the role of Humanities in a 4.0 era.
- Generate new research agendas and niche areas.
- Encourage NRF rating applications, particularly among women, designated and younger staff.
- Bring together a task team to think through strategies for soliciting grants and for fundraising.

- Build solid relationships with high-impact international partners.
- Create virtual international inbound and outbound student exchanges.
- Improve Faculty climate to enhance collegiality and a stress-free workplace.
- Improve administrative structures and systems.
- Make further gains with regard to employment equity: specifically, hire more black female professors and people with disabilities.
- Drive promotions with a focus on excellence and equity.
- Rectify staffing imbalances: build capacity in understaffed departments.
- Boost finances: through short learning programmes and increasing third-stream income.

CONCLUSION

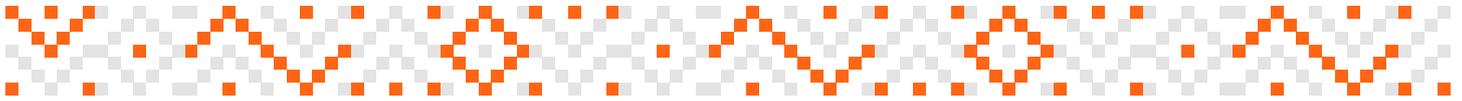
Despite COVID-19, the Faculty of Humanities experienced a good 2021. Research, funding, and success rates improved. We kept up with internationalisation initiatives, invested in staff, facilitated transformation, built active committees, and encouraged public intellectual work on a wide range of topics. We launched new research centres and began the process of opening up discussion on the value of developing short learning programmes. We celebrated exemplary performances of staff and students who attained awards and commendations. Our relevance as a Faculty of the future was assured.

At the same time, we addressed various problems and setbacks that we will work with conscientiously going forward: we need more interventions to enhance the social and psychological wellbeing of staff and students who were severely affected during periods of the 2021 lockdown. We also need strategies to equip students in blended methodologies and self-directed learning. We need to improve and sharpen our many research and teaching agendas and keep up the momentum to transform the Faculty and its climate and culture.



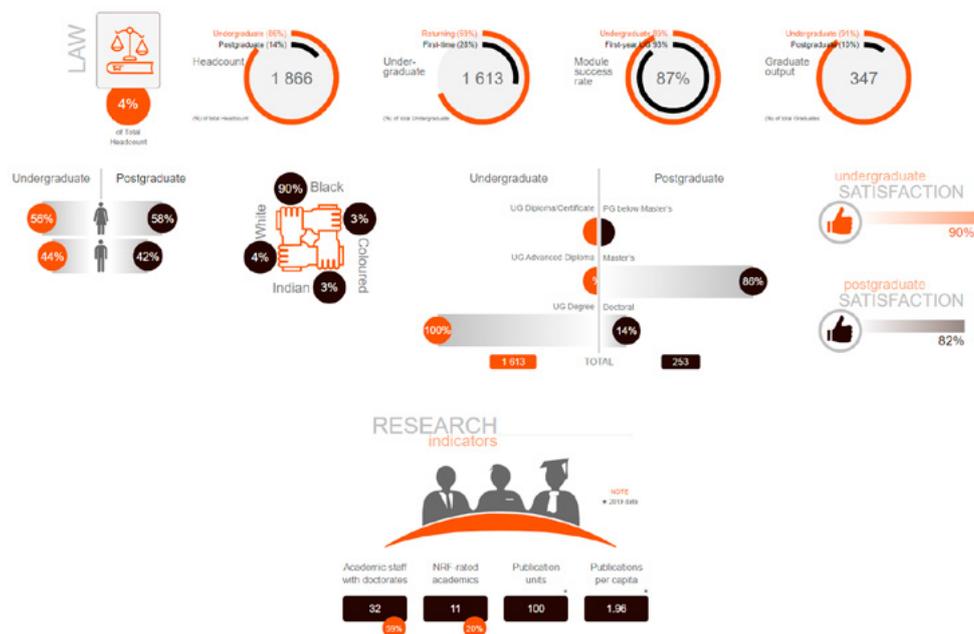
Kammila Naidoo (Prof)

Executive Dean: Faculty of Humanities



Faculty of Law

NATIONAL AND INSTITUTIONAL CONTEXT



The academic year 2021 was another extraordinary year under the COVID-19 pandemic. Drawing from the lessons learnt in 2020 and the collective dedication, hard work and resilience of both staff and students, 2021 was a successful academic year for the Faculty of Law. The Faculty's ranking speaks for itself. The Faculty of Law at UJ is one of the eight South African faculties of law ranked by the 2021 Times Higher Education (THE) World University Rankings by Subject: Law. The UJ Faculty of Law climbed two bands from 201+ to the 151-175 band in the world. Nationally, the UJ Faculty of Law is ranked as the third best Law Faculty in South Africa. It is no surprise that our law students are well sought after in the legal and commercial worlds and the public service. As well as equipping our students with critical legal skills across our undergraduate, postgraduate and service module teaching offerings, the Faculty of Law at UJ hosts four

active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Research Centre for Private International Law in Emerging Economies (RCPILEC), and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the National Research Foundation (NRF). These research structures help us to produce impactful research both locally and internationally. In 2021, we were delighted to celebrate the 40th anniversary of the UJ Law Clinic. It is an incredible milestone in the community outreach work the Law Clinic provides and the work-integrated learning it provides to our final-year students. The Faculty of Law's 2021 academic year success indicates that the Faculty is indeed progressively achieving its quest to be the Faculty of Law of choice on the African continent.

STAFF PROFILE

Academic members of staff

The Faculty welcomed a new Dean, Prof Wesahl Domingo, at the beginning of March 2021. At the close of the academic year on 31 December 2021, the Faculty had 54 full-time academic members of staff who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 12 professors, 7 associate professors, 13 senior lecturers, 18 lecturers and 4 assistant lecturers. In 2021, there were three promotions from senior lecturer to associate professor and two from lecturer to senior lecturer. Four of the colleagues promoted were on the (AAMP) Accelerated Academic Mentorship Programme, which speaks to the success of AAMP in driving institutional change in terms of race and gender within academic staff profiles. The Faculty has 32 academics who hold doctorate degrees (59,3%). In total, 30 (56%) of the full-time academic members of staff were female, 24 (44%) black and 11 (20%) had NRF ratings. While the Faculty has increased its black academic staff ratio over the years, this has been concentrated within the junior ranks. Moving forward, the Faculty will develop and implement an integrated and transformational recruitment, retention and succession plan, particularly in the senior academic ranks. In 2021, one associate professor who also held the position of Vice-Dean: Teaching and Learning resigned, and at the end of 2021 one full professor also retired. Two lecturers were appointed during the 2021 academic year.

Non-academic members of staff

The Faculty of Law had 33 non-academic members of staff at the close of the academic year. During 2021, the Faculty made new appointments of the Dean's executive secretary, a departmental secretary and an administrative assistant. There was resignation among the support staff. Of the 32 full-time members of staff who were employed on non-academic conditions of service, 22 (66,7%) are black.

TEACHING AND LEARNING

Student profile

Teaching in the Faculty is split between teaching of the traditional law modules to law students, and teaching in the service modules offered to non-law students registered for diploma and degree programmes in other faculties. Our total headcount in 2021 was 1 866 for the Faculty's undergraduate and postgraduate programmes. For several years now, most of our students in the Faculty have been female. Of the undergraduate students, 56% are female, and of the postgraduate students, 58% are female. All first-time entering law students who registered

in 2021 had an Admission Point Score (APS) of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is excluded). Furthermore, our total registration for postgraduate programmes (master's and doctorates) was 253.

Success rates, student satisfaction and degrees conferred

The Faculty of Law's success rate in the traditional undergraduate law modules was 90% (2020: 86%). Our undergraduate satisfaction rate was 90%, and our postgraduate satisfaction rate was 82%. Senior students were employed as senior tutors to mentor their junior undergraduate counterparts, which contributed positively to the success rates and satisfaction rates. The Faculty conferred 314 undergraduate and 33 postgraduate degrees.

First Year Experience

At UJ, the First Year Experience (FYE) has been conceptualised as a holistic programme that encompasses all aspects of the first-year student experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life. In 2021, the FYE was conducted virtually because of the ongoing COVID-19 related restrictions, which included the integrated tutor system and library orientation as an integrated part of the Legal Skills module. The Executive Dean hosted a first-year engagement session for all first-year law students on 20 July 2021. This session was well attended and saw students actively engaging with the Dean on a broad range of topics, including career options and questions surrounding ethics in the legal profession. The Law mentor and the tutors made a weekly briefing to first-year law students throughout the year.

Teaching innovation and quality control

Regarding teaching and learning, the Dean's Committee, which is the governance committee of the Faculty of Law, provides a framework for the proper coordination of the academic coherence and integrity of programmes. The Heads of Departments (HODs) deal with issues relating to the delivery (quality management of programmes) and the integrity of the programme offering. The Faculty's quality management of teaching and learning covers a number of aspects, for example, ensuring that the various components of the Faculty's quality assurance systems operate effectively and efficiently. These components provide support to the Faculty of Law Teaching and Learning Committee (FTLC), encourage student evaluation of teaching and learning, promote the use of moderation of assessments, continuously hold regular reviews of student performance, encourage authentic or deep and experiential learning, and adopt a tutoring programme or system that is integrated to teaching and learning (the integrated tutoring programme). During the 2021 academic year, all the undergraduate and postgraduate programmes used Blackboard. Blackboard enabled online access to the content, as well as monitoring/tracking of the various programmes offered in the Faculty.

Given the important role that technologies play in teaching and learning, the Faculty developed an online academic tutoring programme called the Faculty of Law Online Academic Tutor (FLOAT). FLOAT relies on (post) modern technologies, for example, virtual realities (VRs), artificial intelligence (AI) and machine learning, to enhance teaching and learning. It contains, inter alia, technologically inspired scenarios and VR scans of the High Court to supplement online tutoring and the intersection between education and technologies. It is perhaps the recent developments with COVID-19 as well as the move to online teaching and learning as a result of the national lockdown, which highlighted the need for a system such as FLOAT. The first phase of FLOAT was launched to a selected group of students within certain subjects in the Faculty of Law in 2019, and initial user feedback appear to support the transformative approach adopted by FLOAT in the transfer of knowledge, competencies and skills. The second phase of FLOAT was rolled out to first-year LLB students enrolled in the module, Introduction to Legal Studies, in 2020 and is currently in progress. Initial user feedback appears to support observations made by students who participated in the first phase of FLOAT. The transformative potential of FLOAT has been well demonstrated within the context of the COVID-19 crisis and the subsequent lockdown. FLOAT proved particularly useful to students where it was not possible to consult with a tutor in person. In 2021, FLOAT was rolled out further and implemented in other year groups, with continued positive impact.

Moot court participation

In 2021, our students participated in five moot court competitions. They won the Centre for Applied Legal Studies Public Interest Law Moot. Our students also performed well in the Jessup Moot Court Competition. They were praised by the judges for their resilience as they completed one of their rounds entirely in darkness due to load shedding. In the 30th African Human Rights Moot Court Competition, the Faculty of Law team qualified for the semi-finals. Unfortunately, they did not make it to the finals; however, the panel of judges praised the students for the overall quality of their written and oral submissions. Our students advanced to the quarter-finals of the Foreign Direct Investment (FDI) International Arbitration Moot but unfortunately lost an elimination match in this round. The Investor-State Mediation Moot took place on 13 November 2021. This mediation moot is a prelude to the much larger FDI Mediation Moot, which will be hosted in 2022. Based on our performance in the FDI Arbitration Moot, UJ was one of only two teams globally selected to participate in the prelude, where the mediation was hosted as a friendly match between UJ and Peking University.

Non-subsidised (CEP) programmes

The Continuing Education Programmes (CEP) division within the Faculty of Law curates and delivers the Faculty's non-subsidised short learning programmes. The CEP part-time programmes are offered to students who want to update their knowledge and understanding of the law and improve their proficiency in legal developments within their career fields. For the year under review, 11 programmes were presented using optimal technology delivery modes to achieve teaching, learning and academic excellence. The technology included Blackboard, Blackboard Collaborate, video recordings, WhatsApp study groups, and other online learner management tools. In 2021, a total of 1 720 students were registered across all 11 CEP programmes. Of these students, 1 133 students successfully completed the full programmes for which they were registered. During the year under review, the CEP generated a turnover of R26.8 million, a marginal increase compared to the preceding year's turnover of R26.6 million, and realised a profit of R10.9 million for the Faculty.

Recognition of top achievers

The Faculty of Law Annual Prestige Event is a formal prizegiving function that has become an established event on the Faculty's calendar. Considering the risks involved in hosting a physical event, the ceremony was pre-recorded and loaded onto numerous online platforms. Students were recognised for academic achievements and their involvement in community engagement projects and moot court competitions. Despite the prestige event again being held online in 2021, it continued to provide an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prize-winners, and parents.

Bursaries and meal vouchers

During 2021, the Faculty awarded 28 internal bursaries for a total amount of R694 835 for tuition fees. The law firm, Clyde & Co, awarded 22 bursaries of R50 000 each. Many of our students live with a grandparent who receives a social grant or with a sibling. A number of students are part of families with income just above the NSFAS means test; however, they are still unable to pay tuition fees. Many have parents who are nurses and teachers. The Faculty also granted 15 meal bursaries. We are proud that these supported students jointly obtained 58 distinctions.

PARTNERSHIPS

Local

The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. In 2021 (as was done in 2020), the Faculty of Law Career Fair was hosted online. Students could register electronically to join the event and engage virtually with companies. The Faculty's relationships with local attorney firms, auditors and judiciary also resulted in several practising attorneys, advocates, auditors and judges lecturing online and presenting and attending faculty seminars/webinars.

International

The Faculty of Law has active exchange agreements with 35 foreign universities. The Faculty also has cooperation agreements with the Graduate School of the Public Prosecution Service of Brazil, the Hague Conference on Private International Law (the Netherlands) and the International Institute for the Unification of Private Law (UNIDROIT) (Italy). These partnerships and agreements ensure excellent opportunities for academics and students within the Faculty. For example, our collaboration with the University of Ljubljana, Slovenia, has resulted in a book publication, titled *Universality of the Rule of Law: Slovenian and South African Perspectives*. The Faculty is also a member of the International Association of Law Schools (IALS). Our student Africa-by-Bus tour usually takes place face-to-face, with selected students from the University of Johannesburg visiting a partner university on the continent. However, owing to the restrictions caused by COVID-19, the 2021 tour took place on a virtual platform with the University of Makerere (Uganda). The online tour activities included the presentation of papers by students on the theme: Teaching and Learning during the COVID-19 era: Student experiences from South Africa and Uganda.

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences, seminars and workshops

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 have 105 subsidy-generating publication units in respect of articles, books, chapters, and conference proceedings published by members of the Faculty. Faculty members were also involved in editing several books and contributed chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, including articles in non-accredited journals, book reviews and op-ed pieces.

Since its launch in 1976, a symbolic year in our country's history, the *Journal of South African Law/Tydskrif vir die Suid-Afrikaanse Reg (TSAR* – published by Juta for the Faculty of Law) has grown incrementally and has been included since 2009 on an internationally acknowledged leading list of accredited journals: 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, included in the Excellence in Research for Australia (ERA) recognised list of scientific journals for Australia, and has been available on HeinOnline electronically for more than three decades, albeit with a holdback condition to safeguard the subscription base.

During the reporting year and notwithstanding COVID-19, four volumes and a total of 882 pages were published on time. *TSAR* remains the only African legal journal where all content is micro disseminated for the purposes of the world-renowned German index known as the Karlsruher Juristische Bibliographie (KJB).

Conferences, seminars, and workshops

In 2021, many members of the Faculty presented and organised online conferences, seminars and workshops. To enhance staff members' publication and research output, the Faculty organised the Annual Faculty of Law Indaba online, where 10 research papers were presented. The focus here is specifically on developing the research capacity of junior staff members. The theme of the Research Indaba was 'The impact of COVID-19 on the future of law and related disciplines'. In 2021, the Faculty continued research work in 4IR, and many colleagues participated in 4IR webinars and seminars. Our Just Society webinars (collaboration between UJ and University of Southern Denmark) provided an example of how social networking provides an important tool, supporting learning communities between students from different parts of the world. The webinars were attended by staff and postgraduate students from the Faculty of Law and various other universities, including India and Brazil. It resulted in further collaboration between UJ students and students from Brazil around topics included in their postgraduate studies.

Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging

Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the NRF SARCHI initiative. The research centres and the Research Chair in International Law produce publications, arrange seminars, and submit reports to national and international bodies.

Centre for Banking Law (CBL)

The Centre's flagship publication, *Annual Banking Law Update (ABLU)* 2021, is available electronically and in book format. Contributions have always come in from different countries, universities, and private sectors (primarily banks and firms of attorneys). This holds true for ABLU 2021 as well. The Centre is a member of the Johannesburg Chamber of Commerce and Industry (JCCI), and through it, participates in the activities of the International Chamber of Commerce (ICC). In 2021, Prof Charl Hugo accepted the chair of the South African national committee of the ICC Banking Commission. The Banking Commission of the ICC does important work in relation to especially trade finance and financial crime. In light of the imminent retirement of Prof Charl Hugo, the Faculty will need to appoint a new director in 2022.

Centre for International and Comparative Labour and Social Security Law (CICLASS)

During 2021, the Centre for International and Comparative Labour and Social Security Law (CICLASS) maintained several collaborative relationships with colleagues and institutions locally and internationally. CICLASS staff also presented papers at several local and international online conferences and webinars. Towards the end of 2021, Juta Publishers approached CICLASS to write a peer-reviewed publication on informal economy workers in South Africa. The focus of this publication is specifically on distinctive vulnerable categories of workers in the informal economy who are without adequate labour and social protection: domestic workers, informal traders, and waste pickers. The Centre received funding of R22 400 from UJ's Strategic Research Support for a writing retreat for the above project. The writing retreat took place in February 2022, with two of our current assistant lecturers and LLD students also involved. CICLASS also received Global Excellence Stature (GES) 4.0 funding in support of postdoctoral research for Dr Phoka Masoebe. Furthermore, CICLASS hosted David Bromburg, a Cornell student, as an online summer intern in the 2021 academic year.

Research Centre for Private International Law in Emerging Countries (RCPILEC)

The Research Centre's strategic focus areas are International Commercial Law and Private International Law (there is a large area of overlap between these fields). The targets are in the areas of teaching and learning (including the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne), capacity building, research, social impact (with a focus on regional and international impact), contact with regional and international organisations and arranging conferences, seminars, and workshops. The relationship with the intergovernmental International Institute for the Unification of Private Law (UNIDROIT) remains strong. The Research Centre received a copy of a letter sent by the Minister of International Relations and Cooperation to the Secretary-General of UNIDROIT at the 50th anniversary of South Africa's membership of this intergovernmental organisation, mentioning the contributions of Prof Neels and Prof Fredericks.

The staff of the Research Centre were responsible for more than 50 research outputs, including 26 articles and 20 chapters, of which 24 may qualify for a subsidy. In addition, 17 papers were delivered (mostly online). Highly remarkable was the publication of five books by associates of the Research Centre during 2021.

South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

During 2021, SAIFAC has continued to lead both nationally and internationally in the fields of constitutional, public, human rights and international law. Producing high-quality research in its areas of focus is a key part of SAIFAC's mission. In the past year, SAIFAC has produced one book, five journal articles and one book chapter, which amounted to around 15.5 units DHET subsidy. Owing to COVID-19, SAIFAC had to continue to hold its seminars online. It hosted one of the most extensive seminar series it has ever put together – 23 seminars in total – covering a range of topics and with an exciting range of panellists. Given the success of the seminars, SAIFAC will likely continue to include online seminars in its programme of action and perhaps move to a hybrid model where some seminars will be delivered both in person and online. Seminar topics included discussions

on access to the COVID-19 vaccination, socioeconomic rights, and gender equality. Several book launches were also held. SAIFAC also piloted a number of partnerships and co-hosted seminars with, for instance, the Bonavero Institute of Human Rights at Oxford University.

Most notably, SAIFAC was chosen to host a 10-part series on climate change, which was conceptualised and developed by a group of academics from universities in Gauteng. The series highlighted the critical challenges South Africa faces and the world emerging from the climate emergency and engaged with multiple perspectives, including those of academics, businesses, trade unions, the youth and many others. Some of the leading thinkers in this area, both in South Africa and globally, were invited to present in this seminar series. SAIFAC also continued its involvement with the *Constitutional Court Review* journal, and to this end, the journal held an online conference in December 2021.

In the past year, SAIFAC has sought to make a wider contribution to society. One of the most exciting initiatives has been the creation of a new blog called African Law Matters (<https://www.africanlawmatters.com/>). The blog aims to encourage and facilitate discussion across the African continent on issues relating to constitutionalism, human rights, the rule of law and international law. SAIFAC also continues to make submissions on policy processes relating to its fields of focus; a submission was made to Parliament on the Promotion of Equality and Prevention of Unfair Discrimination Amendment Bill. It has also been involved in follow-up engagements around the report of the high-level panel appointed by the Minister of Environmental Affairs, Forestry and Fisheries on policy related to four wild animals. SAIFAC staff also continue to contribute to public discourse around constitutionalism and fundamental rights in South Africa through writing op-ed pieces, blogging and utilising social media to raise awareness around its research and important societal issues.

SAIFAC has had an extremely productive year in 2021 with significant achievements despite the difficult conditions of COVID-19. It has achieved its various goals and looks forward to even greater contributions in 2022, in particular, through hosting the World Congress of Constitutional Law in December 2022.

Research Chair in International Law

In the year under review, four students completed their doctoral studies. With the LLD students who graduated in 2021, the total number of graduandi at the Chair since 2014 now stands at 11. A postdoctoral research fellow at the Chair received a research excellence award from the University of Johannesburg, and was also awarded an EU mobility grant in support of a research exchange at Palacky University, Czech Republic. He is the third postdoctoral fellow at the Chair who has benefitted from research exchanges of this kind. A total of 16 publications in the form of journal articles and book chapters were produced by researchers at the Chair in the course of 2021, while 22 outputs were accepted for publication.

Law Library

In 2021, the Law Library appointed ten law library assistants, nine undergraduate students and one postgraduate student, for ten hours per week, as well as the law library mentor, a postgraduate student who was appointed for 20 hours per week. The Law Library mentor plays an important role by assisting the law librarians in coordinating the various tasks performed by the Law Library assistants. As in the past, these assistants continued to deliver a very important service to staff and students alike, especially as regards working from home. Training was provided to undergraduate and postgraduate law students by creating videos to assist students in locating the various primary and secondary sources in the UJ databases for law and the multidisciplinary databases containing legal sources. The Law Library staff also enhanced and updated the ten online library guides by adding additional research support material. These online tools form the backbone of all training sessions offered in the Law Library and are the starting point for training law students to locate the different sources in the Law Library in print and electronic format. They also serve as a communication tool to inform students about new developments in the Law Library and are the one-stop-shop for realising the legal research needs of undergraduate and postgraduate students. They also form a valuable tool for academics and researchers in the Faculty of Law in that essential information on legal research and legal sources, as well as on library services, is shared online in a structured and understandable way. Once again, in 2021, the usage statistics for these guides were the highest of all faculties within UJ, with a total of 145 362 visits.

COMMUNITY SERVICE

Law Clinic

During 2021, the UJ Law Clinic continued to operate at the three offices situated on the Auckland Park, Soweto, and Doornfontein Campuses. The UJ Law Clinic uses Clinical Legal Education to train final-year law students on live clients and real cases. Staff members worked from their offices on campus and continued teaching online, using the same teaching model followed in 2020. Closed-files and cases that had already presented themselves as lessons for other students in the Law Clinic were used. With this simulated clinic teaching model, the students performed better and had a deeper understanding of the law as opposed to previous years where they worked in the real-life clinic. However, it must be pointed out that even though the students performed better, the simulated experience could not provide the soft skills also required in the legal profession.

In 2021, the Law Clinic celebrated 40 years of excellence and hosted a blended format webinar to celebrate this milestone. The Law Clinic's history, achievements and successes were highlighted by the presentation of a video featuring the three law clinics and the respective personnel. The event was a remarkable success, and it is hoped that the Law Clinic will continue along this trajectory of excellent work.

FACULTY GOVERNANCE

The Executive Dean's Committee, which operates within the policies of UJ, is the management committee of the Faculty. As the Faculty of Law is a small faculty relative to the other faculties in the University (UJ), the Dean's Committee of the Faculty operates as the governance committee in respect of matters not specifically allocated to the other committees. This Committee deals with matters related to, among others, the quality of teaching and learning, research, ethics or ethical matters, academic matters, staff matters, the risk register, community service, transformation and departmental matters. This system works well, since the Executive Dean, Vice-Deans, Head of Faculty Administration and all the Heads of Department are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes such as supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building international relations, marketing the Faculty, and for the continuous improvement of the Law Library.

THE WAY FORWARD AND CONCLUSION

Succession planning, transformation and leadership development of staff are high on the strategic agenda of the Faculty. The Faculty of Law will continue to build and strengthen the existing succession plans and transformation/mentorship initiatives within the Faculty. The Faculty requires its leadership positions and senior academic positions to reflect the demographics of South Africa and reflect the institutional promise of transformation and decolonisation. We are committed to creating an institutional culture of research excellence, teaching and learning excellence, and student and staff wellness. The Faculty will continue to collaborate with the relevant university structures to improve the success, throughput, and on-time completion rates in its undergraduate, postgraduate and continuing education programmes. Following the launch of the Faculty of Law Online Academic Tutor (FLOAT) to all year studies in 2021, an updated version of FLOAT has been launched on 14 February 2022, which includes the integration of the First Year Experience and the VR goggles given to the first years. We plan to continue to develop the FLOAT programme and share the innovation and best practices of FLOAT with the University and broader academic community. The Faculty will also continue to build on existing relations with local and international partners in our quest to be a Faculty of Law of choice on the African continent, build on existing research to continue producing innovative research, and build on the Faculty's sound financial status. The achievements of the Faculty of Law are attributable to the hard work, dedication, and resilience of the members of the Dean's Committee, academic and support staff members, members of support units/structures within UJ, students, friends, partners, and alumni of the Faculty.

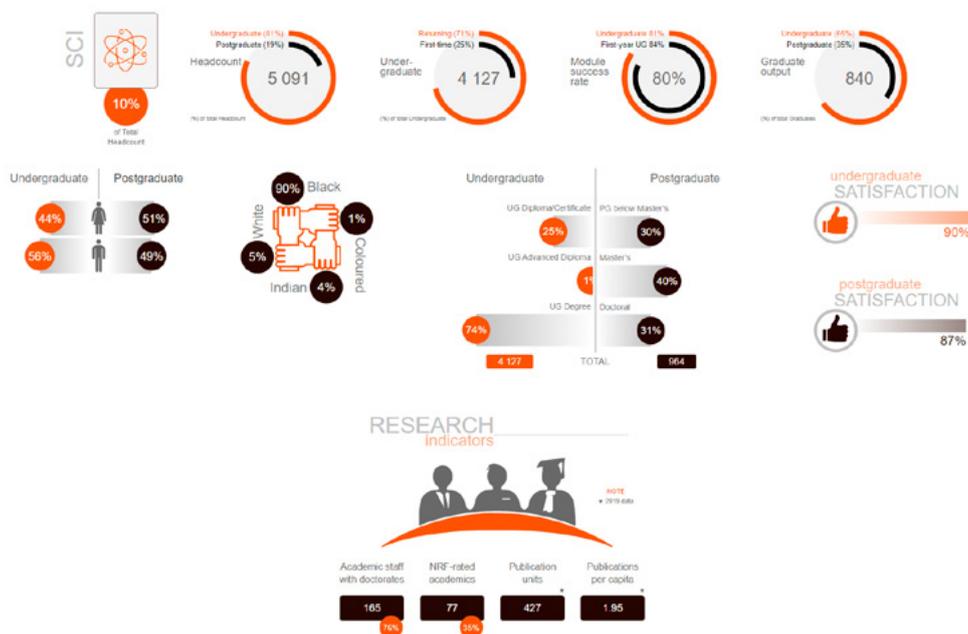


Wesahl Domingo (Prof)
Executive Dean: Faculty of Law



Faculty of Science

OVERVIEW



In order to achieve the key objectives of global excellence and stature, the Faculty of Science created, applied and disseminated new knowledge for the advancement of the pure and applied sciences in 2021. This was achieved despite the constraints of the global COVID-19 pandemic, which continued throughout 2021, necessitating the continuation of online modalities for teaching, learning and research.

Pursuing our vision of a dynamic faculty where new knowledge, leading scientists and technologists are developed through innovation, in 2021, the Faculty of Science deployed the scientifically adept human resources at its disposal, together with the advances of the Fourth Industrial Revolution (4IR), in order to excel amidst the challenges posed by the COVID-19 pandemic in bringing the increasingly hyperconnected world of the future into the present.

The University of Johannesburg's overarching goal of excellence and stature was met in 2021 by the Faculty of Science through committed efforts in the following objectives according to key areas of performance:

- Fostering an enabling environment conducive to excellence in teaching (exemplified by sustaining and

improving online teaching and learning), research (100% international publications and joint postgraduate programmes with some of the world's top 100 universities) and innovation (registered patents and agreements with relevant industries).

- Being accessible to a wide range of students (e.g. during online teaching and learning, students with a wide variety of devices/access options were catered for).
- Continuing the presentation of high-quality joint programmes (with Nanjing Tech University, the Université Claude Bernard Lyon, Tohoku University in Japan) and relevant programmes (involvement in the Sustainable Territorial Development programme with Università di Padova, KU Leuven, and Université Paris 1 Pantheon-Sorbonne).
- Continuous emphasising an increase in high-impact research (exemplified by publishing in *Science* and the *Nature* group of publications).
- Productively utilising our highly competent, qualified, and motivated staff (e.g. improved or first-time NRF ratings of several staff members, as well as national and international recognition through awards and prizes detailed later in this report).
- Fostering collaborative activities with other institutions, relevant industries and the community (e.g. recognition of our academic staff by international and national science councils, universities and organisations, such as the Actuarial Society of South Africa, Geochemical Society and the European Association of Geochemistry, and the United Nations Economic Commission for Africa).
- Enhancing the impact of the Faculty in terms of its public and community engagement (e.g. online and offline short learning programmes (SLPs), two of which serve government departments, namely an offering to the Education SETA by Geography, Environmental Management and Energy Studies (GEMES), along with an offering by the Academy of Computer Science and Software Engineering (ACSSSE) of the Certificate in Cyber Security Awareness to the State Security Agency). The planned online SLP on the Introduction of Cyber Security for the National School of Government was developed further in 2021.
- Ensuring successful involvement with Science Education for learners and teachers (primarily through online teaching and learning during the pandemic, with the Soweto Science Centre (SSC) and teacher training through a GEMES SLP funded by the EDTP SETA).

The University of Johannesburg (UJ) was ranked highly by the top international university rankings agencies in 2021, with the Faculty of Science making a significant contribution to the institution's global impact by extending the footprint of many disciplines as demonstrated in Table 35.

Demonstrating our fitness for purpose is that 80% of our academics have a doctoral qualification. Additionally, the Faculty's competitiveness is exemplified by the fact that in 2021, according to Google Scholar, 28 out of the top 50 most cited researchers from UJ were from the Faculty, and five of these academics were in the top 10. Furthermore, the Faculty's national relevance is illustrated by its employment equity profile in that 49% (167/341) of our whole staff complement (i.e. academic, technical, and administrative) come from South African designated groups.

STAFF PROFILE

- In 2021, the staff of the Faculty were distributed over the DFC and APK Campuses of the University, as depicted in Table 36.
- The academic staff represented 71% of the total staff of the Faculty. Support staff, comprising research, technical and administrative staff, represented 29% of all staff. Table 36 shows the shift in proportion from 2017 to 2021.
- Currently, 98,43% of the Faculty's permanent academic staff have either a master's or doctoral degree. This figure has remained stable from 2017 to 2021. Eight full-time (permanent, contract and temporary) staff members were registered for master's degrees and 52 for doctorates in 2021 (only three of the 191 permanent academic staff members are not yet in possession of a master's degree; two of these have professional actuarial qualifications). During 2021, eight staff members of the Faculty of Science obtained their PhDs and one obtained their DPhil.

Table 35: International rankings (unless otherwise indicated these are the rankings of these disciplines within South Africa)

GRAS	QS	THE	BGUR	URAP
Earth Sciences 201-300 #2 in SA	Agriculture and Forestry 351-400 #6 in SA	Life Sciences 401-500 Joint #4 in SA	Chemistry 227 #1 in SA	Geology 291 #3 in SA
Geography 201-300 #2 in SA	Physics and Astronomy 401-450 Joint #2 in SA	Computer Science 601-800 Joint #4 in SA	Geosciences 241 #3 in SA	Earth Sciences 328 #3 in SA
Physics 301-400 #3 in SA	Environmental Sciences 401-450 #6 in SA	Physical Sciences 601-800 Joint #8 in SA	Physical Chemistry 258 #1 in SA	Chemical Sciences 451 #1 in SA
Ecology 401-500 Joint #8 in SA	Chemistry 451-500 Joint #3 in SA		Physics 329 #3 in SA	Environmental Sciences 457 #9 in SA
			Plant and Animal Science 434 #8 in SA	Physical Sciences 522 #5 in SA
			Environment/ Ecology 482 #9 in SA	Mathematical Sciences 603 #5 in SA
				Biological Sciences 717 #8 in SA

Number of subjects ranked: GRAS (4), QS (4), THE (3), BGUR (6), URAP (7)

Table 36: Staff distribution per campus in 2021⁶

Category		APK	DFC	TOTAL
Academic 71%	Permanent	133	58	191
	Contract	25	4	29
	Temporary	16	6	22
Administrative 14%	Permanent	32	6	38
	Contract	1	1	2
	Temporary	6	2	8
Workshop and Technical 15%	Permanent	25	18	43
	Contract	6	0	6
	Temporary	2	0	2
TOTAL		246	95	341

¹ Global Ranking of Academic Subjects (GRAS) – The Shanghai’s Subject Rankings

² Quacquarelli Symonds (QS) Subject Rankings

³ Times Higher Education (THE) Subject Rankings

⁴ US News & World Report’s Best Global Universities Rankings (BGUR) – Subject Rankings

⁵ University Ranking by Academic Performance (URAP) Field Based Ranking

⁶ SSC operates from SWC once a week.

Table 37: Proportion of academic staff vs support staff

	2017	2018	2019	2020	2021
Academic	67%	66%	68%	72%	71%
Support	33%	34%	32%	28%	29%

Table 38: Qualification profile of permanent academic staff

Qualification	2017	2018	2019	2020	2021
D degree	72,51%	73,6%	77,42%	76,17%	79,58%
M degree	26,16%	24,71%	21,51%	22,28%	18,85%
Total	98,67%	98,31%	98,93%	98,45%	98,43%

Table 39: Demographic breakdown of permanent and fixed-term academic staff including international staff

	Designated Groups International and South African (Permanent Staff)	Designated South African (Permanent Staff)	Designated Groups International and South African (Including Fixed-term Contracts)	Designated South African (Including Fixed-term Contracts)
2019*	57,52%	36,56%	59,06%	37,21%
2020*	118/193 = 61,39%	81/193 = 41,97%	132/224 = 58,92%	91/224 = 40,63%
2021*	121/191 = 63,35%	83/191 = 43,46%	138/220 = 62,73%	93/220 = 42,27%

*As of 2019, country of birth information is also used to determine designated status.

- Table 39 considers the demographic profile of permanent and fixed-term contract academic staff members according to population group, for designated groups, South African only, as well as when including international staff. Since 2019, there has been a 7% improvement in designated, permanent, South African academic staff.
- Of the six permanent academic appointments made in 2021, five were from designated groups (South African only). Owing to the pandemic, a moratorium remained in place against the advertisement of new posts, and new appointments were made only under exceptional circumstances.
- Tables 40a and 40b show an overview of the racial profile of all permanent academic staff (40a) and permanent and fixed-term contract staff (40b).
- The gender profile has remained fairly constant, with only slight variations over the last few years. In 2018, 37% of the permanent academic staff were female. In 2019, this fell to 34,94%. In 2020, it has dropped further to 65/193 = 33,68%. In 2021, it was only 31,41%. The decline in 2021 may be ascribed to four of the six new permanent academic appointments being male, and the moratorium on filling posts posing a barrier to the recruitment of additional female permanent staff members.
- Table 41 indicates the percentage of designated (South African born, South African nationality) and female permanent staff at senior lecturer, associate professor and professor level. The number of female senior lecturers decreased from 42,5% in 2020 to 34,15% in 2021, while the number of professors improved from 17,95% to 20%, and in the case of designated female full professors for the first time this number has reached 7,5%.

Table 40a: Overview of permanent academic staff*

RACE**	Lecturer		Senior Lecturer		Associate Professor		Professor		TOTAL
	M	F	M	F	M	F	M	F	
Black	32	11	15	7	13	2	8	2	90
Coloured	5	2	0	0	1	1	4	0	13
Indian	5	4	2	1	1	1	2	2	18
White	5	9	10	6	14	4	14	8	70
TOTAL	47	26	27	14	29	8	28	12	191

*See Table 41 for South African born South Africans at SL level and above.

**Table 40a includes information on all permanent staff, both South African and international.

Table 40b: Overview of academic staff (both permanent and fixed-term contract)

RACE*	Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor		Professor		TOTAL
	M	F	M	F	M	F	M	F	M	F	
Black	4	3	35	13	15	7	13	2	9	2	103
Coloured	0	0	5	2	0	1	1	1	4	0	14
Indian	0	1	7	4	2	1	1	1	2	2	21
White	0	1	5	13	10	7	15	4	19	8	82
TOTAL	4	5	52	32	27	16	30	8	34	12	220

* Table 40b includes information on all permanent staff, both South African and international.

Table 41: Percentage designated (South African born, South African nationality) and female permanent academic staff

	Senior Lecturer	Associate Professor	Professor	Total
Female	14/41 = 34,15%	8/37 = 21,62%	12/40 = 30%	34/118 = 28,81%
Designated	19/41 = 46,34%	8/37 = 21,62%	8/40 = 20%	35/118 = 29,66%
Designated Female	6/41 = 14,63%	2/37 = 5,41%	3/40 = 7,5%	11/118 = 9,32%

This table does not include the position of Executive Dean. The pipeline of designated female lecturer, and senior lecturer staff looks promising.

- In 2017, permanent full professors formed (22/172) 12,8% of the permanent staff, whereas in 2020, this increased to (39/193) 20,2%. In 2021, this percentage further improved to (40/191) 20,9%, which indicates sustained growth (primarily through promotions) in the seniority of the permanent academic staff.
- Especially for our research output, we also make use of fixed-term contract staff, who include (distinguished) visiting professors. Visiting academic staff are not included in the staff numbers reflected here.
- Build your own timber initiatives, like the New Generation of Academics Programme (nGAP), Assistant Lecturers Programme (AL), and the Accelerated Academic Mentoring Programme (AAMP), contributed to the increased numbers and seniority of designated academic staff in 2021.

EXCELLENCE IN TEACHING AND LEARNING⁷.

Blended learning

- 2021 saw online teaching and learning become a fact of life, as this was necessitated by the continuing pandemic throughout the year. Workshops on online teaching and learning at both faculty and institutional level were held almost simultaneously with the implementation of what was learned from the workshops by lecturers. As with the rest of the University, the 2021 academic year was completed successfully because of the committed staff who performed above the call of duty in respect of teaching and learning.
- The Faculty subscribes to various initiatives to ensure the success of its students in their pursuit of higher education. Students in their first year are required to attend the First Year Seminar, which in 2021 was completely online, easing them into their role as UJ citizens with access to the various institutional support facilities. Interventions are in place for modules considered at risk (as determined by the Priority Modules list), with academic staff introducing further support resources online, which included additional online content, intensive revision, extra online tutors and additional or weekend classes (lockdown rules permitting and with implementation of COVID-19 guidelines).
- The Faculty Teaching and Learning Workshop held on 31 August included blended learning topics, such as the use of hovercams in the preparation of video content, virtual laboratory based learning in the context of the COVID-19 pandemic, and the use of computer based tools for generating summative assessments.
- Three Faculty members contributed to the institutional publication, *Teaching Innovation for the 21st century: A collection of UJ Teaching and Learning vignettes*, which sought to record UJ's best innovative practices in facilitating blended learning during the pandemic.

Enrolment

- Undergraduate diploma student enrolment increased by 10% in 2021, while the number of students enrolled in the extended degree and diploma programmes increased by 7,83%.
- We had 5 091 students enrolled in 2021, of whom 4 127 were undergraduate students and 964 were postgraduate.
- The proportion of postgraduate enrolments (of the total enrolment) declined slightly from 20,6% in 2020 to 19% in 2021, as shown in Table 42. This might be attributed to the pandemic and the difficulties experienced in international travel.

Table 42: Headcount proportions

	2017	2018	2019	2020	2021
Undergraduate total	78,1%	78,6%	79,4%	79,3%	81%
Postgraduate total	21,7%	21,3%	20,5%	20,6%	19%
Occasional total	0,2%	0,1%	0%	0,1%	0%

- The proportion of master's and doctoral students in the total number of postgraduate students (including honours degree students) remained at 71% from 2020 through 2021.
- International student enrolments decreased from 430 in 2020 to 399 in 2021. This represents 7,83% of the total enrolments, as seen in Table 43.
- In 2021, (3577/3897) 91,79% of our South African undergraduate students were black, (58/3897) 1,49% were Coloured, with (130/3897) 3,33% Indian, giving a total of 96,61% from designated groups (South African only).

⁷ Numbers from HEDA as on 2022-02-02.

Table43: Enrolment figures – All nationalities except RSA

	2017	2018	2019	2020	2021
Undergraduate	186	169	225	229	232
Postgraduate	207	189	214	200	164
Occasional	8	2	1	1	3
Total	401	360	440	430	399
% of Total Enrolment	9,42%	8,13%	9,39%	8,88%	7,83%

- Students from designated groups (South African only) in 2021 represented (705/800) 88,1% of all South African postgraduate students, which is remarkably similar to the previous year.
- In 2021, 2 298 of 5 091 students in the Faculty of Science (45,13%) were female, which is an approximately 2% increase from the value of 43,48% in 2020, keeping the trend over the last five years positive.
- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was at 60,8% in 2021, up from 55,5% in 2020. If Life Orientation results are ignored, the proportion of such students is 29,2%, which is similar to 2020.

Success rate

- After the stabilisation in the undergraduate success rate during successive years from 2015 to 2019 (79,7% in 2017, 79,6% in 2019), in 2020, the success rate increased to 84,3%. In 2021, it decreased slightly to 81,4%, which might also be attributed to problems faced by students during the second year of the pandemic. The improved success rates over the last five years are the result of more rigorous selection of entering students and the increasingly successful interventions referred to previously.
- In 2021, the success rate of all undergraduate mainstream programmes was 79,6%, while that of first-time entering students in the extended programmes improved from 86,3% to 87,8%.
- The 2021 success rate for international students was 89,6% for all undergraduate qualifications. In 2020, it was 93,1%, while in 2019 it was 83,5% and had been similar for the preceding two years.
- The success rates in 2021 were much more in line with those of previous years, as a number of subjects made arrangements for on-campus assessments and the use of online proctoring software was more widespread in modules throughout the University.
- The average time to completion for undergraduate students over all programmes was at 4.2 years in 2021, an improvement from the 4.6 years in 2020, and for postgraduates, it was at 2.3 years for both 2021 and 2020.

Quality assurance

- Four departments in the Faculty have programmes that are internationally accredited, namely the Academy of Computer Science and Software Engineering, Biotechnology and Food Technology, Geology, and Statistics. The Department of Statistics was accredited at Level 2 by the Actuarial Society of South Africa in 2021 (the accreditation level was 1 in 2020).
- A number of departments in the Faculty of Science regularly contribute to maintaining the successful Engineering Council of South Africa accreditation for the Faculty of Engineering and the Built Environment.
- A number of programmes and modules were also amended (detail in the full report) during 2021, to improve and maintain the high levels of quality and relevance of those programmes.
- Programme reviews and departmental reviews did not take place in 2021, as efforts were concentrated on the 2021 national audit of the University by the Council on Higher Education (CHE).
- During 2020, the Department of Biotechnology and Food Technology worked on two new planned programmes, namely an Honours in Food Technology and an Honours in Biotechnology, which will only be offered in 2023. The Department's new PhD in Food Technology and PhD in Biotechnology were started in 2021.
- The Academy of Computer Science and Software Engineering offered three new curricular programmes for the first time in 2021, namely the BSc in Computer Science and Informatics with specialisation in AI,

the BSc Honours (Computer Science) with specialisation in AI, and the BSc Honours (Computer Science) with specialisation in Cyber Security.

- The Faculty's non-subsidised academic programmes are offered mainly in the Academy of Computer Science and Software Engineering, Biochemistry (Shimadzu Innovation Centre), Geography, Environmental Management and Energy Studies, Mathematics and Applied Mathematics, and Zoology. The Department of Chemical Sciences offered its new Short Learning Programme in Forensic Chemistry in 2021.
- The Faculty of Science has an online short learning programme (in the form of its Cyber Security Certificate) offered by the Academy of Computer Science and Software Engineering's Centre for Cyber Security. This Centre, established in 2012, is a capacity building teaching centre to enhance cyber security awareness and to significantly add to the cyber security skill pool. A new online short learning programme, namely An Introduction to Cyber Security, was developed during 2020/2021 and is planned for implementation in 2022 and will be offered mainly for the National School of Government. GEMES reported on a new Short Learning Programme in Green Transport.

Public engagement relating to teaching and learning

- A total of 11 open lectures took place in spite of the pandemic via an online platform showcasing research in the Faculty.
- In May 2021, the Soweto Science Centre's Dr L Sithole initiated a weekly radio series on UJFM, in partnership with the Faculty's Marketing Office. Interviews were conducted with dynamic academic staff members for the benefit of learners.

EXCELLENCE IN RESEARCH AND INNOVATION

- The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) for a total of 502.79 research units (as at 2022-03-07) from more than 961 Scopus publications (as at 2022-03-03).
- See Table 44 for year-on-year increases.
- In 2021, the per capita output of permanent academic staff was 2.63 units (as at 2022-03-07).
- According to data from the Research Office, as at 7 March 2022, 95,84% of the units in 2021 were from accredited journals.
- The units for 2021, according to the subsidy categories, are as follows: A total output of 502.79 (7 March 2022)
 - Journal articles: 481.89
 - Proceedings: 5.53
 - Books: 10.75
 - Chapters in books: 4.62

Table 44: Accredited publication units 2017-2021

Year	Journals	Total	% change y-o-y	Units per permanent academic staff member	Three-year average* (Total units)
2017	333.37	390.54	6%	2.3	342.55
2018	340.07	394.88	0,9%	2.2	384.61
2019	369.92	428.67	8,56%	2.3	404.7
2020	421.55	464.41	8,34%	2.4	462.01
2021	481.89	502.79	8,26%	2.63	465.29

*Based on the units for that year and the previous two years. 2021 figures as at 2022-03-07.

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The following staff have retained or improved their NRF ratings during 2021: Prof Mike Henning (A1 rating), Prof IA Dubery (B1 rating), Prof KS Viljoen (B2 rating), Prof LR Motadi (C2 rating), Dr F Chirove (C2 rating). In addition, the following two people have new or retained ratings as from 1 January 2022 namely: Prof NJ Wagner (B3) and FP Schulz (Y1).

Table 45: NRF ratings

NRF ratings	2018 ^{1,2}	2019 ¹	2020 ¹	2021 ^{1,3}
A	4	4	4	4
B	17	21	22	24
C	38	35	44	40
Y	11	12	9	10
Total	70	72	79	78

¹ Includes DVPs and VPs

² As per the Dean's KPIs as at end January 2018

³ Includes visiting (Prof Sinha Ray), Prof Tappe (resigned October 2021), and deceased (Prof Wagenaar, October 2021) academics

- Out of 120 projects reported on in the departmental reports during 2021, 47 projects reported on external funding, 10 reported international funding, while 37 reported funding from South African sources external to the University. Furthermore, 11 reported funding from within the institution.
- According to Corporate Governance, 18 contracts were captured for the Faculty of Science in 2021. Examples of such contracts are University: The Claude Bernard-Lyon 1 (CON00017455); Technische Universität Bergakademie NGN (CON00017457); Worcester Polytechnic Institute (CON00018081); and Barberton Mines (CON00017895).
- Quality research is at the forefront of the Faculty's contribution to scholarship, as illustrated by the 100% of articles appearing in international publications with 851 of those being Scopus publications. Once again, the focus has remained on high-impact factor publications.

Table 46: Patents and pending patents

PATENT TITLE	APPLICATION TYPE	PATENT NO.	COUNTRY	PATENT STATUS	INVENTORS
Scopolamine Production*	Nationalized PCT	17291688	United States	Pending	Pangi Jiyane, Derek Nditeh
		2019374917	Australia	Pending	
		2021/03033	South Africa	Pending	
		202101182	Chile	Pending	
		202147024436	India	Pending	
		EP 19845755.8	European Patent Council	Pending	
Amine Functionalised Coal Fly Ash and Fingerprint Powder	Provisional	2021/02635	South Africa	Filed	Kriveshini Pillay, Eswaran Prabakaran

*These patents refer to a single patent filled in multiple countries.

- Prof Soebur Razzaque (Physics and Centre for Astro-Particle Physics), who was the highest cited researcher in the Faculty of Science according to Google Scholar, co-authored a January 2021 paper in the *Nature Astronomy Journal*. He led an international team of scientists to model high-energy emission from a magnetar giant flare discovered by the Fermi Gamma-ray Space Telescope on 15 April 2020.

- On 1 March, the Faculty's Deanery (Executive Dean and Vice-Deans) hosted a workshop on increasing international external research funding, which led to exploring the establishment of a research consortium for the Faculty.
- In 2021, more than 275 addresses were delivered at conferences and seminars, of which 167 were international and 103 national, with a further five being institutional. This is a considerable increase from the 83 international addresses in 2020 and compares well with pre-COVID times. Of the international addresses, 124 were at events outside of Africa, 13 were at events in Africa but outside of South Africa, and 30 were at international events held within the borders of South Africa.
- Within the Faculty, academic staff members availed themselves to be of service to a multitude of professional societies, editorial panels, organising committees of congresses, organisations, and forums external to the University.
- In 2021, there were nine professional visits with more than 15 delegates from abroad to the departments of the Faculty; of these, five visits were at least two weeks long. These are far fewer than in normal years, as the pandemic made international travel impossible for most of the year. A total of 10 research visits were undertaken by faculty staff members to other institutions for research purposes, of which one involved a visit for a period in excess of two weeks.
- In 2021, the International Office reported on 288 inbound and 593 outbound students for the Faculty. These included contact and virtual contact and included students attending conferences.
- Visiting professors appointed in the Faculty were: 11 distinguished visiting professors, 53 visiting professors, seven visiting associate professors, two professors of practice, 34 senior research associates (of whom eight are senior research fellows), 40 research associates (of whom 11 are research fellows), and three distinguished research associates. The total number of visiting staff, therefore, has increased from 117 in 2020 to 150 in 2021, excluding the four emeritus professors.
- For 2021, the departments reported on 62 PDRFs. The publication output delivered by 47 of these PDRFs was 53.607 units, up considerably from the 29.99 units reported in 2020.

Table 47: Research funding

Funding Source	2019	2020	2021*	%
NRF funding	R40 508 700	R38 045 925.89	R37 350 317.25	38%
URC funding	R22 997 425	R15 660 410.20	R23 855 996.93	25%
Other external funding	R15 514 511	R18 522 064.75	R35 996 883.98	37%
Total	R79 020 636	R72 228 400.84	R97 203 198.16	100%

**Provisional (unaudited) data obtained from Deborah Letseka on 2022-02-09*

- The total Faculty Research Funds for 2021 stood at R97 203 198.16, with external funding from sources other than the NRF increasing dramatically against 2020. The NRF funding has decreased slightly. These figures may change as they are based on the provisional financial results available in February 2022.
- For the Analytical Facility, or Spectrum, the latter part of 2020 and 2021 proved to be an opportunity in adversity. Many laboratories throughout the country were closed, or barely operational. The Analytical Facility opened as soon as permitted to do so. The Facility was inundated by requests for analysis from both other tertiary institutions and the private sector. Income from services rendered allowed UJ to reduce the internal funding amount to the facility by 20% for the sixth consecutive year. One SEM (scanning electron microscope) was upgraded by adding an EDS (extra-low dispersion system), and hardware on the Zeiss binocular microscope, which has produced at least five scientific magazine covers, was expanded to allow additional techniques to be implemented, from own funds. In total, 389 staff and their students accumulated a total of 8 726 hours (+10% year- on-year) of analysis and 23 363 (+9% year-on-year) datasets. Income from service to other tertiary institutions increased by 23% year-on-year.

Research structures

The following research centres were active in 2021:

- The Centre for Nanomaterials Science (CNSR), DST/MINTEK Nanomaterials Innovation Centre (NIC), and the Synthesis and Catalysis Research Centre are located in Chemical Sciences.
- African Centre for DNA Barcoding (ACDB) in Botany and Plant Biotechnology.
- The Paleoproterozoic Mineralization Research Centre (PPM) in Geology.
- The Centre for Ecological Genomics and Wildlife Conservation in Zoology.
- The Centre for Astro-Particle Physics in Physics.
- The Research Centre for Plant Metabolomics in Biochemistry.
- Joint Research Centre for Smart Mobility and Climate Change.
- Centre for Natural Products Research (CNPR).

The following SARCHI chairs were active in 2021:

- Nanotechnology for Water in Chemical Science.
- Indigenous Plant Use in Botany and Plant Biotechnology.
- Geo-Metallurgy in Geology.

Centres of excellence in 2021

- DSI-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA) – directed by UJ, co-director at Wits

Members of the Faculty participated in the following centres of excellence in 2021:

- Centre of Excellence in Food Security (CoE-FS) – with University of Pretoria and University of the Western Cape as co-hosts.
- Centre of Excellence for Strong Materials (CoE-SM) – situated at the University of the Witwatersrand with a chapter at UJ Chemical Sciences.
- DST-NRF Centre of Excellence in Catalysis (c*change).

SOCIAL IMPACT

The Faculty's community engagement committee was responsible for initiating and monitoring Faculty contributions to social impact and community support projects. The committee facilitated the Faculty's participation in Mandela Month, the equipping of a science laboratory at Child Academy Programmes Combined School, as well as a Science and Art fundraising campaign for community engagement activities. Furthermore, as part of a collaboration with Play Africa, called 'I am a Scientist', Faculty academics facilitated 18 Zoom presentations along with five days of exhibitions at five schools in Soweto. The Faculty participated in a water donation drive that delivered 460 litres to Helen Joseph Hospital and a further 958 litres to Jan Hofmeyr Community Services shelter.

The Faculty also continued its long-standing and ongoing commitment to the Eldorado Park Primary School, where it had previously donated a library structure as well as a collection of reading material.

The University of Johannesburg, Soweto Science Centre (UJ-SSC) learner enrichment programme registration was significantly affected by the global pandemic and subsequent lockdowns. As such, the Centre registered only 148 learners as per COVID-19 restrictions and regulations. Mathematics, Physics, Chemistry and Life Sciences classes were presented both on-campus and on Blackboard every Saturday and during school holidays. In addition to the enrichment and intervention programme for learners, the UJ Soweto Science Centre hosted an online teacher training workshop on 16 July 2021. The workshop was hosted in partnership with the Department of Basic Education (DBE), Africa Teen Geeks and the United Nations International Children's Emergency Fund (UNICEF-SA). The workshop reached 959 teacher attendees and focused on 'Online teaching autonomy and the skills needed to succeed'.

The UJ Soweto Science Centre in partnership with Eskom also hosted a Science Expo Workshop on the Soweto Campus for 60 learners. The Eskom Expo Workshop initiative is designed to expose learners to different scientific disciplines to stimulate and excite them into developing Science projects that are impactful, realistic, and achievable, to allow them to enter the Eskom Expo for Young Scientists Competition. In May 2021, the

Soweto Science Centre initiated a weekly radio series on UJFM, in partnership with the Faculty's Marketing Office and UJFM. A list of previous and upcoming interviewees can be found on the Soweto Science Centre website. The Soweto Science Centre also contributed to National Science Week 2021 by exploring the 3D printing of food. The Centre was supported by UJ Faculty of Science, the South African Agency for Science and Technology (SAASTA) and relevant industries (Eskom).

A number of departments have alumni groups that are well supported by industry partners. In 2021, alumni participation contributed significantly to the success of ACSSE's second virtual projects day. The projects day included several websites describing the Academy's offerings as well as highlighting doctoral and master's research in a 3D virtual showroom. There were 54 judges (alumni from companies such as Entelect, BBD, Discovery, Microsoft, and Standard Bank) judging 'live' presentations of the projects on 34 day-long MS Teams meetings. International judges also participated, and three judges, all alumni of the Department, participated from as far afield as Canada, the UK and the Netherlands. The Projects Day website had 1 707 unique visitors on Projects Day. More than 100 of the page visits came from across the globe.

For Heritage Day/Month last year, the Faculty Transformation Committee successfully organised the Faculty's Heritage Month, 'African Roots of Science' initiative in which academics submitted three-minute mixed media presentations linking modern scientific knowledge to traditional knowledge/folklore.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management relates to the visibility towards, and active engagement with stakeholders to constantly improve expectations and impressions of the brand. To that effect, the Faculty monitors global and national reputation through international rankings, has a social media and web presence, encourages NRF rating of academics and engages in partnerships with local and international partners.

Globally

The Faculty entrenched its global reputation by featuring prominently in international rankings by QS, Times Higher Education, US News Best Global Universities, and Shanghai ranking agencies and others in 2021 (detail in Table 35). The strong rankings of 17 of the Faculty of Science's subjects by these bodies, as well as international accreditation of programmes by four of the Faculty's departments, confirm the Faculty's international visibility and reputation.

The global reputation of the Faculty was reinforced by progress made in instrument installation in the UJ Shimadzu Innovation Centre. These instruments will be used to train students on sample analysis and instrument operation, with the idea of better equipping them for employment in especially the pharmaceutical industry for which Shimadzu supplies instruments.

Nationally

In 2021, the Faculty continued with its focused strategy to recruit top performing students from schools (in especially the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders.

Marketing and communication activities included successful participation in UJ Open Day online events, online Top Achievers Events (institutional and department-specific), online Orange Carpet events, the annual Winter School in online mode, as well as online departmental seminars and workshops. The Faculty additionally maintains a mini-billboard at a high school in a Johannesburg suburb, and the Facebook page launched in 2016. The public lecture series remained online, thus enhancing the impact of the Faculty in the academic and public arenas. The quarterly pamphlet, called *Snippets*, which highlights everyday news and achievements, is made available electronically before Faculty board meetings. As usual, staff members and postgraduate students from the Faculty participated in a large number of radio and TV interviews. Academics also communicated their expertise to the public through one-on-one discourse, magazine and newspaper articles (including articles in *The Conversation-Africa*, which are often taken up by local and global news services) and interviews.

CHALLENGES AND RISKS

The nature of the business of conducting research in the sciences is that challenges and risks are fluid. In addition, some are within our own powers to address, while others require dedicated institutional support.

A number of risks and challenges affecting the Faculty are included in the risk register along with actions that could and do mitigate circumstances. The risk register was updated in 2021 as in previous years. Some of the risks that remain concerning, and/or were successfully mitigated, are mentioned below.

- The Faculty has a relatively high proportion of staff members with doctorates and master's degrees; however, the more mature academics are the ones with the research reputation and high NRF ratings. Younger academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC and other funding applications. In 2021, the Faculty again provided start-up financial support to academics new to the institution and as always, following a thorough review of applications, also supported young and established researchers with internally available funding to keep research programmes going. Established researchers are encouraged to mentor increasing numbers of up-and-coming academics. The Faculty again benefitted from the nGAP programme and appointed additional designated South Africans in this role. These colleagues still require mentoring but add to our pool of up-and-coming academics. South Africans appointed in nGAP roles move on to lecturer roles as soon as their doctorates are completed, and 2021 saw one of them promoted to senior lecturer.
- 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 and other universities. Especially younger academics in Mathematics, Statistics and Computer Science are easily recruited by relevant industries. In 2021, we also saw increased recruitment of our top academics in Chemistry and the Life Sciences. 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 student-staff ratio is not ideal for contact teaching and learning. This is exacerbated by the annual increase in student enrolments, which also impacts negatively on infrastructure, especially laboratory space. In previous years, our increased enrolments made it difficult to find lecture halls to fit all the students, forcing the duplication not only of practical sessions, but of lectures as well, which of course impacts on quality and increases our temporary lecturer pool. In 2021, the COVID-19 lockdowns and other restrictions drastically changed our approach to teaching and eased the pressure on infrastructure, but did not alleviate the stress on academics who still had large classes to teach online. During the year, COVID19 restrictions were lifted and students returned to campus for experimental training, assessments and work-integrated learning, which again emphasised the additional pressure on aging infrastructure because of student numbers. In addition, academics had to contend with electricity load shedding.
- The DHET-funded new building providing undergraduate laboratory space for use by both the Faculty of Science and FEBE was partially completed in 2021. This building's construction started in late 2020. This building should hopefully be available for use in the second semester of 2022 and should alleviate some of the problems associated with the limited undergraduate laboratory space for Biochemistry, Chemistry and Zoology on DFC.
- The high numbers of non-returning senior students as well as the high dropout rate of students remain a matter of grave 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 graduates as well as on our throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, and has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers, and since 2020 e-tutors, and video content to support live online lectures) to provide additional support to students, and has established the Science Centre on the Soweto Campus to contribute to a larger pool of better prepared potential students.
- Maintenance of equipment, infrastructure and facilities remains an important institutional risk. Spectrum serves as one example of the positive effect of centralising the usage and maintenance of some instruments. In both 2020 and 2021, Spectrum increasingly provided services to external requesters,

alongside their internal responsibilities, which positively contributed to their income and to the trust fund kept on reserve for instrument maintenance.

- Mathematics and Applied Mathematics have lecturers sharing offices, while Chemical Sciences (DFC), Physical Sciences (DFC) and Biotech-Food Technology lost office, lecture, and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Chemical Sciences is one of the top producers of research publications in the Faculty and also carries a heavy service teaching load, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the Faculty's future research subsidy submission. A SARChI holder in Chemical Science is still experiencing problems with getting adequate laboratory space to fulfil the mandate of the research chair.
- Nationally, the number of designated South African doctoral candidates is on the decline. Given the substantial number of designated candidates we have enrolled in master's degrees, we have the potential to substantially increase the number of South Africans registering and completing a doctoral qualification. One of the reasons cited for non-application into a doctoral degree is limited funding. In general, access to bursaries for postgraduate (and undergraduate) studies influences our ability to attract and retain postgraduate students. Lack of funds is one of the issues that initiates constant brainstorming, discussions, workshops, and strategy sessions to identify new ways of fundraising for research running costs, equipment, and student support.

CONCLUSION AND WAY FORWARD

The Faculty produced over 960 Scopus publications in 2021, which is over a 150 more than in 2020. We still lead the institution when it comes to the highest percentage of internationally peer-reviewed journal publications as well as citations generated by those publications. In 2021, we continued to improve upon strategies to get more academics to contribute to research output and to substantially increase the number of designated South African doctoral degree students. We improved on the number of publication units of last year (currently 502, while we ended last year on 465) with a marked increase in output from PDRFs. We have again successfully promoted several colleagues in 2021 to contribute to increasing the seniority of academic staff, and for the first time, 7,5% of our (full) professoriate is made up of designated South African females. In 2021, we also achieved 80% of our academic staff holding doctorates.

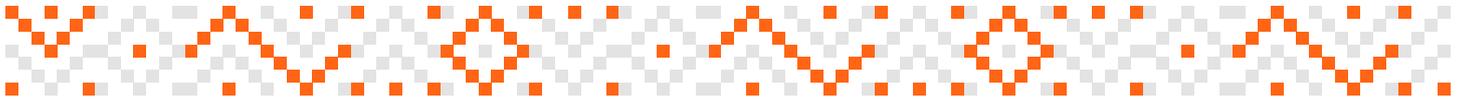
Quality promotion and good governance were ensured in 2021 through the activities of various Faculty committees responsible for the quality monitoring of functions related to teaching and learning, research, higher degrees, community engagement, and health and safety. All of these committees report to the Dean's Committee and are subcommittees of the Faculty Board, the decision-making body of the Faculty.

We did well in marketing groundbreaking research, both nationally and internationally in 2021, thus ensuring that the quality of what we deliver is widely noticed and recognised. Excellent research and its successful marketing have become evident in the improved rankings of many of our Science disciplines by numerous international ranking agencies. We are energised by this recognition and plan to reach higher heights in research and innovation, teaching and learning and social impact in 2022.



Debra Meyer (Prof)

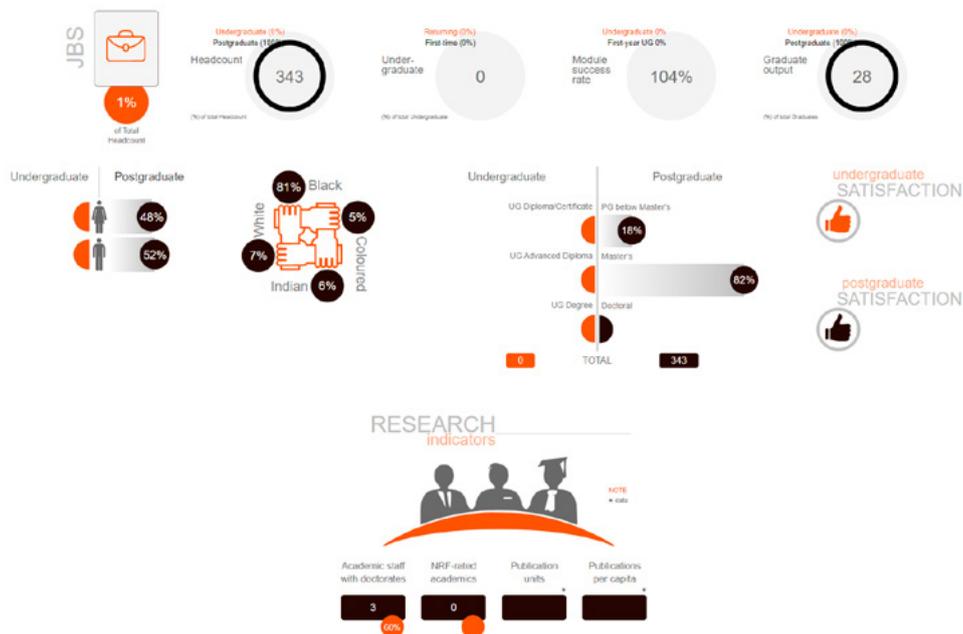
Executive Dean: Faculty of Science



“The JBS develops leaders fit for the future”

Johannesburg Business School (JBS)

OVERVIEW



In September 2020, the UJ Council ratified that the JBS be academically restructured as recommended by the MEC and supported at Senate:

- The JBS would be founded as a stand-alone ‘faculty’ separated out of the College of Business and Economics (CBE) and would fall under the oversight of the DVC: Academic.
- The Dean of the JBS would report to the DVC: Academic.

Towards this end, policy modifications, staff restructuring and new systems and processes were instituted to formalise this arrangement and move towards greater levels of autonomy and decision making equivalent to that at a faculty level.

The strategic repositioning of the Johannesburg Business School (JBS) in 2021 was informed by widespread international consultation on the global impact of the Fourth Industrial Revolution (4IR), and the rapidly changing requirements for future-fit leadership paradigms. This brought the JBS into alignment with the overall vision of the University of Johannesburg and fills an important void in the development of digital leadership on the continent. The landmarks achieved in the entrepreneurship focus in the first two years of the JBS were incorporated into the business school’s overall vision.

The COVID-19 pandemic brought about widespread economic hardship and necessitated radical developments in the higher education sector. This, in turn, hastened the adoption of technology and shifted modes of delivery in favour of online teaching. COVID-19 induced economic hardship and subsequent isolation measures led to a significant drop in student numbers with new enrolments in the contact MBA programme dropping from 80 in 2020 to 52 in 2021. In the case of the JBS online MBA, an enrolment target was set at 165 for 2021, but active registrations totalled 125 for the same reporting period.

Despite these tough conditions, the retention and throughput rates of the JBS remain above 90%, well above the industry average. This success can be attributed to innovations introduced in the pedagogy since the inception of the JBS in 2018, including the MBA Capstone Project, a coaching programme for students and flexible academic delivery of programmes.

JBS Executive Education and the short learning programmes offered by the JBS Centre for Enterprise (CfE) benefited from the School's digital transformation repositioning, showing exponential growth over prior year results. Executive Education increased its revenue to R3.9 million in 2021, from R600 000 in 2020. The CfE generated R19.2 million, a revenue increase of 126,2% from 2020.

Leveraging the global stature of the University of Johannesburg (UJ) on thought leadership in the 4IR assisted the JBS to establish international partnerships with leading business schools across the globe. More partnerships are under discussion but already exchange programmes with global leaders in digital transformation are in place.

The JBS is developing a library of African case studies to ensure continental relevant executive teaching, simultaneously showcasing the significant innovations developed across the continent. Our authentically African and co-creation approach to entrepreneurship and business school education provides our students with practical knowledge and skills relevant for digital transformation. In 2021, this resulted in 154 small and medium enterprises (SMEs) from our CfE receiving business coaching support from our MBA students to co-create solutions for their businesses.

The JBS intensified its objective of enhancing its national and global reputation through attaining international accreditation, specifically aiming at the 'quadruple crown'. This comprises the regional/African continental agency, the Association of African Business Schools (AABS), Association of MBAs (AMBA) in the United Kingdom, Association to Advance Collegiate Schools of Business (AACSB) in the United States of America, and European Quality Improvement System (EQUIS) and European Foundation for Management Development (EFMD), which are both European based, as part of the JBS's five-year international accreditation strategy. In 2021, the JBS became an associate member of the South African Business Schools Association (SABSA), AABS, AMBA and EFMD, providing faculty and students access to the associated benefits.

The extraction of the JBS from the College of Business and Economics (CBE) provided for greater agility and responsiveness to the market, but required significant capacitation in the overall JBS administration. This process will be solidified in 2022 following a strategic review of the School's financial sustainability, which in turn will be informed by enrolment and revenue trends achieved for 2022.

PERFORMANCE AGAINST THE STRATEGIC GOALS OF THE JBS

The following JBS strategic objectives were developed in March 2021 to secure alignment with the overall strategic positioning of UJ. Based on this strategic repositioning exercise, the JBS is in the process of redrafting its short to medium strategic plan currently to reflect a revised five-year horizon.

Differentiating the JBS by empowering current and future leaders to effectively contribute to and leverage from disruptive technologies, co-creating African business solutions

In 2021, the JBS re-purposed its academic, entrepreneurship and executive programmes to focus on the digital transformation. The JBS introduced new academic programmes, namely a Postgraduate Diploma (PGDip) in Business Administration with a Digital Transformation Lens, and a Doctor of Philosophy (DPhil) in Digital Transformation. The PGDip articulates into the JBS MBA, which was renamed to a 'Master of Business Administration in Digital Transformation', thereby establishing an articulation path across all programme offerings. Our Executive Education and Programmes Unit introduced the Management Acceleration

Programme Plus (MAP+), a 4IR-focused management development programme, which articulates into the JBS PGDip. The MAP+ is also aligned to Level 7 of the National Qualifications Framework (NQF).

Producing business leaders aligned with current socioeconomic imperatives on the African continent to effectively participate in and influence developmental agendas

The JBS Centre for African Business (CAB) hosted the following webinars and masterclasses in 2021 with international experts as guest speakers, enhancing the School's international profile for global excellence and stature:

- Family Office Trends in 2021 (2 February) with Bonang Mohale, Chairperson of Bidvest and Professor of Practice at the JBS; Puso Fisher, Head of Business Development and Family Office at ABSA; Chris Welthagen, Co-Head of Family Office Group Solutions at RMB; and Nic Arnold, Private Office Director for PwC in the UK.
- Stressproof, with Richard Sutton, global speaker on stress resilience (23 February).
- Future Tense, with Tony Leon, South African politician (10 March).
- Win your way to innovation excellence, with Leandre Adifon, CEO of Pyramid Base Technologies in the USA (18 March).
- Challenges for African leaders in the era of digital transformation (25 May – Africa Day) with Prof Bitange Ndemo, former Permanent Secretary of Kenya's Ministry of Information & Communication, and Chairman of Kenya's Distributed Ledgers and Artificial Intelligence Taskforce; Ngozi Adebisi, Lead Consultant and Executive Coach at OutsideIn HR in Nigeria; Mabore Sithole, Managing Director of Full Potential, digital entrepreneur and professional coach; and Mathew Sedze, Strategy and Go To Market Coach.
- Organisation design to support supply chain excellence and digital transformation (17 June) with Dr Dino Petrarolo, Director at CCI-GrowthCon and EON.
- The great transformation (6 July) with Dr Angus Hervey, Co-founder of Future Crunch.
- The digital clash of civilisations (17 August), with Stafford Masie, Founder of Thumbzup.
- Business sustainability in volatility: A leadership-driven perspective (25 August), with Dr Douglas Mboweni, CEO of Econet.
- Redefining Leadership for a Digitalised World (4 November), with Greg Solomon, CEO of McDonalds SA
- Expensive Poverty: Why aid fails and how it can work (1 December) with Dr Greg Mills, Director of the Brenthurst Foundation.

In 2021, four teaching case studies were published by Emerald Publishing (a scholarly publisher of academic journals and books in the fields of management, business, education, library studies, health care and engineering), focusing on brands in Nigeria, Uganda, Ghana and Ireland in line with our authentically African approach to teaching business leaders and executives.

Providing thought-leadership on the Fourth Industrial Revolution (4IR) and forge partnerships to co-create relevant and cutting-edge executive development programmes appropriate for emerging economies

Two masterclasses on 'Innovation in Africa' and 'Blockchain for Business' were presented in 2021.

The Executive Education and Programmes Unit adopted the School's new digital leadership strategy and introduced novel programmes with the approach to co-create programmes in close collaboration with the clients. This emanated in new partnerships, corporate clients and in-progress partnership negotiations with important organisations and professionals in 2021. These include, but are not limited to:

- Coaches and Mentors of South Africa (COMENSA)
- Chartered Governance Institute of Southern Africa (CGISA)
- Institute of Directors South Africa (IoDSA)
- Deep Coaching Institute (DCI), USA
- Chartered Institute of Management Accountants (CIMA) United Kingdom.

In addition to a university-wide partnership with SYSPRO, the Executive Education Unit partnered with MTN and Full Potential Consulting. The Unit also initiated discussions with industry during the last quarter of 2021. The discussions resulted in generating further requests for proposals and new conversations with future clients.

The School provided thought-leadership through eleven public engagement events hosted by the CAB, as mentioned above. These included six events focused on the 4IR and presented by business leaders and

experts from South Africa and the rest of Africa. Thought leadership articles and opinions were featured in the *Daily Maverick*, *SABSA*, *Business Live*, *Financial Mail*, *Cape Times*, *The Star*, *Pretoria News*, and *The Mercury*.

In 2021, the Johannesburg Business School boosted its efforts towards enhancing its international footprint, which culminated in four new international partnerships (see Table 48).

Table 48: International partnerships in 2021

Country	Institution	Start Date	End Date	Notes
Ghana	China Europe International Business School (CEIBS) Ghana	10-Dec-21	10-Dec-24	Faculty and student exchanges, joint research, executive programme collaboration and more.
Mozambique	Instituto Superior de Ciências e Tecnologia de Moçambique (ISCTEM)	12-Jul-21	12-Jul-24	Faculty exchange and collaboration on exec programmes.
USA	Massachusetts Institute of Technology (MIT)	11-Nov-2021	Until terminated by either party	Collaboration on the MITx MicroMasters Programmes in Statistics and Data Science, Supply Chain Management, Principles of Manufacturing, Data, Economics and Development Policy, and Finance.
India	Woxsen University	17-Aug-2021	17-Aug-2024	Exchange of academic employees for research, teaching, and the presentation of special courses in their fields of specialization.

Globally

The case studies published in Emerald Publishing in 2021 demonstrate our commitment to providing authentically African thought leadership and enhancing our global reputation. The case studies were:

- Brouges Footwear: Launching a Ghanaian Shoe Brand
- Egan’s Irish Whiskey: A Story of Heritage and Renewal
- Investing in the Ugandan Dairy Sector
- Tomato Jos: Launching a tomato paste brand in Nigeria

The following international masterclasses presented in 2021 focused on leveraging disruptive 4IR technologies to create solutions for Africa:

- Innovation in Africa Masterclass (October and November) with Leandre Adifon, CEO of Pyramid Base Technologies in the USA.
- Blockchain for Business Masterclass (July and August) with Monica Singer, Consensus South Africa Lead.

In May to September 2021, JBS sponsored Africanalysis, a bi-monthly podcast series focused on developments and trends across the African continent. Hosted on CliffCentral by Jean-Jacques JJ Cornish and Gareth Cliff, the podcast series resulted in excellent brand exposure for the JBS, including 133 924 banner impressions, 43 419 webpage views, 135 620 listens, 84 475 social media impressions and 21 972 newsletter impressions.

Aligning with, and leveraging, the UJ brand and the considerable body of knowledge on Fourth Industrial Revolution resident across the UJ faculties to provide thought leadership in business leadership

While most of the developments of the JBS since its inception in 2018 centred on the School’s academic and executive programmes, research remains important in building thought leadership. The large number of applications received for the doctoral intake for 2022 will provide a strong platform to launch our research programme in collaboration with SARChI chairs, and overlapping interest groups in other faculties.

Research capacity was strengthened with the appointment of Prof Arnesh Telukdarie (Research Chair and NRF C2-rated) and Prof Abejide Ade-Ibijola (NRF Y2-rated) who both joined the JBS with research funding. Other appointments included two postdoctoral research fellows, a research associate and a senior research associate.

Ms Liezl Rees of CAB co-authored a journal article 'The Economic Impact of COVID-19 and Prospects for a Post-Pandemic Economic Recovery in Africa' published by Columbia University's Institute for Social and Economic Research and Policy: ISERP and the US Academy of Political Sciences. The article has been peer-reviewed and was published in March 2022.

JBS ADMINISTRATION

International and regional accreditation

The JBS remains committed to a five-year programme to attain international accreditation. In 2021, JBS announced its formal agreement with EFMD to participate in the EDAF-EFMD 'Deans Across Frontiers' programme, a unique quality improvement system, which assists fledgling business schools in further development through a mentoring process of the dean and the senior management team. In summary, the EDAF programme is assisting the JBS in its development, processes and preparations for applying for and achieving accreditation through mentorship by an experienced international dean.

In 2021, the School became an Associate Member of SABSA, AABS, AMBA and EFMD, providing faculty and students access to the associated benefits.

The School is actively working towards aligning its MBA with the requirements of the Association of MBAs (AMBA) in the UK. However, to apply for international accreditation, the JBS MBA must have graduated three cohorts of students. Given that the first MBA intake was in 2020, it will be two years before the School can apply for international accreditations with AMBA, AACSB or EFMD/EQUIS.

In 2022, JBS will be applying for the institutional BGA Validation international accreditation from the Business Graduates Association (BGA) in the UK (a sister organisation of AMBA). This certification validates the School as an international institution of good standing and repute that complies with all the elementary essentials of standard business schools globally.

The JBS will be making an application to AABS in 2022 for institutional accreditation to achieve this regional award status. JBS is currently applying for eligibility towards the formal accreditation process. The accreditation review will entail a visit and examination of the School by a senior team of experienced business school leaders across Africa, who will evaluate all essential elements of the JBS's academic and administrative activities against international criteria.

Staff profile

Hitherto, the JBS relied heavily on contract and temporary staff in both its administration and academic faculty. The establishment of an enabling administrative and an intellectual core strength, commensurate with the School's growing number of programmes and students, is key to the JBS's sustainability in financial and thought leadership terms, as well as for overall accreditation of the School and its ability to maintain international relevance.

Table 49: Staff distribution in 2021

Category		TOTAL
Academic staff 22,5%	Permanent	5
	Contract	4
	Temporary	0
Support staff 77,5%	Permanent	5
	Contract	8
	Temporary	18
TOTAL		40

In 2021, the academic staff represented 22,5% and support staff represented 77,5% of the total staff of the School.

Academic programmes

In 2021, JBS academic programmes provided sound and effective processes to provide students with additional support to facilitate their integration into academic and executive education studies, and new ways of learning. This included multi-day orientation sessions across programmes for first-year students, to effectively orient students and facilitate such integration. Programme managers and administrators, with oversight from the academic director, worked closely with faculty and students to ensure excellence in the teaching and learning experience. Frequent and timeous informal feedback from class representatives was used to further refine the student learning journey, while formal feedback was obtained after module delivery. Additional touchpoints included regular townhall meetings with each cohort to maintain open communication between JBS and students.

The table below provides a summary list of JBS programmes and associated learning modalities.

Table 50: Programmes, students and teaching modality

Programme name	Registered students	Teaching modality 2021
Online MBA (2021 Intake)	163	Online
Contact MBA (2021 Intake)	48	Online
Contact MBA (2020 Intake)	75	Online

In 2021, consistent with national disaster management protocols and UJ policy, JBS contact programmes remained online. In future, these programmes will return to face-to-face learning where permitted. Our online programmes are marketed as fully online, allowing students study flexibility via asynchronous learning.

Regardless of mode, teaching and learning is premised on the alignment between programme/module purpose, learning outcomes, assessment criteria, learning materials, and sound pedagogical approaches.

Retention and throughput

The first cohort of contact MBA students from 2020 completed all their academic work in 2021. This included the submission of a Capstone Project, which is the culmination of the MBA process. It requires students to integrate their academic knowledge to interrogate a real-world business problem and provide recommendations for viable solutions. The table below reflects summary statistics for the programme:

Table 51: Contact MBA 2020 cohort statistics

Status	Numbers
Students who started programme in 2020	80
Students at close of programme in 2021	75
Retention rate	94%
Students who submitted Capstone Project for MBA completion	66
Failure on Capstone Project – first attempt, required to resubmit	3
Students with incomplete modules (other than Capstone Project)	1
Eligible to graduate (completed all modules and Capstone Project)	61
First attempt failure rate	6%

To ensure quality promotion at the JBS, the following quality assurance (QA) processes were mapped and instituted, and effectively implemented in 2021 for both academic subsidised and non-subsidised short learning programmes:

- All academic and SLP programmes were academically developed and designed, and then quality assessed through the various QA structures both at School and Faculty level. Programmes were then submitted for final consideration and approval via UJ Senex and Senate.
- In terms of pre-programme delivery, all module content/study guides/Blackboard developments on the MBA (contact and online) were scrutinised through internal and external third-party objective quality review processes, and modifications were made before formal teaching delivery.
- Following teaching completion of each MBA contact and online module, each module is reviewed from a student perspective via survey questionnaires and incorporated back into the module to ensure quality enhancements through feedback mechanisms.

Marketing and student recruitment

The JBS visual language was refurbished, and the tagline *'The Business of Reimagining your Future'* was formulated. In addition, JBS launched a new website on a new domain www.jbs.ac.za, in consultation with UJ's Chief Information Officer and UJ website team.

The JBS launched information sessions for the JBS MBA and PGDip qualifications. From August to December 2021, more than 20 sessions were hosted with over 800 registered attendees. In November, two DPhil information sessions were hosted, resulting in 83 registered attendees.

New digital marketing campaigns were launched from September 2021 to promote academic and executive programmes. The campaigns included paid social media advertising on LinkedIn, Facebook and Instagram, which generated over 2 million impressions per month. An inbound marketing campaign, featuring a JBS e-book on seven skills needed by the modern business leader, was launched in October. The ebook was downloaded over 1 400 times.

Social impact

The JBS Centre for Entrepreneurship, which is in the process of rebranding from University of Johannesburg Centre for Entrepreneurship (UJCfE), had 173 graduates in 2021. This brought the Centre's total number of graduates from the SME sector to over 1 162 since 2016. In 2021, 436 SMEs enrolled for training and development through the Centre for Entrepreneurship.

In addition, the CfE was one of 24 successful project applicants to be awarded the Innovation for African Universities (IAU) Programme, the British Council's maiden funding programme. The 'Innovation for the Digital Economy' project will see the Centre investigate how to rapidly re-skill and up-skill unemployed youth to meet the rapidly changing and evolving demand for digitally literate and flexible remote workers.

In 2021, the Centre collaborated with the Council for Scientific and Industrial Research (CSIR) to launch a virtual marketplace for SMEs; as well as with the Thebe Foundation Trust to launch a digital supplier directory for corporates to access qualifying SMEs for their preferential procurement needs.

CHALLENGES AND RISKS

The JBS developed a risk register to ensure structured mitigation to acceptable residual risks.

- Agreement had been reached with UJ's Legal unit to expedite national and international contracting to improve agility and responsiveness.
- The School relies on contracting consultants to teach on academic, entrepreneurship and executive programmes. In 2021, the executive level of JBS were filled. This included Director: Executive Education and Programmes, Head: Quality and Strategic Planning, and Marketing Manager.
- In 2021, JBS did not have researchers rated by the National Research Foundation (NRF) and research output within the School was low due to insufficient research and academic staff members. To mitigate this risk, the Dean initiated the recruitment of two NRF-rated professors whose appointments commence in 2022.

- The permanent academic staff to student ratio is unfavourable. The challenge is exasperated by annual increases in student enrolments. The School has initiated the necessary academic appointments to ensure sustainability and retention of our student success rates. With three internal academic staff members in 2021 and increasing teaching workloads, the School risks potential teaching delivery issues and staff burnout.
- Given the current offices are not aligned to the JBS's ambitious growth trajectory, the School will be relocating to a new campus in 2022, providing adequate space in line with the School's commitment to smartness of infrastructure, environmental consciousness and expected growth.

CONCLUSION AND THE WAY FORWARD

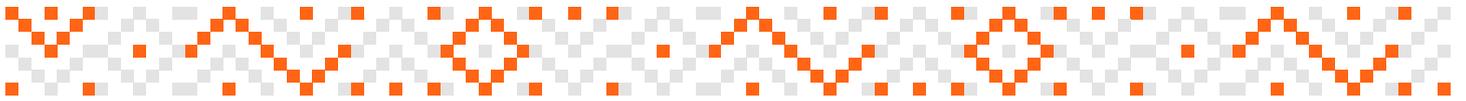
Based on the applications received and processed for 2022, the JBS is experiencing explosive growth with the School's digital transformation focus and repositioning finding resonance with our target audience. While on a national basis much progress had been made, the focus on the internationalisation of the JBS, with specific emphasis on the African continent, has become an imperative going forward. This will sustain our drive to become an internationally recognised player and an enabler for the economic development of the continent. This will also ensure that the richness of African innovation is incorporated into the global reservoir of knowledge. The successful introduction of the DPhil in Digital Transformation will significantly strengthen our research capacity and enhance thought leadership and collaboration across the university and internationally.

The JBS will be embarking on a strategic review in 2022, with the view to achieve stability and sustainability given the dynamism and the rapidity of deployment of digital transformation globally.



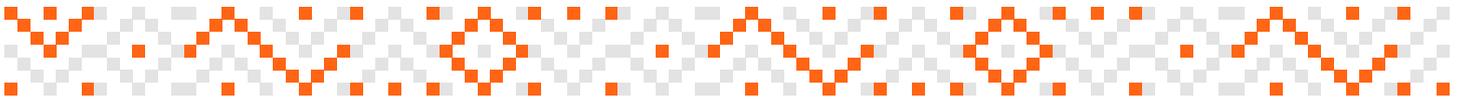
Randall Carolissen (Dr)

Dean: Johannesburg Business School



SUSTAINABLE DEVELOPMENT GOALS





Community Engagement

OVERVIEW

The University of Johannesburg (UJ) is an African university that draws inspiration from its environment by bridging the gap between itself and its immediate communities and larger society through motivated and engaged employees (Community Engagement specialists). The vision of the UJ Community Engagement (CE) Unit, which leads this involvement, is to infuse community engagement into teaching, learning and research within the University and to establish and foster strategic partnerships with its communities. To achieve this vision, the CE Unit focuses on three strategic thrusts, namely:

- Infusion of CE into teaching by means of service learning (SL), with 70 programmes currently active in this space at UJ.
- Integration of CE into research, where it is known as community-based research (CBR), of which there are 39 active projects.
- As a non-academic component, CE is active in 271 organised outreach (OO) projects.

INSTITUTIONAL COMMUNITY ENGAGEMENT INITIATIVES

As in the previous year, 2021 proved challenging for the CE Unit, because of the COVID-19 national restrictions. As the CE function is closely linked to faculties and the availability of students on campus, some projects could not be implemented, especially in the first semester (January to June 2021). Projects that were adversely affected were mainly organised outreach projects, service learning, and community-based research.

Nevertheless, even though operating in a constrained environment, the Unit managed to implement some of the identified projects by drawing innovatively on the digital technologies deriving from the University's Fourth Industrial Revolution (4IR) strategy. The Unit ensured ongoing engagement with faculties, divisions/ departments, and units to ensure student participation in various institutional projects. Below are the implemented projects.

- Assisted faculties with the first-year orientation programme for students, showcasing the CE initiatives to students.
- Recruited a total of 6 183 registered Student Volunteer Champions (SVCs) across four campuses (against the MEC target of 10 000 students), who were trained and developed around the themes of promoting responsible global citizenship and the sustainable development goals.
- Successfully trained students at the Student Affairs orientation sessions for residence house committees, SRC, societies, structures, and RAG; assisted in minimising the exposure to and spread of the coronavirus.

- Developed the digital system for recruitment of CE SVCs as well as for performance evaluation and risk assessment when implementing projects.
- Collaborated with Soweto TV and KMTV Media for a 13-episode dialogue at UJ on HIV/AIDS, education, health and socioeconomic issues. The episodes were broadcast weekly from May until October 2021.
- Collaborated with the City of Johannesburg (CoJ) for the implementation of a clean-up project in the inner-city to help transform Joburg into a clean and safe environment.
- Introduced mobile libraries and tutoring projects to improve literacy in communities.
- Successfully implemented literacy programmes in primary schools in and around the University.
- Won four prestigious Excellence Awards for the city clean-up and door-to-door campaign to educate vendors and residents on the importance of ridding the city of littering and health hazards.
- Successfully hosted the UJ Mandela Day 2021 (hybrid 17 July 2021, under the theme, 'The role of community engagement in sustainable livelihoods'. The event focused on the global sustainable development goals (SDGs), such as education and literacy, food and nutrition, health and safe shelter. The UJ Mandela Day official video was published on 18 July 2021.
- Rolled out the CE online tutoring programme for high school learners in disadvantaged communities, to build quality education by assisting the Grade 12 learners with their online curriculum during the COVID-19 pandemic.
- Hosted the UJ CE Women in Community Engagement Empowerment Programme (UJWiCEEP) webinar on 21 August 2021, under the theme 'Women pushing back the frontiers of poverty in the COVID-19 era and beyond: A community engagement perspective'. Almost 100 participants, including UJ students, representatives from community-based organisations (CBOs) and NGOs, participated in the event.
- Hosted the CE Men's webinar in October, under the theme 'Men as the agents of change in gender equality and social cohesion'.
- Hosted the Top 100 CE Imbizo Awards webinar in October 2021, under the theme, 'Community engagement is the thread that binds', and implemented the CE Showcase.
- Hosted the Volunteer Champions Leadership Indaba, under the theme 'Women as everyday leaders'.
- Hosted four community based organisation (CBO) forums, as a platform to exchange valuable knowledge and information with strategic stakeholders in the private and public sectors.
- Hosted the Community Engagement Service Excellence Awards (CESEA).
- Actively participated in the SA African Higher Education Community Engagement Forum (SAHECEF) and in online projects and events.
- Maintained the CE weekly slot on UJFM, which provides thought-provoking information and also profiles change agents and activists who are passionate about community engagement, development, education and social justice issues.
- CBO stakeholder engagement: Ensured that important partnership agreements on community-based projects with the City of Johannesburg were ongoing, including the 'Scholarship of engagement through digital storytelling for the common good' Symposium at the University of the Free State, which was hosted by SAHECEF.

STUDENT VOLUNTEER CHAMPIONS PROGRAMME

The institutional CE flagship is the UJ Student Volunteer Champion Programme, which is multidisciplinary, interfaculty, and transformational in engaging higher education priorities, the sustainable development goals, the National Development Plan (NDP), the City of Johannesburg Independent Development Plan (IDP), as well as the Nelson Mandela Foundation Pillars. The institutional Student Volunteer Champion Programme in 2021 was aimed at promoting greater awareness about responsible global citizenship and the sustainable development goals (SDGs).

In total, 6 183 student volunteers registered for the weekly organised outreach projects. Volunteers were from the four campuses as follows:

- Auckland Park Kingsway Campus (APK): 2 355
- Auckland Park Bunting Road Campus (APB): 1 121
- Doornfontein Campus (DFC): 1 201
- Soweto Campus (SWC): 1 506

Table 52: Faculty breakdown of student volunteers

FACULTIES	APK	APB	DFC	SWC	TOTAL
Faculty of Art, Design and Architecture	1	124	1	5	131
Faculty of Education	89	5	9	191	294
Faculty of Engineering and the Built Environment	110	27	694	11	842
Faculty of Health Sciences	20	12	299	0	331
Faculty of Humanities	461	103	23	216	803
Faculty of Law	427	15	14	12	468
Faculty of Science	427	24	125	20	596
College of Business and Economics	820	811	39	1050	2720
TOTAL SIGN UP	2 355	1 121	1 201	1 506	6 183
MEC-agreed targets 2021	3 500	2 500	2 500	1 500	10 000

UJ CE FACULTY FLAGSHIP PROJECTS

The CE Unit works closely with faculties in the rollout of faculty-specific CE projects and recognises these flagship projects at the annual CE awards event. The faculty flagship projects for 2021 were as follows:

- Faculty of Art, Design and Architecture – A mural for the community of Westbury
- College of Business and Economics – The Un-Employed Graduate
- Faculty of Education – Lethabo la di papadi (The joy of sports)
- Faculty of Engineering and the Built Environment – DIY face shield
- Faculty of Health Sciences – EMC Departmental Emergency Response Vehicle
- Faculty of Humanities – Girls4Girls Mentorship project
- Faculty of Law – Law Clinic
- Faculty of Science – Soweto Science Centre

These flagship faculty engagement projects are briefly presented, together with selected projects of some of the support divisions.

Faculty of Art, Design and Architecture

Department: **Department of Architecture**

Project Title: **A mural for the community of Westbury**

Project Coordinator: **Alexander Opper**

Project Type: **Organised outreach**

PROJECT DESCRIPTION:

For the duration of 2021, Alexander Opper (Senior Lecturer in FADA's Department of Architecture), assisted by Margeaux Adams, headed up many student design projects in UJ's neighbouring community of Westbury. This often-overlooked suburb has a fascinating history of resilience against great odds.

FADA worked with community leader Shawn Constant as the main community liaison. The project was situated in both the undergraduate diploma and degree streams. In Semester 1, the focus was on designs for new collective housing for Westbury. In Semester 2, the design work took on a more civic focus. Public space design is a critical part of the way FADA is working in and with the community of Westbury.

In what is seen as a project with flagship potential, FADA is aiming to realise – with the help of 40 pairs of student hands – an ambitious community mural in the suburb. Murals have over recent years been incredibly successful at establishing a new visual language and positive identity in the public sphere of this often-overlooked community.

College of Business and Economics

Department: **Department of Accountancy**

Project Leader: **Ms Wadzanai Mabuto**

Title of Project: **The Un-Employed Graduate**

Project Type: **Organised outreach**

PROJECT DESCRIPTION:

The Un-Employed graduate was launched in 2019. The project is targeted at graduates who are currently unemployed, and the objective is to equip and empower them to find employment and/or create employment for themselves. The education system does not provide the essential steppingstones that students require for the early stages of their career after graduating. According to Stats SA, "Youth graduate unemployment rate increases in Q1: 2019: The youth aged 15-24 years are the most vulnerable in the South African labour market. The unemployment rate among this age group was 55,2% in the first quarter of 2019. The graduate unemployment rate is still lower than the rate among those with other educational levels, meaning that education is still the key to these young people's prospects improving in the South African labour market" <http://www.statssa.gov.za/?p=12121>.

Many graduates face unemployment, which has escalated because of the COVID-19 pandemic. The following sustainable development goal (SDG) fits well with the UnEmployed Graduate Programme:

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all – a world beyond university preparedness. It also states that "by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship".

The project goals are for future graduates who are self-reliant, work ready, contribute positively to the sustainable development of this county and are able to build on entrepreneurial baseline:

- Equip and empower them to find employment.
- Foster an increased sense of worth for the graduates.
- Reduce crime.
- Motivate to start own initiatives.
- Develop a culture of volunteering to make themselves visible and marketable.

Faculty of Education

Project Name: **Lethabo la di papadi (The joy of sports)**

Project Type: **Service learning**

Project Coordinator: **Mr K Nthimbane**

PROJECT DESCRIPTION:

Students registered in the module, Teaching Studies 1, completed their service-learning project by creating online games in which learners could participate. This group of students also collaborated with students from Ghent University in Belgium. Students from UJ and peers from Belgium followed a link – <https://edmo.do/j/mis4vt> – to join a virtual classroom, and participated in several interactive virtual classroom activities.

Faculty of Engineering and the Built Environment (FEBE)

Project Name: **DIY face shield**

Project Type: **Organised outreach**

Project Leaders: **N Janse van Rensburg, Dr S Masebinu, Dr T Makonese, K Gihring and P Erasmus**

PROJECT DESCRIPTION:

Purposes included reducing waste; reducing carbon footprint; upskilling community; educating on how to reduce waste; and contributing to greater African region in terms of carbon footprint reduction and recycling upcycling.

The SEED Community, Nectar Farm and the Green Business College have been collaborating around the Ubuntu Project COVID-19 with the mandate of supplying food to impoverished dwellers in the Orange Farm

community. The project focuses on providing vegetables grown by local farmers in the region and supplying them to those in need. The workers were exposed to infection while performing food parcel distribution. UJ-PEETS saw the need to not only provide the team with face shields for protection and so assist with curbing the spread of the coronavirus, but also to educate the residents on making their own face shields through upcycling waste material. The team produced a YouTube video and printed brochures for a DIY face shield using waste material as well as donating face shields to workers distributing food parcels.

Faculty of Health Sciences

Department: **Emergency Medical Care**

Project Leader: **Abrie Senekal**

Title of Project: **EMC Departmental Emergency Response Vehicle**

Project Type: **Community based research, organised outreach**

PROJECT DESCRIPTION:

The Department's Emergency Response Vehicle continues to operate in the greater Johannesburg area, assisting the City of Johannesburg Emergency Medical Services (CoJEMS) and the Gauteng Provincial Government Emergency Services (GPG EMS) with emergency calls they receive. All calls and patients seen are part of a community service offered by the Department. This resource is available for CoJEMS and GPG EMS if assistance is requested.

This vehicle is also used to provide a valuable clinical learning platform for the Bachelor of Health Sciences (BHS) EMC students during their years of study, where they are provided with opportunities for guidance on patient approach and patient treatment.

The Department has re-signed an MOU with Wits University, where Emergency Medicine Registrars accompany staff members during the shifts on the response vehicle. Alumni from this Department are also regularly asked to accompany Department staff on shifts with students to assist with clinical guidance, but it is also a way for the Department to keep in contact with the alumni and introduce the students to them. This project is ongoing and currently no end date is envisaged.

During the COVID-19 pandemic, a request for the design and manufacture of low-cost, locally manufactured medical ventilators came from the medical fraternity. UJ answered the call and began the design of a low-cost ventilator. The EMC Department was approached to provide technical medical guidance and advice during the design process, to assist with the medical operational application and ensure patient safety during operation.

Through the collaboration with PEETS and other academic institutions (TUT, CUT and NWU), the Department remained involved in the further development of a BiPAP ventilator as part of the National Ventilator Project (NVP) through a MerSETA approved grant. The NVP focuses on the development of not only a BiPAP ventilator, but also on of technical clinical skills that will enable the refurbishment of old ventilators at hospitals for repurposing in medical units.

Faculty of Humanities

Department: **Department of Social Work and Community Development**

Project Leader: **Mrs B Mashigo**

Title of Project: **Girls4Girls Mentorship Project**

Project Type: **Community based research**

Explain the Activities: **Multi-stakeholder engagement**

PROJECT DESCRIPTION:

Girls4Girls is a global mentoring programme that is aimed at empowering girls to lead. It does so by creating mentoring circles for girls and young women. Mentors comprise professional women from a variety of sectors and industries. The programme is in line with Sustainable Development Goal 5 (SDG 5), seeking to achieve gender equality and empower all women and girls. The G4G mentorship curriculum consists of six sessions designed to help participants uncover their goals and purpose and equip them with new skills to achieve these. The series includes the following key areas:

- Introduction to G4G: Building trust
- Courageous leadership
- The art of communication
- Negotiation: Advocating for yourself & others
- Public service and running for office
- Ethics and values in decision making

Faculty of Law

Department: **Procedural Law**

Project Leader: **Mrs N Naidoo**

Title of Project: **UJ Law Clinic**

Project Type: **Service learning**

PROJECT DESCRIPTION:

The UJ Law Clinic, which formally opened its doors to the public in February 1981 with 18 students, consists of three individual clinics, each aiming to serve a specific community with specific needs in terms of the type of access to justice required. They render free legal services, and the clinical training of law students dealing with live clients is one of its main points of focus. Final-year LLB students attend to clients and cases under the supervision of five attorneys. Service at the clinic constitutes practical work, and the law students participate in service learning, dealing with live clients and real cases.

The project outcomes are:

- Clinical legal education and transfer of skills and applied competencies to final-year LLB students with the emphasis on the development of the ability to think analytically, and instilling an awareness of the practical consequences of applying theoretical knowledge.
- Delivery of free legal services to needy members of the public in line with the guidelines of the Law Society of South Africa.

During 2020/21, however, as a result of the COVID-19 lockdown, our students were not able to carry out the additional 10 hours of community service at an NGO or NPO. The Law Clinic did not render online legal services with clients during the hard lockdown. However, when the regulations became more relaxed and they could return to the office, they held telephonic consultations with existing clients, but not with new clients. The attorneys also finalised a number of existing clients' court cases during this time.

Faculty of Science

Project: **Soweto Science Centre**

Department: **Various departments within the Faculty**

Project Leader: **Faculty initiative**

Project Type: **Organised outreach**

PROJECT DESCRIPTION:

Eskom Expo for Young Scientists Workshop: The UJ Soweto Science, in partnership with Eskom, hosted a Science Expo Workshop at the Soweto Science Centre on 24 April 2021. Given the COVID-19 restrictions, the Centre was only able to host 60 learners. The Eskom Expo Workshop initiative is designed to expose learners to different scientific disciplines in order to stimulate and excite them to develop Science projects that are impactful, realistic and achievable and can be entered into the Eskom Expo for Young Scientist Competition.

Science on UJFM: In May 2021, the Soweto Science Centre initiated a weekly radio series on UJFM, in partnership with the Faculty's Marketing Office and UJFM. A list of previous and upcoming interviewees can be found on the Soweto Science Centre website. The Science series continues every Friday, from 13:15-13:45.

Eskom Expo for Young Scientists Mentorship Engagement/Day Camp: The UJ Soweto Science, in partnership with Eskom, hosted a Science Mentorship Engagement Camp at the Soweto Science Centre on 29 May 2021. Learners who showed interest during the day camp were paired with mentors, who assisted them with designing their Eskom Expo projects.

The 4IR Girls Bootcamp Initiative: The UJ Soweto Science, in partnership with the UJ Women's Leadership Development Programme (UJWLDP), planned a 4IR Girls Bootcamp, which was to be hosted at the Soweto Science Centre on 10 July 2021. Unfortunately, due to the country going into Level 4 at that time, the bootcamp could not be hosted. However, in place of the bootcamp, an online knowledge survey was conducted. The purpose of this survey was firstly to explore knowledge gaps by probing the participants' level of understanding of 4IR. Secondly, to establish from the participants' responses if they would attend a workshop or bootcamp run by the Soweto Science Centre in partnership with various divisions within the University of Johannesburg. Thirdly, to determine if participants' felt that such a session would positively encourage school subject choices in STEM. Finally, whether such a workshop or bootcamp would assist them to develop the necessary computational, critical and communication skills needed to excel and remain relevant in the 4IR era.

Online Teacher Training Workshop: The UJ Soweto Science hosted an online Teacher Training Workshop on 16 July 2021. The workshop was hosted in partnership with the Department of Basic Education (DBE), Africa Teen Geeks and United Nations International Children's Emergency Fund (UNICEF-SA). The workshop reached 959 teacher attendees and focused on 'Online teaching autonomy and the skills needed to succeed'. The workshop was organised by Dr Cerene Rathilal (UJ DMAM) and hosted by Dr Lungile Sitole (UJ/SSC Director). The speakers on the programme were Dr Andrew Makkink (UJ), Dr C Rathilal (UJ), Dr Tendai Shumba (UJ), Mr Unathi September (UCT), Dr Ina Louw (UP) and respondent Dr Sara Black (UJ).

National Science Week 2021 (1-7 August 2021): The Soweto Science Centre contributed to National Science Week 2021 by exploring the 3D printing of food with Dr Oluwafemi Adebo, and the Centre Director was interviewed on UJFM on 6 August to increase awareness about the National Science Week.

Vuleka St Michaels School Visit: This school visit on 22 September 2021 afforded the Soweto Science Centre an opportunity to deliver the best educational practices to learners and enable the provision of an alternative, less formal but more interactive platform of learning. This was achieved through scientific and career discussions as well as a Science show, which allowed the learners to participate and raise questions.

ACHIEVEMENTS OF UJ DIVISIONS

Academic Development and Support

Project Type: **Organised outreach**

PROJECT DESCRIPTION:

The Academic Development Centre contributed time and exam skills support to Ikamva Youth (NGO).

Student Affairs

Project: **Ethembeni Children's Home (DFC)**

Department: **Student Affairs**

Project Leader: **Student Affairs initiative**

Project Type: **Organised outreach**

PROJECT DESCRIPTION:

Ethembeni Children's Home is all about giving back to the less fortunate. The Horizon ladies residence has identified the Ethembeni Home as a worthy charity to invest in. It is a children's home that accommodates babies who have been abandoned and are infected with HIV/AIDS. We assist them with food, groceries and warm clothes. Owing to COVID-19, our operations were limited to drop-offs.

Other projects include donations of groceries, school uniforms, blankets and sanitary pads to various communities in the Johannesburg inner-city and surrounding communities. These include communities in Hillbrow, Soweto, Sophiatown, Kliptown and Diepsloot.

UJ Sport

Project Type: **UJ Netball**

Project Name: **Greater Protea Netball**

Project Coordinator: **Nompilo Zondi**

PROJECT DESCRIPTION:

UJ Sport collaborated with Diskinine9 in implementing a development programme in Greater Protea Glen, Soweto. The UJ Netball Club development is a skills transfer development programme where scholars from age 13 to seniors receive services from UJ Netball. The programme includes technical skills sessions for players (training sessions), life skills and participation in the UJ Netball Club League. The programme also provides opportunities for upcoming coaches and technical officials to be capacitated through mentorship and other skills development projects.

Other projects

Football Development programme: UJ Football Club development is a skills transfer programme where scholars from surrounding communities participate in football and become club members. The programme has different age groups, which compete in different South African Football Association (SAFA) grassroots leagues, such as the teams below.

Women's Second team: Participates in the SAFA women's regional league. The team serves as a feeder for the women's first team competing in the national league, USSA Football and Varsity football tournaments. The majority of the players are Grade 12 and 11 learners who are prospective recruits for UJ.

U18 Team: Participates in the Soweto Local Football Association (LFA) Premier League. The team are prospective recruits for UJ. The majority of the recruits for senior teams come from this pool.

U15 Team: Takes part in the Mayfair Junior League. The team is made up of learners who receive technical skills training and guidance from our coaches.

Student Life and Governance (SLG)

SLG runs an annual project, whereby the Magnolia, Karibu Jamii and Oppierif residences visit Tshwaraganang Children's Home in Tembisa, Hammanskraal. The home houses around 60 children, from 2 to 18 years old. Usually, the day is filled with different activities for the children, which also teach them some skills. The day is intended as a mixture of education and fun activities, thus addressing the SDG 4: Equal Education, and SDG 5: Gender Equality. The students' aim is to address inequality and ensure equal education opportunities for the children. Owing to COVID-19, however, there were no contact activities this year. However, messages were sent to the home.

CONCLUSION AND WAY FORWARD

In the year under review, the CE Unit experienced challenges related to the COVID-19 lockdown restrictions. The failure to replace the CE manager who left UJ in 2018, despite our being short-staffed, remains a concern. Furthermore, there is currently no CE specialist for the Soweto Campus.

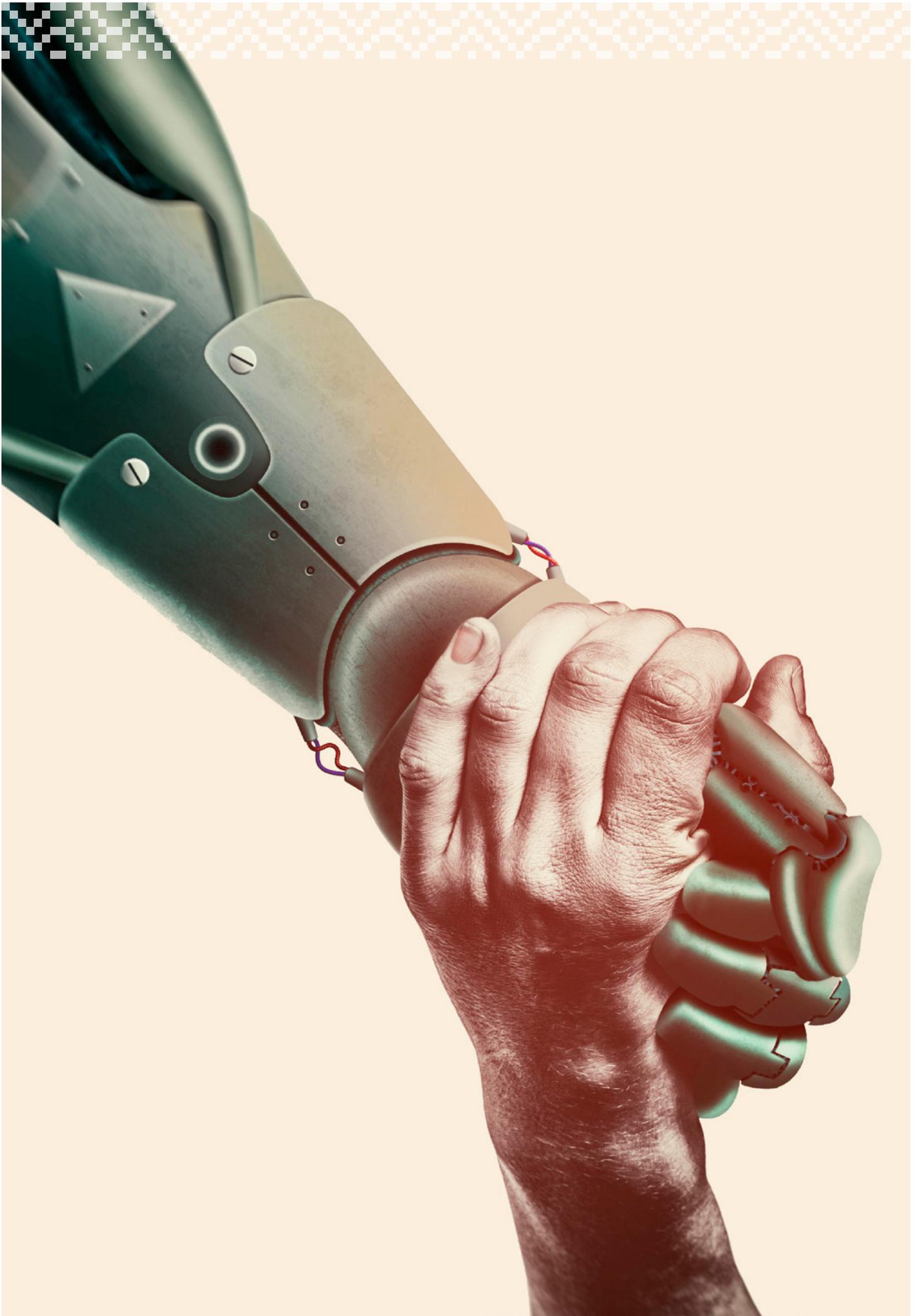
As a Unit within the Division of University Relations, we remain focused on promoting and protecting the reputation of the University's brand, guided by the University's Strategic Plan 2025, by engaging its students in social citizenry through CE.

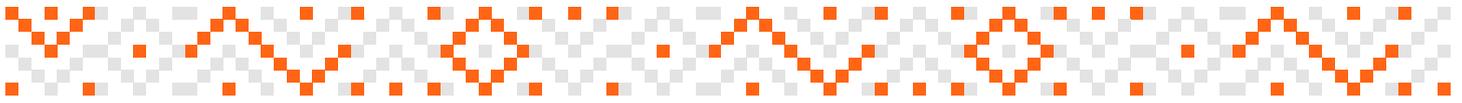
In 2022, Community Engagement will continue to function with internal and external stakeholders, upholding the UJ values of imagination, conversation, regeneration and ethical foundation. We will continue to engage stakeholders regularly for the benefit of UJ and the communities we work with, with the longer-term purpose of repositioning Community Engagement within the Fourth Industrial Revolution strategy.

Nolitha Vukuza (Dr)

Senior Executive Director:

University Relations, Student Affairs and Sport





University and Stakeholder Relations

OVERVIEW

Interventions in 2021 sought to manage the challenges presented by the COVID-19 pandemic while continuing to showcase UJ's leading role in the 4IR and associated initiatives, both across the institution and among a broad group of stakeholders. Developing and maintaining relationships with significant stakeholder groups is key for the University of Johannesburg to achieve its Strategic Plan 2025.

Stakeholder engagement influences UJ's reputation both nationally and internationally. The stakeholder groups include staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

This report will highlight how UJ successfully engaged stakeholders during 2021, focusing particularly on non-academic stakeholder engagement, most of which is managed through the Division of University Relations, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

CONTRIBUTIONS BY THE DIVISION OF UNIVERSITY RELATIONS

University Relations

The Division of University Relations rolls out a strategically focused programme annually to foster understanding of and support for the University of Johannesburg by its various stakeholder groupings. Programmes align with the University's Strategic Plan 2025, emphasising national and international reputation management and further elevating UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of University Relations and its multiple operating sections are to ensure active stakeholder engagement to advance the profile and reputation of the University. This drive has a wide scope and is achieved through integrating the functions of the various operating sections of University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation.
- Marketing and Brand Management, which builds and protects UJ's corporate brand.
- Government and Stakeholder Relations, which facilitates and sustains relations with government, agencies, and parastatals.
- UJFM, which drives strategic communication with current students.
- Community Engagement, which creates active interaction between UJ and its communities.

The Division of University Relations at the University of Johannesburg played a vital role during the year under review to promote public understanding and recognition of UJ as a global leader in higher education and its significant and growing objective to become a university of choice across the globe.

Strategic Communications

With the announcement late in the year that the UJ Council had approved the COVID19 Mandatory Vaccination Policy following extensive consultation with staff and students, the threat of protests and industrial action loomed large among sections of the University. Through an efficient communication strategy delivered with brevity, clarity and consistency of messages and infusing empathy, the Strategic Communications Unit ensured that this risk was well managed. This communications strategy – which was multipronged and targeted at specific audiences using executive communiqués by MEC, circulars and the website – ensured that the UJ community was well informed about important developments around the policy and its benefits. This did not only help in contributing to staff and students embracing the policy, but it also prevented fear-driven and potentially negative responses, and fostered trust in the institution’s plans to return to on-campus teaching and learning.

Apart from helping foster a learning and working relationship based on positive and constructive engagement and trust, the communication strategy minimised the threat of negative publicity about UJ in the media. The University continued with its upward trajectory of dominating the media space and influencing public debate on matters of national and international interest. As many as 542 UJ experts in various fields were active in giving expert commentary in national media, while 222 appeared in global media, according to two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater.

In total, 10 101 media clippings were generated, including in areas such as research and thought leadership. No less than 296 opinion articles penned by UJ experts were published across all media platforms. Of these, 47 had a strong link to the Fourth Industrial Revolution (4IR), while 24 had a COVID-19 link. More than 52 research and innovation stories featured on national/global media platforms. The articles generated further conversations/interviews with some of the authors on various radio and TV stations. This ensured that UJ dominated the media space and set the news agenda and influenced public debate, while at the same time contributing to problem solving around societal issues.

UJ also produced compelling content showcasing the University as an enriching place of learning and working. This included news articles and the production of over 150 videos about student and staff experiences across various University programmes, facilities, and activities. Monthly editions of the student newsletter, *The Voice*, highlighting student excellence, latest news and study/career opportunities, were distributed to over 40 000 students. The newsletter receives over 30 000 total and unique views monthly.

On 12 August 2021, the Strategic Communications Unit hosted UJ’s 2020 Stakeholder Report launch (https://www.uj.ac.za/wp-content/uploads/2021/11/uj-2020-stakeholder-report_spreads.pdf), reflecting on the performance and challenges of the last academic year (2020). Click on <https://www.uj.ac.za/newandevents/Pages/The-role-and-influence-of-leaders-is-magnified-in-times-of-crisis-says-Mr-Saki-Macozoma.aspx> to read more about the event.

Marketing and Brand Management

Since 2018, the Marketing and Brand Unit has aligned its efforts with the University’s 4IR strategy by introducing an award-winning brand marketing campaign in order to position UJ as a 4IR thought leader while simultaneously educating the various stakeholders and community at large about the meaning of 4IR and its implications for our futures. The campaign targets two major audience categories: the mature market and the youth market (the potential undergraduate market).

Regular content is produced as part of this 4IR positioning campaign and lives on a bespoke UJ 4IR website (<https://universityofjohannesburg.us/4ir/>). To date, this 4IR content has reached our target audience groups nationally, on the African continent and globally through a targeted multichannel media campaign using traditional and new media, including radio, TV, print, social and digital. The campaign has reached over 518 million people to date (but only 91 million in 2021, due to lockdown) via the various channels and more than 6 billion (2.6 billion in 2021) through social media – UJ and paid for.

During 2021, an additional four Cloudebates took place, four editions of *Beyond Imagining* – 4IR e-zine – went live, and six new 4IR in Action Stories were produced as part of this project. The 4IR Social Media Influencer and Ambassador Campaign has also rolled out with ten ambassadors and four influencers getting the UJ 4IR message out even wider.

The *Imagine THAT* undergraduate marketing campaign was launched in July 2020. This campaign seeks to educate the undergraduate market about the benefits of 4IR for their future, while positioning UJ as the place to study for this reimagined future. There will be added focus on this element of the campaign in terms of key learnings taken from the mature market campaign, which research has shown to be highly successful. In addition, the Orange Carpet campaign was also marketed, and the Student Marketing team supported this with a series of Facebook Live career sessions, to reach potential students while student marketers could not get into the schools.

In order to grow the UJ Online Brand Shop reach, vending machines were procured for each of the campuses where staff and students could purchase select UJ branded merchandise. This initiative has been well-received and will be further developed in 2022. The mobile brand shop will also be introduced during 2022. Sales through the Online Brand Shop totalled R1.6 million in 2021.

As always, social media was widely used to get all of the campaign and other UJ messages out to UJ audiences. *The Responsible use of social media* campaign was again rolled out, which created awareness, but also trained staff and students on the risks and benefits associated with these media channels. A COVID-19 awareness campaign was again driven on the social media platforms to encourage responsible behaviour and share relevant information.

On the social media front, UJ received a total of 222 086 mentions from 1 January to 31 December 2021, with a reach of 3 245 197 572. The overall AVE (advertising value equivalent) generated during this period was R324 519 757. During this period, for the year 2021, UJ was the leader in the higher education sector regarding mentions for the topic 4IR and AI. UJ had 5 000 mentions (48%), followed by Wits University with 2 000 mentions (17%) and UCT with 1 000 mentions (14%).

Growth was seen on all the UJ social media platforms.

Table 53: Growth in UJ social media platforms

	End 2020	End 2021	Growth
Facebook	520 439	576 775	+56 336
LinkedIn	266 081	301 274	+35 193
Twitter	64 461	70 907	+6446
Instagram	28 200	37 300	+9 100
YouTube	10 400	13 900	+3 500

The biennial brand research study has been completed and UJ is still topping the list as the most recognised HE institution with a score of 79%. Advertising recall has dropped from 78% in 2019 to 74% in 2021, mainly due to budget cuts and the COVID19 impact on our traditional advertising media in the learner market. Student experience has also dropped from 85% in 2019 to 82% in 2021, which can also be attributed to the COVID-19 effect on our students.

The adoption of ever-changing new media and a strategic approach to UJ's brand marketing ensure that the world takes notice of UJ and its 4IR leadership position. *'The future belongs to those who reimagine it'* mature market campaign won numerous awards during the year under review: two gold, three silver and an outstanding research award at the Marketing, Advancement and Communication in Education (MACE) 2021 awards ceremony, as well as an IABC Africa Silver Quill Excellence award (International Association of Business Communicators Africa Chapter). The UJ Facebook page – with almost 580 000 fans – was placed among the top university Facebook pages in the world and UJ has maintained its second position in the higher education category in the Sunday Times Generation Next youth brand survey.

Government and Stakeholder Relations

During the year under review, the Government and Stakeholder Relations Unit made progress towards attaining the University's ambitions for global excellence and stature through implementation of mutually

beneficial and sustainable stakeholder relations, collaborations and partnerships with various levels of government, including other key stakeholders, through continually strengthening the University's reach with government and related stakeholders. Collaboration, agreements, and partnerships were refined and delineated into the following focus areas: local government and agencies; provincial government; national government; and parastatals (state-owned enterprises).

Within UJ, Government and Stakeholder Relations coordinated and hosted a number of initiatives in the year under review.

- The Unit administered the declaration of intent for the allocation of a province owned building to UJ Resolution Circle for skills development and work-integrated learning.
- It also hosted UJ Alumnus, Prof Susan Booysen's book launch on 1 October 2021 with Prof Chris Landsberg and Dr Somadoda Fikeni from the Public Service Commission.
- It co-hosted Government Career Day with Gauteng-based municipalities and their entities, government agencies and sector education training authorities (SETAs).

Local Government

In 2021, Government and Stakeholder Relations facilitated the introduction of a high-level collaboration between City of Johannesburg (CoJ), Member of the Mayoral Committee (MMC) for Environment, Infrastructure and Services, and the Faculty of Engineering and the Built Environment (FEBE) where UJ researchers are advising and supporting the MMC portfolio. Project plans are currently in place for energy, water, waste and skills development. Researchers on board include Prof Daniel Mashao, Prof Pat Naidoo, Prof Babu Paul, Dr Jeffrey Mahachi from FEBE, Prof Joel Eita from CBE and Prof Suzy Graham from Humanities.

Government and Stakeholder Relations organised and hosted a venue experience in collaboration with STH, where CoJ events planners were invited to experience STH facilities. This also gave STH the opportunity to establish industry relations for future marketing.

Provincial Government

Government and Stakeholder Relations coordinated the participation of UJ experts in partnership with Productivity SA at the Gauteng Workplace Challenge Workshop. They also facilitated local and provincial government participation towards the construction and development planning sectors for the FEBE book launch on *Skills Development for the Construction Industry*.

In partnership with the Ahmed Kathrada Foundation, Government and Stakeholder Relations jointly hosted a civil society dialogue with the Gauteng Premier on the KZN unrest. An agreement was reached with Provincial Government to have a civil society grouping established to partner with the province to respond effectively to this and other societal challenges should they erupt.

National Government and Agencies of Government

Government and Stakeholder Relations coordinated the participation of CBE speakers, Dr Renjini Joseph and Ms Neo Mamathuba, for the Productivity SA launch on 1 October 2021.

Government and Stakeholder Relations also co-hosted the Evidence in Africa Network webinar and has been an internal partner of the network since its inception, steering collaboration with key government stakeholders like the Department of Environmental Affairs as well as the Department of Monitoring and Evaluation.

Stakeholder relations focused on internal and external stakeholders

As part of nurturing stakeholder relations, the following information and resources were shared with internal and external stakeholders:

- | | |
|--|-----|
| ■ UJ public dialogues and webinars | 37 |
| ■ WIL, learnerships internships and scholarships | 109 |
| ■ Employment opportunities | 72 |

UJFM

UJFM made it to the finals in ten categories at the 2021 South African Radio Awards and received three radio awards, with the *UJFM Drive* winning the best drive show for the first time in the history of UJFM.

During 2021, UJFM made a significant contribution towards communication and information dissemination in collaboration with internal and external stakeholders. In total, 3 185 UJ-related news stories highlighting 4IR and institutional successes made headlines on UJFM. A total of 80 COVID-19 public service announcements were broadcast in partnership with the Government Communications Information System.

UJFM further partnered with UJ Campus Health to broadcast COVID-19 and vaccination related updates on a daily segment called UJ Campus Health COVID-19 update. Eight high-profile interviews, including with the Chair of Council, the Vice-Chancellor, and various MEC and ELG members, were broadcast.

In 2021, UJFM further generated R600 000 towards the University's third-stream income. This is 50% of its expected revenue target – again, a function of the lockdown situation.

In line with the institution's strategy of ensuring collaboration with various stakeholders and taking UJ success stories and institutional successes to the market, a total of 15 faculties and support departments were afforded radio slots.

UJFM assisted in the recruitment of students as part of its skills development and training programme. A total of 300 students were auditioned and 40 were placed in various roles within radio production.

UJFM further partnered with the Faculty of Engineering and the Built Environment to present Engineering Week from 15-29 June 2021. The aim of interviews with Faculty staff is to provide insight into the respective discipline (i.e. qualifying criteria and career prospects) in FEBE.

Community Engagement

It is often said that the true African university must be the one that draws inspiration from its community and works towards social transformation through the transfer of knowledge and skills. Far from being an ivory tower detached from society, UJ understands that the pursuit of knowledge is only relevant if it is done for community upliftment, social transformation and for the public good. In the period under review, UJ recruited and trained 6 739 recruited Student Volunteer Champions (SVCs) across all campuses for the implementation of the UJ values of promoting responsible citizenship and leadership development.

This was against the MEC target of 10 000, and the shortfall was because of the COVID-19 lockdowns, which restricted the CE recruitment activations to online platforms. However, the 6 739 brought the number of SVCs recruited in the last four years alone to 45 000. This places UJ among leading universities with a high number of students participating in this programme, which forms part of the University's strategy to contribute to the UN sustainable development goals (SDGs) of addressing social and economic inequalities in under-represented groups.

To improve the efficacy of student volunteerism as well as knowledge and skills development, CE designed and implemented the Performance Management System for student volunteer champions taking part in projects. This makes it mandatory for internal and external stakeholders to evaluate the performance of UJ volunteer champions when undertaking organised outreach projects.

Another exciting project was the broadcasting of 13 TV episodes/dialogues, featuring UJ student volunteer champions (SVCs), on HIV/AIDS, education, health and socioeconomic issues, thanks to the CE Unit's collaboration with Soweto TV and KMTV Media. Our students participated in this project in the midst of the COVID-19 pandemic. The broadcast series has been aired weekly since May 2021.

The CE Unit also introduced and rolled out mobile libraries and tutoring projects to improve literacy in communities and primary schools in and around the University. This is part of UJ's vision to infuse community engagement into teaching, learning and research, to establish and foster strategic partnerships with its communities. UJ also successfully implemented the Food Security Programme through garden projects, which is aimed at sustainable access to nutritious foods and poverty alleviation.

This outstanding work has not gone unnoticed. The University was recognised by the City of Joburg with four prestigious Excellence Awards for the city clean up, door-to-door campaign to educate vendors and residents on the importance of ridding the city of the scourge of littering and other health hazards.

Additionally, CE successfully organised and hosted important institutional events such as the UJ Nelson Mandela International Day, which focused on the SDGs, such as education and literacy, food and nutrition, health and safe shelter.

Conclusion and way forward

Guided by UJ's Strategic Objectives for 2025, the various functions that constitute University Relations remain focused on promoting and protecting the reputation of the UJ Brand. In 2022, all areas within University Relations will continue to engage stakeholders promptly and regularly with a unified voice to the benefit of UJ and the communities it works with.

CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

Student Marketing

The Student Marketing function plays a critical role in the University's marketing strategy by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners can then make more informed decisions regarding their career and study choices.

The following activities were planned, but due to COVID-19 restrictions, specific campaigns had to be cancelled while others were very successfully converted into virtual interactions:

- Orange Carpet campaign – continued on a virtual platform. The Orange Carpet (top achiever) category of applications increased from 2 653 in 2020 to 3 973 in 2021.
- About 30 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s, with online attendees having opportunities to interact with presenters by asking questions. On several occasions, specific faculty marketers were also involved in virtual discussions. The number of attendees was excellent.
- Apply-On-Time and No Walk-ins marketing campaigns continued and were supported virtually.
- The Hamlet, Othello and Macbeth live stage productions (normally hosted at the UJ Art Centre on campus) had to be presented virtually by streaming films. Podcasts (audio only or audio and visual recording) were also introduced to reach more learners.

In 2021, CAA continued to use digital marketing and virtual engagements on social media. This strategy was elevated through the use of VR (virtual reality) headsets handed out to learners for virtual campus tours of UJ.

Alumni Office

The Alumni Office's primary focus is to facilitate and maintain effective contact with its worldwide alumni community to keep them informed of University activities. The involvement of alumni is crucial to the University's sustainability and growth and provides essential ties between the past and the present. The alumni network helps serve alumni needs and encourages their involvement and support in promoting the brand and stature of the University. Regular communication on UJ activities or events is shared with 94 000 active email subscribers from almost 220 000 alumni worldwide (from UJ and founding institutions). Because of these efforts, many alumni have updated their communication details and opted in for regular communication campaigns from UJ.

The sixth and seventh editions of the digital Alumni *Impumelelo* magazine were delivered in 2021, which shared success stories of illustrious alumni and also valuable insights into the pandemic and how the University has successfully moved to online teaching and learning while managing the risks.

The Alumni Office uses the iEnabler database system for recording and updating the alumni data. This new integrated ITS system assists the Office with data management and allows alumni to update personal contact details without needing to request details to be updated manually by the biographics department.

The UJ Alumni Office provides various benefits to alumni, which include library access, gym membership, free tickets to University events (e.g. sports, arts and culture), discounts to advertise on UJFM and booking the UJ Island for events. These benefits are continuously revised and a membership scheme will be implemented in 2022 with different tiers and related benefits.

Alumni Connect is a high-tech, online platform to facilitate engagement among alumni, *inter alia*, to mentor recent UJ graduates by fellow alumni. The system also enables affinity groups and chapters to reconnect with classmates (locally and abroad), receive news and event updates, as well as ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks and enables graduates to expand their networks and cultivate a culture of giving back to their alma mater in the form of mentoring assistance. The current total number of alumni registered on the Alumni Connect is 6 795, which include 1 762 mentors willing to mentor young alumni.

Social media channels and virtual experiences were used extensively by the Alumni Office to bring our alumni community together during the global pandemic. Many of our in-person events were successfully offered as webinars or as interactive virtual events. The AGM of the UJ Convocation was again successfully held online in 2021.

Other institutional stakeholders

Student Affairs

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on- and off-campus. For further detail, see the reports of these three entities in Section Thirteen of the Annual Report.

Division for Internationalisation

The Division for Internationalisation plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Nine of this Annual Report.

Facilities Management, Protections Services and Campuses

Sound relationships with communities on the several UJ campuses are also important, and the Facilities Management, Protection Services, and Campuses Divisions ensure that relationships remain strong through ongoing liaison, which is important to the sound operation of our campuses and the safety and security of our students. Further detail is to be found in Section Fifteen of this Annual Report.

Fundraising and Development

The contribution of the Fundraising and Development Unit to stakeholder relations is to be found in Section Sixteen (under Revenue Administration) of this Annual Report.

CONCLUSION AND WAY FORWARD

Guided by UJ's Strategic Plan 2025, the various functions that constitute University Relations remain focused on promoting and protecting the reputation of the UJ Brand. In 2022, all areas within University Relations will continue to engage stakeholders promptly and regularly with a unified voice to the benefit of UJ and the communities it works with.

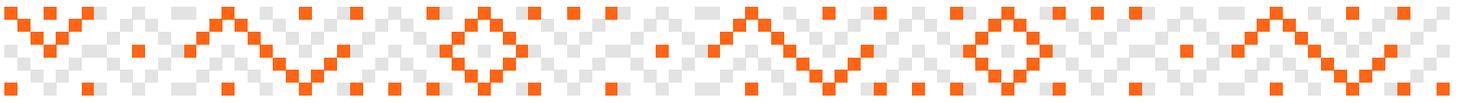


Nolitha Vukuza (Dr)

Senior Executive Director:

University Relations, Student Affairs and Sport





Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Sport, and Arts and Culture. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Student Affairs

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

During 2021, in addition to student wellness, the Division of Student Affairs also prioritised student stability and relations as the foundation for an enriching student-friendly learning and living environment. COVID-19 continued to be the main challenge. The interaction of Student Affairs with the students of the University, particularly with student leaders, was largely online or virtual. Physical interactions were kept at a minimum, and when required, COVID-19 measures and regulations were adhered to and complied with. In conjunction with other internal support stakeholders and the faculties, the Division advocated and promoted student safety and security while supporting the initiatives of the University to deliver quality education and research virtually or online. The Student Representative Council and House Committees played a big role in ensuring that students maximised the available means and resources in pursuit of teaching and learning.

In 2021, Student Affairs comprised two subdivisions, namely Student Accommodation and Residence Life (SARL) and Student Life and Governance (SLG), and two units called Student Ethics and Discipline (SED), and University and Student Liaison (USL). However, the University and Student Liaison Unit had to minimise its operations, given that the Head of USL was appointed as Acting Director: Student Life and Governance.

The primary function of SARL was to provide student accommodation in both residences and privately owned student accommodation (POSA) off-campus, while also providing a platform for outstanding student life programmes. The provision of student accommodation entails the following components: admission and placement of students in residences; student life in residence; residence operations; and accredited privately owned student accommodation (POSA). The normal contact student life programmes in residences and POSA continued to be affected by the several alert levels of nationwide lockdown due to the COVID-19 pandemic. Similarly, vacation accommodation, which would normally be provided to external organisations, was suspended due to the pandemic. At the same time, residence students who could not go home or to their respective places of dwelling during the lockdown were allowed to remain in residence.

In its responsibility of providing opportunities for a preferred student experience, Student Life and Governance (SLG) coordinated student development activities, while moving these online. For this purpose, Student Affairs provided extra data so that students, and particularly student leaders, could participate effectively in

the developmental activities. Furthermore, SLG provided administrative support to student structures, such as the Student Representative Council (SRC), student societies, and house committees, as well as general student development programmes. In conjunction with Student Ethics and Discipline (SED), SLG was also responsible for order and discipline. However, disciplinary enquiries, including investigations, disciplinary hearings, alternative dispute resolution measures, such as discipline through dialogue, and conflict resolution and reparation, were dealt with through the Student Ethics and Discipline Unit. At the same time, the University and Student Liaison Unit undertook advocacy functions, creating opportunities for partnerships and productive relations between student leaders and University management.

With the goal of providing support to each student of the University, Student Affairs ensured that aspects of student wellness, including student hunger, basic needs like sanitary towels, psychosocial support, safety and security, risky student behaviour and student governance, were attended to in response to the challenging and changing needs of student communities. Several programmes promoting student ethics were also initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

Governance

The Senior Executive Director: University Relations, Student Affairs and UJ Sport provides strategic and executive leadership and oversight to Student Affairs and supports the Division in realigning its purpose to its functional structure. The Senior Director: Student Affairs provides day-to-day leadership in terms of developing strategic and operational plans for the year and operationalising the strategic decisions of the University. In turn, the Directors of Student Accommodation and Residence Life, and of Student Life and Governance, report to the Senior Director: Student Affairs, as do the Head: University and Student Liaison, and the Head: Student Ethics and Discipline. Furthermore, two heads of functions report to the Director: Student Accommodation and Residence Life, namely the Head: Privately Owned Student Accommodation (POSA) and the Head: Residence Operations. Another two heads of functions report to the Director: Student Life and Governance, namely the Head: Student Governance and the Head: Student Life. Student Affairs has formed a Student Affairs Management Team (SAMT), drawing together the Senior Director: Student Affairs, the two directors of subdivisions and the six heads of functions. The SAMT functioned optimally and enhanced the Division's level of responsiveness to student needs, both virtually and in contact.

Student Affairs provided administrative and managerial support to several student governance structures. These were the Central Student Representative Council (CSRC) and the four campus SRCs (all together constituting the UJSRC of 2021). The 16-member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 members, and this brought the total number of the SRC members to 48. In addition, the house committees, student societies and various student committee structures benefited from the administrative and managerial support of Student Affairs.

The House Committee Primaria Council, made up of the chairpersons of all UJ residence house committees and day-house committees – one for each of the 26 residences and seven day-houses – formed the core of the student governance structures in the residences. Several consultative subcommittees were in place to provide support to the house committees. These consisted of mentors and the residence academic advisors who facilitated the residence academic programme. In addition, the Residence Monitoring Committee, comprising a residence manager, house committee members, house wardens and the Head of Student Life, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence induction programme during the first three months of the academic year and reported on activities in residences that were not in line with UJ values.

Student Ethics and Discipline constituted the Student Disciplinary Committees, which dealt with most of the reported disciplinary cases. The Student Disciplinary Committees were constituted with a chairperson, an assessor, an SRC representative and Student Ethics and Discipline officials who acted as presenters and administrators during the student disciplinary hearings. The appointed chairpersons were external legal experts. Student Affairs submitted quarterly reports on student disciplinary processes to Senate and Council.

The management of Student Affairs held monthly meetings with the UJSRC, house committees, and RAG committees, as well as quarterly meetings with leaders of student societies, in order to ensure good governance and quality management. However, in relation to projects like academic registration, meetings with the UJSRC took place on a weekly basis.

The structures of governance mentioned above and the functions and operations of Student Affairs were directed by a number of policies, such as the SRC Constitution, the Electoral Policy, Societies Policy, Policy on Privately Owned Student Accommodation, Student Regulations and Regulations for Student Discipline.

Risk management

Student Affairs had to ensure that the identified risks did not hinder the work of Student Affairs and/or the University, the main risk being that of *disruptive student protest*. The following risks were mitigated through the interventions put in place:

- **Student stability and relations** – Student Affairs continued engaging student leaders and formations on issues of potential dispute, such as declaring the University and its facilities as a mandatory vaccination site; SRC elections; disciplinary enquiries against a large number of students due to online academic dishonesty; and the fee increase for the following year.
- **Prevention of the spread of COVID-19 and further infections of students in the University residences and approved privately owned student accommodation** – Students remaining in residences had to sign an undertaking that they would adhere to the regulations and measures meant to prevent infections and/or spread of the coronavirus. The University provided personal protective equipment, such as masks and sanitisers, to students.
- **Safety and security of students** – With some hard and painful experiences encountered, including the untimely loss of 15 student lives during the year, Student Affairs collaborated with Protection Services and the local police stations. In partnership with PsyCaD, Student Affairs provided counselling and support to the affected students. In the case of the passing of a student, counselling and support was extended to the family of the deceased.
- **Operations and requirements of POSAs** – Some reported activities of and/or in POSAs made it necessary to start the process of reviewing the POSA Policy and the Accreditation Process, in order to elevate the level of governance requirements and credibility.

STRATEGIC FOCUS AND TARGETS

Student Affairs provided support to the six strategic objectives of the University, primarily through Strategic Objective Four: An enriching student-friendly learning and living experience. At the same time, Student Affairs also contributed to the other strategic objectives.

Strategic Objective One:

Excellence in research and innovation

Student Affairs provided excellent accommodation for postgraduate students, which offered the space and resources conducive to creating excellence in research and innovation. In 2021, most of the postgraduate students, including a few undergraduate students with clinical or community-based work requirements, opted to remain in residence during lockdown.

Strategic Objective Two:

Excellence in teaching and learning

In 2021, UJ had the capacity to accommodate 32 762 of the enrolled students on- and off-campus. Privately owned student accommodation accounted for 79% (25 392) of the available accommodation. On-campus residences (6 830 beds) had an occupancy rate of 84% (5 720).

In order to contribute to the University's strategy of improving student success rates and student retention, Student Affairs reviewed the Residence Admissions and Placement Policy, which was later approved by the Management Executive Committee.

Table 54: Key student accommodation statistics

Category	Numbers	
On-campus accommodation	Total number of beds available in on-campus residences	6 830 (excluding 143 beds of Robin Crest and 20 beds of Streatley residence, which were decommissioned for renovations and quarantining, respectively)
	Total number of beds occupied	5 720 beds
Privately owned student accommodation	Total number of beds available in POSA	25 932 beds
	Number of POSA beds occupied	About 9 196

The University continued with the strict application and implementation of the UJ standards and of the minimum norms and standards of the Department of Higher Education and Training for student accommodation, in both residences and privately owned student accommodation.

Strategic Objective Three:

An international profile for global excellence and stature

Student Affairs continued to contribute to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Affairs, and ensuring a supportive environment for an enriching student experience. A total of 20% of residence accommodation was reserved for international students. This has also been translated into a policy stance of the University. Furthermore, international students who could not go home because of the challenges of COVID-19 were allowed to remain in residence during the December holidays.

Strategic Objective Four:

Enriching student-friendly learning and living experience

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. However, interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were largely transitioned to online. The University promoted the Student Charter and qualities of a UJ graduate in order to enhance responsible and ethical behaviour and conduct.

Living and learning communities

Notwithstanding the challenges imposed by COVID-19 and the resultant regulations and measures, Student Affairs promoted its activities through the Five-Pillar Model (comprising the Academic, Leadership, Community Engagement, Sport and Social pillars; Academic Excellence cuts across all the elements of the 5-Pillar Model.)

Living and learning communities in the UJ residences were supported through the Residence Academic Advising Programme. About 180 senior students were identified to help junior students, particularly first-year students in residences, with their academic work. The intervention contributed to the sound academic performance of residence students.

Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students (at UJ known as the First Year Seminar). Through Student Ethics and Discipline, and Student Life and Governance, Student Affairs impressed on the first year students the rules and regulations with which they had to comply, as well as tips for success on campus. These tips, rules and regulations were also uploaded onto the student portal (uLink).

During the First Year Seminar programme, Student Affairs made several presentations and conducted workshops for faculties, addressing the UJ Student Regulations for Student Discipline and the expected UJ undergraduate attributes.

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 on topics of safety and security and the prevention of risky student behaviour (RSB). To this end, the approved Charter for Student Wellness was applied in identifying the pillars of student wellness.

The Student Wellness Pillars were identified as Healthy Campus Management, Physical Activity and Sport, Nutrition, Prevention of Disease, Mental and Social Health, Prevention of Risky Student Behaviour, Environment, Sustainability and Social Responsibility.

The number of recognised student societies (which were mainly academic, political, religious and social in nature) stood at 75 across all campuses. Registered members of the societies were 11 267 students.

Student leadership development and support

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

The development opportunities available to student leaders were as follows:

- The induction of the 2021 house committees.
- The induction programme for the Student Representative Council.
- The induction programme for the executive committee members of student organisations.
- About 50 student leaders, including members of the SRC and house committees, enrolled for the UJ Young Leaders Development Programme facilitated by the Transformation Unit, the College of Business and Economics, and Student Affairs.

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

Academic integrity campaigns during examinations

Academic integrity campaigns aimed to combat dishonesty during tests and the examination periods in May/June and October/November. In addition to the conventional approach to conducting the campaigns through banners and media, uLink and UJFM were used to promote academic honesty and integrity. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.

With the intention of improving the disciplinary process, Student Affairs had a number of discussions with representatives of the faculties and the College of Business and Economics about the process and its findings, including how hearings were conducted. This was to ensure that consequence management protects the reputation of the qualifications of the University, and to include developmental aspects for the students.

Ethical and responsible student behaviour

With the programmes aimed at combating risky student behaviour now being coordinated by the Transformation Division, Student Affairs participated in all the initiatives, including those on transformation. Student Affairs further collaborated with IOHA, Campus Health and PsyCaD in dealing with matters of risky student behaviour.

Furthermore, Student Affairs provided support to the Student Committee for Students with Disabilities around the coordination of support for student with disabilities, particularly for the students in residences, and the establishment of the Students with Disabilities Council. The Office for Students with Disabilities was also assisted with their administrative and managerial responsibilities and with preparation for institutional meetings. Major areas that the Office advocated for were paths for blind students and those on wheelchairs.

Student discipline

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process; 458 cases were dealt with in 2021. In the first quarter, the majority of cases were of academic dishonesty. There were 388 cases of academic transgressions, categorised

either as plagiarism or as providing and/or receiving unauthorised assistance during assessments. A total of 69 cases were in relation to violations of the University measures to enhance compliance with the COVID-19 regulations, while one case was of assault. The academic cases were dealt with in close collaboration with the faculties and the college. Providing and/or receiving unauthorised assistance during assessments involved interactive website applications like Chegg.com, writing assessments in groups and having access to a leaked examination memorandum.

Student welfare and support

Student Affairs, in partnership with the School of Tourism and Hospitality, coordinated the provision of meal packs to students who had been identified as not being able to afford daily meals. There were 3 022 students benefiting from the Student Meal Assistance Programme. In addition, Student Affairs, in partnership with Tiger Brands, provided monthly meal packs to a further 500 identified students. In partnership with some of the privately owned student accommodation owners, Student Affairs was able to provide free student accommodation (15 beds) to students who could not afford accommodation. This intervention was intended as temporary assistance to the identified students until they were able to secure accommodation for themselves. Student Affairs assisted qualifying students with disabilities with caregivers, and also had a system of managing student incidents to provide support to the affected. The incidents ranged from attempted suicides to natural and unnatural deaths of students. Student Affairs provided support to the affected students and their friends on campus and to the families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, Campus Health, and PsyCaD.

Student Affairs put in place measures to support student compliance with COVID-19 regulations. During the violent protests and looting experienced in KwaZulu-Natal and Gauteng, Student Affairs provided meal packs to an additional 108 students who were affected by the protests.

Cultural activities

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

Student governance

The elections for the 2022 SRC, which for the second time at UJ were electronic elections, took place from 4 to 6 October 2021. However, the elected SRC was scheduled to start its term of office from 1 January 2022, and the 2021 SRC remained in office until 31 December 2021. The elections for the leadership structures of other student organisations and structures, such as house committees, were conducted in October/November 2021 under the leadership and coordination of Student Affairs. The voter turnout improved by 3% from 16% to 19%, while the average national SRC voter turnout was 18%.

Strategic Objective Five: National and global reputation management

Plans to promote the participation of student leaders and students in activities to enhance the good reputation of the University were unfortunately affected by the nationwide lockdown. These included the Africa-by-Bus initiative and planned international visits.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Student organisations and house committees 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. This was undertaken while complying with the COVID-19 regulations.

Stakeholder engagement

Internal partnerships

Student Affairs continued to partner with University Relations, UJ Sport, UJ Arts and Culture, the Division for Internationalisation, Occupational Health and Safety, Facilities Management, 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 Clinics. Partnerships with the School of Tourism and Hospitality and Tiger Brands ensured that deserving students were provided with meals.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, with surrounding Johannesburg communities, such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on the privately owned student accommodation, as well as on ensuring that UJ students were safe and secure in and around the campuses.

CHALLENGES

Student Affairs faced the following challenges in 2021:

- The SRC, while reasonably available to undertake its role, could not provide leadership to the desired levels as it had to adjust its programmes to accommodate the institutional initiatives dealing with the challenges of COVID-19.
- A total of 15 student deaths, of which two were suicides while the rest were due to natural causes.
- Student distress remained a serious challenge.
- Academic dishonesty cases during the implementation of online teaching and learning.
- Incidents of gender-based violence, including assaults and rape, even though not in high numbers, were very concerning. Student Affairs, in partnership with Protection Services, Transformation, PsyCaD and the local police, put in place measures to deal with such in both a preventative and responsive manner.

CONCLUSION AND WAY FORWARD

The infusion of the Fourth Industrial Revolution into a number of Student Affairs initiatives and the student leadership processes was progressively realised, e.g. automation of processes, and conducting effective online meetings and training. Even though the voter turnout for the SRC elections during the second electronic election was only 19%, the benefits of this approach far exceeded the disadvantages.

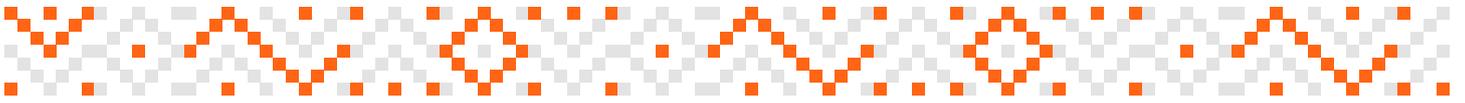
Student Affairs, in partnership with students, will continue exploring opportunities for an outstanding and preferred student experience. The following nine priorities remain as the defining factors and drivers for Student Affairs:

- Student stability and relations
- Provision of student accommodation
- Ethical and servant leadership
- Advocacy for student safety and security
- Student wellness
- Student development and support
- Policy development and review
- Staff capacity building.



Godfrey Helani (Mr)

Senior Director: Student Affairs



Arts and Culture

Through the UJ Arts Academy, Arts and Culture, a unit within the Faculty of Art, Design and Architecture (FADA), offers students from across the institution free access to a dynamic extramural arts and culture programme. The programme presented in 2021 included the award-winning UJ Choir, play reading and photography clubs, drama, dance, and poetry classes and poetry slam competitions, playwriting masterclasses, a radio drama podcast series recorded in isiZulu and English as well as participation in a professional musical. Additionally, an extensive arts appreciation programme was offered, comprising film screenings, physical and virtual gallery openings, theatre and dance talks and workshops.

Of the 1 295 students who had registered and auditioned for the UJ Arts Academy and UJ Choir in 2021, 751 participated in activities and programmes. Of this number, 347 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria. This figure is a steep increase of 27% more students than in the year before who have qualified for cultural bursaries. Students reported that limited access to data and online fatigue played a major role in the 37% of students who did not qualify for cultural bursaries.

Arts and Culture believes in the transformative power of the arts. The Unit's Arts Academy places emphasis on the value of practising and enjoying the arts, which have the potential to develop the kinds of skills students will find useful as they prepare for the future. There is no lack of research that dance, for example, is proven to boost general and psychological wellbeing, mental functioning and social skills. The arts also have the potential to develop emotional intelligence, critical thinking and creativity, which result in creative problem solving.

Aiming to increase access to the arts, the Unit offers a dynamic programme to UJ students from across the institution. Opportunities to practise and enjoy the arts are facilitated at no or heavily subsidised costs. The Unit's 2021 offering included opportunities to practise the arts in various disciplines, including dance, drama, poetry, choral singing, and photography. Designed to simultaneously develop new audiences and grow appreciation for the arts, in 2021 UJ Arts Academy students were offered free access to a broad range of arts experiences, including a film screening presented in partnership with Love Infinity Media, six UJ Art Gallery exhibitions and the virtual concert, 'The Sounds of Hlakanyana', co-produced by UJ Arts and Culture and Madevu Entertainment.

An innovative digital UJ Choir programme was necessitated by the COVID-19 pandemic. In preparation for an online music course, choristers received a series of tutorials and had individual contact sessions with the choir master. In September, COVID-19 regulations allowed for auditions to be hosted. A total of 101 students registered to audition, of whom 30 new members (15 female and 15 male) were successful. At the end of the year, the total membership of the choir was 88 (40 females and 48 males). Despite the pandemic environment,

UJ Choir has taken advantage of opportunities to maintain its profile through performances as part of the virtual St Columba's Centenary Celebration and the Brazilian International Sacred Music Choir Festival.

During the height of the pandemic, Arts and Culture launched the Arts Academy Photography Club, which enabled students to participate in creative expression without having to congregate. Following an online masterclass presented by FADA multimedia alumnus, Beki Phakathi, to bolster beginner photographers' knowledge and skills, students were challenged to put their newfound skills to the test with four photography assignments. The fruits of their labour, titled 'Photo-Genesis', was showcased during the UJ Arts Academy Showcase at the end of the year.

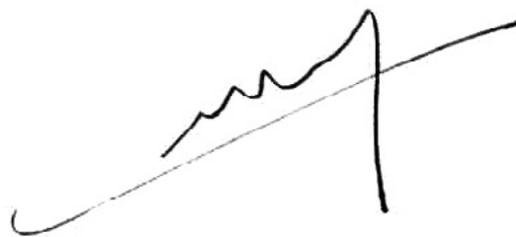
While the pandemic had a severe impact on the Unit's ability to offer physical dance classes, students engaged in theoretical aspects of the discipline through the presentation of panel discussions facilitated by Arts and Culture's resident dance company, Broken Borders. At the end of the academic year 'Reflection and Reflex', a dance production targeting the Arts Academy students, was co-presented by the Unit in partnership with Broken Borders.

The Unit developed a dynamic acting programme, which has seen students focus on theory and text analysis through the Play Reading Club during periods when physical contact was not possible. Four South African plays were studied, and strategic scheduling has seen Arts and Culture present the 'Estranged' performance project developed by a group of 15 students and released as part of the Unit's year-end virtual Arts Academy showcase.

Another group of students took on the daunting task of recording an isiZulu translation of 'R&J Unplugged', an adaptation of Shakespeare's 'Romeo and Juliet', as a radio drama. Under the direction of Nompumelelo Mtshali and with mentorship by South African icon, Dr Jerry Mofokeng, the podcast series will be released in 2022 and includes both an isiZulu and English version of the drama and an educational segment targeted at secondary school learners.

A group of 21 UJ Arts Academy students were selected to join and participated in virtual rehearsals during 2021 for the professional musical theatre cast of 'The Prodigal Man Returns' produced by Nalithemba Productions.

One of the Unit's most popular offerings has seen it present two poetry masterclasses by Lebo Mashile and Vusumuzi Phakathi, and offer weekly poetry classes and monthly poetry slam competitions. After three elimination rounds during the year-end Arts Academy Showcase, Kwanda Mabaso from the Soweto Campus was crowned 'Izimbongi 2021 Slam Champion'. Additionally, students also worked on the 'We are here' poetry performance project, which was also presented as part of the annual virtual showcase at the end of the year.

A handwritten signature in black ink, consisting of a series of connected loops and a long horizontal stroke extending to the right.

Stephane Laurent (Prof)

Executive Dean: Faculty of Art, Design and Architecture





Sport

INTRODUCTION

The COVID-19 challenges have not deterred UJ Sport from achieving the agreed targets for the year. The past year was the most successful year in the history of UJ Sport: a historic year as our men's football team won the Varsity Football competition for the first time ever since the inception of the competition. In addition, the UJ Rugby 7s team will represent Africa at the International University Sports Federation (FISU) University World Cup Rugby 7s to be held in Russia, Kazan, from 12-14 August 2022. Not only did our teams do well, but athletes, staff and alumni from UJ Sport have also represented South Africa at the Olympics.

Innovative ways to engage with both the athletes and supporters had to be put in place. This increased the social media engagements for all our clubs. While there were still restrictions in place, UJ hosted the University Sport South Africa (USSA) track and field competition; given that Athletics is an individual sport, the risks were manageable and made the delivery of the entire event feasible. The Healthy Campus Project, promoting student and staff wellness, took shape, and UJ gained recognition by the FISU as one of the certificated universities on the platform meeting the seven criteria, which include

- Healthy campus management
- Risk behaviour
- Disease prevention
- Nutrition
- Physical activity and sport
- Mental and social health
- Physical activity and sport.

OPERATING CONTEXT

UJ Sport comprises three units, with Sport Clubs as the core component of the Division. The other two units provide the necessary support for performance of both students and staff, namely Athlete Support, which is responsible for the physical, emotional, and academic welfare of student athletes; while Support Services is responsible for facilities, events, marketing, communication, and maintenance, including internal UJ Sport transport. With the new normal under the COVID-19 restrictions, for our teams to get back to training including their safe return to play, the Sport Federation's protocol needed to be presented to the COVID-19 Coordinating Committee for approval. Approvals were requested in phases, beginning with the gym followed by rugby and then all the other sporting codes. The phases allowed the Division to implement best practices (involving some 'bubbles'), with continuous review of the implementation processes.

Sport Clubs

The Sport Clubs Unit as the core function of the Division undergoes continuous changes through a process of review and reconfiguration. The strategic planning session recommended new categories of the sporting codes.

Priority codes/elite sport

- Athletics (men and women)
- Basketball (men and women)
- Cricket (men)
- Football (men and women)
- Hockey (men and women)
- Netball (women)
- Rugby (men and women)

Competitive codes

- Rowing (men and women)
- Sport for Students with Disabilities (SSD)
- Squash (men and women)
- eSport

Social/mass participation

- Chess
- Indigenous games
- Martial arts

USSA Competitions

The Sport Clubs' performances were impressive, considering that our teams started preparing later than expected due to restrictions.

UJ hosted the USSA Athletics track and field in May 2021, which was the first competition in the calendar of University Sport since the pandemic. UJ finished second after North-West University with 24 medals in total (10 Gold, 7 Silver, and 7 Bronze); later in the cross country event, UJ won the Gold medal overall.

UJ Basketball finished second in the 5x5 men's competition, and achieved a gold medal in the 3x3. The women's team finished fourth on the 5x5 and third in the 3x3, winning a Bronze medal.

The UJ Netball first team finished in the top four teams in Section A, and in Section B the second team finished top of the log and won a Gold medal.

UJ Cricket finished third at the last tournament of the year, held in Gqeberha.

Given the new normal during the COVID-19, pandemic, UJ Sport had to embrace technology by using virtual platforms to conduct training sessions, including some competitions. UJ affiliated to USSA eSport to provide our students opportunities to compete in organised university sport competitions. The two UJ teams that participated in the USSA competitions finished second and third, respectively.

Varsity Sport

Owing to restrictions, only three tournaments were hosted and all of them under a soft bubble. Only the top universities get to compete in Varsity Sport and Varsity Cup. The Varsity Cup rugby team did not do well in the Varsity Cup competition as they finished ninth out of ten teams. The netball team performed much better than in all other years as they finished fifth out of eight teams. The football teams had a good season as the women finished third overall, getting Bronze, and the men did extremely well by being crowned champions.

International participation

The University teams competed in the Federation of Africa University Sport (FASU) Rugby 7s, hosted at Makerere University, Kampala, Uganda, where the men won Gold and the women won Silver. The Basketball

3x3 had a difficult season as they finished 13th out of 26 teams at the tournament in Kenya at USIU (United States International University-Africa). The Cross Country tournament was hosted by Jomo Kenyatta University of Agriculture and Technology (JKU) in Kenya. UJ won Gold, taking every medal on offer from individual medals to team medals.

Athlete Support

The Athlete Support Unit is composed of the following units:

- Sport Science
- Sport Psychology and Academic Advice
- Sport Medicine and Rehabilitation
- Gymnasiums

Sport Science Unit

Sport scientists work closely with coaches to prepare teams and develop sport-specific training programmes that take into consideration space and equipment available for the athletes to train at home and at UJ facilities. The sport scientists give weekly updates to coaches in terms of player readiness for matches and play a vital role in recovery after matches.

Sport Psychology and Academic Advice Unit

Within the Sport Psychology and Academic Advice Unit, the following services are provided:

- Motivational letters
- Academic support
- Recruitment guidance to recruits and sport managers
- Varsity Sport audit forms
- Academic monitoring with a specific focus on academic check-in sessions
- Eligibility of players.

This year, the emphasis was on providing student-athletes, specifically first-year students, with skills to assist them as high-performance athletes. Mental performance sessions were held with some of the high-performance teams, and the mental performance coach accompanied the Varsity Cup team in their bubbles.

Sport Medicine and Rehabilitation Unit

The sport medicine healthcare provider has a significant role to play within the sporting environment by providing services to the teams and coaches and contributing to the athletes' healthcare needs. UJ contracted Sport Medicine Africa to provide all the necessary sport medicine support, including the match day doctors for all Varsity Sport and Varsity Cup matches. One of the critical elements they deal with is player assessment before athletes sign for UJ teams. The player injury management services include physiotherapy and biokinetics.

Gymnasiums

Gymnasiums sustained their operations and followed a phased approach in reopening, with all four facilities operating from 08:00 to 15:00 from Mondays to Fridays. The opening dates per facility were as follows:

- APK Gym: 15 February
- SWC Gym: 15 February
- APB Gym: 19 April
- DFC Gym: 28 April

SUPPORT SERVICES

Support Services provides the clubs with all necessary support, including facilities, media, marketing, maintenance, and event management.

The Events Management subunit works closely with the Sport Clubs, as the events hosted are essentially on behalf of UJ Sport or a specific sporting code. The Unit also relies on both internal and external partners, which include UJ Security, Occupational Safety, the PHC Clinics, the City of Johannesburg, and the community in general.

The Sport Gala is a prime UJ Sport event to conclude the year, but most importantly to celebrate our athletes, administrators and coaches. Mr Ronald Brown, Rugby 7s player, won Sportsman of the Year, and Ms Kristen Paton, hockey player, won Sportswoman of the Year. The Sport Gala was a hybrid event, and was live-streamed on social media.

The UJ Sport social media accounts (Twitter, Facebook, and Instagram) have enjoyed massive support and growth in 2021. Owing to an organised approach in sharing content through designated staff, with the assistance and guidance of the new Sport Communications Coordinator, Mr Collen Maepa, the social media accounts had a positive increase in followers. Between January and December 2021, followership increased from 12 000 followers (Twitter) to 13 000 followers, from 18 000 followers (Facebook) to 19 000 followers, and from 5 600 followers (Instagram) to 6 500 followers.

HUMAN RESOURCES

UJ Sport has 28 permanent staff members and three fixed-term contracts; the bulk of our staff members are the 64 temporary appointees. Of the permanent staff members, 80% are from the designated groups. The Rugby Head Coach contract ended in September and was not renewed due to non-performance. There were four vacant posts. There was one resignation and one retirement.

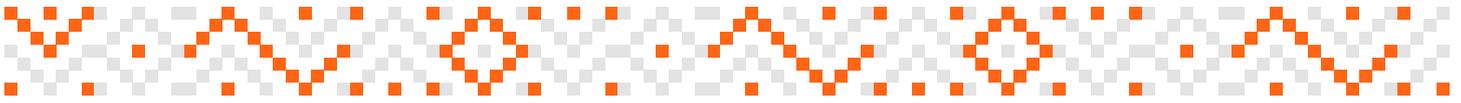
CONCLUSION

UJ Sport continues to look for opportunities to grow and expand the offerings for both students and staff going forward. The virtual sport and eSport offerings have opened new horizons for the sporting community within universities, and have allowed students to compete globally while sitting at different locations.

A handwritten signature in black ink, appearing to read 'Nomsa Mahlangu', written in a cursive style.

Nomsa Mahlangu (Ms)
Senior Director: Sport





Management and Administration: Human Resources

OVERVIEW

During 2021, the Human Resources (HR) Division's journey of change continued, albeit with the coronavirus pandemic challenges. The entrenchment of 4IR in HR was fast-tracked, with the paradigm shift caused by the pandemic's new normal, calling for new and innovative ways of working, as we continued to transition from the old to the new. Collaboration tools have demonstrated that working in a location different to the normal office space could also enhance productivity, although we have also seen other associated challenges regarding this, such as an increase in psychosocial challenges, especially related to mental related matters.

As an HR community we embraced the changes and adopted new ways of doing things, thus ensuring business continuity as well as providing support and platforms for staff to engage effectively. Through its Employment Relations (ER) and Organisation Development units (OD), the Division ensured that a healthy relationship was maintained with staff and labour through continuous engagements and updates. The development of the online institutional performance management system progressed to new levels of enhancement, and we are confident that we are moving to the ultimate aim of full automisation without compromising the important aspect of face-to-face interaction between supervisors and employees. Employee life-cycle processes were performed online, including normal recruitment and key positions being filled.

The following policies, procedures, and guidelines were developed or reviewed to ensure alignment and compliance with legislation and best practice:

- Policy on Staff Mental Health
- Vice-Dean Appointment Process
- Academic Categories, Appointment and Promotion Criteria and Processes
- Conditions of Service
- Policy on Appointment and Re-appointment of ELG (excluding the VC)
- Policy on Resourcing
- Policy on Cellular and Internet Connectivity
- Policy on Job Evaluation
- Policy on ELG Remuneration
- Policy on Overtime Compensation
- Policy on Retirement
- Policy on Rewards and Benefits
- Policy Process for Making Acting Senior Appointments
- Guideline on Data Governance
- Data Management Roles and Responsibilities

OPERATING CONTEXT

To give effect to its mandate of efficient and effective people management, the Division is divided into subunits structured to serve the needs of the institution. The Office of the Executive Director: HR is responsible and accountable for all HR-related matters.

HR comprises the following units:

- Human Resources Business Partnering (HRBP)
- Organisational Development (OD)
- HR Administration, HR Operations and Human Resources Information Systems (HRIS)
- Data Analysis and Management
- Employment Relations and Wellness
- Human Resources Services: Remuneration and Benefits

STRATEGIC INITIATIVES DURING 2021

This section is a summary of the progress, key achievements, challenges, trends, and some key risks within the HR Division.

Human Resources Business Partnering (HRBP) Unit

The services and offerings of the HR Division have become more widespread and visible in the past years. This has resulted in our clients becoming more demanding as they become more fluent and knowledgeable about our processes. As a result, the HR Business Partnering Unit has had to stretch beyond the scope of HR policies and practices and contribute meaningfully to management discussions and reporting by demonstrating in-depth knowledge and application of our offerings. With that being said, the Unit received excellent reviews and accolades from clients via the HR Service Delivery Satisfaction Survey that was completed last year.

The HR Business Partnering team is aligned to supporting the facilitation of the institutional strategy through the professional and efficient delivery of all HR initiatives across the institution. The team continues to ensure the sustainability of HR services within the institution by partnering with the HR Centres of Excellence to implement and deliver on set key focus areas. Below are some of the projects that were successfully achieved.

The HR Business Partnering team is aligned to supporting the facilitation of the following institutional activities:

- **Recruitment** – A total of 184 vacancies across the institution were finalised in 2021, and the vacancy rate as at 31 December 2021 stands at 9,68%, which includes both internally and externally funded posts.
- **Strategic workforce planning** – The faculties kickstarted this project by forecasting their staffing headcount requirements for the upcoming three years.
- **Online performance management system** – This was successfully run by the Unit, ensuring compliance and consistency in terms of mid-term and final appraisals.
- **Annual position budget** – The monthly budget management and saving of funds as well as the annual budget process/presentation was concluded timeously with all budget requirements submitted and reported.
- **Post-retirement appointments** – A total of seven post-retirement appointments were approved by the MEC for implementation in 2022.
- 87 academic promotions were finalised.
- **Day-to-day guidance to management and employees** ensured, among others, closure of temporary appointments, conclusion of first- and second-phase employment relations matters, employee wellness caring and interventions as well as data integrity.

As a client facing unit, the team is mandated to ensure that the execution of the HR divisional strategy is measured and monitored within the governance framework of the University in order to mitigate potential risks. Therefore, ongoing training and effective support will continue, so that the team is properly aligned and adequately equipped to address critical challenges as well as to provide an effective and value-adding partnering service to our clients. Based on the results of a survey conducted with the ELG, 50% of the HRBPs were rated as excellent, and 33,3% rated as very good.

Organisational Development Unit

The Organisational Development Unit continues to play a critical role in building the University's capacity to achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.

Organisational design and review

HR undertook an organisational design and review project to review the service delivery models and structures of the support service divisions within the University. The main objective of the review process was to provide strategies on how to manage the different divisional structures, to ensure effective costing of the structures, of vacancy management, etc.

The project unfolded in two phases, with Phase 1 being completed in 2019, while Phase 2 was concluded in 2020. Upon completion of both phases, the recommendations were presented to the MEC and Council. Council approved all recommendations in September 2021. An implementation plan based on the approved recommendations was submitted and supported by the MEC in October 2021, and in November 2021 was approved by Council for implementation in 2022.

As part of organisational development, the University of Johannesburg also recognises the importance of building its human capital so as to ensure sustainability. As such, the institution continuously seeks to improve the skills of its employees across all occupational categories to keep up with emerging and changing economic and environmental factors. The Learning and Development Unit focused on skills development, including categories such as institutional training, including self-development, managerial skills, technical and 4IR-related training categories, as well as through qualifications or part qualifications. A total of 4 538 staff members attended the training offerings throughout the year. The training interventions targeted primarily the rollout of the online Performance Management (PM) System, with 3 237 staff members attending the online sessions.

Learnerships and full qualifications played an important role during 2021 with seven opportunities to obtain a qualification presented to 134 learners. This was emphasised not only to enhance the skills level of the University, but also to assist the University in increasing its B-BBEE (Broad-based Black Economic Empowerment) score.

The GES 4.0 change management project team was established to support the GES 4.0 initiative. The project team developed a change management plan with interventions to support the various 4IR-related projects. Although some interventions were implemented, the COVID-19 pandemic impacted rather adversely on the project during 2021.

In response, the change management team implemented other interventions, engaging with managers on how to deal with grief in the workplace, both personally and with regard to their subordinates, and how to manage change during the pandemic through the accelerated use/adoption of 4IR tools. These were delivered through an online communication platform created and hosted by the Organisational Development Unit, with 259 staff attending during 2021.

HR received a discretionary grant from the Education SETA, which was used to fund the Higher Certificate in Project Management, a full qualification on NQF Level 5 presented by the Department of Business Management through the College of Business and Economics.

Another milestone for HR within the governance domain was the timely submission of the Workplace Skills Plan to the relevant SETA, following successful consultation with key stakeholders, including organised labour.

Workforce analysis and employment equity (EE) statistics

- UJ overall workforce as of 31 December 2021

UJ workforce statistics showed an increase in staff when comparing 2017 with 2021, with a slight decrease in numbers from 2019 onwards. This trend resulted from a focus on creating more positions in the academic and research environments. This focus on increasing the academic workforce yielded good results with the academic and research headcount increasing from 1 186 in 2017 to 1 264 in 2021.

Table 55: UJ workforce over the past five years

	2017	2018	2019	2020	2021
Academic and research staff	1 186	1 222	1 283	1 270	1 264
Support staff	3 164	3 105	3 080	3 048	3 029
UJ Executive Leadership Group	20	23	23	23	23
Total	4 370	4 350	4 386	4 342	4 316

The academic and research headcount increased by 6,17% from 1 186 in 2017 to 1 264 in 2021. The vacant *position count* for academic and research positions in 2021 reflects 1 259 filled positions and 165 vacant positions, with some of the vacant positions being filled by temporary staff.

The support staff *headcount* decreased by 4,27% from 3 164 in 2017 to 3 029 in 2021. This decrease can be attributed to the moratorium on the filling of vacant positions in support environments, implemented in August 2018, and according to the latest organisational design process. The *position count* for support staff positions for 2021 reflects 3 062 filled positions and 333 vacant positions, some of which are filled by temporary staff.

The Executive Leadership Group remained constant over the past three years. At the end of 2021, the headcount was 23 with one vacancy.

■ **The UJ Annual Performance Plan**

– The UJ Annual Performance Plan (APP) is revised on an annual basis to align with the UJ Strategic Plan. The COVID-19 pandemic has had an impact on achieving targets regarding the appointment of academics during 2021; however, UJ still managed to achieve eight of the ten targets that were measured.

– **Targets achieved in 2021**

The black academic and research staff component has increased from 39,03% in 2016 to 49,4% in 2021. The female academic and research staff have increased from 47,15% in 2016 to 48,9% in 2021, but with a slight decrease from the 49,03% in 2019. Female associate professors and professors are now at 39,4%, with a total of 143 achieved compared to the target of 135. Black (SA) associate professors and professors are now at 26,4%, with 96 achieved against a target of 85.

The number of academic and research staff with a doctoral degree increased by 26, year-on-year, and in 2021 the target of 50,8% was surpassed with an increase to 55,9%. Over the past five years, the number has increased from 47,04% to the current 55,9%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,58% to 37,5%, due to the increase in staff with doctoral degrees. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor. Hence, the reduction to 37,5% staff with a master's as highest qualification is a signal achievement against the target of 42,1%. (Table 56)

– **Targets not achieved in 2021**

Table 57: UJ APP targets not achieved in 2021 (based on HEMIS Rules)

Indicator	Target	Achieved
Number of academic staff with a disability	18	14

Number of academic staff with a disability

The target for the number of people with disabilities was set at 18, but 14 was achieved, representing 1,1% of the total academic workforce. This figure remains below the economically active population target, drawn from the Gauteng statistics, against which the institution benchmarks.

Table 56: UJ APP targets achieved in 2021 (based on HEMIS Rules)

Indicator	Target	Achieved
Number of black (SA) associate professors and professors	85	96
Permanent and fixed-term academic staff by rank (associate professors and professors)	357	363
Percentage permanent and fixed-term academic staff with doctorates	50,8%	55,9%
Number of black permanent and fixed-term academic staff	635	648
Number of female associate professors and professors	135	143
Number of academic staff recruited who are working in 4IR (cumulative)	16	32
Number of international permanent and fixed-term academic staff	231	234
Number of female academic staff	635	640
Percentage permanent and fixed-term academic staff with master's degrees	42,1%	37,5%

■ **Academic and research staff promoted in 2021**

In terms of academic and research staff promotions, Senex approved 87 promotions in 2021 compared to the 70 promotions in 2020 and 50 in 2019. Of the total number of staff promoted, 47,13% were South African females, 32,18% South African males, and 20,69% international employees; and of the South African staff promoted, 21 (23%) females and 19 (20,69%) males were from the designated groups.

Table 57: Academic promotions

Position promoted to	Female					Male					Grand total
	Black	Coloured	Indian	White	International	Black	Coloured	Indian	White	International	
Professor			1	3		4			4	5	17
Associate Professor	2	2	5	7	4	1			1	6	28
Senior Lecturer	3	2	5	11	3	11	1	1	5		42
Grand Total	5	4	11	21	7	16	1	1	10	11	87

■ **The Executive Leadership Group Employment Equity Profile in 2021**

The ELG black gender profile has shifted notably from 2017 to 2021. Black female representation was 32% in 2017, 43,48% in 2019, 47,8% in 2020, but decreased to 43,48% in 2021. Of the 23 ELG members, there were ten black females, five black males, three white females, four white males and one international male. (Table 58)

Executive recruitment and global excellence and stature (GES)

The HR facilitated the recruitment and review process of high-level executive positions, which culminated in the following appointments and re-appointments in 2021:

- Deputy Vice-Chancellor: Academic: Designate, appointed from 1 January 2021.
- Executive Dean: Law appointed from 1 March 2021.
- Dean: Johannesburg Business School, appointed from 1 March 2021.
- Senior Director: Strategic Initiatives and Administration, appointed from 1 January 2021.

Table 58: ELG equity profile

ELG Equity Profile							Percentage				
Gender	Black	Coloured	Indian	White	Inter-national	Grand Total	Black	Coloured	Indian	White	Inter-national
Female	6	3	1	3	0	13	26,09%	13,04%	4,35%	13,04%	0%
Male	4	0	1	4	1	9	17,39%	0%	4,35%	17,39%	4,35%
Grand Total	10	3	2	7	1	22	43,48%	13,04%	8,7%	30,43%	4,35%

- Senior Director: Postgraduate School, appointed from 1 February 2021.
- University General Counsel, appointed from 1 July 2021.
- Chief Operating Officer, appointed from 1 September 2021.
- Executive Dean: Faculty of Art, Design and Architecture, appointed from 1 October 2021.
- Re-appointment of Executive Director: Expenditure.

In support of the GES strategy, positions were created to directly develop UJ's 4IR agenda.

Key appointments were made. Since 2014 to date, the cumulative figures are as follows:

- Distinguished Visiting Professors (DVP) – 67 (of the 67 appointed DVPs, 36 are contributing to the 4IR agenda)
- Distinguished Professors – 3
- Directors of Institutes – 3

The following appointments are directly linked to the 4IR strategy:

- Professors of Practice – 5
- Visiting Professors – 12
- Visiting Associate Professors – 5
- Senior Research Associates – 7

Human Resources Administration, Human Resources Information Systems (HRIS) and Human Resources Administration Units

During 2021, the three units complemented one another with their focus on data governance and automation of certain manual processes. Despite the challenges of COVID-19 in terms of remote working, staff were committed, systems were kept stable, appointments and terminations of staff were processed timeously, and development work was undertaken.

Several focal points received attention and progress was made in terms of:

- The successful implementation of the Oracle version upgrade.
- Development of the online 'Declaration of Interest' application, to be implemented in Q1 of 2022.
- Internal and external audits were managed including the B-BBEE audit, the HEMIS audit and the UIF-Ters audit.
- Outdated organisational structures were continuously updated, and a process was put in place in HR to manage organisational structure changes.
- A framework for the tracking and reporting on special appointments was developed for implementation in 2022.
- The Human Resources schedule of submissions was effectively managed to ensure timeous and up to standard reporting.

Data Analysis Unit

The Data Analyst Unit in HR provides support to the HR team and broader University of Johannesburg (UJ) community by introducing technology, business and data improvements. Several systems have been developed by the Unit, and these systems have created greater efficiency and agility for HR. These

improvements have resulted in a higher level of confidence in data, and reports are better aligned to the source systems.

Performance Management (PM)

Following the production release of the online PM system in October 2020, the system went live for all permanent and fixed-term contract employees on 4 January 2021. A comprehensive change management process was introduced with an aggressive training plan to upskill all employees in the use of the online system.

As the data analyst developed the system, it was prudent that he provide the training and support for the system. During the PM contracting phase, the training ran from 18 January 2021 to 25 February 2021. By the training end date, a total of 3 000 employees had been trained in the use of the system.

As performance contracting progressed, additional key performance indicators (KPIs) were provided. At the end of the contracting phase, a total of 8 261 KPIs had been uploaded to the system, while total contract completion was at 4 214, which equated with a 97,5% usage of the system for the contracting phase.

The mid-term review (MTR) took place between June 2020 and August 2020, and system usage for capturing MTR was at 3 768, which equated with an 89,4% completion rate. The final assessment phase took place between September and October 2020. A total of 4 113 assessments were concluded utilising the system.

A centralised dashboard has been developed by the data analyst, providing insights and analytics, which aided decision making and approval by the MEC. The benefits of utilising the online PM system have been realised in its first year:

- A single automated system has been consistently used across all divisions and faculties in the University of Johannesburg.
- The system has been used for centralised reporting and analytics and has assisted with the consolidation of PM data.
- System parameters, such as the assessment scales and ranges, have been consistently applied to all employees, making the process fair and transparent.

During 2021, several suggestions and recommendations were provided by the UJ community to improve the user experience and user interface of the PM system. The suggestions were evaluated and where deemed functional, changes were scoped for further development. During the latter part of 2021, these changes were developed and implemented for the 2022 year. These changes will include the following:

- The KPI Goal Library has been made available via a menu item, titled KPI Library. The system will present the KPIs for the employees' respective divisions and faculty and is exportable to MS Excel.
- The employee may view his/her organisational organogram via a menu item, titled My Organisation. The system will present to the employee the respective line manager who will be responsible for approving the employee's PM activities and workflows.
- The system enables the creation of multiple PM contracts and versioning due to changes to KPIs or internal movements during the course of the PM cycle.
- The system provides a historical view, where past years' contracts can be viewed.
- Where contracts have remained the same, employees can copy the previous year's active contracts to the current year in an editable state.
- Line managers can request employees to be excluded (e.g. staff on disability) from the PM cycle. An approval workflow will route to the respective governance committee for review and approval.
- The mid-term review (MTR) comment per KPI is no longer mandatory.
- Non-mandatory comments per KPI have been provided for the final assessments. The assessment ranges are currently being reviewed and will be communicated in 2022.
- Multiple supporting documents or a portfolio of evidence can be uploaded for the MTR and final assessments. The system further caters for a drag and drop functionality for easy file uploads.
- An export to MS Excel functionality has been provided for the report, which is especially useful for line managers with a large number of direct reports.
- A quick view of system notifications has been provided, reducing the need to navigate to view notifications.
- The view plan has been significantly enhanced:

- The MTR and final assessment ratings and comments have been included in the view plan.
- The line manager final score, and where applicable the calibrated score and the appealed score, will be presented in the view plan.
- Several other enhancements, which are divisional or user-specific, have been developed, which will greatly improve the efficiency of the PM process.

Data Quality

The first phase of data quality (DQ) measures was launched during 2019 and realised improvements in data quality; the second phase was initiated in January 2020. Following the successes of the first and second phases of the DQ project, the third phase was introduced in 2021. The development and publication of the DQ dashboard made it possible to focus on common deviations that consistently caused data irregularities. Mitigation plans have been developed, involving people, processes, or systems. Pre-emptive and proactive monitoring of future dated data has made it possible to identify possible causes of data quality anomalies, and resolutions can be planned prior to these anomalies occurring.

Definitions of the master data have been formulated and approved by the HR structures; however, as this is a working document, many further changes are foreseen as the processes are amended.

The findings from Deloitte's data management audit identified no significant or major findings in relation to data management. This was as a result of the ongoing data quality review process.

Insights and analytics

The development and the publication of several secure power business intelligence (BI) dashboards have provided insights and analytics to the broader HR team. These dashboards include:

- **Demographics dashboard** – Provides a single holistic view of measurable demographic attributes.
- **Salary ranges** – Provides an analytical comparative view of permanent and fixed-term contract employee salaries.
- **Data quality dashboard** – Provides insights and analytics with regard to deviations in HR data quality.
- **Performance management** – Provides an analysis of the 2021 performance year.

The dashboards have added significant value to the HR team as they provide easy accessibility: they can be accessed beyond the boundaries of the UJ network and provide information that is relevant and real time.

Employment Relations and Wellness Unit

Employment Relations

The Employment Relations (ER) Unit continued to oversee the range of employment relations issues dealing with issues of mutual interest, including all disciplinary, incapacity and collective bargaining issues. The Unit is also the custodian of the University's policies and procedures, including conditions of service.

Relationships with labour remained cordial, and labour and the Unit dealt with COVID-19 regulations and their effects on the workplace. With uncertainties as to the effect of COVID19 and the impact this might have on the financial sustainability of the University, both the unions and the institution agreed to defer salary increases; this matter was ultimately resolved in an amicable and responsible manner.

Some matters are ongoing and have been reviewed when required. Much more clarity has been achieved and will ultimately result in the consistent application of practices, especially regarding shift patterns and their effect on leave with relation to all the University's Protection Services employees. Furthermore, the agreement with Cleaning Services was finalised and accepted by recognised labour.

In terms of the recognised unions, the membership of organised labour remains mainly unchanged.

Employee Wellness

The Employee Wellness Programme (EWP) is an employer driven business intervention, which ensures that employees are as productive and balanced as possible. Through its EWP, UJ provides access to professional and confidential counselling services for its employees, and all those who are in need of professional assistance are encouraged to use this programme.

With the emergence of the various waves and variants of the COVID-19 pandemic and the subsequent lockdowns, many employees continued to experience uncertainty, fear, and feelings of anxiety, which without interventions, could have harmed the wellbeing of employees and their productivity.

Table 60: Employee Wellness support interventions offered

Interventions presented	Key focus area
Appointment of EWP service provider	A tender was successfully finalised, with the appointment of Life Employee Health Solution as the preferred service provider for a three-year term from May 2021 to end April 2024.
A survey was conducted to assess the impact of the COVID-19 pandemic on employees' wellbeing	The survey focused on mental health related difficulties and the support available to employees. A total of 1 015 employees participated in the survey.
Employee wellness information sessions	There were 14 wellness information sessions with the UJ community, including at six faculty boards. The aim was to inform employees about the wellness offering provided by UJ to its employees. A total number of 983 employees attended the sessions.
Quarterly soundbites sent via circular	Focusing on mental health, stress, suicide, and anxiety.
In partnership with the Library and other departments as discussants	Keeping Your Sanity: Maintaining mental wellbeing in a time of information overload and fake news.
23 sessions on work-life balance	Work-life balance while working remotely. Total attendance was 675.
20 sessions on mental health	Mental health and stress management sessions. Total attendance of 820 employees.
Wellness screenings for lifestyle diseases, including HIV (optional)	Arranged with Clicks: employees could book online for wellness screening.
Line manager training	Focus on absenteeism management, as well as the role of line managers in identifying employees at risk. A total of 67 supervisors from the cleaning environment attended.
Upskilling of wellness champions	18 wellness champions were trained in HIV/AIDS trends and COVID-19.
Group trauma debriefing sessions	Several sessions relating to COVID-19 infections and bereavement associated with the passing away of an employee were conducted.
Four-session online Breast Cancer Awareness Campaign	238 employees attended the Breast Cancer Awareness sessions.

Human Resources Services: Remuneration and Benefits Unit

The Unit provides strategic direction to the University of Johannesburg regarding the remuneration and benefits function. It harnesses all remuneration processes to assist the HR Division in ensuring a competitive employee value proposition, which positions the University of Johannesburg as an attractive employer of choice.

The operational year 2021 came with its opportunities and challenges while still in the midst of the COVID-19 pandemic. The normal annual calendar continued to be disrupted, but the hybrid work arrangements still allowed most of the engagements and activities to be handled remotely and online.

There were several notable successes recorded in 2021 as listed below:

- Providing a collaborative benefit administrative service and gaining a reputation for problem solving of death claims have been seen in resolutions signed by trustees and most importantly in making final payments to the beneficiaries.

- In spite of the increase in death claims due to COVID-19 related deaths, the Unit still managed to fast-track claims for employees and dependants; this was an increase of over 300% in 2021.
- Successfully planned and hosted the virtual 2020 Long Service Awards.
- Successfully trained and integrated the Unit's new employees into the environment.
- Analysed and identified trends with regard to the University's disability benefit applications/cases.
- Initiated training of the HRBPs on disability admission processes.
- Rollout of beneficiary forms (pension) for funeral cover; this was well received.

RISK MANAGEMENT

The risk environment relating to HR operations remained high throughout 2021, and the Human Resources Risk Register was updated and revised continuously in terms of that awareness. Furthermore, owing to an improved risk assessment approach and for better focus, the University merged the Operational Risk Register and Fraud Risk Register into one register because of the combined assurance process.

In alignment with the Institutional Risk Register, the risks listed below continue to form the basis of the operational risk register, and these are updated with action plans that are put in place to mitigate the residual as well as inherent risk ratings after determining the effectiveness of controls:

- National State of Disaster, namely global pandemic.
- Inadequate attraction, retention, and succession planning.
- Inadequate enhancement of the UJ B-BBEE Scorecard (skills development).
- Inability to meet employment equity targets in the academic environment.
- Less than optimal usage of the Online Temporary Appointment and Claims System (OTACS) and process enhancement.
- Psychological related issues that may lead to mental abnormalities impacting on employee wellbeing.
- Absence of a consolidated staff skills and capacity model to meet UJ requirements.
- Ineffective management of absenteeism in UJ.
- Lack of data integrity.
- Conflict of interest – appointment of family members.

SIGNIFICANT ACCOMPLISHMENTS IN 2021

In general, the HR Division has achieved key milestones in 2021 partly due to changes in the way of working. Accomplishments included the following:

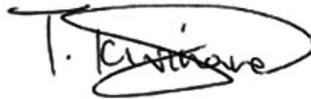
- Development of the online Performance Management System.
- Key executive positions filled, including the recruitment of highly cited researchers.
- Online HR platform developed to facilitate staff engagement and online training interventions.
- Specific targeted wellness interventions.
- Increase in the academic and research workforce from 1 186 in 2017 to 1 264 by the end of 2021 (figures are actuals and not for HEMIS purposes).
- Achievement of most Annual Performance Plan targets.
- A change in medical aid brokers after a successful tender, as agreed in substantive negotiations. The tender process has been finalised and we are awaiting feedback from the Management Executive Committee.
- Key agreements with our union stakeholders, which benefited both employees and the University.

CONCLUSION AND WAY FORWARD

The Human Resources Division had not previously explored the benefits and value of telecommuting. Now that the lockdown has forced every company in every industry to rely on telecommuting to keep things going, it is quite clear that a lot can be done while working from home! This is the time to explore the value of remote working and of physical presence and to make a significant transition that can ultimately save office space and cost.

HR processes and technology have found room to improve when interrogated and challenged and have been redesigned so that business operational requirements can always be met when undertaken with collaborative effort. There is potential for further automation and streamlining.

The way forward is to increase our use of new technologies and our understanding of ways in which digital transformation can impact on the future workforce and workplace. UJ would benefit from exploring this future way of work, which has been seen to be beneficial to both staff members and the institution during the lockdown.



Tokoza Kwinane (Ms)

Executive Director: Human Resources



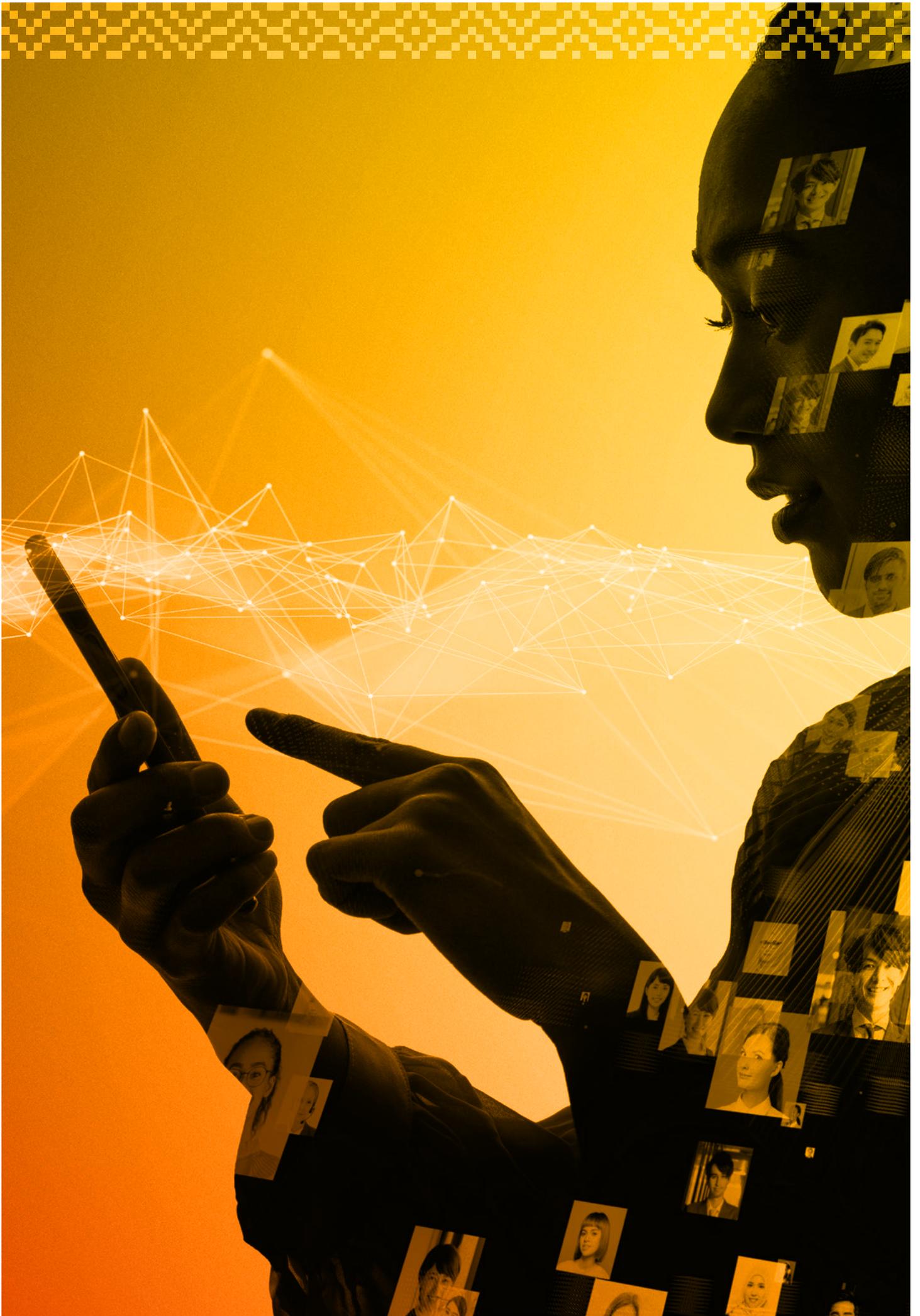
André Swart (Prof)

Chief Operating Officer



Tshilidzi Marwala (Prof)

Vice-Cancellor and Principal





Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four, enriching student-friendly learning and living experience, and Objective Six, fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Facilities Management (including Protection Services and Campuses)

Furthermore, in 2021, the encompassing Registrar's Portfolio included:

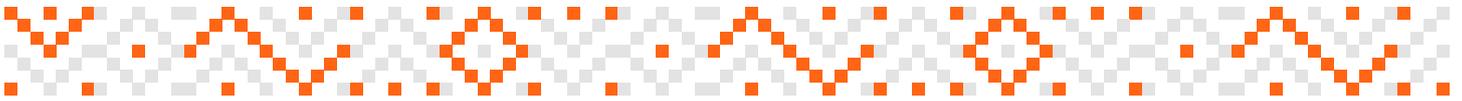
- Central Academic Administration
(including Student Marketing and Alumni)
- Corporate Governance
- University Secretariat
- Occupational Health Practice
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)

The operating context and governance as well as the performance review of all these support services divisions are reflected in this report.

Reports of the various support services serve at the relevant Management, Senate and Council committees.



Tshilidzi Marwala (Prof)
Vice-Cancellor and Principal

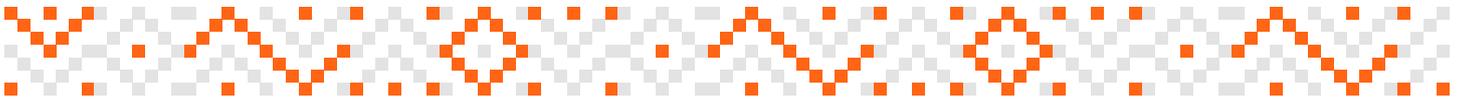


Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience, and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units. A recent addition to the Registrar's Portfolio has been Student Marketing, Alumni, and Convocation, to further enhance student life-cycle management.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.

Kinta Burger (Prof)
Registrar



Central Academic Administration

OPERATING CONTEXT AND GOVERNANCE

Academic administration refers to the management and governance of the student's academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees academic administration governance and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within the Central Academic Administration to address operational matters.

The Senior Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists, and the Registrar is ultimately accountable for academic administration quality. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is ITS Integrator 4 from Adapt IT, which is integrated with other systems, like the CELCAT system for timetable optimisation, Perceptive Content (document management and storage system), and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordinator, Student Enrolment Centre (including Student Call Centre and Student Marketing), Assessment, and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates in accordance with the relevant charter approved by Senex.

RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the student's academic life cycle, was developed a while ago and has been continually refined based on the effectiveness of risk mitigation strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties and the academic life-cycle based institutional committees reflected in the overview above. The academic administration risks are listed below. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

Coronavirus pandemic

As in the previous year, every academic administration business process continued effectively and without disruption but with some modifications as needed. A major challenge was the very late release (by almost six weeks compared to previous years) of the final Grade 12 results – the new date was 23 February, compared to the normal release date in the first week of January. For this reason, the 2021 academic calendar had to be adapted with two separate academic start dates: the one for senior students (15 February) and the second for first-year students (only on 8 March). It was considered important to start the senior students as soon as possible because it would have been unfair for them to be negatively impacted by the late release of the Grade 12 results. For first-year students, lost academic time was recovered by means of online intensive revision sessions during the April recess period.

The later release of the Grade 12 results created a further challenge because senior students could register and continue with academic activities three weeks before the first-year students. To reserve the spaces for first-year students in programmes, the registration system had to be enhanced to facilitate quotas for the different student categories.

In-person graduations again had to be hosted online for the 14 000 graduates in 2021. To enhance the virtual graduation experience, CAA invited graduates to submit a photo that was embedded into a personal graduation slide for each graduate. Their names and achievements were also announced during the virtual graduation ceremonies.

CAA created an online booking system for collections to assist graduates in getting their certificates. This service allowed graduates to make a booking for a specific date and time to collect the certificate and to bring two guests onto campus for graduation photos, while also having the facility available to hire a graduation gown.

Online assessments also had to be facilitated using two online proctoring (invigilation) systems piloted during the previous year. More than 14 000 students were proctored through the online assessment proctoring systems for their assessments in 2021.

A large number of late enquiries/walk-ins in January

To mitigate any risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results. Owing to the late release of the Grade 12 results, these mitigating actions were in place from 23 February. 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 during the registration period.

Immediately after the release of the NSC results on 23 February, UJ calculated the final admission status of applicants and accepted or declined applicants whose Grade 12 results met or did not meet the final admission requirements. Applicants in all categories were informed of their final admission status through an SMS and email. Application statuses were also available on the UJ home page. All four UJ campuses were closed for the week after the release of the final Grade 12 results, and incoming students were only allowed on campus, among other reasons, to submit study visas. With the academic programme for senior students running online, only registered students who were approved for on-campus practical and clinical work (a small number of modules) were allowed to be on campus.

Anybody who wanted to enquire whether UJ still had space available in a particular course or wanted to change to a different course had to use the late enquiry system via the UJ website or call centre. This system was made available for five days after the release of the Grade 12 results for late enquiries to be processed for all campuses.

The late enquiry system incorporates the Grade 12 and IEB results for all provinces for the past nine years. This means that Grade 12 learners only have to submit their ID number for the system to evaluate their enquiry. After submitting an ID number, the late enquiry system automatically verifies whether the person qualifies (based on the individual requirements) for any course where there is still space available.

In total, 126 000 people used the system, with more than 15 700 able to log a formal enquiry. In the previous year, a total of 91 000 people had used the system, with more than 17 500 being able to log a formal enquiry.

Registration

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing. Once again, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in February 2021, while at the same time, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, and have queries answered.

Comprehensive COVID-19 protocols and risk mitigation strategies were put in place for registration, focusing on online services and student safety due to the restricted setups that were allowed. CAA has made excellent progress with the implementation of online registrations and is considered a leader nationally for integrated online applications, late enquiries and registration systems.

- Only online off-site registrations were accepted, with limited resources available on campus for students who did not have access to facilities to register online. (Assisted on-site registrations have decreased dramatically from 40% of the student population a few years back to less than 15% annually).
- More online services were introduced, e.g. for F7 appeal motivations, course changes after registration and sick or special assessment applications.
- Strict access control was implemented at campus entrances, with security vetting stations to assist with enquiries. For 2021, all the faculties were again available in these vetting areas to help with questions ranging from possible bursary opportunities to the issuing of official academic records.
- An extended call centre managed more than 98 000 calls during registrations, and the chatbot assisted with an additional 51 600 application and registration enquiries.
- The online late enquiry system facilitated around 126 090 unique enquiries compared to 91 599 in 2020.

Supplementary assessments concluded at the end of the year

To conclude the formal academic activities of the year, it was decided to move the supplementary assessments, usually completed in January of the following year, to the end of the same year (last week of November). This meant that students already received the outcome of the supplementary assessments before the University closed for the recess period in December 2021.

This academic calendar change created some controversy when consultations with staff started. However, Senate approved it, and it was successfully implemented. This change proved to be very beneficial in terms of students not having to return for assessments early in January (of the following year) and academics having the first few weeks in January (of the next year) available to focus on research activities.

STRATEGIC FOCUS AND TARGETS

The realisation of goals and targets in 2021

Student marketing

The student marketing function plays a critical role in the University's marketing strategy by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners can then make more informed decisions regarding their career and study choices.

The following activities were planned, but due to COVID-19 restrictions, specific campaigns had to be cancelled while others were very successfully converted into virtual interactions:

- Orange Carpet campaign – continued on a virtual platform. The Orange Carpet (top achiever) category of applications increased from 2 653 in 2020 to 3 973 in 2021.
- About 30 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s, with online attendees having opportunities to interact with presenters by asking questions. On several occasions, specific faculty marketers were also involved in virtual discussions. The number of attendees was excellent.

- Apply-On-Time and No Walk-ins marketing campaigns continued and were supported virtually.
- The Hamlet, Othello and Macbeth live stage productions (normally hosted at the UJ Art Centre on campus) had to be presented virtually by streaming films. Podcasts (audio only or audio and visual recording) were also introduced to reach more learners.

In 2021, CAA continued to use digital marketing and virtual engagements on social media. This strategy was elevated through the use of VR (virtual reality) headsets handed out to learners for virtual campus tours of UJ.

Applications

The University again promoted the use of the online application system, using the No Application Fees Policy, which kept the hardcopy applications to less than 1%. Applicants received an automated response (acknowledgement of receipt) after submitting the application.

Furthermore, the online pre-screening of applicants against their Grade 11/12 results (while they are completing the online application) allowed the applicant to select a qualification suited to their specific results. This pre-screening function indicated when they did not meet the minimum entrance requirements in a chosen programme. However, applicants were still allowed to select any qualification of interest during the online application process. This process was improved with the automation of selections of undergraduate applications using the criteria supplied by the faculties.

The number of headcount applicants (including short learning programmes) in 2021 was 344 767, compared to 268 481 in 2020 and 235 379 in 2019. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met. Owing to the impact of COVID-19, UJ again decided to extend both the undergraduate and postgraduate closing dates for applications by one month each.

CAA was proud to announce the launch of UJ's intelligent digital assistant (MoUJi) last year, which was then enhanced in 2021. The enhanced chatbot can provide applicants or students with personal details, view academic and residence admission statuses, and access class timetables, assessment results, and financial statements. Applicants can now also reset their PIN themselves and do not need to phone in to the call centre to request this.

To further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on essential career guidance. The use of the career guidance system slightly decreased from 8 801 users to 7 674 users in 2021. Although there has been a decrease in the number of users, the career guidance portal still plays an active role in advising many applicants on making career/study choices. UJ will be actively marketing and expanding on the services in the future.

In 2020, SEC implemented policy changes to allow for concurrent selections and admissions of 2021 UG applications. These changes were implemented successfully during the final selection period. In the past, applicants could only be admitted for one programme at a time. However, this change allowed applicants to be admitted for two programmes at a time, enabling them to choose for which programme they would like to register. This enhancement eliminated the delay in the processing of second choices. Once an applicant registers for the selected programme, an automated cancellation of the additional choice would take place to prohibit the student from registering for two options. This is regarded as a significant enhancement to the final selection process.

These changes were so successful during the 2021 undergraduate application and selection process that they were also approved for implementation for the postgraduate applications during the 2022 application and selection process.

Registration

UJ successfully mitigated all the registration related risks and reached all the enrolment targets set for registrations according to the enrolment plan. A student satisfaction rate of 80,84% was achieved for registration, proving that students are satisfied with the process and support. Owing to the impact of COVID-19 on teaching and learning, academic regulations were amended to temporarily allow all programmes to be offered online without significant changes affecting the academic structure. Some leniencies in the calculation criteria for faculties

were also approved, with some modules moving from final summative assessments to continuous assessments. This concession of being offered online was also extended to contact based short learning programmes.

Enhancements to the registration target system were implemented in 2021 for the 2022 enrolment period. The system will actively monitor the categories of F (First-time entering) and O (Other, made up of the rest of the students, e.g. transferring and continuing students) on a local and international level. The system is aligned to the enrolment plan and can cater for the registration quotas on a cluster (grouping of qualifications) and individual qualification level. This system will assist faculties to limit the risk of over-enrolment in specific categories.

During registrations, the call centre (with 70 additional temporary agents) assisted with more than 98 000 calls (compared to 103 000 in 2020 and 130 000 in 2019). The University again used the services of a chatbot to assist with general enquiries. The chatbot successfully helped with 51 600 questions ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations (compared to 30 000 the previous year). During working hours, the extended call centre also assisted students with personalised enquiries in real-time through the online chat system. Call centre operators assisted with almost 15 000 email requests (compared to 14 000 in 2020) and more than 21 000 online registration (in-person) chat enquiries (compared to 19 000 the previous year).

The UJ chatbot was again integral in successfully managing the demand relating to the increased application and registration enquiries in 2021.

Timetables

Owing to COVID-19, UJ decided early in the pandemic that the campus lecturing and assessment timetables should remain in place for the rest of the academic year (in 2020 and 2021), regardless of the move to online teaching and learning. This strategy proved to be an effective way of ensuring that online academic activities did not overlap, nor final assessments clash during the year.

The CELCAT scheduling system has been used to optimise all campuses' lecturing timetables on a rotational basis over the last few years. In 2021, the APB lecturing timetable was re-optimised from a zero base for implementation from 2022. A manual refinement process, plus a consultation process with departments and faculties followed, during which further adjustments were made before the timetable was finalised and signed off by all stakeholders. This comprehensive project was concluded successfully as per due dates. The Soweto Campus lecturing timetable will be re-optimised in 2022 for implementation in 2023.

The most outstanding achievement of 2021 was the successful implementation of the daily automated lecturing timetable data uploads from the CELCAT databases (master lecturing timetables, one per campus) to the ITS Integrator 4 student system. This was a significant achievement due to the complexity and technical challenges and a first for any South African and African university.

Owing to the significant change to the 2021 Academic Calendar, with the year-end supplementary assessments scheduled to start one week after the end of the November main assessment, the following risk mitigation strategies were implemented to counteract the effect of possible late student registrations for this assessment opportunity. Firstly, module assessment papers scheduled late in the main assessment period were moved to later dates during the supplementary assessment period; secondly, the complete December supplementary assessment timetable was uploaded to the UJ website. Lastly, in collaboration with the Assessment Division and the Business Intelligence (BI) team of ICS, two new BI reports were developed to 'warn' students of their upcoming supplementary opportunity in time. The first report is an automated email sent to a student at the point where the marks are uploaded. The specific result codes direct the student to the complete supplementary assessment timetable on the UJ website. The second report is an automated email sent to students after registration for the supplementary assessment opportunity, which informs them of their upcoming supplementary assessment opportunity and directs them to their personalised timetable on uLink.

Assessment

Owing to the extended impact of the pandemic into 2021 on in-person assessments and the move to online assessments for universities, UJ implemented two online proctoring systems and used these during 2021. The two systems used were Proctorio and the Invigilator app. These online proctoring systems assisted with the integrity of assessments for more than 14 000 students during 2021.

The Management of Assessment Marks System (MAMS), Submission of Assessment Papers Secured System (SAPSS), and Online Declaration of Confidentiality and Conflict of Interest were implemented and enhanced over the last few years. These systems have increased the governance of assessments, marks and assessment logistics, while reducing the risks of storing assessment papers.

The following two significant developments were concluded on the MAMS system and will be fully implemented in 2022 with the return of more on-campus assessments. The first development is the similarity index report, which will inform the HOD (and Assessment Department) as to similarities between the three papers submitted by an academic. The second development is the automated randomisation of the three papers submitted. Therefore, the system will decide which papers will be written for the main, supplementary and special assessments.

The Assessment Department is also in the process of implementing a central control room to monitor online assessments and video invigilation surveillance during in-person assessments.

Graduations and certification

Because of COVID-19 restrictions on gatherings, in-person graduation ceremonies had to be cancelled and postponed again for the year. To allow graduates access (as soon as possible) to their digital certificates to assist them in seeking employment or applying for further studies, virtual graduation ceremonies were hosted for more than 14 000 graduates. The virtual ceremony format was that of a pre-recorded celebration video in which the VC awards the qualifications in absentia. Digital certificates were made available early on the digital certificate platform, long before the virtual graduation ceremonies were released. The digital certificate platform use increased from 13 000 users in 2019 to 30 000 users in 2020, and almost 50 000 users in 2021.

A noteworthy improvement to the virtual graduation ceremonies was the inclusion of each graduate's photo to create a personalised UJ graduate slide with the photo along with the name and qualification detail. The slide was also paired with an audio introduction of the candidate's name and surname. The slides were combined with the welcome video message by the Vice-Chancellor and faculty introduction by the Executive Dean and ended with the Chancellor's message of congratulations to form a virtual graduation ceremony video. Additionally, doctoral candidates' supervisors were recorded reading the laudation for each candidate, and this was included in the video after the respective candidate's slides.

The University is still planning in-person celebrations at a later stage, which will be facilitated within the government regulations of the pandemic.

The distribution of certificates was again centralised in 2021 for the 14 000 new graduates. A certificate collection facility, with social distancing protocols in place, was set up on campus. The number of certificates collected since the start of the project was more than 9 200 (compared to 6 000 certificates collected in 2020). The certificate collection point also included the suppliers of graduation gowns. Graduates were afforded the opportunity to take professional photographs in academic attire at the facility with two guests. In total, 120 appointments per session, with two sessions a day, were made available to graduates.

External auditors again performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for several years now.

Alumni

The Alumni Office's primary focus is to facilitate and maintain effective contact with its worldwide alumni community, to keep them informed of University activities. The involvement of alumni is crucial to the University's sustainability and growth and provides essential ties between the past and the present. The alumni network helps serve alumni needs and encourages their involvement and support in promoting the brand and stature of the University. Regular communication on UJ activities or events is shared with 94 000 active email subscribers from almost 220 000 alumni worldwide (from UJ and founding institutions). Because of these efforts, many alumni have updated their communication details and opted in for regular communication campaigns from UJ.

The sixth and seventh editions of the digital Alumni Impumelelo magazine were delivered in 2021, which shared success stories of illustrious alumni and also valuable insights into the pandemic and how the University has successfully moved to online teaching and learning while managing the risks.

The Alumni Office uses the iEnabler database system for recording and updating the alumni data. This new integrated ITS system assists the Office with data management and allows alumni to update personal contact details without needing to request details to be updated manually by the biographics department.

The UJ Alumni Office provides various benefits to alumni, which include library access, gym membership, free tickets to University events (e.g. sports, arts and culture), discounts to advertise on UJFM and booking the UJ Island for events. These benefits are continuously revised and a membership scheme will be implemented in 2022 with different tiers and related benefits.

Alumni Connect is a high-tech, online platform to facilitate engagement among alumni, inter alia, the mentoring of recent UJ graduates by fellow alumni. The system also enables affinity groups and chapters to reconnect with classmates (locally and abroad), receive news and event updates, as well as ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks and enables graduates to expand their networks and cultivate a culture of giving back to their alma mater in the form of mentoring assistance. The current total number of alumni registered on the Alumni Connect is 6 795, which include 1 762 mentors willing to mentor young alumni.

The Alumni Office extensively used social media channels and virtual experiences to bring our alumni community together during the global pandemic. Many of our in-person events were successfully offered as webinars or as interactive virtual events. The AGM of the UJ Convocation was again successfully held online in 2021.

CONCLUSION AND WAY FORWARD

Central Academic Administration has adapted very well to the challenges brought about by the pandemic and successfully executed all the required business processes. Most of the systems and business processes were impacted and had to be supported with a hybrid approach. The academic calendar was successfully concluded with the addition of the supplementary assessments also being written in the same year, at the end of November. This was a major enhancement and one to be proud of for the University.

All performance targets were met with the Registration and Application Student Surveys achieving more than 80%. The final selection process of undergraduate students, including the massive influx of late enquiries, was executed successfully. The alumni systems were expanded to facilitate better engagement with alumni, and a number of online engagements were successfully hosted with the faculties. In 2022, CAA will continue to expand off-campus alumni benefits with the introduction of a tiered subscription system and will launch more alumni chapters and affinity groups.

The risk of late walk-in applications was effectively mitigated using the cloud-based electronic late application enquiry system. An extended call centre was also available to assist applicants with application inquiries. Our chatbot proved to be a great help with the high volume of enquiries during registration and throughout the rest of the year. MoUJi (our intelligent digital assistant or chatbot) not only assisted with general enquiries but has also been enhanced through the integration of our student administration systems to offer applicants and students more self-service options. MoUJi now also has the capability of assisting an applicant with the resetting of a PIN without their having to speak to any administrative support staff member.

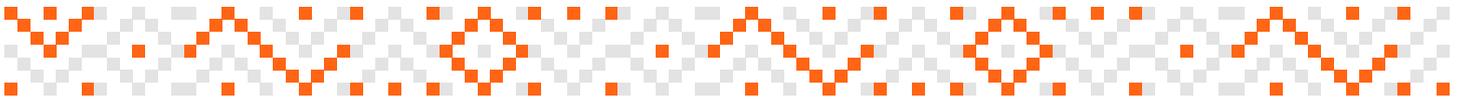
Sustained excellence in data quality was achieved with all the reporting deadlines met on time with minimal errors (taking into account the size, shape and complexity of UJ). More than 14 000 qualifications were awarded in absentia at the enhanced virtual graduation ceremonies, which this year allowed each graduate to have their personal graduation slide, which included a picture and their name/qualification, being announced. This was an innovative and unique way of allowing graduates an enhanced personal virtual graduation experience.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2022 with confidence as we continue to mitigate the risks and challenges created by the pandemic, while embracing technologies brought about by the Fourth Industrial Revolution.



Tinus van Zyl (Dr)

Senior Director: Central Academic Administration



Corporate Governance

OPERATING CONTEXT

Core business

The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and specifically, the Higher Education Act 101 of 1997 (as amended). Its core functions are driven in alignment with the Institutional Statute of the University of Johannesburg as well as relevant institutional policies.

The Division comprises five units, namely Governance, Records and Contract Management, Qualification Verifications, Events Management, and the UJ Graphic Design Studio. These units have a footprint on all four campuses and are technology driven, which includes internal as well as external systems. The Division, although diverse in nature, strives to align the manner in which it functions in accordance with best practice.

STRATEGIC FOCUS

Strategic Objective Six, fitness for global excellence and stature, informs the Division's strategic objective. The COVID-19 pandemic required the Division to adapt and be adequately prepared to fulfil Strategic Objective Six. In line with this overarching objective, the achievements of the units in the Division will be elaborated on.

Governance

University Academic Regulations

The review and approval process for the University Academic Regulations is conducted annually and involves the ratification of the Academic Regulations to be implemented for the following year.

A working group was assigned to oversee the amendments to the Academic Regulations and alignment with new and amended policies. This working group comprised the Registrar, the Heads of Faculty Administration, and relevant support divisions. The document was shared with the working group via the MS Teams platform to ensure active consultation and engagement with the relevant portfolios within UJ. The working group reviewed the 2021 regulations to inform the 2022 regulations in terms of accuracy, consistency, and applicability.

The proposed amendments served at Faculty Boards for inputs. The Office of the General Counsel as well as the Deputy Vice-Chancellor Academic were also consulted.

The amended University Academic Regulations for 2022 served at the last Senate meeting of November 2021 for approval. The revised University Academic Regulations were posted on the intranet, UJ website and uLink.

Policy Review Management

The Corporate Governance Division is tasked by the Registrar to monitor and track the policy environment within UJ. In 2021, Corporate Governance embarked on an awareness drive, capitalising on the UJ Circulars

system. The circulars listed documents approved in 2020 as well as all documents that required review and approval for 2021. This served as a continuous reminder to policy owners and responsible divisions on the status of documents within their relevant domains.

During 2021, 61 governance documents were reviewed and approved. The Corporate Governance page on the intranet, which contains UJ Governance documents, was reviewed, and an additional column included in the layout. The new user-friendly layout enabled an easier and quicker search for domain-specific documents. During the latter part of 2021, the UJ webpage pertaining to UJ Governance documents was restructured to reflect the documents according to specific categories.

B-BBEE certification

The Corporate Governance Division coordinated the B-BBEE status preparation in collaboration with the five identified pillars. The verification process entailed the collection of data and information relating to the elements of the UJ Annual Performance Plan. The coordination process was improved through technology, which enabled streamlined collection of data and uploading this on a central platform. Interviews were conducted online with senior management and other personnel of the University. A B-BBEE certificate was issued during June 2021, which is valid for one year. The review of the UJ B-BBEE verification process for 2021 will be concluded during the first semester of 2022.

Nominations and elections

The Division of Corporate Governance is responsible for managing the elections within the University. Elections are conducted for various portfolios on statutory committees. Elections are also held for the members on the Executive Committee of Convocation, candidates for senior positions and interview panels. Corporate Governance also conducts elections annually for the Student Representative Council.

Noteworthy nominations and elections were conducted for the positions of the Chancellor and honorary doctorates. The appointment of candidates is subject to additional processes and procedures.

The online voting platform was utilised for the Student Representative Council Elections as well as for a member of the Executive Committee of Convocation. This system proved to be beneficial during the COVID-19 pandemic as the voters were able to access the system remotely and cast their vote.

The nominations and elections conducted for the University of Johannesburg for 2021 posed no risks.

Senate membership list and attendance

The Corporate Governance Division, together with the Heads of Faculty Administration, facilitated the coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter. The utilisation of technology improved administration related to the compilation of this list. Four Senate meetings were held online during 2021. The adoption of the online format led to a significant increase in attendance in 2020, and this trend was maintained in 2021.

Management of the Commissioners of Oaths appointment process

The Corporate Governance Division oversees the management and appointment of Commissioners of Oaths for the University in accordance with the relevant legislation. For 2021, the University had 67 Commissioners of Oaths across all four campuses. The COVID-19 pandemic reduced the services required from Commissioners of Oaths.

Governance projects

The Division was actively involved in three governance and compliance related projects during 2021. The projects included:

- The Compliance Project under the Risk and Financial Governance domain.
- The Data Protection Project under the domain of the Office of the General Counsel.
- The King IV Gap Analysis Project under the domain of the Registrar.

Records Management Unit

The Records Management Unit is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. The Electronic Document and Records Management System (EDRMS) is utilised to drive the record and contract management processes. Service providers are also used for purposes of off-site storage and archiving of physical paper records.

Contract management

The contract management function pertains to monitoring the life cycle and record keeping of contracts for the University. The majority of contracts captured stemmed from the support environments. Currently, UJ has a total of 6 090 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2021 indicate that of the 6 090 contracts, 240 are new contracts, 485 contracts have an active status and 334 contracts have reached an expiration date. In order to ensure business continuity during the pandemic, the Unit alerted contract owners to submit contracts electronically as opposed to physically delivering hard copies to the office.

Records management

In addition to the life-cycle management of records, services are also provided to the UJ community to create awareness of records management principles. Legislation, regulations, and standards are prescribed for records management with relevant components incorporated into the UJ records management processes. Trends within records management are in line with the University's Fourth Industrial Revolution drive. This is demonstrated by the increasing number of records created in the digital space.

Within Perceptive Content, a total of 17 152 documents were received and processed within the application and selection solution. Records provided in hardcopy were digitised and 56 200 records imported into the system. In total, 166 new users were granted access to the system. In total, 353 boxes of paper-copy records were collected for off-site storage, of which 117 were identified for scanning. Planned disposals amounted to 1 560 kg, and ad hoc disposals totalled 5 462 kg.

23 projects related to records management were identified for 2021, of which 17 were successfully completed. The six projects that did not reach fruition were due to divisional specific constraints.

Access to information

Access to information constitutes requests received from internal and external stakeholders electronically or through the online PAIA platform. Requests are also received from third parties/verification agencies for information pertaining to the verification of UJ qualifications.

During 2021, 16 936 requests pertaining to qualification verification, transcript supplement orders, academic records and special letter orders were processed. This was a significant increase from the 11 901 requests processed in 2020. Qualification verification included services rendered to three contracted agencies. Individual verification requests were also received from third parties and alumni.

The Division also received 390 POPI update requests, which included POPI enquiry requests. In total, 45 internal as well as external requests were received electronically or through the PAIA online platform.

Events Management

The Events Management Unit is mandated to oversee high-profile events for the UJ Council, the Vice-Chancellor, and the Executive Leadership Group.

COVID-19 restrictions on public gatherings had a major impact on face-to-face events. This resulted in the adoption of different approaches to hosting events, namely as hybrid or virtual events. These approaches presented with initial teething problems, but proved to be beneficial for ongoing events hosting. Based on these newly adopted approaches, the Unit garnered a thorough understanding of how to transition to a new way of work within the context of the pandemic. A noteworthy outcome of this new way of work led to a larger geographical reach in terms of audiences, creating engaging and memorable events online.

During 2021, 17 online events and 26 hybrid events were executed on behalf of the Executive Leadership Group. A total of 29 virtual graduation ceremony videos were produced for the autumn and winter ceremonies and a total of three videos were produced for the spring ceremonies.

UJ Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg. Internal clients pay a minimal design fee for projects, and these funds are utilised to support the needs of the Studio. The Studio has the latest design hardware and software. Uninterruptible power supply (UPS) is also available for production to continue in case of power failures or load shedding. Owing to the global COVID-19 pandemic, the UJ Graphic Design Studio experienced an increase in requests for digital advertising campaigns, social media adverts and requests for material that could be published online. In 2021, the UJ Graphic Design Studio successfully completed 769 projects comprising 8 172 designed pages. There was a considerable increase in the number of projects and the number of page designs compared to 2020.

MAJOR ACCOMPLISHMENTS DURING 2021

- The Division was one of the key role players engaged in projects related to Compliance, Data Protection and King IV Gap Analysis.
- In response to the commencement of POPI in July 2021, the UJ PAIA manual was reviewed and aligned accordingly.
- Circulars relating to the policy environment improved communication and engagement, resulting in quicker turnaround times for the review and approval of governance documents.
- Further enhancements were made to the governance document site on the UJ intranet and the UJ website.
- The pandemic informed the increased usage of digital platforms in what were previously manually driven processes. This change significantly increased throughput in terms of the transcript supplement environment.
- In total, 16 936 requests pertaining to qualification verifications, transcript supplement orders, academic records and special letter orders were processed.
- Numerous nominations and elections were successfully executed in 2021. The Division successfully executed the online SRC elections.
- Benchmarking with the University of KwaZulu-Natal, University of Cape Town and Walter Sisulu University took place with regard to records management for both physical and electronic records.
- The Records Management Unit completed 17 planned projects and 10 unexpected projects within the EDRMS as required by management or auditors.
- Efficiencies were created through enhanced and streamlined business processes related to the splitting and renaming of documents.
- In collaboration with the ICS Division, a test environment was created for the Perceptive Content system, and this was successfully upgraded to Perceptive Experience.
- The Corporate Governance page on the website was updated.
- The total events executed for 2021 were 43 virtual events and 32 virtual graduations.
- The UJ Graphic Design Studio successfully completed 769 projects comprising 8 172 designed pages in 2021.
- Staff adjusted well to the blended method of working.

RISKS AND CHALLENGES

Key risks within the Division relate to instances of non-compliance, specifically regarding governance related documents, protection of personal information as well as access to information, contract management and records management.

Identified risks and challenges include:

- The Data Protection Project identified gaps across the University related to records management and the manner in which information is shared.
- Contracts signed are not always submitted to the Division for uptake in the EDRMS or off-site storage. This places the institution at risk in terms of contract management audits and inaccurate reporting for UJ.

Based on the risks identified, an action plan will be developed to reduce these risks, as guided by the institution.

CONCLUSION AND WAY FORWARD

The Corporate Governance Division played a critical role in the University and provided services to both internal and external clients. The Division continually strives to close gaps in the areas of governance, including access to information, and contract and records management.

Corporate Governance's swift adoption of newly aligned processes during the pandemic allowed the Division to respond to the needs of its stakeholders both internally and externally.

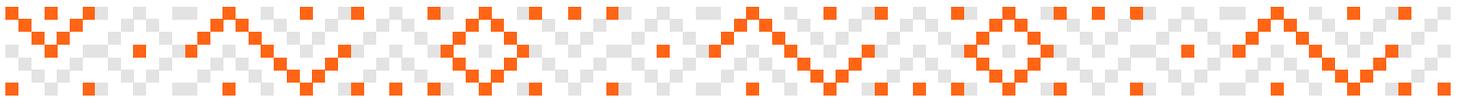
To align functions and improve efficiencies, the Registrar's Portfolio formed part of an organisational review and design project. This informed the transfer of the Events Management Unit and the UJ Graphics Design Studio to the portfolio of the University Relations Division as of 1 January 2022. The Corporate Governance Division wishes both Units well in their future endeavours.

The Division looks forward to quality engagement with various stakeholders during 2022 and will continue to explore innovative methods to promote quality service delivery through the effective utilisation of technology.

A handwritten signature in black ink, appearing to read 'K Burger', written in a cursive style.

Kinta Burger (Prof)

Registrar



University Secretariat

HIGHLIGHTS/ACHIEVEMENTS FOR 2021

The evaluation of University Secretariat services to statutory committees according to the 2021 performance evaluations, administration section, reflected sustained excellence, as illustrated below:

- Council and its committees: 4.7 (2020 – 4.8)
- Senate and its committees: 4.7 (2020 – 4.5)
- MEC and its committees: 4.9 (2020 – 4.7)

Note: The ratings for the services rendered by the University Secretariat are consistently higher than any of the ratings in the other three categories, namely: (a) organisation of the committee, (b) execution of functions, and (c) role of the chairperson and members.

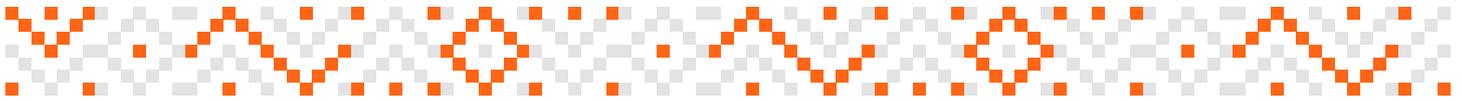
While it is the committee members' responsibility, the University Secretariat staff, if time permits, will quality-check documents before being submitted to the committees.

Highlights/achievements in addition to compiling agendas and writing minutes:

- Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution). All the staff members receive compliments/words of appreciation for the quality of their work and dedication.
- Assuming additional work resulting from the COVID-19 pandemic: special MEC (35) and MECA (19) meetings, and COVID-19 Coordinating Committee (23) meetings.
- Reviewing the statutory committee charters/schedules of business.
- Providing in-service training to a new committee administrator to ensure successful assumption of responsibility for identified statutory committees. Ms S Davids slotted in as part of the team without any challenges and took over senior committees as if she had been doing the work for a long period.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing (telephonic advice on meeting-related matters are also provided as and when required).
- Implementing a slight amendment in the format of minuting for identified committees (addition of received category).
- Assisting with planning and preparation for the 2021 Council review by the Institute of Directors of South Africa. The review was concluded in November 2021, and a Council Workshop to discuss the outcomes took place on 24 January 2022.

Challenges in 2021

- Late submission of documentation for inclusion in agendas remains a challenge for some committees.
- Linked to the critical challenge above was the poor quality of some of the documents submitted to meetings (poorly written/factually incorrect information).



Occupational Health Practice

OVERVIEW 2021

From the beginning of 2021, UJ experienced a resurgence of COVID-19 cases. This had a great impact on the seven focus areas of the Occupational Health Practice (OHP) portfolio, given that the unit was actively involved in UJ's response to COVID-19. However, despite this resurgence, all plans for 2021 were executed and targets were exceeded.

OHP primarily focused on following up on employees who had contracted COVID-19 and on contact tracing. This also involved keeping COVID-19 registers and ensuring compliance with external reporting by submitting weekly reports to the National Institute for Occupational Health (NIOH). In total, 476 employees tested positive for COVID-19, and of these, 460 recovered and 16 succumbed to COVID-19.

The Health Risk Assessment (HRA) target was 86, and OHP completed 93 of these, with a completion rate of 108%. Against the achievable planned medical surveillances of 620 employees, we completed 633 medical assessments with a completion rate of 102%. Five employees were assessed under the resilience programme. In total, 27 radiation medical assessments were concluded. A total number of 30 employees were assessed for incapacity.

The overall food safety score was 95%, with a microbial overall score of 97% and a housekeeping and maintenance score of 76%.

In total, 68 travel health risk assessments were conducted for employees undertaking official international and national trips, after COVID-19 restrictions were lifted.

The only official events managed by the OHP were those during the 2021 registration period.

BACKGROUND

The Occupational Health Practice is a unit operating from the Campus Health Clinics on all four campuses and reporting to the Registrar's Portfolio. During 2021, the OHP operated with a contracted occupational medical practitioner (OMP), who visited each campus once a month, three permanent occupational health nurse practitioners (OHNP), and one locum OHNP. One of the permanent OHNPs is Acting Head of OHP, in addition to managing one of the OHP clinics, due to the prolonged sick leave of the Head: OHP. One administrator is responsible for all four campuses and one student assistant is based at APK OHP.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organization. Occupational health is a globally advanced nursing/medical discipline involving a specialist role for professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The OHP operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication.

Approach

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Facilities Management, Primary Healthcare and Event Risk Management, all internal to UJ, and with external peers in healthcare, food safety, travel medicine and agencies, such as the World Health Organization and the International Commission on Occupational Health.

Clientele

UJ employees are the primary clients. However, contractors, students and visitors are included when they are exposed to occupational health hazards. A consistently high client satisfaction rate, exceeding 95%, and positive narrative feedback were received.

OHP PERFORMANCE SUMMARY

Response to COVID-19 pandemic

- COVID-19 cases were reported to Campus Health Service (CHS) through self-reporting, by heads of departments or by staff members who came to know about positive cases.
- Telephonic follow-up was done with all positive cases and those in isolation for 10-14 days. Close contact tracing commenced immediately after receiving notification of a positive case.
- All reported COVID-19 positive cases and close contact registers were recorded, and progress was reported daily.
- COVID-19 statistics were recorded and updated daily on the uLink dashboard to enable the UJ community to track the UJ positivity rate and the effects of COVID-19 on the University community.
- A weekly report on the COVID-19 infection rate was provided to the Executive Committee of the COVID-19 Coordination Committee (CCC), with a subsequent report provided to the CCC bi-weekly.
- OHP provided online health education regarding COVID-19 related matters, including promotion of COVID-19 vaccination. Where possible and safe, small groups attended these sessions, in particular grounds and service staff.
- OHP ensured compliance with external reporting by submitting reports weekly to NIOH. The reports included the following registers:
 - Symptoms screening
 - Vulnerable employees
 - Positive cases
 - Recovered cases.
- Employees who had contracted COVID-19 in the line of duty were reported to the Workman's Compensation Commissioner with assistance from the Occupational Safety Department. In total, 21 cases had been reported since the beginning of the COVID-19 pandemic.
- A COVID-19 vaccination self-disclosure link was created in partnership with the Centre for Academic Technologies (CAT). Employees and students can self-disclose after receiving their vaccines. Having these vaccination statistics will assist UJ with our reintegration planning.

Health risk assessments

- The purpose of these is to assess the work environment in order to identify the presence of risks and mitigate these to ensure the optimal health of employees. The target for 2021 was to assess 86 environments. In total, 93 assessments were done, and reports were provided to heads of departments for implementation of recommendations.
- Hygiene surveys are undertaken by private companies contracted by the OHP to measure quantifiable risks such as noise, ventilation, and microbes found on surfaces and in the air.
- All surveys were conducted as planned during the third quarter. As COVID-19 infections were low, most employees were back on-site, and laboratories were fully operational.

Medical surveillance

- Health surveillance of employees is undertaken to prevent the impact on their health of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation. OHP conducts hearing tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).
- The Medical Surveillance Programme is formatted on annual/bi-annual cycles and the target for these assessments is based on the surveillance matrix compiled by OMP after health risk assessment findings.
- The medical surveillance target for 2021 was 882, combined for all four campuses. However, the combined number of medicals achievable, in terms of available personnel, stood at 620; this left a total of 262 medicals outstanding. The highest difference was on DFC, with 79 outstanding medicals.
- A contractor was appointed for APK, APB and SWC to assist with medical surveillance targets. For DFC, a locum occupational health nursing professional was appointed. In all, 633 medical surveillance assessments were conducted.
- The number of COVID-19 infections decreased significantly during the third quarter, hence we were able to continue with our medical surveillance programme as planned.

Resilience programme

- The programme offers ongoing assessment and support to the ELG, the personal assistants of the ELG and the heads of departments. An invitation is sent out to identified members; should they accept the invitation, appointments are scheduled with OHNPs on their respective campuses and feedback given through OMP.
- Owing to COVID-19, only five out of 50 assessments could be concluded.

Radiation

- Radiation exposure is measured using a dosimeter, which is monitored by the Radiation Protection Service, to evaluate over-exposure by staff and students in the radiation laboratories. In total, 27 employees are monitored for exposure levels on a monthly basis, and all were within normal ranges.

Food safety monitoring

- Housekeeping, maintenance and microbiological food audits are done by a contracted food audit company once per quarter, within the UJ Student Centre food outlets. The set standard for UJ food safety is 90% on the components audited with a minimum international criterion of 85%.
- Food safety audits were completed in March, June, September, and November 2021.
- The overall food safety score was 95%, with a microbial overall score of 97% and a housekeeping and maintenance score of 76%. Corrective measures were communicated to the food outlet owners regarding housekeeping and maintenance.

Event medical risk assessment and resourcing

- The only events managed by the OHP were those in the registration period. Minor incidents were reported relating to student protests. These were appropriately managed with support from ER24 and Protection Services. Most other events were suspended due to COVID-19.

Medical response to disaster and ER24 rollout

- The ER24 Emergency Medical Care contract was activated in April 2018, and comprehensive induction, orientation and awareness interventions have been completed, resulting in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.
- Primary Healthcare Service (PHC) enabled a comprehensive, professional COVID-19 screening service at access points during the first return of staff and students to campuses by providing nurses at entrances.

Travel medicine

- A significant increase in the number of official travels was noted in the third quarter of the year after COVID-19 restrictions were lifted.

- In total, 68 travel health risk assessments were conducted for employees undertaking official international and national trips. Pre- and post-travel assessments were done at the OHP, and travel bags and vaccinations according to the destination area were given. Assessment of destination countries for travellers was done.

Contact sessions

- In total, 5 670 consultations were carried out by OHNPs. These included COVID-19 positive and quarantine cases follow-ups and consultations with the occupational medical practitioner, both on- and off-site.

OHP campaigns

- **Influenza vaccination:** This was initiated from 23 April to 21 May 2021. The campaign was a success, with 254 employees opting to vaccinate on campus. The OHP saved on costs by working in collaboration with local pharmacies that facilitated the billing process via the employee medical aid scheme.
- **November campaign:** An invitation was extended to UJ male employees above the age of 35 to have a complimentary PSA blood test. A total of 181 benefited from screening for prostate cancer in this November 2021 campaign. Abnormal results were referred for further management to their general practitioner.

STRATEGIC FOCUS AND TARGETS FOR 2022

- **An enriching student-friendly learning and living experience**
 - Ensuring that occupational health risk assessment of laboratories and lecture venues are conducted.
 - Conducting food safety audits to ensure compliance with food safety standards.
- **National and global reputation management**
 - Ongoing travel health risk surveillance screening for emerging travel health risk.
 - Professional networking with the Department of Labour's Directorate for Occupational Health and Hygiene, the SA Society for Occupational Health Nursing Practitioners (SASOHN) and the SA Society for Occupational Medicine (SASOM).
- **Fitness for global excellence and stature**
 - Creating awareness among high-risk environments by conducting health risk assessments and qualitative surveys.
 - Ensuring a legally and ethically compliant Occupational Health Practice, with ethical compliance evidenced from zero confidentiality breaches.

HEDA repository for all UJ health risk assessments

The OHP dashboard on the HEDA system has been developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports are accommodated on the site and are accessible to internal stakeholders. Graphics reflect performance on legally required medical surveillance targets. Health risk assessments and medical surveillances address the legal mandates of the OHP portfolio. Refinements towards the five remaining key areas in the portfolio are currently under way.

UJ Occupational Health Risk Profile

The composition of a qualitative UJ Occupational Health Risk profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings. The profile is updated as new health risk assessments become available and can be viewed on HEDA.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

CONCLUSION AND WAY FORWARD

The resurgence of COVID-19 in the past year has had a significant impact on OHP. Implementation of the OHP's legal mandates and other activities was suspended or delayed in response to the needs of the University to challenges brought on by COVID19. The resumption of normal objectives was guided by the progression of the pandemic in 2021.

Objectives and targets for the period 2022-2023

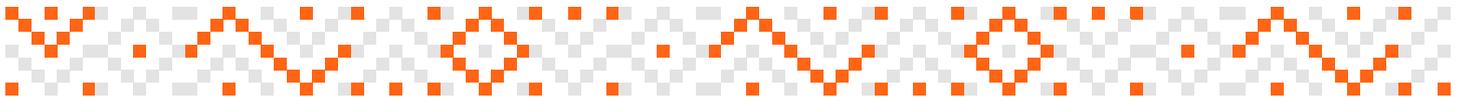
- 227 health risk assessments, including outsourced surveys and UJ outliers.
- 580 medical surveillance on all four campuses, excluding medical incapacity cases and executive medicals.
- Appointment of a student assistant/intern to assist in COVID-19 administrative duties.
- Surveillance and preparation for global/local emerging communicable diseases, such as coronavirus-related disease, influenza, malaria, Ebola viral disease and typhoid.
- Alignment of OHP services on SWC with services provided at the other three campuses.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.
- Close relations with other departments in the continuation of COVID-19 infection prevention and control strategies.
- Support to the UJ community in complying with the implementation of the UJ COVID19 Mandatory Vaccination Policy.
- Consultation with the UJ Division for Institutional Planning, Evaluation and Monitoring (DIPEM) for assistance regarding an electronic dashboard for the Occupational Health Practice to update the latest HRA and surveys.

All plans will be implemented with consideration of the continued presence of COVID-19.



Kinta Burger (Prof)

Registrar



Primary Healthcare Service

OVERVIEW

The year 2021 was in essence a successful year for Primary Healthcare Service (PHC). It was fraught with numerous new challenges, which required innovation in order to mitigate unprecedented dilemmas. With campuses reopening for much of the year, most services returned to normal, with patients using the clinic increasing by just over 95%. The number of employees consulting at the clinics, however, decreased by 52,7% during that same period. Family planning consultations at the clinics decreased by 69,6% from the year 2017 to the year 2021, accompanied by a 30,6% decrease in sexually transmitted diseases over the same five-year period. The HIV testing service was successfully moved from the PHC clinics to IOHA in 2019, thus increasing the potential for higher rates at HIV testing awareness campaigns. In 2021, vaccinations were provided to 400 patients by the PHC clinics, representing an increase of 117,4% from the 184 vaccines provided in 2020. With the international and national travel restrictions lifted, travel health services were accessed by 194 clients in 2021. This represents an increase of 208% from a total of 63 clients in 2020.

While the focus was on achieving goals for 2021, some programmes had to be put on hold, among which, the first aid training for students. There were some challenges regarding the rollout of planned activities, mainly due to the COVID-19 pandemic and in part due to other challenges outside our control. Most resources had to be redirected to the COVID-19 project. It was nevertheless a year filled with adventure and pride in the achievement of set goals and objectives.

OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

Primary Healthcare Service is a unit that focuses on student health and wellness and reports to the Registrar's Portfolio. The services are offered primarily to UJ students but also to staff at no cost to the patient. The service is available on all campuses and managed by primary healthcare nurse practitioners (PHCNP). The medical doctor provides clinical services to all clinics and provides support to nursing staff.

Governance

The core operational functions include the provision of Primary Health Care (PHC), which focuses on treating minor ailments, sexual reproductive health (SRH), event medical planning for sports, health promotion, screening and monitoring of chronic conditions, and travel medicine. In addition, HIV testing continues to be

done for clinical reasons as determined by the healthcare professional (HCP). PHCNPs are suitably qualified and licensed to practise under the Nursing Act 33 of 2005. They are licensed to perform clinical services, including assessing, diagnosing, and prescribing medication, according to Subsection 56(6) of the Act. All have a dispensing licence, which is a requirement for all clinicians. The clinics are managed by the PHCNPs, with a sessional medical practitioner providing additional medical support, as is the statutory requirement of the licence to practice.

PHC operates under and is guided by the following:

Vision: To be a leader in excellent healthcare service delivery.

Mission: To provide the UJ community with optimum preventative, promotive and curative healthcare while making use of appropriate referral systems.

Risk management

The following were key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff and students resulting from needlestick injuries. This is mitigated by the availability of vaccination against Hepatitis A and B to students in the Faculty of Health Sciences (FHS); while treatment for the prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- COVID-19 infection: The exposure to infectious agents has been greatly increased by the novel coronavirus infection. The risk is applicable to both staff and students since it is highly infectious. The implementation of various infection prevention and control measures is in place and these measures are assessed daily.
- Travel health risks: This risk is managed through pre- and post-travel assessments with information alerts circulated via uLink and Facebook. In 2021, this was applied with tight control and assessment of destination countries for travellers. Control and assessment became more stringent in terms of the COVID-19 compliance regulations.
- Delay in medical response: Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high-level intervention from an emergency medical service provider. The service is currently provided by ER24.
- Risky sexual practices among the students with concomitant unplanned pregnancies, STIs, HIV infection, etc. This is mitigated by the availability of a wide variety of SRH services, collaboration with IOHA, and improvement in health promotion platforms.

STRATEGIC FOCUS AND TARGETS

Departmental objectives aligned with UJ's Strategic Plan 2025

An enriching student-friendly learning and living experience

- Providing excellent PHC with the focus on enhancing the student experience.
- Following the strategic plan as guided by the Department of Health.

National and global reputation management

- Identifying risk in the medical management of patients in line with various health regulations and by avoiding adverse events.

Fitness for global excellence and stature

- Ensuring good governance in relation to human and financial resources to ensure the sustainability of the service, while taking care of the environment locally and globally.

The 4IR-related initiatives achieved

- Developing an online booking system for patients.
- Utilising an online client satisfaction survey.
- Expanding health promotion to online platforms, such as Facebook and Instagram.
- Using the virtual platform to improve access in support of the FYS programme.

PRIMARY HEALTHCARE SERVICE PERFORMANCE

Patient consultations

During 2021, consultations were provided by healthcare professionals, mainly the nurses, as the clinic was without a medical doctor until August 2021. There were 12 758 consultations in total, which was an increase of 95,4% from the 6 529 consultations in the 2020 period. Under normal circumstances, family planning accounts for most consultations, but in 2021, consultations for gynaecology related conditions were the highest, at 1 416. Other common conditions ranged from those of the respiratory tract, eye conditions and ENT/mouth. The increase in consultations is attributed to the lessening of the COVID-19 lockdown restrictions and the presence of more students on campus, despite the online learning platform.

Employee vs student healthcare services

Services offered to employees include assistance with minor ailments, screening of chronic conditions, and family planning. A total of 544 employees were seen by health professionals at the clinics in 2021, which is a slight increase from 506 in 2020. The student-to-employee consultation ratio has fluctuated over the five-year period between 2017-2020 with annual figures of 9%, 5,5%, 1,15% and 7,75% respectively. However, in 2021, the student-to-employee consultation ratio decreased to 4,26%. This is a result of more students being on campus and utilising the service more in comparison to the previous year. The clinics became a source for the healthcare needs of all individuals on campus. The availability of the new medical services provided stability, and staff were accommodated in the recess period.

Sexual reproductive health (SRH) services

Family planning (FP)

As indicated already, this service was greatly affected by the pandemic. The contraceptive methods available are injectable, oral, subdermal implants, with the intrauterine device (commonly known as the loop) now also available for the past two years. Condoms are available at many places of convenience in the clinic and around campus. The SRH service is available in part to mitigate against unplanned pregnancies and in part to prevent and treat sexually transmitted infections including HIV. FP was provided to 1 117 clients in 2021, a drop from 1 827 clients in 2020; clients included both staff and students from across the University. Some students made use of the Quadcare Medical Centre located at the APK Student Centre.

Emergency contraception (EC)

Emergency contraception, commonly referred to as the 'morning after' pill, was given to 216 patients in 2021, representing an increase by 217,4% from the 58 patients who received it in 2020. This trend indicates persistent engagement in risky sexual behaviour, with inconsistent use of preventative methods such as condoms. A total of 783 patients were tested for pregnancy, with 144 students testing positive, an increase of 65,5% from the 87 students who tested positive in 2020. Of the 144 who were diagnosed as pregnant, 73 were referred for termination of pregnancy. Those choosing to terminate are referred for psychological counselling at PsyCaD.

- **Challenge:** The shortage of contraceptives from the DOH has directly and negatively affected those students who became pregnant in this reporting period. This also shows the vulnerability of students and the likelihood of their contracting STIs and HIV, among other diseases.

Sexually transmitted infections (STIs)

There has been a continual decrease in the number of students treated for STIs, from the 1 296 students treated in 2017 to the 357 treated in 2020 and the 314 treated in 2021. The decrease specifically observed in the past two years is attributed to fewer students on campus and not to a change in behaviour. This is evidenced by the high numbers of emergency contraception requests. Cervical cancer screening yielded only 179 tests.

Health promotion

This is the most frequent element and a pillar within PHC. Health promotion is provided at an individual level, in groups, and in communities. In-person education drives have been moved to online spaces to

accommodate COVID-19 regulations. The annual World Health Organization (WHO) and National Department of Health calendars are used for guidance. UJFM radio and Facebook are platforms regularly used to share health information.

HIV testing services (HTS)

HIV testing has been moved from the PHC clinics to IOHA, and testing at the PHC clinics is now done on clinical grounds only. A total of 29 clients were tested for HIV in all the clinics in 2021, an increase from the 16 clients tested in 2020. In total, 27 of these tests were found to be negative.

Vaccinations

These include Hepatitis A and B, Yellow Fever, Tetanus, and Influenza vaccines. A total of 400 patients were provided with different vaccines, some being from the Faculty of Health Sciences and others being those engaging in travel engagements as part of their studies. The service had an increase of 117%, a change from only 184 patients seen in 2020.

Travel health

Travel health is provided to students traveling on UJ assignments. The service was accessed by a total of 194 clients in 2021, an increase of 208% from a total of 63 clients who had accessed this in 2020. From 2017 to 2018, there was a sharp increase of 70% in the utilisation of travel health services, following on the introduction of the Africa-by-Bus initiative, which was then suspended due to the pandemic. The considerable increase in 2021 may be attributed to the rise in travelling done by students for assignments, largely due to the easing of COVID-19 restrictions. This included a Namibian Africa-by-Bus excursion for students. Of the 34 students who travelled, seven were delayed upon return due to testing COVID-19 positive. They remained in Namibia for a further ten days as mandated by the International Health Regulations.

Event medical risk

Medical Operational Plans (MOP) are required prior to a major sporting event. Most sporting activities were affected by COVID-19 restrictions, with netball and women's soccer able to take place in October.

ER24 contract

Following the expiry of the initial three-year contract, a new contract had to be negotiated with support from PURCO. The new contract, again with ER24, will run from July 2021 ending in June 2024. In the current reporting period, a total of 202 patients were seen and treated by ER24 personnel. Most transfers were done to public hospitals, as the majority of students do not have medical aid.

Impact of COVID-19 on service provision

- Some of the priority targets were not achieved. These include the cervical cancer project, first aid training, and the implementation of ARV services. With that said, new targets were put in place to respond to the prevailing circumstances.
- COVID-19 screening: The service continued as established last year. In 2021, a total of 179 students reported being infected, with one postgraduate student succumbing to the disease. The medical staff continued to support those infected, with the assistance of the Student Affairs Division. Plumpudding Guesthouse accommodated a total of 35 COVID-19 positive students, as it was a designated isolation facility. Streatley Avenue residence was allocated to accommodate those needing quarantine after exposure to COVID-19, but only 20 students made use of the facility at different times.
- MEC gave approval for a registered nurse to continue working in the December recess period, to maintain COVID-19 services. The nurse monitored all reported cases of COVID-19 and coordinated record keeping and mobilisation of all resources required in cases of self-isolation, hospitalisation, and discharge of the infected individuals. This was necessitated as the recess period coincided with the height of the third wave of COVID-19, dominated by the Omicron variant. Only one student, reported positive, isolated at a UJ residence during this period.

Monitoring of COVID-19 exposed and infected individuals

- Isolated cases accommodated at UJ premises: A total of 35 students were accommodated at Plumpudding Guesthouse, which had been designated for the isolation of COVID-19 positive students.
- Isolated cases monitored: 279 cases were monitored following exposure to someone with COVID-19. Of these, 18 cases tested positive and were then case managed until recovery.
- Positive cases: 179 students reported having been diagnosed with COVID-19, an increase from the only 59 reported during the previous year. At least one fatality was reported among students in the current reporting period.
- A travel risk register was created to monitor students returning to the country to continue with their academic programme. A total of 95 students were monitored for compliance with inbound and outbound travel requirements. Only seven out of 34 students tested positive upon returning from the Namibia Africa-by-Bus trip. They were managed in Namibia until the 10 days isolation and recovery period had been completed.

BUSINESS CONTINUITY DURING COVID-19

Clinic operations

- * Primary Healthcare Service clinic activities were provided despite the various lockdown levels. A telephonic advisory service was provided to those needing healthcare. Referral systems remained in place, especially to facilities testing for COVID-19.
- * Collaboration with Protection Services, residences, and Facilities Management worked well and provided relevant support to those infected and exposed to the virus.
- * Quarantine facilities were provided at Streatley Avenue residence, and an isolation facility was opened at Plumpudding Guesthouse. ER24 remained in place as emergency healthcare provider. Students were transported by the UJ Transport Department to and from hospitals, testing sites, and, in the case of FHS students, clinical learning areas.
- * Telephonic monitoring of positive cases was done daily and reported on the dashboard displayed on the University's website.
- * Staff meetings were held regularly over MS Teams, which ultimately proved a useful means of communicating with colleagues. This is over and above the use of telephone and WhatsApp.
- * The online booking of appointments for consultations continued, as established in 2020, and supported by the ICS Division.

EMPLOYEE PROFILE

Two professional nurse positions were created following resignations. The staff complement remained constant following the new appointments. In total, the staff complement consists of 16 permanent employees. The employee profile is 82% black and 94% female.

The PHC obtained contracts for the provision of medical services from Sports Medicine Africa and Quadcare Medical. These organisations have a three-year contract to provide services for patient consultations and to support the clinics with doctors on a sessional basis.

Training and development

Staff attended training at various levels, mostly online. Among the topics were the following:

- Electro-cardiogram (ECG) training for professional nurses.
- Performance management provided by HR .
- Nurse-initiated management of anti-retroviral treatment, TB, HIV, and COVID-19.
- Family planning training offered by the Department of Health. This included training in use of the intrauterine contraceptive devices and the subdermal implant, which are both long-acting contraceptive devices.
- MS Excel training offered by HR.
- Suicide: DBT as an intervention.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

- PHC operates four cost centres and has utilised 99% of the allocated operational budget. The budget was better utilised in comparison with the previous year due to the availability of more patients and an improvement in service provision.
- The ER24 contract was moved under the PHC budget, thereby increasing the operational budget significantly.
- Expenditure planned for the year had to be adjusted to cater for the current COVID-19 challenges.
- PPE consisting of surgical masks, gloves, face shields, gowns, shoes, and caps were ordered via the procurement procedures prescribed by the University.
- Payments for screening by nursing professionals were also included in the adjusted budget.
- An additional budget for COVID-19 screening was approved but placed centrally and not under the departmental budget.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Leadership

External

- Sr Geya is Chairperson of the South African Association for Campus Health Services (SAACHS) and is responsible for the strategic direction of the Association. In her capacity as Chair of SAACHS, she was invited to chair a panel in the external audit review for Stellenbosch University in March.
- Ampath Laboratories were also supportive in testing students from the Faculties of Health Sciences and of Humanities. The support was in the form of COVID-19 PCR testing before allocating students in the clinical facilities. The Internationalisation Office was supported in the Africa-by-Bus project. COVID-19 PCR tests were done prior to departing to Namibia and Mozambique.
- Higher Health continued to provide guidance by engaging HODs of campus health clinics, via the SAACHS executive office.

Internal

- COVID-19 vaccination drive: Clinic staff, other healthcare categories, and first responders in the Protection Services Division were the first group to vaccinate against COVID-19 infection, in the context of the national trial administration of the Johnson and Johnson vaccine.
- Staff and students were supported to receive COVID-19 vaccination at Liberty Building in Braamfontein, Milpark Hospital, and the surrounding vaccination centres.
- Travelling students were supported using the clinic's established relationship with Ampath Laboratories for COVID-19 testing as a pre-travel requirement.
- PHC supported the Occupational Health Practice in providing business continuity despite unit challenges.
- PHC collaborated with the Library and IOHA to present a webinar with radio personality Eusebuis MacKaiser, to share COVID-19 vaccination messaging.

OBJECTIVES AND TARGETS FOR THE PERIOD 2022-2023

COVID-19

The main objective is to support the implementation of the UJ Mandatory Vaccination Policy through the following:

- Tracing and tracking of diagnosed and reported incidences of COVID-19.
- Mitigating against further infections through environmental compliance with infection prevention and control measures.
- Managing individual incidences and cases.
- Conducting education sessions as the dynamics of the pandemic evolve.

- Advising MEC, CCC, and CCC Exco on changes and implications within UJ.
- Ensuring reporting of COVID-19 statistics is carried out to statutory bodies, such as NIOH, DOH, and in some instances Higher Health.
- Benchmarking with other institutions to provide best practices within UJ.
- Initiating and coordinating vaccinations in support of the mandatory vaccination policy.

General PHC practice

- Upscaling health promotion to include aspects contributing to risky behaviour, mental health, various forms of abuse and violence.
- Increasing contraceptive use with a focus on long-term methods to minimise unplanned pregnancies. Extending clinic services to the University residences.
- Ensuring professional nurses attend FP training in March 2022.
- Conducting monthly online presentation on different health promotion topics, e.g. STI prevention and treatment, COVID-19 progress reports, etc. Creating short videos to enhance the clinic's online presence.
- Conducting Pap Smear, Breast and Prostate Cancer virtual/in-person awareness campaigns.
- Administering ARVs across the campuses, including pre- and post-exposure prophylaxis to minimise the risk of HIV infection when exposed.

PHC facilities

- Converting access control at APK and DFC pharmacies to an electronic format.
- Upgrading security by installing cameras at APB, SWC, and DFC reception areas.
- Installing an air-conditioning device to control the temperature in the room at the SWC clinic's emergency room. Removing oxygen cylinder in the same space and reticulation from outside the clinic.
- Replacing floor tiles in student and staff toilets.

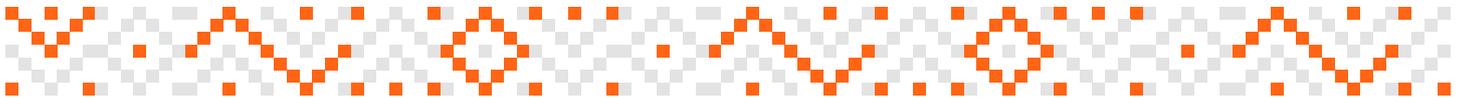
CONCLUSION AND WAY FORWARD

PHC was generally successful in implementing basic services and responded successfully to challenges brought on by COVID-19. The ongoing plans address the presence of COVID-19 still in our midst, albeit moving towards its resolution. The implementation of the UJ COVID-19 Mandatory Vaccination Policy has enabled the clinics to be a safer place to implement the PHC strategy.



Kinta Burger (Prof)

Registrar



Institutional Office for HIV and Aids

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role for the HIV/AIDS programme following the 2013 White Paper for Post-School Education and Training (PSET) (2013), the Transformation Framework for Higher Education (HE) (2015), the National Strategy Plan (NSP) for Human Immunodeficiency Virus (HIV), Tuberculosis (TB) and Sexually Transmitted Infections (STIs) (2017), the Adolescent and Youth Policy (2017), and the Social Inclusion Policy Framework of PSET (2016). It functions within the legal and management framework of the University of Johannesburg under the Charter of UJ's Student Wellness and MEC Transformation Committees to ensure the realisation of the strategy.

The Office is also mandated to facilitate a combination of prevention interventions and strategies to reduce new HIV infections, provide a holistic service for HIV/AIDS-related matters, and promote health within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health and rights (SRHR), peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV. The purpose of this report is to provide an overview of the coordinated institutional HIV/AIDS response, which is monitored and evaluated by the HIV/AIDS Committee.

ACHIEVEMENTS IN 2021

Health promotion, HIV, TB and STIs prevention, care and support

Health promotion and HIV prevention

Health promotion is the core driver to improving the health and wellbeing of students and staff. It enables them to have increased control over their health and its determinants. The vision and the understanding driving the health promotion programme for 2021 were that long-term health outcomes are shaped by factors largely outside the health system, including lifestyle, diet and nutritional levels, education, and sexual behaviour. During this reporting period, health promotion effectively used social media and media platforms to promote awareness of lifestyle diseases, such as diabetes and hypertension. Additionally, the programme encouraged the prevention of HIV, focusing on pre-exposure prophylaxis (PrEP), post-exposure prophylaxis (PEP), antiretroviral therapy (ART), and use of barrier methods, such as condoms.

Furthermore, to ensure exam readiness and support, IOHA focused on promoting strategies for planning for exams, coping with stress, and re-emphasising services available to students for mental health. The shared techniques, aligned to the national development plan for health, included promoting exercise such as

walking and running. In addition, in order to curb unhealthy habits and encourage a healthy lifestyle, these techniques assisted with identifying unhealthy eating habits during exam season, including the dangers of insomnia, thereby proposing healthier alternatives.

IOHA embarked on a pilot project to introduce online self-screening tools to assist students in finding out if they are at risk for any particular disease or condition. Current self-screening tools are for HIV, TB, STIs, safe sex, stress, mental health, unplanned pregnancy, GBV and substance abuse. Responses were monitored, and referrals were made where any risk was identified. The assisted screening through Health Promoter, whereby each client who came to do HIV testing was screened, reached 1 395 students for TB, STIs, and COVID-19 screening between July and December, while 1 072 clients were screened for blood pressure and weight management. Conversely, 279 clients completed the online self-screening tools.

When comparing 2020 and 2021 HIV testing services, 3 333 people were tested in 2020, whereas, in 2021, 2 622 people were tested. This can be attributed to the COVID-19 pandemic and the impact that the pandemic has had on face-to-face health and wellness service delivery. Although IOHA was able to move the majority of its services and engagements online as the COVID-19 pandemic advanced, the human-social interaction aspect of HIV testing services could not move online. However, there has been a significant improvement in interest in testing during the 2021 reporting year; we strive for still greater progress in 2022.

Different barrier methods were available across campuses. Correct and consistent use of barrier methods, such as male and female condoms, has been identified as an effective means of protecting against STIs, including HIV. Additionally, condoms remain the only contraceptive method that provides dual protection, i.e. against STIs and pregnancy. Therefore, increased awareness and availability remain essential prevention strategies.

HIV care and support

HIV care and support programmes ensure that students infected with HIV receive psychosocial support. A total of 26 students were identified as reactive. Although some students came to IOHA to seek advice and treatment, 25 of those identified as reactive agreed to join the UJ Care and Support Programme leading to a 96,1% uptake. The incidence rate remains at 1%. According to Stats SA 2019, it is estimated that the national HIV prevalence is 13,6%, with prevalence in Gauteng province estimated to be 13,5%. Therefore, UJ's prevalence rate is low compared with the national and provincial statistics, based on the number of people tested. However, it remains concerning that risky behaviour increased even during COVID19 and the lockdown restrictions, when considering the number of STIs, unplanned pregnancies, termination of pregnancies and requests for the morning-after pill. Awareness remains the key strategy to empower students in making safe decisions to avoid future permanent impacts on their lives.

More females tested positive than males when looking at client demographics, which is consistent with the national profile. Most reactive students were identified on APK and DFC Campuses. The CBE was the faculty with the most reactive students, attributed to their registering more students than other faculties. Notably, students in their first year of study presented the highest number of reactive results. A more targeted approach is needed across the campuses and faculties in partnership with relevant stakeholders to help overcome the alarming rates of risky behaviour.

What is encouraging is that the majority of these students joined the UJ Care and Support Programme and enrolled for treatment, with around 16% of them collecting medicine at Lillian Ngoyi Clinic at the Baragwanath Hospital near UJ SWC, while 32% used Hillbrow CHC and another 4% used Helen Joseph's Thembalethu Clinic. In addition, 4% of students used Quadcare (on-campus private doctor), while 44% used Netcare Garden City Hospital to collect their treatment. These external partnerships have proven very beneficial to our complement of positive students.

The UJ Care and Support WhatsApp group has about 40 members, comprising current students and alumni. Some students on the programme have proceeded to play an active role in the WhatsApp group for other IOHA programmes. Although some people were unwilling to join the WhatsApp group, they have agreed to receive individual counselling and have started treatment.

Campaigns and awareness programmes

Integrated approaches have been identified as influencing behavioural change among our student community. Edutainment is one of the multi-pronged strategies used in preventing HIV and AIDS infections and has been recommended as a helpful tool that can be used to build behavioural change. During 2021, the following approaches were implemented.

Campaigns and events

These are based on IOHA programmes aimed at fast-tracking the response to HIV and AIDS prevention and health promotion through comprehensive combination strategies. They include health and wellness screening, men's health, women's health (ZAZI), LGBTI-MSM, healthy living and social media. The topics discussed included challenging toxic masculinity, gender-based violence (GBV), women empowerment, men's health, cancer, stigma and discrimination, self-love, and social inclusion.

Digital marketing and awareness initiatives

The use of digital marketing to promote campaigns and encourage conversation has increased our followers' online presence, especially during the lockdown. Measuring the impact of our campaigns and hot topics regarding health promotion, sexual reproductive health and rights, provides the Office with more clarity on issues students find of interest and want to know more about. Additionally, the more structured the content schedule (beginning in 2020), the higher the annual reach, again evidence that it is relevant to students. IOHA hosted 14 online webinars during 2021, reaching 34 036 people. Events hosted were Vagina Monologue series, men's conference including the build-up, phenomenal women awards, LGBTI+ conference, mental wellness awareness, Uhambo book discussion, living positively with HIV, substance abuse and its impact on social crimes.

Social media

Monthly updates regarding the IOHA social media platforms show that the Office continues to have a substantial social media presence, which increases social mobilisation, access to topics and awareness of events.

In proving ourselves to be a centre of excellence in HIV and AIDS management, we increasingly utilised social media websites, such as Facebook, Instagram and Twitter, to promote our initiatives and projects. Online campaigns increased, and the social reach yielded successful results as per the review of statistics for these platforms.

To ensure inclusion of all student groups, different days are dedicated to specific programmes, i.e. Monday offers health promotion related topics, Tuesday focuses on Safe Zone/LGBTI+, Wednesday deals with women's health, Thursday concentrates on men's health, and Friday is centred around entrepreneurship. Programme impact is used as an indicator to measure the reach of each programme on daily posts. In 2021, the women's programme had the highest reach of 48 229, followed by health promotion at 44 545, men's programme at 33 582, Safe Zone at 31 113 and entrepreneurship at 29 457.

Facebook statistics and demographics

IOHA has seen changes in terms of the type of posts, their impact, the audience, and people who follow the page. With universities following the digital route more and more for conveying their messages, the Facebook page has seen tremendous growth. The increase in online campaigns, events and discussions has maximised the digital space and sharing posts through WhatsApp further stimulates conversation.

- Facebook audience review reach is indicative of whether the information advertised is relevant to the target audience. The total number of people visiting the page during 2020 stood at 238 012, while in 2021 it increased to 298 409, i.e. 60 397 more despite a slight drop in numbers during Quarter 3 of 2021. The increase is due to initiatives such as the UJ Pads Drive, LGTI Conference, Phenomenal Women Awards and Nominations, UJ Virtual Men's Conference build-up and the main event, August #selflove conversations, the Iconic Man Nominations and the Vagina Monologues, to name a few.
- Facebook daily posts are informative articles posted to the page, which are measured against the number of people visiting the page, and reading and sharing the post with their friends and family. IOHA has

posted 476 posts during 2021, with a total post reach/impact of 147 149, compared to 95 728 in 2020.

- In 2020, there were 1 937 fans compared to 2 253 in 2021, which is an increase of 316. In addition, the number of followers increased from 2 062 in 2020 to 2 500 in 2021, an increase of 438. This is due to the daily content level, supporting engagement and sharing of information.
- An analysis of fan geographical areas indicates that the page reaches South Africa, Botswana, India, Kenya, Lesotho, Namibia, Nigeria, the USA, Zambia and Zimbabwe. The most prominent cities and towns are Johannesburg, Soweto, Pretoria, Cape Town and Tembisa.
- Lastly, the dominant languages are English and French. The page's dominant age group is the 25-34 year bracket, closely followed by 18-24.

IOHA Twitter page

The IOHA Twitter page earned 76 225 impressions for 2021 compared to 93 064 in 2020. This is a significant decrease of 16 839. The impressions earned for 2021 are due to campaigns such as Sex & Power (Safe Zone), #selfloveconversations, Vagina Monologues, dangers of unhealthy eating and #HIVstillneedsourattention, exploring queer relationships, festive safety tips, useful tips when dating, and more. As engagement in terms of posts has somewhat decreased during 2021, more emphasis needs to be placed on what the Twitter market prefers as against the Facebook audience.

Website

The number of people visiting the IOHA website has increased yearly, standing at 940 in 2019, at 1 078 in 2020 and 1 112 in 2021. This is due to changes and streamlining of the website. The website was simplified in terms of information posted, with people being redirected to the social media pages for interaction and assistance, should they require more information. Social media are also more appropriate for visual postings, such as pictures and videos. These take up considerable website memory, which UJ has restricted to allow quicker access via laptop or mobile.

Instagram page

IOHA launched its Instagram page in June 2021. The page has 325 followers and is growing in momentum daily. The number of fans increased by 122 from June 2021, with 126 posts for the year. A draft content plan with targeted peer educators as Insta-influencers will continue through 2022.

UJFM slots #Positive conversation

IOHA continues to communicate and educate through its weekly UJFM slot Thursdays at 13:00. Apart from COVID challenges, the partnership has borne great fruits in informing the UJ community and external listeners.

IOHA in the media

IOHA uses internal resources and external media platforms to raise awareness of its various initiatives. Projects published in the media were UJ LGBTI+ conference and the men's conference.

Residence programmes

Risky student behaviour (RSB) programmes

Risky student behaviour continues to be a concern within various university communities, in that it impacts student health and wellness, academic performance, and social integration. Providing health and wellness programmes to address risky student behaviour within the residences is critical in extending services to students who might not access health services during their busy daytime academic schedules.

The health talks seek to share current information, discuss the benefits of optimal behaviours, and overcome common challenges or barriers to these practices. This also encourages participants to adopt and maintain healthy behaviours. In addition, quality sexual health education programmes educate students on accessing valid and reliable health information, products, and services (e.g. HIV testing/STI screening). Furthermore, these talks empower students to communicate with family and peers about issues that affect their health and, more importantly, to make informed and thoughtful decisions about their health.

The topics covered in the residence visits and health and wellness talks included sexual health, safe sex practices, mental health, hygiene, time management, HIV and STI social drivers, and services available to

students from IOHA. More than 630 students were reached through residence engagements and health and wellness workshops.

Curriculum integration, research and innovation

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and strengthen prevention messages regarding HIV and AIDS. This is done through internships and training workshops.

Internship programme

In contributing positively towards 'graduateness' and the HIV curriculum integration programme, IOHA hosted nine internship students from the Faculty of Humanities and FEBE, including those doing a master's qualification in the Safe Zone programme.

First Year Seminar (FYS)

IOHA shared an interactive video highlighting its services and contact details. In March, a preliminary report indicated that students had started accessing the video in most faculties except the Faculty of Education, even though the overall reach was low in all faculties.

Training workshops

In February, IOHA engaged in an exciting and interactive HIV training session with the FADA students. The presentation focused on HIV prevention, sexually transmitted infections (STIs), and the HIV transmission process, looking at transmission primarily through bodily fluids.

Additionally, the Office was invited to conduct workshops for Psychology interns and Student Affairs leadership groups, such as house committees.

Peer education programme

Peer educators continued to play a critical role in supporting IOHA and sharing sexual reproductive health and rights (SRHR) information with their peers on the different platforms of the University community and beyond. Owing to COVID-19 restrictions, recruitment of students to join the programme was done through social media and uLink. A total of 68 senior peer educators came back to continue with the programme, and a further 101 new students joined, making 169 peer educators. However, in Quarters 2 and 3, there was a decrease in active peer educators, with the figure declining to 121 active peer educators.

A mentorship programme was initiated this year for new peer educators, after feedback had been received last year that, due to minimal face-to-face interaction, the new peer educators had felt a lack of support. Thus far, the coaching programme has been implemented on all four campuses and has 25 coaches; this forms part of the retention strategy for peer educators. The upskilling and training of all IOHA coaches commenced in May, with an average of 92% satisfaction from delegates.

The Work Readiness Programme was hosted in August as part of the peer education graduate programme, aimed at equipping final-year students with skills such as CV writing skills, interview skills, job hunting skills, behaviours and personal mastery branding, to enhance their career development goals. Some 32 students attended the workshop, and students provided positive feedback regarding the empowerment through such seminars.

In September, the IOHA peer education team was invited to contribute to a series on volunteering hosted by PsyCaD Career Development Services. The essence of the discussion was to shed light on how volunteering helps students become competent, employable and to better meet their learning objectives. Also discussed were opportunities available for students who wish to join the IOHA peer education programme, the benefits thereof, and available training. The live discussion took place on Instagram Live with 150 views from students and UJ staff. It was also pleasing to learn that the host is one of the programme's beneficiaries.

E-Learning module

Much progress has been realised regarding the registration of the peer education module as a short learning programme (SLP). Stakeholders held frequent meetings, and the formal name for the programme will be

Peer Education in Health and Wellbeing. In June, it was finally approved by all relevant committees, and implementation will begin under the aegis of the Faculty of Education next year. This year, a total number of 49 students registered for the module, even though it has not yet formally started.

Leadership

Virtual events

Owing to the COVID-19 pandemic, IOHA engaged in various online webinars with the UJ community. Online events satisfaction average for the events was 98%.

Partnerships

IOHA partnerships have grown from strength to strength annually, with 78 in total. This is due to collaborative projects with internal and external partners, increasing UJ's and IOHA's global footprint.

In partnership with Student Affairs, IOHA launched a project to mobilise the UJ community and partners to donate sanitary towels for female students. The plan is to distribute these as we distribute male and female condoms by putting up pads dispensers across all four campuses. The project's first phase was implemented in October, where dispensers were procured and mounted at IOHA offices and Campus Clinic. The next stage will be to put up dispensers at all female residences.

Another exciting initiative is the IOHA Book Club. Members of the club read Chimamanda Ngozi Adichie's book, *We should all be feminists*, and then held a robust discussion series on themes that emerged from the book.

The women empowerment initiative, the Girls 4 Girls project, in partnership with the Social Work Department, was initiated by Harvard University and reached South Africa and UJ last year. Some 15 young women were trained in leadership with confidence inculcated to challenge themselves as they developed.

Additionally, the FADA/IOHA curriculum integration initiative was sustained, with each student required to research, ideate, develop and deliver an informative stop motion video for a social awareness campaign. This project linked to IOHA's 2021 Women's Month campaign advocating for gender equality 'Celebrating Diversity in Women'. IOHA and the Industrial Design Department exhibited and shared the videos via social media (Instagram) throughout Women's Month.

IOHA alumni

The LINK alumni numbers for 2021 remain on 1 573. DFC remains dominant with the highest number of alumni. Initiatives to increase recruitment on all campuses are planned for 2022.

External engagements

In commemoration of World AIDS Day, IOHA was invited to the News Room Africa TV programme to discuss the impact of COVID-19 on HIV prevention.

CHALLENGES

Moving events online has its challenges regarding connectivity due to load shedding or data. These are mitigated by always putting in place backup plans regarding speakers or connectivity.

COVID-19 impacts service delivery as staff members or their immediate families begin to be affected, and the Office's staffing profile and staff morale are affected. Team spirit is essential and provides the necessary support to all involved.

There is a limited supply of barrier methods for the LGBTI+ community, such as dental dams.

COVID-19 regulations restricting face-to-face events have impacted the organisation of testing events, which often yielded high testing numbers. In addition, the regulations affected timely delivery and expenditure on activities proposed for higher health funding, as this is based on face-to-face programme implementation.

CONCLUSION AND WAY FORWARD

The strategic focus for 2022

Sustain excellence in providing an enriching, student-friendly learning and living experience by initiating, facilitating, coordinating, and implementing the University's HIV and AIDS strategy to the UJ community.

Prevention of HIV, TB and STIs

Medical prevention

- Increase the availability of services, and implement the assisted self-testing campaign while adhering to COVID-19 protocols.
- Ensure access and availability of HIV pre-exposure prophylaxis (PrEP) services on campus.
- Distribute barrier methods, including those needed by the LGBTI+ community, including dental dams and finger condoms.

HIV, TB and STIs care and support

Active mobilisation for HIV positive students to join the UJ Care and Support Programme:

- Use of social media platforms to recruit and inform students about the available UJ care and support programme.
- Continued use of the digital media platform to support students through one-on-one discussions, the peer buddy programme, and the WhatsApp social group.

National and global reputation management

Establish global excellence and stature in HIV, TB and STIs prevention, care and support through social mobilisation and partnerships by:

- Addressing RSB matters by:
 - Continuing to target programming for women and girls, men, LGBTI+, and teaching and learning.
 - Continuing to challenge issues relating to stigma and discrimination by creating awareness of special days, such as Zero Discrimination day, LGBTI+ history month, and disability awareness.
 - Hosting an online LGBTI+ youth conference in the second semester and UJ men's conference, in partnership with internal and external stakeholders.
 - Implementing faculty training re including sexual health in teaching and learning as the second curriculum, to contribute positively towards graduate competencies through peer education, internships, student assistants, workshops, and dialogues.
 - Sustaining an innovative, inclusive programmatic approach to campaigns, events, teaching and learning through the annual calendar and digital marketing.
 - Reaching visits to 50% of internal UJ residences to address and create awareness on RSB-related matters.
 - Organising gender sensitisation training for student leaders and residence managers.
 - Marketing sanitary towels project to attract more sponsors, to ensure its sustainability.
 - Marketing the uptake of self-screening tools by students for early identification of health risks and management.
- Leadership influence, visibility, and stature through
 - Advising the MEC on RSB-related matters.
 - Submitting reports for discussion at relevant university committees.
 - Facilitating shared accountability for implementing the National Strategy Plan and the UJ HIV, TB and STI strategy.
 - Implementing the E-learning module as per SLP requirements.



Kinta Burger (Prof)
Registrar



Office of the General Counsel

INTRODUCTION

The Office of the General Counsel (OGC) consists of a small team of professionals and was established on 1 January 2016. All the professional members are either admitted attorneys or corporate counsel under the Legal Practice Act 28 of 2014.

Prof O'Brien, General Counsel for the first five years of the existence of the OGC, concluded his term at the end of 2020. Prof Derek van der Merwe acted as General Counsel from January 2021 until 31 July 2021, after which Mr Dries Pretorius, as incoming General Counsel, took over the reins.

GENERAL ACTIVITIES

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers and employees, whom the Office sees as its clients, in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values. The OGC assists its clients in conducting the University's business, insofar as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements, but are problem solvers committed to helping resolve issues in a practical, timely and efficient manner and advising on proactive measures to mitigate problems. The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable.

Moreover, the OGC emphasises the need for innovation and creativity by assisting the University in developing new and useful approaches to the challenges and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution.

The main subject matters to which the Office attended during 2021 included:

- Business transactions
- Commercial matters
- Educational affairs
- Contracts
- Litigation
- The legal impact of regulations made and directives issued under the Disaster Management Act 57 of 2002 (DMA) in response to the COVID-19 pandemic, on all activities and functions of the University.

The OGC assists all the faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

As could be expected, UJ's Mandatory Policy on Vaccinations created a significant amount of work for the OGC. This included staying abreast of all notices and regulations promulgated in terms of the DMA, advising thereon and drafting University documents to comply with the regulatory framework, including notices, policies and declarations, and dealing with the myriad of challenges against UJ's Mandatory Vaccination Policy Framework and Protocols.

Renewed focus

During the second half of 2021, in-depth evaluation and planning were done in relation to the needs of UJ vis-à-vis legal services. A number of projects were identified with the view of implementation from 2022 onwards. Some of these projects are:

- A learning process for disputes – this ensures a formal evaluation of the root cause of disputes as to eliminate repeat incidents.
- A multiyear template development project that will not simply update UJ's templates but also address third-party repeat agreements. The focus is on reduction of risk and ease of use. Templates that have been identified to be addressed in 2022 are: 1) Standard Terms and Conditions for Procurement (including the tender and RFQ process); 2) A suite of agreements in support of core academic business, Confidentiality Agreements, Construction and Building agreements and a review of Student Agreements.
- A review of the privately owned student accommodation (POSA) accreditation and contracting process. This will include the review of the POSA Policy and ensuring alignment of agreements concluded with POSAs.

Various manual and automated systems will be implemented to support these initiatives.

Another area of focus will be the adequate resourcing of the OGC so as to equip it to deal with all its duties and address the relevant risks faced by UJ and the OGC effectively and productively.

Litigation

South Africans are increasingly becoming an ever more litigious society. This was apparent in the higher education landscape as well, and the OGC managed a large number of active matters in the reporting year. Despite the ongoing COVID-19 restrictions imposed in terms of the National State of Disaster, the courts nevertheless continued to operate, even if not at total capacity, and mainly on an online basis. The litigation and disputes in which the University was involved covered a wide range of law, including construction law, the law of contract, constitutional law (human rights), and labour law. Litigation stemmed from both the University's academic activities and from support functions.

The OGC has dealt with various general matters of varying complexity, which included disputes with tenants in the Student Centres, disputes from unsuccessful tenderers, giving consideration to and advice on contentious clauses in contracts to which the University is a party, drafting termination notices, dealing with the NPA in respect of charges against a former student, reviewing applications from students, drafting and responding to letters of demand, assisting with legal input in student disciplinary matters, advising on PAIA requests and dealing with the legal issues of the various trusts to which the University is a party. These trusts include the UJ Trust, the Metlife Trust, BKM Trust, UJCLET Trust, and the UJ Entrepreneurial Trust.

The latter part of 2021 was geared towards putting plans in place to streamline the litigation space. Updated reporting formats were introduced, which provided greater clarity to the university stakeholders as to the status of matters being handled by the OGC. Proactive steps were undertaken by the OGC to begin a process of obtaining advice on evidence in respect of high-risk matters.

The OGC continued to take the necessary steps to avert potential action by engaging with stakeholders and advancing mitigation strategies. Some of the high value matters and matters with reputational risks are highlighted below.

In the matter of the Auckland Park Theological Seminary and Wamjay Holdings (Pty) Ltd, the University sued successfully in the High Court for the eviction (no quantum) of the Auckland Park Theological Seminary and Wamjay Holdings Investment (Pty) Ltd from vacant land in Kingsway Avenue. In this regard, the University has

received payment from the defendant for legal costs in the High Court to the amount of R951 523.75. Bills of cost in respect of the Supreme Court of Appeal and the Constitutional Court cases have been prepared, and we anticipate a further recovery of legal costs in this regard. Our attorneys took active steps to obtain a duplicate title deed in order to cancel the registered lease and cession.

A matter that piqued the interest of the University community is that of Ms Maria Magdalena Jun, who in her former position of Accountant: Cash Management and Investments, fraudulently misappropriated UJ funds seemingly in excess of R10 million over an extended period. She was found guilty on 242 charges. UJ, through its appointed forensic investigators, ultimately contributed to the successful conviction of Jun (during 2022). We have no doubt that this will send a strong statement to the UJ community and will go a long way in deterring similar behaviour by UJ stakeholders.

Contract vetting and development

No contract is without risk, but when properly managed, contracts may maximise financial and operational performance of the University and may minimise risks and liability for the University. Contract retention obligations are imposed by legislation, and contracts provide evidence for use in possible litigation, mediation, arbitration and disciplinary hearings, and in such manner that their admissibility and/or evidential weight is not compromised. The University provides by way of the Policy on Contract Development, which incorporates the Standard Operating Procedure on Drafting of Contracts, a uniform framework within which the University concludes its contracts.

Despite the COVID-19 pandemic, there continues to be a significant increase in the number of contracts reviewed by the Office of the General Counsel (OGC). The OGC reviews and considers contracts for all faculties/departments, support divisions and UJ entities where UJ is a party; these include contracts within the realm of academic activities, focusing on teaching and learning, research and development, and community engagement. At the same time, high volumes of commercial contracts are concluded to ensure the smooth running of a modern city university.

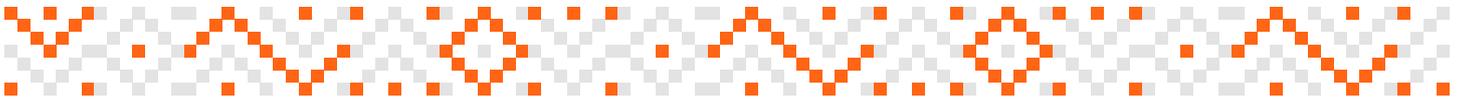
The increasing pressure on the OGC to review contracts is illustrated by the fact that, on average during 2021, between 50-70 contracts were finalised and issued with a vetting certificate per month. This monthly figure excludes any new vetting requests received on a daily basis as well as pending contracts that have already been reviewed but are still being considered by counterparties. The past year came with numerous challenges within the contracts portfolio, including major resourcing challenges.

The high-value and potentially high-risk contracts that flowed through the OGC in the past financial year ranged from high-value funding agreements (some of these exceeding R50 million rand in value) to research and collaboration agreements with both local and international counterparties. The OGC also received a high number of service level contracts for the procurement of goods and services in 2021.

Compliance (POPIA)

With the enactment of the Protection of Personal Information Act (POPIA), it has become even more important to ensure that contracts in terms of which data or personal information will be disclosed, collected or shared, must comply with the POPIA, as well as with the University's Policy on Privacy and Protection of Personal Information. Contracts with parties subject to the law of foreign jurisdictions may also be required to comply with the data protection laws of those jurisdictions. For example, contracting parties within member states of the European Union must comply with the European Union's General Data Protection Regulation (GDPR). Therefore, the OGC aims to ensure that in cases of collaboration with international universities involving the flow of information across borders, it assists its stakeholders to conclude binding contracts that ensure compliance both with the POPIA and with the applicable law of their jurisdictions, for example the GDPR.

Dries Pretorius (Mr)
General Counsel



Information Communication Systems

OVERVIEW

The Information and Communication Systems Division (ICS) is the internal information and communication technology (ICT) service provider to the University of Johannesburg (UJ) and the institution's central ICT division. ICS provides enterprise ICT systems and services for all UJ staff, students, and partners, through efficient and effective planning, implementation, and support for ICT innovations. ICS has 151 employees consisting of management, professionals, entry-level employees and 17 interns. See the ICS employee profile in terms of gender and race below.

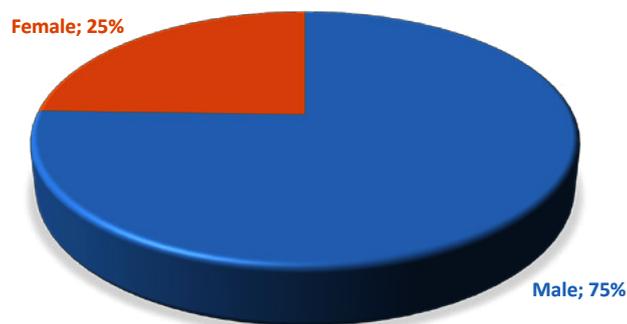


Figure 10: ICS employees by gender

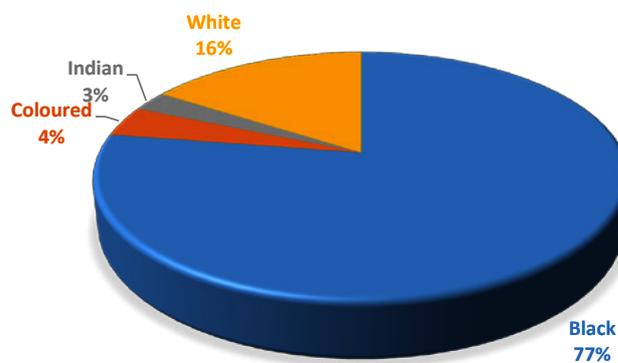


Figure 11: ICS employees by race

The ICS Division currently comprises the following units:

- Infrastructure and Operations Support
- Networks and Telephony Services
- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- ICT Service Delivery
- ICT Governance and Strategy

SUMMARY OF KEY ACHIEVEMENTS

ICS achieved the following critical deliverables in 2021.

Business continuity

The COVID-19 pandemic has put the spotlight on business continuity (BC) and disaster recovery (DR) activities at universities. ICS partnered with the Financial Governance and Revenue Division to initiate a Business Impact Analysis (BIA) project to revisit the critical applications required for business continuity. This mitigated the risk of an inability to continue with essential business processes and fully recover critical systems. The project focused on identifying the impacts associated with interruption of business processes and the critical resource dependencies required to support operations.

The deliverable for this initiative was a UJ Business Impact Analysis Report outlining critical systems in the organisation. The report is intended to be used by UJ as a living record of the recovery requirements and to inform and prioritise a programme of work designed to manage a business disruption.

Disaster recovery

ICS recognises the need to have adequate and effective disaster recovery arrangements to ensure the continuity of critical business processes and the availability of vital client information in the event of a disaster or business disruption. ICS partnered with Deloitte Consulting to conduct an independent review of the current UJ DR capabilities and processes in 2021. Deloitte Consulting commended UJ on their planning and arrangements made in IT disaster recovery and the testing thereof and made recommendations to assist UJ in proactively addressing potential areas of concern and opportunities for improvements for future disaster recovery tests. The report concluded with Deloitte attesting that UJ had established a DR programme in which recovery testing and exercise processes had been incorporated.

IT security operations and threat management

Cyber security is an ever-escalating risk that affects all institutions. The University also experienced heightened phishing emails, including impersonation and targeted attacks. Regular cyber security awareness messages were sent out, aligned with the University's risk appetite, addressing priorities such as phishing emails and compliance with the Protection of Personal Information Act. The ICS Division plans to continue with the cyber security awareness campaigns to ensure that users stay informed.

The Security Scorecard shown in Figure xx is a security rating service that uses an easy-to-understand A-F grading system to rate universities on their overall security and across ten major risk factors. This scorecard consists of participating universities.

UJ has shown improvement across all months, from an overall score of 71 in January 2021 to 81 in December 2021. The table below shows the rating and a comparison of UJ in relation to its peer learning institutions.

Figure 12 shows that Endpoint Security and Application Security are the areas where UJ needs improvement, and these are the areas where most ICS cyber security efforts are focused. These ratings are designed to indicate an organisation's cyber security health. In contrast, the data that inform the ratings are designed to provide detailed information so that security operations teams can address findings.



Figure 12: Security scorecard

IT project management

In 2021, significant improvements were achieved in project management practices and adherence to the project management framework defined in 2020. A web-based project management tool that enabled improved reporting, document management and interaction was implemented in 2021. The ICS Project Management Office (PMO) actively played the role of compliance management, embedding project management and governance processes through the decentralised project management model with other ICS units.

At the end of December 2021, the total number of ICS projects registered with the PMO were 63, and 38 projects were completed. The plan is to complete the remaining 25 projects before June 2022.

Network and Wi-Fi infrastructure upgrades

ICS continued with projects to upgrade the network and Wi-Fi infrastructure across all campuses by installing cabling and new network equipment, such as switches, controllers, and Wi-Fi access points. The upgrade aims to increase Wi-Fi coverage and improve performance in both indoor and outdoor areas. Office area Wi-Fi coverage was increased as well as network bandwidth. For example, wired connections were improved from 100 megabits per second to 1 000 megabits per second, and extensive outdoor coverage upgrades were undertaken for congregation areas, such as gardens, bus stops and parking lots.

Re-cabling projects were also undertaken and completed to address ageing cabling infrastructure in certain places. The focus areas were the John Orr Building and second-floor West Wing on Doornfontein Campus, and the Soweto Campus Library. The benefit derived from the projects is that the installations were certified by the cabling vendor, and 25-year warranties were issued.

Network security upgrades

To further strengthen the security and increase the University's network security infrastructure capacity, ICS upgraded to new firewall devices for the APK Campus. These devices help prevent unauthorised access to the University's network; the firewalls also help detect and protect against network threats within the UJ networks. The new firewalls brought about a noticeable increase/enhancement in the following areas:

- Significant increase in performance.
- Greater accuracy in applying custom security profiles.
- Increase in handling traffic load, especially within the student Wi-Fi environment.
- Increased capacity and storage of logs.

Architecture Governance and Content Framework

The Architecture team ran a project to develop and operationalise relevant structures, principles, standards, processes, templates, and architecture roadmaps. This will be used as a base for operationalising enterprise architecture in 2022. This project provided the base for expanding architecture within ICS and the University and enabled the organisation to take full advantage of its information, infrastructure, and hardware and software assets. The framework also allows ICS to mitigate risks within the organisation regarding duplication of effort and systems.

UJ Wayfinder for Auckland Park Kingsway Campus

The UJ Wayfinder application was published in the Apple and Google app stores and provides wayfinding on the APK Campus. This will allow the UJ community and visitors to navigate the APK Campus to specific points of interest and venues, such as the Madibeng and Library venues and SEC and Student Finance. By the end of February 2022, APB, DFC, and SWC will also have been onboarded.

Stress testing

The ITS system is put under severe strain during the annual registration period due to the number of students using the system for registration purposes and back-end processes to support the registration effort. ICS performs yearly stress tests of the registration and the late application process to identify any issues on the system that can slow down or stop the registration process. The stress testing for the registration process showed a substantial improvement in the system's responsiveness during load testing. The time needed to complete the registration process was reduced during the stress test.

Web application firewall deployment

The new web application firewall (WAF) was deployed to provide additional security to internet-facing websites. A WAF protects UJ's web applications by filtering, monitoring, and blocking any malicious http/s traffic travelling to the web application. With cyber threats becoming more sophisticated, UJ will provide an extra layer of protection for its internet-facing applications. The application coverage will be expanded in 2022.

Reducing server hardware footprint in the data centres

Servers and storage

The strategy for 2021 is to reduce the server hardware footprint in the data centres. It was more challenging to visit the various data centres during the COVID-19 lockdown period because most of the ICS employees and service providers were working remotely, which delayed the implementation progress significantly. The table below reflects the hardware footprint for 2021.

Table 61: Hardware footprint

Description	Pre-2021	December 2021	Difference
Servers (physical)	201	189	-12
Tape libraries	11	10	-1
Storage arrays	14	9	-5

The number of storage arrays reduced from 14 to 9, significantly impacting electricity usage. The current Azure Cloud backup usage is:

- 671 instances stored within Azure (SQL databases, virtual servers, system state).
- 24 Terabytes (TBs) of storage usage (local redundant storage).

The reduction in hardware resulted in a saving in energy consumption in the data centres with respect to the power and cooling of the devices.

Oracle E-business Suite System (EBS)

The Oracle E-Business Suite is one of the critical systems used for the functionality of Human Resource Management, Payroll, Financial modules, Procurement and Inventory. The ICS Division appointed Accenture SA as an independent accredited ERP service provider to conduct due diligence of the existing Oracle applications modules, namely HR, Payroll, Finance and Supply Chain Management. The project's outcomes were a business case for the upgrade to the new Oracle R12.2.9 version roadmap for future Oracle cloud applications and suggested alternative ERP systems. After the Oracle due diligence and in keeping with the business case outcomes, the Oracle system was successfully upgraded to a new version of Oracle 12.2.9.

Archibus operations mobile web applications

ICS investigated implementing a CRM system for the University in terms of a requirement for staff and students to have the ability to report issues from a mobile device; a plan was developed to meet this requirement. This system allows users to log a call from their mobile device requesting services from maintenance, auxiliary services, and limited ICS services. Once the call is logged, the system routes the request to the responsible support team to attend to the reported problem.

IT asset management

Procurement of an asset management system was finalised and implemented during 2021. The goal was to improve the management of IT assets, allow for easier reporting and assist relevant stakeholders in making data-driven decisions regarding IT acquisitions. The system implemented is Manage Engine's Asset Explorer, which automates several IT asset management processes within the University.

Laptop tracking tool

Owing to the number of stolen laptops, a strategic decision was taken to procure and implement a system that allows the University to track laptops. If a laptop is reported stolen, this system gives the University the ability to track, freeze, delete data or wipe a machine that cannot be recovered remotely.

Student computing desktop replacement – students labs

ICS has replaced 942 computers in the student computing labs across all four campuses. A total of 502 of these computers were replacements in the Faculty of Engineering and the Built Environment (FEBE) labs on the DFC Campus. This is a continuous improvement process for the student computing environment in order to equip the computer labs with modern computers that meet students' expectations. This project ensured that old computers in the ICS student computing and FEBE labs were replaced to provide faster and more reliable computers, improve classroom experience, and support research, teaching, and learning objectives.

Comparison of service requests and incidents between 2020 and 2021

The ICS Division provisions support for all IT services through the incident and service request management processes. The incident management process is responsible for restoring IT services that have failed or where normal operations have been interrupted. The service request management process accepts, approves, and delivers user requests for new equipment or standard IT services.

Below are the statistics for incidents and service requests for 2020 and 2021 as serviced by the ICS Division. In 2021, 31 494 incidents were logged with ICS where users reported a problem and required ICS's services to resolve the issues being experienced. Figure 13 shows the comparison with the number of incidents logged in 2021 and 2020 and an 8,9% increase for 2021.

The total number of requests for service from ICS for 2021 was 17 496. Figure 14 shows the comparison between 2021 and the previous year, with 2021 having an 11,7% increase in requests for services to be rendered.

Excellence in teaching and learning

ICS partnered with the Central Academic Administration (CAA) Division to enhance the Management of Marks System (MAMS) and the Submission of Assessment Papers Secured System (SAPSS). ICS developed



Figure 13: Incidents 2020 and 2021 comparison

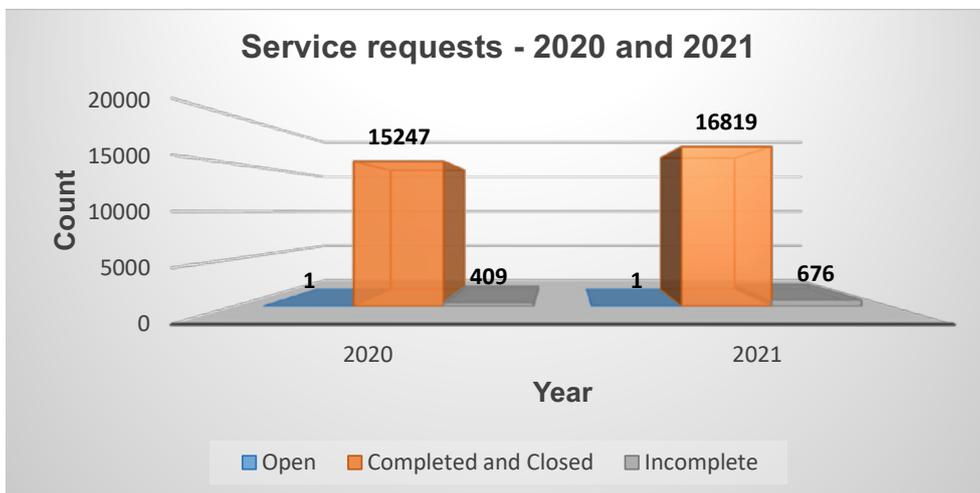


Figure 14: Service requests 2020 and 2021 comparison

MAMS to enable enhanced governance of student assessment and exam marks. In 2021, ICS was requested to make enhancements following the merger of schools in the College of Business and Economics (CBE) and to match these merged schools into existing records. More work was done to enhance the backend calculation of student summative marks. Finally, given that MAMS is linked to the SAPSS system, work was done to align these two systems with the recent changes. This created efficiencies for the automated processing of marks by the faculties.

An enriching student-friendly learning and living experience

The F7 Appeal and Sick Exam application allows students to apply for sick exams online and appeal decisions to exclude them from the University in terms of the F7 process. Administration staff are also able to use this system to process such applications. In 2021, ease of application features and enhancements to improve turnaround times were introduced. Further enhancements assisted faculties to operate the system independently of ICS. These enhancements gave the administrative staff greater flexibility and control of the processes.

In partnership with Student Affairs, enhancements by ICS to the Student Representative Council (SRC) Trust Fund and Meal Grant Application system resolved risks identified during an audit. This system allows students to apply for SRC Trust Fund funding and meal assistance. One of the innovative and socially aware features

added to this system is that members of the UJ community can refer a needy student for sponsorship. Business rules were applied, such as the exclusion of NSFAS grant holders and students with F7 global results. This minimised the unnecessary administration of applications that did not qualify.

Excellence in research and innovation

ICS partnered with the Research and Innovation Division to introduce efficiencies in the administration processes around research as follows:

- University Research Council (URC) – This system allows the processing of research funding applications. Enhancements were made to amend business rules in order to create efficiencies for the Research and Innovation Division.
- University Capacity Development Grant (UCDG) – With respect to research development, the UCDG aims to enhance the research capacity of universities and improve research productivity by focusing on developing the research capabilities of academic staff. A new system was designed to enable the management of funding requests online.
- Online Research Output System (OROSS) is the system to submit research output online. Enhancements were requested to align the system with DHET requirements. The aim is to phase out the old OROSS and roll out this latest version.

An international profile for global excellence and stature (GES)

To enable the Internationalisation Division to manage the UJ student exchange programme, ICS made enhancements to the Study Abroad Outbound Student Mobility application. More than 30 new features were introduced to this system.

ICS Skills Development Plan

In 2021, 168 ICS staff members, including ICS interns, logged into the LinkedIn Learning platform, with 6 431 course views, of which 2 196 courses were completed. In addition to the courses, 65 012 videos were viewed. The most popular general courses were:

- Managing stress for positive change
- Time management: Working from home
- Holding your team accountable
- Improving employee performance
- Improve your problem-solving skills
- Building accountable and becoming result oriented

On a technical skills level, the following courses were at the top of the list:

- Putting ITIL into practice: Applying ITIL 3 foundation concepts
- Project management foundations
- Phone-based customer service
- Customer service: Problem solving and troubleshooting
- Data analysis and analytical skills
- Become a junior WordPress developer

Upskilling of employees will continue to be a priority as technical skills are always necessary within the environment. ICS will continue with LinkedIn Learning and Pluralsight platform to ensure staff are informed about the latest technology trends and acquire new or enhanced skills.

KEY RISKS AND CHALLENGES

Risks

- **Funding constraints** – High costs associated with the implementation and maintenance of infrastructure.
- **Scarce skills set** – Regular upskilling of staff in hardware on various platforms, as newly developed technologies regularly increase.
- **Human capital constraints** – The staff and infrastructure costs needed to meet the University's strategic objectives and reduce the reliance of ICS on external consultants and service providers.

Challenges

- **Multi-vendor environment** – More time is needed to deploy solutions that are compatible with all technology partners; the following areas are mostly affected:
 - Delivery of network infrastructure (including Wi-Fi) projects due to the changes faced in the compatibility of technologies.
- **Consultation services tend to be expensive** since it is rare to find technical resources within ICS who are experts in all the technologies.
- **Wi-Fi stability** – Since a new Wi-Fi technology partner has been appointed, Wi-Fi stability has become challenging and complex to resolve. This is due to Wi-Fi signal interference from old and new technologies.
- **Global chip shortage** – The global chip shortage affects the delivery dates of computers and audiovisual equipment and, in some cases, delays projects by more than six months.
- **Internal skills development** – Building internal skills capacity including knowledge transfer from service providers.
- **Staff retention** – Inability to retain critical resources, which leads to a high attrition rate.
- **Enterprise architecture** – Embedding enterprise architecture principles and governance processes within ICS and the organisation.
- **Cloud technologies adoption** – Cloud technologies still pose high costs in specific environments, and planning and analysis are essential before any service migration is attempted.

CONCLUSION

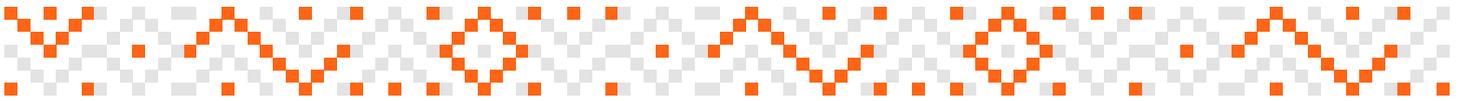
ICS has seen an unprecedented demand for flexibility, affordability, and accessibility of ICT services and systems, and this continues to rise. At the same time, there is a persistent need for greater computing power and cyber security. ICS needs to leverage innovative opportunities and identify forces shaping the future of the ICT industry, along with the key trends and technologies:

- The future of work
- The global chip shortage
- Digitisation demands
- The shift to hybrid cloud.

ICS plans to pick up on this and continue to drive the use of technology. This has pushed ICS to develop new technologies, products, and services at an unprecedented pace while attracting funding for new technologies and acquiring talented resources to respond to the University's needs.



Khathu Sibanda (Ms)
Chief Information Officer



Facilities Management

The Facilities Management Division, the rebranded Operations Division, is a non-academic support division that offers services to faculties, academic support departments, students, staff and other stakeholders. It is tasked with maintaining all academic and support facilities as functional, accessible, prepared and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens, and the extension and upgrading of infrastructure in accordance with clients' needs. The objective of support through Facilities Management is to enable improved teaching, learning, research, student life and the development of UJ according to its vision, through the fulfilment of the following six strategic objectives of the University:

- 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
- Fitness for global excellence and stature

The Facilities Management Division is divided into the following support departments:

- Campus Facilities Management (CFM)
- Central Technical Services (CTS)
- Property Management
- Occupational Health and Safety (OHS)
- Logistics

All departments have the joint aim of promoting UJ as a preferred academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible, and within the means of the staff and resources available to this Division. The overarching goal of this expansive support is to enable the overall drive for excellence at UJ.

During 2021, the challenge of the extended COVID-19 pandemic was again the overriding driving force. Facilities Management, being an on-campus support division, continued to be directly involved in maintaining those operations that are required by a university, irrespective of conditions and risks related to a pandemic. Campus maintenance and cleaning, project management and development, property management and

logistics staff were still required to continue providing the necessary services, notwithstanding the type or level of the lockdown that the broader society was experiencing. Other staff who had been working from home full time slowly started to transition, in mid-2021 to a partial on-site attendance mode of work. After 18 months of work from home, re-establishing an office work culture was not necessarily easy for staff used to home-schooling and minimal commuting. For the enthusiastic return to work UJ can only express its gratitude to the staff who displayed exceptional levels of loyalty and resilience. As a direct result, Facilities Management also spearheaded a review of the UJ Business Continuity Plan processes, to extend the normal building, equipment, technology, human resources and third-party (BETH3) continuity planning to include a risk review for extraordinary events that require a more adaptive, less tick-box, continuity planning approach.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2021

* The long-standing human resource capacity problem in the Central Technical Services (CTS), Property Management and Logistics areas is abating. A few key posts, e.g. the Facilities Management Maintenance Manager post, were filled in 2021. But in some departments, such as Property Management, the ratio of temporary to permanent staff is still too high – putting Facilities Management at risk of the loss of valuable institutional knowledge, should temporary posts be filled by outsiders when the posts are advertised and finally filled. The in-depth investigation into the structure of all departments in Facilities Management undertaken in late 2019 and reported on by 21st Century during 2020 and 2021 has now been approved for implementation. Facilities Management will be better structured for the changing environment with the Sustainability, Occupational Healthcare and Environment areas all better catered for in the new structure. The realignment of some departments in Facilities Management to reflect more modern professional groupings is also to be welcomed, and a change management process is being rolled out in 2022 to accommodate the inevitable teething problems during a structural adjustment.

- The Library Upgrade project – the lift required for People with Disabilities (PWD) in the DFC Library Coffee Shop – was funded and completed during 2021.
- Facilities Management now has completed a review process of all service-level agreements (SLAs), and as a result all existing SLAs are now in a planned continuous renewal programme. The post of maintenance manager, now filled, will result in a welcome improvement in planned and scheduled preventative maintenance on campuses for all facilities.
- During 2021, Facilities Management continued to work to resolve audit findings resulting from the 2018 and 2020 audit reviews. This resulted in the new, external 2021 Maintenance Audit Review, completed with only three significant audit findings and only a few minor concerns – a significant reduction from the previous audit. The Marsh Fire Protection Audit was also completed in late 2021, and with a score of more than 95%, UJ can be certain that, even though there may have been fire related incidents in 2021, these did not result in significant risks and only in minor asset impairments.
- The significant Backlog Maintenance Project is ongoing. Special emphasis was placed on this, especially at the residences, to eliminate some of the recurring backlog issues. This was made possible through additional UJ funding provided by the CFO in 2021. But funding has again become an unexpected problem since the expected DHET Infrastructure and Efficiency Grant for 2022-2024 has still not been approved for release of funds, and as a result, Facilities Management is already more than R100 million behind its planned infrastructure and residence backlog maintenance targets.
- Rezoning of newly acquired properties from residential or business to educational (for Media Park (recently rebranded as JBS Park), rezoning from special to education) is still proceeding slowly. During 2021, the final proposal for the development of the space between APK and APB Campus areas (a late addendum to the 2013 UJ Masterplan) was reviewed by the COO and Property Management and CTS and formally abandoned as unaffordable. The decision was re-iterated that the process for redevelopment of a new full Campus Master Plan should rather proceed. Further review of the total cost of ownership of individual free-standing properties has confirmed that the long-term cost and carbon impact of individual small unit ownership is unattractive, and as a result, the proposal made to and approved by the MEC was to consider the rationalisation of UJ property ownership during 2021. Because of COVID-19, the property market was so depressed that the decision to alienate small off-campus properties was put on hold – this will possibly be implemented in 2022.

- Town planning applications for SWC: Consent use and township establishment for the various properties that form the SWC Campus were eventually received and the consolidation of the various erven will now be completed in 2022. The town planning applications on DFC and APB for erf consolidation have also been lodged and are expected to be completed in 2022. Site development plans on SWC and DFC were lodged with the City during 2020/2021 for a variety of CTS managed projects, such as the fourth Soweto student residence, the new Science and Engineering Building, the Rescue and Simulation Centre on DFC and the upgrading of various venues on APB, but some approvals and certificates are still being awaited from the City.
- Student Centres: Management of outstanding debt, health audits and corporate governance controls of external tenants in the Student Centres became an area of major effort in 2021. To address the losses of tenants due to the closing of the campuses, even after the lifting of the severe Alert Levels 4 and 5 lockdown periods, a rental holiday was proclaimed, and for the remainder of 2021 rentals were again scaled based on an 'actual feet on campuses' metric. Property Management and UJ Finance have had a number of interactions with the goal of developing a new, equitable mechanism for awarding contracts to potential tenants in the Student Centres, but a first attempt to elicit new tenants using a tender based process met with little market enthusiasm. As a result of COVID-19 and reduced student numbers, 2021 saw a dramatic increase in the number of tenants making payment arrangements or attempting to on-sell existing leases.
- Overall occupational health and safety compliance remains just below 85% (2020: 85,5%; 2021: 84,94%) and while this is a very good compliance rating, there are small high-risk areas that need addressing. During 2021, this process slowed because of restricted access to the campuses by staff and students, resulting in almost no safety related training completed in 2021. During 2022, this compliance figure should improve substantially when Occupational Safety can again perform compliance testing and train staff in various compliance related areas.
- Storage of hazardous chemicals, which was not previously up to best practice levels at the laboratories on DFC, has been addressed, and this risk has been reduced dramatically. Ongoing compliance issues around hazardous gas and fume hoods were tracked more closely in 2021, and this resulted in a number of smaller compliance projects.
- Fire and escape doors at all residences remain an area of concern, given the number being vandalised by students. In residences such as Kopano, Habitat, Cornerstone and Oppierif, this was a matter of ongoing concern for Occupational Safety during 2021.
- Fire alarms have now been installed at 15 residences across all campuses in direct response to the changes in the DHET Norms and Standards for Residences. In 2022, this process will be extended to the remaining 10 residences that are not yet compliant with the DHET requirements – it should be noted that these are an extension of the National Building Regulations' requirements.
- The main fire pump room in the QK Building is presently not in operation due to faulty pumps and a fault on the electronic control panel. An order has been placed to replace the faulty equipment, but this is taking longer than expected, so that there is a residual fire risk in the QK Building.
- Because of the hard lockdown, risks around the intercampus bus service provider (StaBus) were highlighted as significant, but the bus service has performed better than expected in 2021 with slightly increased numbers of students being transported in the second half of 2021 in comparison to 2020.

STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2021

Owing to a further improvement in staff capacity during 2021, work load scheduling has been further restricted – but until the last posts are filled, the portfolio approach, which formed the basis of the restructuring discussion, will not be finally implemented. During 2021, there has been a clearer allocation of projects to the various project managers, and a more consistent use of external resources has seen a distinct improvement in project management reporting and performance. However, the continued issues around COVID-19 affecting work processes resulted in a disappointing performance in terms of project spending. Less than 80% of projected spending was achieved in 2021 – better than 2020 but not significantly so. Certain key initiatives still remain from 2020 to be achieved in 2022, specifically related to a new process of documenting 'wish

list' projects from various UJ internal departments – that now runs to more than 40 projects with a value in excess of R200 million – so that longer-term planning and prioritisation are now becoming a real liability to performance. Lastly, it is important to note that there is an increasing number of requests for Facilities Management to provide additional venues and office space for departments, as well as increased requests for environmental management and emergency power inputs.

Infrastructure Portfolio

Space management activities align their support by providing information as to space use and for space planning purposes. The DHET Gazetted Space Norms and Standards with regard to the provision of student accommodation align with Strategic Objective Four. These relate to the various refurbishment projects undertaken from 2017 to 2020 (with some ongoing into 2021 due to the funding reallocation requested by DHET in 2020), to address the amount and standard of student accommodation. The application of the DHET Norms and Standards is also informing the development of new residences and office space – to the dismay of some clients who are pushing for above standard spaces.

Campus Master Planning Portfolio

The appointment in early 2021 of a consulting team to start the development of the new Campus Master Plan was also impacted by the COVID-19 event but, notwithstanding the effort required to arrange all stakeholder engagements remotely, a first report was presented to the MEC of the first phase of the new Strategic Development Framework (SDF) (to replace the 2013 Campus Master Plan). The second phase will commence in 2022 and will result in the final SDF required to guide UJ spatial development for at least another decade. While awaiting the final SDF, projects such as the acquisition of the Media Park premises and other possible academic sites continued apace. For instance, the development of lecture venues in the basement of Media Park continued – this is to accommodate the move of the Johannesburg Business School and the Graduate School of Architecture, together with approximately 10 SARCHI Chairs, into Media Park in early to mid-2022.

Student Residence Portfolio

Since the commencement of the 2015 DHET Infrastructure Efficiency Grant (IEG) award for backlog maintenance of residences, a significant number of residence upgrade projects have been completed. Two residences were worked on in 2016, a further three were completed in 2017, four residences were completed in 2018 as part of Phase 3. Phase 4 was completed in 2019/2020, thereby completing the final stage of the present DHET IEG funding for student residence accommodation refurbishment. During these four phases, more than R100 million was spent on residence refurbishment. During 2020 and 2021, the fourth student residence on the Soweto Campus was started and has been completed. Design and redevelopment for the Robin Crest DFC residence refurbishment project were completed in 2020, funds obtained in 2021 and the contractor started work late in 2021 – with an estimated practical completion date of June 2022. This project will see a further R15 million spent on upgrading student accommodation.

Teaching Support Portfolio

This portfolio has delivered a number of completed projects. It included projects that support the improvement of laboratory facilities, including the completion of the QK Building BEng Tech refurbishment to create additional lecture venues, and the APK and APB Library heating, ventilation and air conditioning (HVAC) projects. The portfolio also includes campus wayfinding projects – both normal signage and electronic wayfinding, the improvement of accommodation, participation in community projects and other initiatives that either create or improve the overall experience of staff, students and visitors at UJ.

Sustainability Portfolio

The initial performance goals of the UJ sustainability projects have been achieved, and Facilities Management started in 2021 on a group of third phase solar PV projects that may total another 1.0Mwe installed – these encompass the Media Park building, the SWC fourth student residence, and a second project on the DFC Campus. Installation of these should be completed in 2022. This is part of a series of a further ten such projects

to reduce UJ peak load energy costs across all four campuses. By the completion of the project, more than 20% of UJ's total electrical energy consumption will be generated renewably. Through high efficiency equipment, such as reverse heat pumps and LED lighting, more than an additional 10% energy savings should also be achieved from 2022 onwards.

During 2020, a start was also made, together with the student transport bus support company, to investigate the use of electric buses. The company and UJ are ready to go out on tender for two electric buses (for use on the APK/APB/DFC route) and bus charging stations. During 2021, further residence geysers were converted to use either gas or be replaced with reverse heat pumps that are 70% less electricity intensive than electrical resistance heating for the same thermal effect. A tender for reducing lighting and thermal conditioning, using motion and thermal detection in lecture venues and other occasionally used spaces, was halted in 2020 due to funding constraints but will be revived in 2022. A full energy audit was commenced on the APB Campus as well as for the JBS Towers to determine what maximum savings would be possible in present sites, given system changes.

Occupational Health and Safety Support Portfolio

Risks specifically addressed in 2021 include the QK pump room repairs completed, the emergency doors repaired at Ndlovukazi residence, non-return valve repaired in APK pump room, gas leak repaired at C Lab second floor, motherboard of fire panel replaced at South African Chef's Association (STH, APB), Magnolia hydrant system linked to PC board, retardant material installed at Ukhamba Building, main fire sounder repaired at the FADA Building, damaged fire doors at Robert Sobukwe and Bram Fisher replaced, at Funda UJabule School additional 9 kg fire extinguishers installed, fire detection and fire panel at Ukhamba Building repaired, damaged fire doors at Robert Sobukwe Bram Fisher repaired, escape doors at Oppierif, Cornerstone, and Magnolia repaired, gas lines at D Lab and at APK Student Centre and residences repaired, fire alarm deviations corrected at Kopano residence, exhaust fiberglass covers at APK pump room replaced, pumps replaced at JBS pump room, fire alarm at Con Cowen replaced, escape door at Kilimanjaro repaired, fire panel upgrade at Hector Petersen, new emergency escape door at Melrose Place linked to the fire panel, emergency doors at Cornerstone residence Block D and Block B repaired, major water leak on APB Campus repaired, C Lab fire panel repaired.

A total of 136 staff members were trained in health and safety matters, and 246 staff members in emergency procedures. In total, 14 health and safety representatives, 28 fire marshals and 29 first aiders were appointed, while 59 new staff members were inducted into emergency procedures. Nine fire related incidents were reported during 2021 (a reduction from 2020), and 23 injuries on duty were reported to the Compensation Commissioner.

OHS conducted two evacuation drills in 2021, conducted 13 health and safety reps meetings and 72 safety inspections, and undertook 22 surveys. In total, 245 students were trained in emergency procedures and 15 contractors were inducted into UJ safety related matters, with eight contravention notices issued to contractors for non-conformance with safety.

Total waste generated in 2021 was 1749.4T; total waste recycled was 895.0T (51,16%); and total hazardous waste generated was 22.85T (16.05T medical and chemical waste, 3.112T fluorescent tubes, and 12.506T fat waste). Total hazardous waste recycled was 14.68T (50,48%), consisting of fat waste, wet waste, printer cartridges and fluorescent tubes. All recycling targets were met in 2021, notwithstanding COVID-19.

As a result of the COVID-19 pandemic, the UJ COVID Coordinating Committee instructed Occupational Health and Safety to install 2 525 signs, 980 foot pedal operated sanitizers and 190 waste boxes. Similarly, as a result of the pandemic, a revised version of the standard UJ safety file documentation was produced and 155 contractors' safety files and a further 20 tenant safety files were approved. At this point in the pandemic, 52 specific risk assessments related to the virus have been completed.

Logistics Support Portfolio

Logistics supported students, academics, support staff and visitors in line with the student/ UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various

available resources, such as the car pool and the PWD vehicles. This was all undertaken during COVID-19 restrictions, with a total of six staff members testing positive for COVID-19 during 2021.

Logistics was affected more than most departments in 2021 through the extension of the COVID-19 pandemic. Student intercampus bus transport was restarted mid-2021 at a base level of five buses per day, and an agreement was reached with the service provider on a reduction in invoicing related to the fixed versus variable costs, leading to an overall savings of more than R7.4 million on the contract in 2021.

UJ Finance, together with Logistics, has considered the use of an Uber product that will allow certain UJ staff to use Uber drivers directly, utilising an application that will directly link to UJ Finance for approvals and cost recovery. This will reduce the load for certain types of vehicle requests in the future if it is finally implemented.

The further integration of Logistics transactions into Archibus has been actively investigated and in 2022 will lead to a move away from a paper-based request and provisioning system to a real-time app based system, fully integrated with Archibus.

Notable achievements

- 44 projects with a value greater than R200 million were completed during 2021 – an increase from 2020 in project value for completed projects of approximately 33%.
- **Strategic projects completed during 2021**
 - Soweto fourth residence
 - New Science and Engineering Building Phase 1
 - 1400kWp photovoltaic energy generating systems
- **Notable priority projects completed during 2021**
 - Boiler replacements at APB Ndlovukazi, Kilimanjaro and Horizon
 - SWC Cleaning Refurbishments
 - Replacement of DFC Buxton Lift
 - Replacement of APB Horizon Residence lifts
 - Reinstatement of Ulwazi Road
 - SWC Ulwazi Residence Painting
 - DFC Chemical Science Lab (Nano Laboratory)
 - APK B1-B4 Lab waterproofing and painting
 - DFC lift extension
 - APB hospital flat roof waterproofing
 - Kodak boundary wall reinstatement
 - Off-campus residences – Impumulelo and Gloucester backup power
 - Replacement of compact fluorescent lighting with energy efficient LEDs and occupancy sensors
 - DFC Campus Gauta, Lesedi and Phumulani gas boiler replacement
 - APB FADA Fabrication Laboratory
 - PWD ramp at APK Auditorium
 - SWC acoustic sound problems
- **Strategic projects completed with a budget saving during 2021**
 - Shower doors at Cornerstone and Oppierif residences
 - Padda Dam Spillway Construction
 - DFC Chiropractic Offices
 - DFC Mechanical Engineering new flooring
 - APK Library third-floor space alteration
 - APK D Ring Level 4 space alteration
 - APB Substations 1, 3 and 5 low tension switchgear replacement
 - Replacement of Astro timber deck
 - APB FADA air conditioning units
 - Kopano residence refurbishment project (more than R3 million savings)
 - AVU facility job (more than R1.2 million savings)
 - Alterations to Chemistry Lab 3310-3313 on DFC for Applied Chemistry (more than R1.1 million savings)

No strategic projects experienced overspend during 2021 – although the FHS Rescue Simulation Centre development is late and likely only to be completed with a cost overrun.

- Significant projects in process for completion in 2022
 - FHS Rescue Simulation Centre on DFC
 - Phase 2 of the Science and Engineering Building on DFC
 - UJ Strategic Development Framework Project (replacement for Campus Master Plan)
 - Media Park lecture venues project

Maintenance Management Portfolio

CTS manages the Service Desk and Archibus Maintenance Management System to improve the delivery of maintenance services to facilities and to maintain a comprehensive maintenance strategy. The Maintenance Service Desk uses the Archibus system to manage reactive on-demand maintenance and scheduled preventative maintenance. For on-demand maintenance, 26 989 requests were logged in 2021. CTS monitors the response by repair and maintenance staff on the campuses using a service-level performance score (SLPS). The score statistics of requests logged, processed, and closed were used to calculate the (SLPS) figures with the aim of achieving a target of 3.5 – in 2021, the average score was 3.37. For preventative maintenance, during 2021, Archibus was upgraded to the newest version allowing the University to access additional reports and view the status of the maintenance portfolio from anywhere at any time. A process was commenced to develop a real-time web-enabled direct request app – this was trialled successfully and is ready for launching in 2022. Also during 2021, campus preventative maintenance compliance averaged 84,58% in comparison to 2020 when an average compliance of 46,55% was achieved.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Facilities Management had fewer engagements with external stakeholders during 2021, as a result of the COVID-19 pandemic and the resulting lockdowns. Those that did take place included:

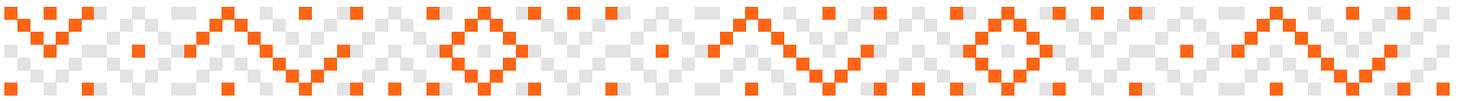
- City Power, to resolve billing discrepancies and to ensure compliance during construction projects.
- The CoJ Building Control Office, to resolve difficulties with respect to occupational certificates, plan submissions and site development plans.
- Continuous consultation with the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA) and Johannesburg Property Company (JPC), with regard to current and future development projects by both the COJ and UJ.
- Continuous liaison with ward councillors regarding the following: Community and City Council Projects, UJ Projects and their impact on community and surrounding environment, facilitation of collective projects and forums, e.g. improvement task teams, rejuvenation and refurbishment of wards, servitudes, street children, traffic intersections, DFC/APB surrounding projects, Egoli Gas development and corridors of freedom projects.
- International University COVID-19 project: the ED: Facilities Management was able to share UJ's experiences and achievements during the initial stages of the pandemic with the Universitas 21 university partners, as there was a worldwide rush to address student and staff concerns relating to campus access and viral risks.
- Johannesburg Water, with regard to connections and terminations and the need to address local water and sanitation issues around campuses – especially the stormwater and sewer problem in Katjeepering Road on APB Campus.
- The Department of Higher Education and Training – two remote/virtual meetings about the 2022-2024 IEG 6 funding instrument and project performance.
- The Student Housing Initiative Programme (SHIP) team driving the development of student residences at all SA universities and TVETs. A continuous process of engagement with the SHIP team as well as with an international consultancy (Jones, La Salle and Lang LLC) was put in place to ensure that UJ supplied required information and assisted in all possible ways to create an advanced feasibility study that would allow accurate decisions with respect to student housing to be made for the coming few years.

In conclusion, 2021, the second year of the pandemic, was a year of further frustrations coupled with continued displays of resilience and achievements by the staff in all the Facilities Management portfolios. The ability of staff, while working from home and other spaces, to achieve significant targets that had been put in place without advance knowledge of the pandemic, was heartening and bodes well for Facilities Management at UJ in 2022.

A handwritten signature in black ink, appearing to read 'A. Nel', with a long, sweeping underline that extends to the left and then curves back under the signature.

André Nel (Prof)

Executive Director: Operations



Protection Services

The purpose of this report is to provide an executive summary of the Protection Services Annual Report to DHET, relating significant accomplishments and high priority suggestions for improvements.

SIGNIFICANT ACCOMPLISHMENTS

Averted attempted disruption of academic programme, and successful protection of all UJ premises

The management of student protest action was at the forefront of the Protection Services agenda during Q1. As in preceding years, student unrest was related to financial exclusions (based on historical debt and registration fees), disbursement of NSFAS allowances and withdrawal of funding for certain programmes. The unrest also related to the demand to institutions for the provision of adequate student accommodation. To this end, the South African Union of Students (SAUS) called on Student Representative Councils (SRCs) to engage in a national shutdown of universities.

Sporadic student protests erupted on campuses across the country, which were marred by damage to property and violent altercations between security forces and students. In a most unfortunate turn of events, Mr Mthokozisi Ntumba, a 35-year-old bystander, was reportedly shot and killed during a confrontation between students from Wits University and the SAPS in Braamfontein on Wednesday, 10 March 2021. After the shooting, four police officers were arrested for alleged involvement in the shooting, and the matter is currently before the courts.

UJ also experienced mobilisation and shutdown attempts on and around campuses over NSFAS allowances at SWC, and over privately owned student accommodation at APB and APK, with an emphasis on pressuring the University to accredit newly built facilities outside of the normal process. The protest action was relatively peaceful and there were no incidents of damage to property or of confrontations requiring excessive force to disperse the protestors.

Protection Services collaborated with Student Affairs and Student Finance to prevent business disruptions through the proactive deployment of security officers and the identification of and engagement with those students coordinating the mobilisation.

Owing to the deployment of private security during the extended registration period and student unrest during Q1, Protection Services overspent its Q1 budget. However, the Department was able to reign in subsequent expenditure, resulting in a savings on the total annual budget.

Reintegration of staff and return to work

Compliance monitoring and enforcement

Protection Services conducted COVID-19 compliance inspections from the surveillance cameras in the Central Control Room (CCR) as well as on foot. Officers, as well as other staff members, were dispatched to

problematic areas and engaged with students and staff to ensure compliant behaviour. Identified offenders were referred to the Student Disciplinary Committee for breaches of the COVID-19 residence rules. Protection Services positively identified two staff members who were repeat offenders and handed them over to Employment Relations, and similarly students were referred to the Student Disciplinary Committee for appropriate further action.

Protection Services continues to work with Student Ethics and Discipline in Student Affairs to address the breaches. Furthermore, the Co-Chairs of the UJ COVID-19 Coordinating Committee continued to emphasise the importance of adhering to these regulations at all meetings and engagements with students. The University Relations Division also ran several campaigns and issued communiques in this regard.

Provisioning of uninterrupted, effective, and efficient Campus Control Points (CCPs) and electronic screening

During the period under review, Protection Services screened 1 512 649 persons at the CCPs and distributed a total of 45 631 masks to all first-time entering staff members and students.

Maintaining visibility of security officers on campus despite COVID-19 impact

The third wave of COVID-19 had a negative impact on Protection Services staffing levels, with confirmed cases as well as exposures resulting in Protection Services members having to quarantine or self-isolate. Despite this challenge, Protection Services maintained service levels, including visibility on campuses through adapting the deployment of Protection Services members as well as increasing the utilisation of ad hoc security staff to ensure a safe university environment. Protection Services will continue to conduct compliance inspections and awareness campaigns to raise consciousness in this regard in the coming year as well.

Decrease in the total crime reported

Comparative statistics

There were 379 incidents of crime reported during the 2021 academic period. This is a decline in reported crime statistics when compared to the previous four years. Table 62 below reflects four years of comparative statistics.

Table 62: Four years comparative statistics

Period	Q1	Q2	Q3	Q4	Total
2021	73	106	82	118	379
2020	197	22	77	86	382
2019	154	202	214	183	753
2018	131	152	128	132	543

The decrease in crime statistics is attributed to the strict access control and COVID-19 screening measures implemented by Protection Services, despite the increase in traffic onto campuses during the registration period. Furthermore, the establishment of the Doornfontein Campus Improvement District (DFC-CID) has also contributed to the displacement of crime from the immediate surroundings of the Campus.

Of the 379 incidents reported during the period under review, 322 incidents were investigated and closed, while investigations into 57 other incidents are ongoing.

The most frequently reported cases during the 2021 academic year were common robbery off-campus (87), theft through the negligence of owner on-campus (78), and common theft on-campus (45).

Protection Services arrested suspects involved in registration fraud followed by a successful criminal prosecution, where the suspect, who was not a staff member or student, was sentenced to 18 months of direct imprisonment.

Five arrests were made relating to theft on campus, fraud cases on- and off-campus and possession of dagga.

Five staff members were dismissed, two from the Finance Office for fraud, two from Auxiliary Services for fraud and one from Protection Services for sexual harassment.

RAID Risk Management, the armed response service provider that patrols the UJ safe routes, effected 30 arrests on the safe routes during the period under review.

Protection Services conducted awareness campaigns in response to theft and robbery on- and off-campus. These campaigns were conducted through pop-up messages on the UJ Blackboard platform.

The rollout of the second phase of the Doornfontein Campus Improvement District (DFC-CID) project

In November 2020, Protection Services implemented the first phase of a CID at DFC in conjunction with Urban Space Management (USM), an NGO established in August 2016. Phase 1 included:

- The deployment of private security officers to patrol the DFC-CID area.
- Optimisation of safe route patrol vehicles to respond to incidents.
- The deployment of a cleaning team to ensure that the area is cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, lack of waste collection.

These teams work as a collective to address any issues off-campus. In Q1, Protection Services completed the first phase of the project and installed an additional 32 cameras in the DFC-CID Zone (off-campus). These cameras will augment the deployment of urban rangers, cleaners and security officers in the area, and will be monitored from the central control room.

It is anticipated that these initiatives will continue to displace crime from the DFC-CID zone (DFC perimeter) into the surrounding areas in the short to medium term. Protection Services will thus collaborate with the SAPS, JMPD, and other CIDs in the Greater Maboneng Improvement District to identify strategies to prevent criminal elements from returning to the area.

Investigation of the scourge of gender-based violence incidents (GBV) with one tragic incident off-campus

Gender-based violence (GBV), particularly violence against women, is a persistent and universal pandemic. Despite South Africa's stringent laws against GBV, we continue to experience an increase in incidents of this form of violence. Regrettably, UJ is not immune to the occurrences of this type of incident; and accordingly, creating awareness and supporting survivors of such incidents is a key priority for the University.

During the 2021 academic year, Protection Services received notice of 18 GBV incidents. The 18 cases had the following outcomes: the offender in one case was dismissed; eight were referred to Student Affairs for disciplinary processes; one was referred to Employment Relations for a disciplinary hearing; two were not detected; one took a case to the CCMA on dismissal; one was referred to the Department of Home Affairs; two were referred to PsyCaD; and two cases are still under way.

In addressing the GBV challenge, Protection Services rolled out supplementary crime awareness campaigns in collaboration with Brixton South African Police Services (SAPS) and UJFM to sensitise the University community against risky behaviours and robbery on- and off-campus.

Protection Services also prioritised the pilot project for the establishment of an empowerment centre for survivors of GBV on DFC. This facility is being piloted in cooperation with the Community Policing Forum (CPF) of the Jeppes town Police Precinct. Regrettably, the third wave of COVID-19 has negatively impacted the implementation of the project as well as the GBV training programme that Protection Services is rolling out in conjunction with the Transformation Division. The interventions above will be a key focus area for the coming year.

Protection Services drafted an SOP with relevant stakeholders, such as Student Affairs, the Transformation Division and Employee Relations, to clarify the involvement of stakeholders in dealing with GBV cases, and to ensure alignment with the Higher Health protocols and policies for the management of GBV-related incidents.

Training of Protection Services staff members

Protection Services trained staff members as follows:

- 48 staff members, on the management of GBV-related incidents.
- Seven staff members, on critical incident stress management.
- 30 Protection Services members, in etiquette and diplomatic protocol, in collaboration with the Department of International Relations and Cooperation (DIRCO).
- Seven staff members attended a report writing course.
- Nine members attended MS Teams training.
- Nine members attended Oracle self-service training.
- 13 APB staff members attended portal and card activation training.
- 11 staff members attended 4IR corporate woman and cyber awareness training.

Key security projects implemented

- Security deployments and security operating procedures were implemented at the Devland Campus (Soweto) and Media Park. The procurement processes were finalised for the technical security installations at these campuses, and the installations will be done in the coming year.
- Protection Services supported the UJ staff and student vaccination drive, with deployments at short notice to Gallagher Estate, Milpark Hospital, and Liberty Braamfontein.
- Off-campus deployments were made in support of SPOT robot displays, student visits to Albert's Farm, to Hillbrow, and the Soweto mine dump.

Security systems projects finalised

Protection Services security finalised service level agreements (SLAs) with a panel of three contractors, for a three-year period, which were further linked to jobbing contracts. These contractors were utilised to maintain and implement security systems across the campuses.

Protection Services collaborated with Central Technical Services (CTS) and Information and Communication Systems (ICS) on key institutional and departmental projects. Below are some of the major projects that have been completed, and some that are still in progress:

- New Central Control Room – Completed
- JBS Access Control & CCTV – Completed
- CCTV CID system – Completed
- FADA CCTV and Access Control – Completed
- Fibre Upgrade APK and APB – Completed
- Fleet Vehicle Tender – Completed
- B Parking project – Completed
- Video Management System – In progress
- New Entrances/Gatehouses (DFC) – In progress
- Digital Radio Tender – In progress.

Successfully hosted internal and external events

Protection Services successfully hosted 100 events during the 2021 academic year, with COVID-19 event protocols enforced in all cases. High-profile events hosted were as follows:

- 2021 Registration event.
- Matric Exam Marking.
- Independent Electoral Council (IEC) special votes.
- Visit by former DRC President and the AZAPO Congress.

Finalised the planning and event risk assessments for Student Registration 2022

- Protection Services presented the plans for 2022 student registrations to the Joint Operations Committee (JOC), for all four campuses. JOC approved our proceeding with the registration event.

- All campuses were categorised as medium risk, which means that the local police station deploys members from their VisPol Unit.
- All campuses have venue operation centres (VOCs), where these members are posted and deployed.

Launched the online Event Management Tool (EMT) system

- The EMT system went live on 23 August 2021.
- Protection Services trained the majority of the stakeholders for UJ events on the use of the EMT System.

Implemented the 21st Century review

During 2021, Protection Services focused on optimising and resourcing the Division, in line with the 21st Century review. To date, Protection Services has made the following progress:

- Director: Protection Services Operations, responsible for guarding, reaction, and the control room.
- Director: Protection Services Compliance Risk and Enforcement, responsible for regulatory compliance, investigations, and event risk management.
- Investigator, responsible for compliance risk, and investigations.
- Protection Services: Campus Manager, responsible for the management of Protection Services operations on APK.
- Protection Services: Manager Investigations, responsible for investigations, compliance audits and risk assessments.
- Senior Manager: Security Systems and Access Control, responsible for all security systems operations.

HIGH PRIORITY SUGGESTIONS FOR IMPROVEMENT

Optimisation of Protection Services operations

People

- Protection Services will focus on an organisational design (OD) process for the coming year. The objective of the OD process will be to review the Division's operations in light of the growing footprint of the University.
- Protection Services intends to foster a culture of competency, congruency, accountability, training, and development among staff members.

Effective stakeholder management

Stakeholder management is a key activity that requires focused attention with regard to the identification, prevention, and detection of risk. To this end, Protection Services intends to focus on stakeholder management as follows:

- Leveraging on and integrating with programmes run by CoJ, SAPS, JMPD.
- Safety and Security Sector Education and Training Authority (SASSETA) training initiatives.
- Targeted communication and awareness campaigns.

Quality management and evaluation

- Conducting peer reviews, surveys and analysis of Protection Services data to enhance security service to all clients.
- Ensuring compliance with relevant regulations, such as Private Security Industry Regulation Authority (PSiRA) regulations, the POPI Act, and COVID-19 regulations.

Knowledge management

- Risk assessments in coordination with other UJ Departments to create a safe physical environment through environmental design.

Improved infrastructure and facilities

Enhancement of safety measures on-campus

- Smart Zone Initiative, which will implement panic poles (with bi-directional communication to the CCR), enhanced lighting, and the installation of additional surveillance cameras.

Enhancement of safety measures off-campus

- Expansion of City Improvement District (CID) Initiative, which addresses urban management and crime prevention, from Doornfontein to the other campuses (APK, APB, and SWC). Expansion at DFC will also involve the creation of additional zones to cover a larger area, including off-campus residences.
- A review of the safe routes will be conducted, to determine if existing safe routes are still relevant, as well as whether technology can be used to optimise the deployment of human resources.

Enhanced fire-fighting capability

- Improved Protection Services' capability to conduct fire suppression through acquisition of new firefighting trailers in collaboration with Occupational Safety, as well as a new water tanker in collaboration with Facilities Management.
- An additional opportunity is the appointment of a private fire-fighting service to support Protection Services when City of Joburg Emergency Medical Services (CoJ EMS) is unable to assist, due to resource constraints.

Maximising uptime of systems through effective repair and maintenance

- Protection Services appointed contractors to assist with maintenance and preventative work. Jobbing contracts were added to these service level agreements (SLAs), with contractors dedicated to specific campuses. The objective of these jobbing contracts is to increase the response and resolution times for faults.
- Migration of the new Protection Services Control Room to the former ICS Disaster Recovery (DR) Centre. This project is work in progress and will be completed in the first quarter of 2022.
- Establish a DR Control Room at JBS Towers to enhance the business continuity processes of the department.
- Protection Services intends to start a project with CTS to have all security equipment at all gates on emergency backup power; equipment will include Protection Services systems and ICS switches. This project is to ensure equipment uptime during periods of load shedding.

Modernisation and convergence

Enhancement of mobile scanning features to include

- Workforce management, for enhanced supervision of sites and enhanced incident reporting.
- Visitor management modules for the processing of visitors to the campuses.
- Asset management to identify where the assets are located, how they are used, and when they are moved or disposed of.

Seamless integration of security systems

Protection Services is in the process of obtaining a VMS platform, which will allow multiple systems to work on one platform. Some examples of systems that need to integrate with each other:

- Surveillance and access control systems.
- Access control systems and mobile scanners.
- Rollout of digital radios that can integrate into other systems.
- Access cards are to be replaced with virtual credentials. A pilot group will be CEPs, PGs and alumni.

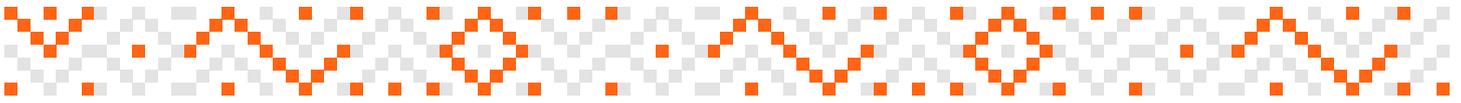
Integrated and intelligent incident management system with artificial intelligence (AI) capabilities

- Engagement with social media intelligence (SOCMINT) and open-source intelligence, (OSCINT). OSCINT to enhance its ability to identify different types of security threats/risks and vulnerabilities proactively, efficiently, and promptly, to enable proactive risk management.
- Enhanced analysis and business intelligence (knowledge management) to enable proactive mitigation of risk.



André Arendse (Mr)

Senior Director: Protection Services



Campuses

OVERVIEW

The Campuses Department is responsible for providing faculties and other support divisions within the institution with the clean and well-maintained facilities needed for their academic, research and other related/support functions, to ensure that they can perform their work without interruption. In addition, the Department looks after the sports fields for the UJ teams to fulfil their mandates. It is also tasked with maintaining grounds and gardens. The Department, in conjunction with all the other departments, especially the Occupational Safety Department, also ensures that the institution is safe and secure and complies with all safety regulations. Activities on the UJ Island are also addressed. This report presents an overview of performance trends in key measures and the extent to which the 2021 targets have been achieved.

Through the execution of its functions, the Campuses Department also aligns with the following strategic objectives of the institution:

- 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
- Fitness for global excellence.

2021 was again a year with various challenges caused by COVID-19. Load shedding with its associated problems was back from the beginning of 2021, and during the year some UJ campuses were without electricity for at least four hours during the day. These days were during the national lockdown period. Standby generators ensured that activities could continue on the affected campuses.

The previous year (2020) had seen a remarkable reduction in activities of the institution due to the COVID-19 pandemic. 2021 also saw the same reduction of staff on campuses as 2020, but essential workers could be on campus because academic activities were done online. Better planning and execution helped the Department in improving delivery of various services to clients.

The cleaning staff had to be on campus because more than 1 000 students were still in the University residences on the various campuses. Their coming to work at the University to do their duties was controlled to ensure that there were not too many cleaners in the same space. It was only after June 2021 that all cleaning staff were requested to be at work, but at different times. Half of the group started work at 07:00 until 15:00 and the next group started at 08:00 and worked until 16:00. Deep cleaning of venues and residences was done from November to December 2021.

More than 53 areas/spaces across UJ campuses were decontaminated during 2021 as a result of requests from staff or the presence on-campus of staff who later tested positive for COVID-19.

The maintenance staff were also on rotation for the same reason as the cleaners. Maintenance staff made use of the opportunity resulting from fewer people present on campus to make progress with projects and routine maintenance that would normally have to be scheduled for break periods. Assessments and dealing with challenges were made easy by having lower numbers on the institution's campuses.

Maintenance calls came primarily from residence students. In total, 15 999 calls were received for various issues:

- APK: 6 753 logged calls
- APB: 2 755 logged calls
- DFC: 3 719 logged calls
- SWC: 2 772 logged calls.

The following projects (small Capex projects) were started and completed by the Campuses teams:

- Painting of residences: Thomas Sankara, Cornerstone (APK)
- Tiling at Oppierif (APK)
- Painting of residences: Mayine, Goudstad, Kilimanjaro (APB)
- Lockers for safe keeping of students' property (SWC)
- Third student residence curtains rails (SWC)
- Hector Pietersen residence refurbishments (SWC)
- Painting of the exterior walls of Ulwazi (SWC)
- Painting of Generic A & B lecture venues (SWC).

The UJ Island again started to receive visitors towards the end of 2021. In 2021, 11 groups visited the UJ Island. While still only a small number, this was an increase from the period in 2020 when no visits to the Island were allowed due to COVID-19.

STRATEGIC OVERVIEW

Departmental objectives

Some of the issues mentioned above have assisted in driving the Department's strategic objectives in support of the institutional objectives. Further contributions by the Department to the institution's strategic objectives are discussed below.

- **Strategic Objective One: Excellence in research and innovation**
 - Infrastructure Portfolio: As research institutes and houses were not occupied in 2021, most of the maintenance work was done during this time.
- **Strategic Objective Two: Excellence in teaching and learning**
 - Teaching and learning: The Department upgraded some of the facilities for teaching and learning. Assessments of teaching venues and laboratories were also done. The most critical aspect was the air conditioning in lecture venues and laboratories between June and December 2021, due to ongoing equipment failure. Libraries continued to be cleaned daily and decontaminated when there was a need to do so.
- **Strategic Objective Three: International profile for global excellence and stature**
 - The Sports Fields Unit of the Campuses Department came back to very poorly maintained fields when they returned to work from June 2021. Staff members worked around the clock to ensure that the sports fields were prepared and well-kept for when they were needed. The same happened to the Garden and Grounds Unit.
- **Strategic Objective Four: Enriching student-friendly learning and living experience**
 - Student residences: Student residences were attended to, even though there were challenges with water in some residences. All work needed for residence refurbishment was identified per residence, which allowed UJ to work towards addressing these challenges. Most of these challenges can be categorised by problem type and by frequency. For example, requests/calls relating to lights, doors and plugs were by far the most frequent issues reported.

- The Department continued with the assessment of unoccupied residences during the 2021 period to enable maintenance and the renovation of some of those that needed refurbishment.
- **Strategic Objective Six: Fitness for global excellence and stature**
 - 2021 saw several audit findings being addressed. A significant number were addressed and reduced.
 - The major audit finding relating to the absence of a management process for critical spares is being put in place by adapting the UJ Maintenance Policy.
 - The management of contracts has been improved from 2021.
 - Several SLAs were completed and signed off after the UJ OGC had vetted them and allowed them to be implemented.

EMPLOYEE PROFILE

The Division has more than 900 staff members, of whom the majority are black, with only five employees being white and four employees being Coloured. Females make up 60% of the total staff complement.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

The building of the fourth Soweto student residence created an opportunity for the community around the campus to benefit from the project. An agreement was reached with the main contractor to subcontract about 30% of certain trades to the local community. This arrangement is monitored by the Office of the Ward Councillor. The Soweto Campus Director had several meetings with the local community and the ward councillor responsible for the various wards where the UJ campuses are situated.

GOVERNANCE FRAMEWORK

The Campuses Department reported to the COO (in 2021) and to the following UJ council committees:

- Planning and Resources Committee of Council (by presenting reports highlighting activities of the previous quarter).
- Risk Management Committee of the MEC.
- Transformation Committee of the MEC.

RISK MANAGEMENT

The Campuses Department, jointly with Facilities Management, manages the Risk Register by consistently identifying and forwarding new risks to be added to the Facilities Management Risk Register. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be prioritised. A number of mitigating measures have been put in place to address areas that require more focus, and appropriate accountability has been assigned.

Risks/challenges and mitigation interventions/initiatives

- Insufficient parking space on DFC Campus: Plans are needed to address this challenge. Currently, parking is based on a first-come-first-served basis. The COO and the Executive Director have made plans to address this risk, even though the solution might take a while to materialise.
- Load shedding, which will take long to address.
- Water challenges at campuses during outages. Boreholes have been completed for APB, APK and SWC; DFC will be attended to later.
- Littering across campuses. Cleaning campaigns are arranged on an annual basis to create awareness among staff and students. Continuous awareness campaigns are done throughout the institution to create a culture of cleanliness within UJ.
- Vulnerable employees have been moved to less risky areas where there is no congestion on campus and outside campus.

RESOURCE MANAGEMENT AND SUSTAINIBILITY

All maintenance initiatives are aimed at providing a proactive service to the campuses rather than a reactive service. As part of the effort to be proactive, the campus maintenance teams do regular inspections on the campuses and meet regularly with student residence managers.

Budget control of the repairs and maintenance budget was effective and maintenance services could be provided for the whole year. In line with planning, smaller preventative maintenance projects could be undertaken at the end of the year. Campus management will continue to monitor the expenditure on campuses and to apply budget control.

CONCLUSION AND WAY FORWARD

2021 was a year of rethinking our practices within UJ and what we need to do to still be relevant to the University and to South Africa at large. Several old beliefs and ways of doing things have been turned on their heads.

Campus management is constantly looking at ways to improve our working relationship with the community around the campuses. The biggest challenge, especially with regard to the Soweto Campus, is that the community is informal and always changing, and this does not fit easily with the formal processes of UJ. By keeping an open door to the community and constantly informing them on how to work with UJ, campus management tries to keep a good relationship with the community.

The balance between maintenance that is requested, and the available resources needs to be refined. Budget controls applied were effective. With minor changes the same budget controls will be applied in 2022. The managers are constantly working with staff to motivate them to use the system correctly and to work towards a proactive delivery of service. Campuses started with a process to streamline the structure of staff on the campuses.

An important focus of the Facilities Management staff on the campus remains that of maintenance. Campuses will thus work closely with Central Technical Services in Facilities Management on any projects for which the campuses should take responsibility. The 'new normal' where several staff members in other divisions work remotely has added strain to communication with these divisions. Better planning and proper formal communications will help to solve the communication problems.

As a contribution to the 4IR initiative of UJ, the Campuses Department will concentrate on the following:

- Sampling high-tech equipment and clocking devices.
 - Sampling the latest high-tech equipment for cleaning, sport fields and gardening will encourage productivity.
 - Using technology to clock in and out and for quality assurance will be an added advantage to the workers.
- Water supply and wastewater drainage.
 - UJ needs technologies that can monitor our water reticulation systems and inform us whenever there is a leak or abnormal use and the location thereof. Similarly, the automation of the irrigation system (as is happening elsewhere) will help to save water.

The relationship with internal stakeholders was enhanced in 2021, as evidenced by the involvement of various stakeholders on the UJ campuses. These engagements will be further enhanced in 2022.



Joe Manyaka (Dr)
Senior Director: Campuses







Financial Sustainability

OVERVIEW

The Chief Financial Officer is responsible for the executive management of finance at the University of Johannesburg. The portfolio comprised the following divisions during the year under review:

- Financial Governance and Revenue
- Finance Expenditure
- Revenue Administration, which comprises Student Finance and Institutional Fundraising.

This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- Financial performance

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management.
- UJ Financial Strategy and Five-year Plan, approved by Council.
- Financial policies and procedures.
- Fundraising Policy.
- Policy on Student Fee Structure.
- Financial and Contract Delegation of Authority.
- National Student Financial Aid Scheme Rules and Regulations.
- Risk Management Policy.
- Procurement policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)
- Investment Committee of Council (ICC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Four in this Annual

Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The MEC Commercialisation Committee assists MEC and Council in executing governance in the innovation and commercial structures in accordance with the vision, mission, and core values of the University, the approved strategic objectives and the principles of corporate governance, within the legal and management framework of the University.

The following divisions reported to the Chief Financial Officer during the year under review:

- Financial Governance and Revenue.
- Finance Expenditure.
- Revenue Administration, which comprises Student Finance and Institutional Fundraising.

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register in 2021, as monitored by MEC and Council:

- Financial sustainability of the University, influenced by:
 - Poor economic growth and growing unemployment, exacerbated by the COVID-19 pandemic and the state of the South African economy, thus resulting in a general decline in funding available from the government for subsidies and other grants and increased levels of irrecoverable student debt.
 - Uncertainty as to the level of future subsidy allocations as a result of the increase in the number of students qualifying for NSFAS nationally and the impact of COVID-19 on University enrolments and research productivity.
 - Decline in externally generated funding for scholarships and contract research.
 - Suboptimal occupancy of University residences as a result of the COVID-19 lockdown and external competition.
 - Inadequate funding for the missing middle and increasing demand for free education resulting in an increasing trend of non-payment of fees by this group of students.
 - Continued uncertainty around university fee increases into the future.
 - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the organised labour demands for salary adjustment.
 - Ageing infrastructure.
- Stringent cost control measures and continuous exploration of alternative sources of income and student funding are in place to mitigate the financial sustainability risk.
- The growing number of students qualifying for NSFAS funding nationally, and the inefficiencies in NSFAS administration processes that result in delayed communication of funding decisions and disbursement of allowances to students, expose the University to the risk of student protest. We continue to engage with NSFAS and the student body to mitigate this risk.
- The COVID-19 pandemic has brought about a number of challenges for the global, national and University community. These include liquidity and going concern status of universities. We continue to closely monitor these and put in place mitigating controls. The pandemic has also presented an opportunity to test institutional business continuity plans, which have responded very positively to the crisis.

Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term. These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

- A five-year financial strategy approved by Council. This is reviewed quarterly and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.

- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

Financial sustainability risks associated with student funding

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate state subsidy, which will allow the University to provide quality teaching and learning, research and community service. The government has made additional funding available through the block grant from the Department of Higher Education and Training (DHET). However, this increase is less than the higher education inflation and, coupled with the less than optimal increase in fees, translates into a decline in subsidies in real terms.

The growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth pose a significant risk to the level of future government funding allocations. The uncertainty extends to DHET block and earmarked grants, National Student Financial Aid Scheme (NSFAS) bursaries as well as National Research Foundation (NRF) grants and bursaries.

The above uncertainties will affect our ability to fund our activities in the medium to long term. Several strategies have been put in place to mitigate this risk and reduce the level of reliance on state funds, which include increased external fundraising, increased focus on continuing education programme offerings and more stringent cost containment measures.

Our fees increased by 4,7% and 6,7% for tuition and residences, respectively. This is in line with the recommendations of the Minister of Higher Education Science and Technology. DHET continued to provide the gap grant funding for qualifying students in the year under review, with this grant now included in the block grant. This amount was applied towards reducing 2021 student debt for qualifying students and will phase out from 2022.

The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. The project is ongoing and as such we still await its conclusion and the Minister's announcement in this regard.

Student debt

The University is acutely aware of the economic status of our students and their parents. The COVID-19 pandemic as well as the uncertainty as to the fee landscape continued to negatively impact our ability to collect outstanding student debt.

While student debt has increased significantly over the past five years, particular for students who are no longer registered with the University, we are encouraged that there has been an improvement in collections from cash paying students in 2021. The total outstanding debt as at year-end amounted to R575 million, with non-registered students making up R265 million of this.

Collecting student debt on time remains a challenge with students tending to postpone the settlement of outstanding debt until registration for the next year. It is a priority of the Finance Division, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively, to ensure that we assist as many students as possible with this resource.

We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, both for our staff and for our collection agencies.

However, the announcement by the Minister that universities should refrain from withholding academic records of students with outstanding fees limits our ability to collect fees from those students who can afford to pay. We will continue to manage this risk actively.

Inadequate student funding

UJ received an allocation of R2.5 billion from NSFAS in 2021, covering tuition fees, accommodation, meals, books, and other living allowances for 26 612 students. This is an increase of 13% on the prior year.

Notwithstanding the increased funding allocation, the timing of communication of funding decisions continues to be a challenge administratively and poses a risk to our enrolments and student debt recovery. NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 3 945 students who would otherwise not have been able to study in 2021. This amount was further complemented with funds raised through the institutional Fundraising Department. Despite the tough economic climate, the University still raised an astounding R357 million (2020: R195 million), with a steady increase in funds generated from corporate South Africa and internationally.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 13% of our operating budget allocated to financial assistance for low income and missing middle students. In response to the COVID-19 impact, further funding was made available from our operating budget this year to provide all students with data bundles to ensure they would be able to access the online classes and learning material. Funding was also prioritised for electronic learning devices for students who could not secure their own.

Increase in staffing costs

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability.

Ageing infrastructure

It is important to note that the UJ Council also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. The decline in funding allocation and reprioritisation of funding received by DHET has meant that no Infrastructure Efficiency Grant funding was made available to universities in 2021. This has severely decreased resources available to maintain our infrastructure and requires urgent attention.

Our focus on maintaining an adequate level of reserves on which investment income is earned, is required to fund the expenditure on infrastructure maintenance. The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels.

General financial risk management

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

The Finance Division, under policies approved by ARCC, which provides written principles for overall risk management, carries out financial risk management. ARCC oversees the manner in which management

monitors compliance with the risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risk faced by the University. ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to ARCC.

Credit risk

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

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results, while we still provide these to potential employers and sponsors, 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 be hedged with a forward-exchange contract. At year-end, there were no material outstanding forward-exchange contracts. When necessary, forward-exchange contracts are rolled over at maturity.

Interest rate risk

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

The University's investment policy determines that the University's fund managers manage all long-term investments, including capital and money market investments, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

Market risk

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

Operational risk

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

FINANCIAL PERFORMANCE

Despite operating in an environment mired with funding constraints, we entered this past financial year with strong momentum. We managed our budgets effectively, well on track to achieve our approved operating budget of a R100 million surplus. We continued being deliberate about achieving maximum cost savings and external income generation in the year to cushion the impact of the uncertainty on future income generation. This has resulted in a strong financial position, with enhanced liquidity and cash flow profile.

The University showed good performance on budget cost centres and achieved an operating surplus of R324.8 million against a projected operating surplus of R100 million. The income generated during the year exceeded our budget by 3% (budget: R4.789 billion vs actual R4.914 billion). This is largely due to the tuition fee that came in much higher than budget as a result of new programmes introduced in the year; as well as higher than budgeted investment income resulting from improved liquidity and investment strategies. Our residence fee income was lower than budget as a result of low occupancy resultant from COVID-19 uncertainties.

Our actual expenses for the year were at 98% of budget (budget: R4.688 billion vs actual R4.589 billion). A large component of the saving is from vacant positions not filled during the year.

Further savings were achieved from other areas like travel and conferencing, printing, and maintenance of facilities that could not be undertaken as scheduled. The achieved savings consolidated a surplus of R1.339 billion (2020: R814 million), after accounting for income from investments, including fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on post-retirement benefits. The growth is largely as a result of the positive performance of equity markets in the last quarter of 2021 and improved performance by subsidiary entities.

The investment portfolios of the University and the UJ Trust realised very good returns. Markets continued their strong performance, which allowed the medium- and long-term investment portfolios to continue to grow. The University portfolio achieved a net return of 19,74% in the year under review against a composite benchmark return of 19,40%, while the UJ Trust achieved a net return of 21,43% against a composite benchmark return of 21,24%. This saw the consolidated portfolio market value growing from R4.091 billion in 2020 to R4.952 billion at the end of 2021. Very healthy returns were also realised from the short-term investment portfolio as a result of increased cash generated as well as improved investment strategies, exceeding the budget expectation by 68%.

Our financial position remains strong with consolidated net assets of R9.2 billion (2020: R7.7 billion). The amount spent during the year on infrastructure developments is R441 million.

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes

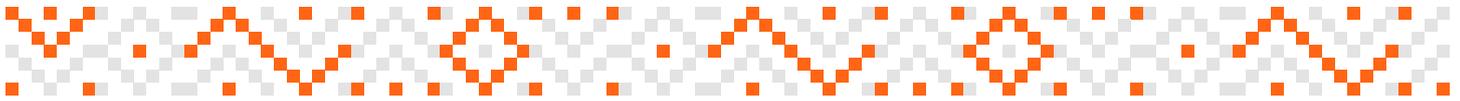
that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council-controlled reserves at year-end amounted to R3.179 billion (2020: R2.342 billion) representing 128% of annual permanent remuneration, R2.708 billion of which was classified as undesignated. The growth in Council-controlled reserves is earmarked for infrastructure maintenance and expansion, as well as critical new posts, to the extent that the level of these funds does not go below 50% of annual permanent remuneration.

Our liquidity position remains strong with the ratio of our current assets to current liabilities at 1.4 (2020: 1.5).

A handwritten signature in black ink, appearing to be 'Nolwazi Mamorare', written in a cursive style.

Nolwazi Mamorare (Ms)
Chief Financial Officer



Financial Governance and Revenue

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

A world-class, empowered, strategic partner. This is the vision that the Division continues to strive for, underpinning the activities conducted within Financial Governance and Revenue (FinGov) during 2021.

The 2020 year-end audits were concluded at group, university and subsidiary levels with favourable outcomes aligning well with further enhancement of the control environment. Further assurance activities were conducted, provisioning comfort for our various stakeholders and indicative of a maturing internal control environment.

Our risk management activities included the establishment of a centralised compliance function with underpinning governance framework and policies, all with Council approval. Further refinement of the business continuity management activities culminated in our conducting the Business Impact Assessment alongside ICS. In addition to monitoring and strengthening of the control environment, awareness campaigns continue to feature in promoting fraud prevention. As a responsible corporate citizen that is ethically and legally bound to the principle of public accountability, the University adopts a zero-tolerance approach to any form of fraud, corruption and related acts of dishonesty or misconduct. This informs the consequence management and convictions secured upon such acts being detected.

Sustainability and stability in income generation remain paramount, especially in the context of third-stream income generation. To this end, implementation of the investment strategy continued, culminating in the appointment of fund managers to secure attainment of associated investment objectives. The commercial entities also inform this third-stream income generation motive. Resolution Circle, one of the wholly owned subsidiaries of the University, achieved 269% growth in profit, coming off unfavourable financial performance figures in the prior year, i.e. R16.5 million profit in 2021 from an unfavourable R9.8 million loss in 2020. The entity also experienced a stronger financial position at year-end as an outcome of the shareholder loan capitalisation transaction. UJInvnt saw the appointment of an executive manager in February 2021, with a number of commercialisation pipeline projects currently being explored by the Board.

Budget activities within the academic programme continue to inform a more significant aspect of the operational budget, in excess of the 58% target, in keeping with the University's strategic objectives. The FBPs housed within environments participated in a number of development courses to continue to enhance their service offering.

Key financial projects undertaken divisionally include Financial Redesign and Optimisation of our CEP offering, so as to strengthen efficiencies and promote value-adding financial management support, financial sustainability and good governance.

Strategic goals for 2021

The key strategic goals informing planning, controlling, organising and directing activities within the Department for the 2021 financial year, encompassed the following:

- Continued implementation of efficiencies and automation of processes within FinGov.
- Continued stakeholder engagement internally and externally.
- Continued implementation of cost savings and other austerity measures to ensure financial sustainability.
- Continued winding down of activities associated with remaining identified commercial entities.
- Strengthening of financial and governance maturity of the University's subsidiaries.
- Setting up the governance and financial structures in supporting the UJMA Trust to deliver on its objectives.
- Participation in the appointment of strategic positions within the Division, working alongside Financial Expenditure and Revenue Administration departments.
- Implementation of the investment strategies of the University and the UJ Trust.
- Improved cash flow forecasting to influence decision making and alignment with approved investment strategy.
- Continued strengthening of the control environment.

The value adding impact of the above goals continues to be evidenced in the outcomes of our assurance activities, our reporting and advisory support facilitating decision making and favourable institutional financial performance. We continue to work towards full implementation of the above in the 2022 financial year.

DEPARTMENT HIGHLIGHTS

Key highlights are reflected upon across the four departments within the Financial Governance and Revenue Division, namely Budget and Project Management (BPM), Risk Management and Assurance (RMA), Strategic Financial Projects (SFP), and Treasury and Reporting (T&R). The organogram below bears reference:

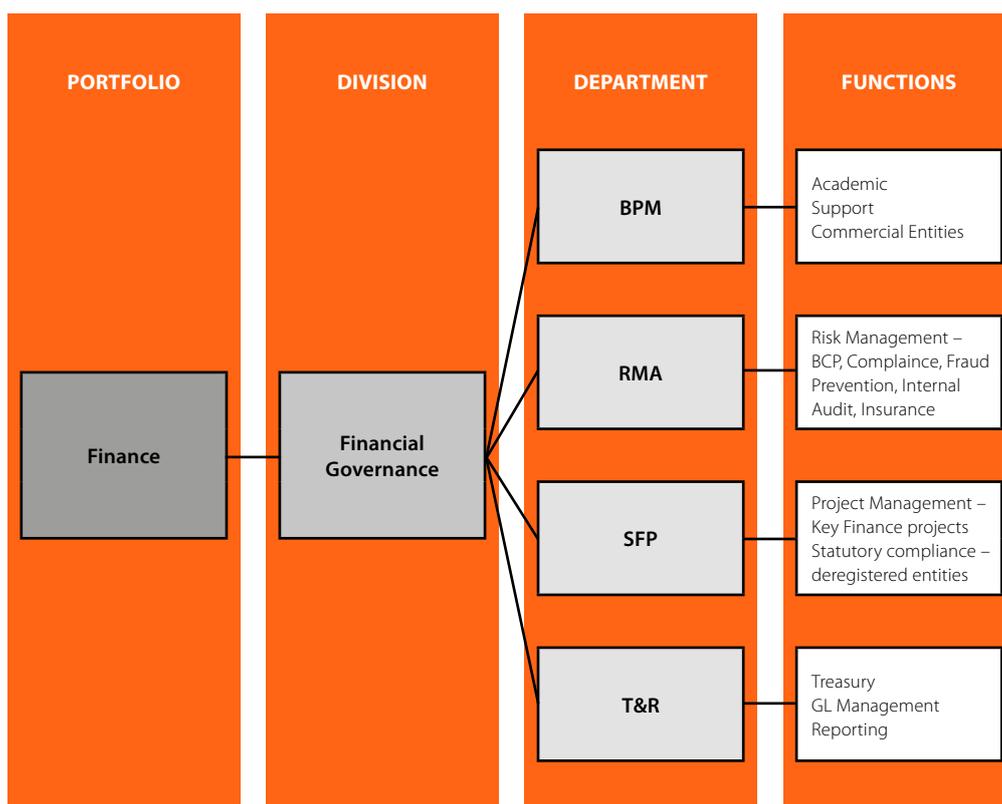


Figure 15: Financial Governance and Revenue Organogram

Budget and Project Management (BPM – Director: Ms M Ntuli)

The BPM team is the key client-facing component within not only FinGov but the Finance Portfolio as a whole, with the financial business partners as the primary contact between the Division and various stakeholders in

the University. The client base of the Budget and Project Management Department spans all the domains of the academic, support and commercial entities, requiring dedicated services in meeting diverse requests. Service delivery is thus achieved through dedicated financial business partners, accountants, and financial officers.

Key functions within this area relate to the provision of financial management information by way of internal financial reports, to assist managers of the various environments in their decision-making processes towards achieving short-, medium- and long-term institutional goals. The information provided includes budget compilation in accordance with budget guidelines, research income and expenditure reporting, variance analysis, project accounting and reporting, and outcomes of agreed-upon procedures.

Strategic goals/targets for 2021

- Revised existing processes to reduce operating costs. This required constant monitoring and upholding of stringent operational budget controls while collaborating with faculty and divisional heads to ensure that the core functions and UJ key strategic initiatives are not undermined.
- Improved efficiencies and refined the budget process. In 2021, we managed to standardise the budget templates, implemented a new business proposal template, and produced consistent PowerPoint presentations for the meetings to be focused and efficient in all divisional/faculty budget discussions.
- Implemented an ongoing process to manage and ensure accurate CoJ utility payments with an improved and dedicated resource from the external stakeholder to improve engagement and query resolution.
- Improved the reporting overall by implementing BI reports, so we could provide our stakeholders with better analysis and relevant commentary to enable effective decision making.
- Developed a query resolution system whereby our stakeholders could log a call for any query or assistance, which was then tracked and monitored to improve responsiveness from our team and build up on the quality of our responses. This allowed us to gather a library of frequently asked questions to improve our customer service levels for all.
- Refined and improved NRF and URC reports as required by relevant stakeholders.
- Held bi-annual workshops with the research support team and our finance team to improve collaborative working relationships, which further enhanced service delivery for all our stakeholders.
- Implemented the Finance redesign plans and goals pending approval by MEC. Documentation of our standard operating procedures was completed by June 2021, and followed on by automations and improvements.

Implementation of efficiencies identified

- Research and Finance workshops, held twice in 2021, enabled better alignment of the strategic goals of the research team with the service levels and the reporting we provide. Communication was constant and collaborative. The working relationships had improved tremendously.
- Implementing standard internal budget request memos within the team assisted in reducing queries and improved the consistency and quality of memos for all. This then improved service delivery turnaround times.
- Successful integration of the new team members from the SFP team within BPM in the past year. This assisted in alleviating the spread of the workload among team members and thereby improving service levels.
- Alignment of Delegation of Authority (DOA) to the different functions within BPM. Inconsistencies/gaps were identified and hierarchies/authorised signatories and approval of memos updated. The BPM DOA was completed and was aligned with the approved schedule of authorities to enable ease of functions.
- Continuous monitoring and support of the commercial entities. For A Million Up we had implemented the VAT audit findings recommendations and improved on the management accounts and SLA with UJ. We took on responsibility for the financial management support of UJMA in the past year. Hands-on dedicated support was provided to the new executive manager who started in February 2021 under UJInvnt.
- Grant and grant interest accounting processes were formulated to align with DHET requirements.
- Improvement of the cost centre creation form and simplification for users; this resulted in quick turnaround time to process cost centre creation requests.

Major challenges for 2021

- BI reporting was developed; however, it was not rolled out as planned; this is to be achieved in 2022, with the goal of aligning it with the 4IR strategy of the University and being the best performing finance team.
- Technical challenges were experienced with our query resolution system, which could not be rolled out last year. This is to be facilitated in the 2022/23 financial years.

Successes in 2021

- Successful completion of 21 agreed-upon procedures (AUPs) – with only a few with minor ‘needs improvement’ audit outcomes.
- Completed UJInvnt and UJ Properties 2020 audits on time.
- Successfully completed the interim audit process in November 2021 for A Million Up and Resolution Circle.
- We completed the budget process within the timelines for approval by MEC at the last meeting of the year (November 2021). This required the team to quickly adapt and learn to work and deliver the service expected under remote working conditions.
- Contributed to the favourable net surplus performance. This was driven by several factors, but we played a critical role in controlling the budget as stringently as was needed. Continuous collaboration with faculty and divisional heads ensured that the core functions and UJ key strategic initiatives were not undermined. This resulted in savings/underspending on operating expenses to the value of R42 million.
- The team attended a ‘Dare-to-Lead’ training programme, which spanned three months from July to September. The training was intended to empower the team with daring leadership skills and to build courage and psychological safety in the team for the improvement of the whole team performance.
- Two senior managers attended and successfully completed the UJ Women’s Leadership Development Programme (UJWLD).
- Completed the recruitment process for one Finance Business Partner and two Finance Officers in November. All successful candidates were internal.

Way forward for 2022

- Go live with BI reports.
- Roll out the query resolution system to improve service delivery.
- Improve on 2023 budget process and automate reports by utilising the system optimally. Enable and support the University to achieve the financial sustainability goal for the foreseeable future.
- Improve on governance, processes and reporting for the commercial entities to support generation of income.
- Support and deliver on projects undertaken to improve third-stream income for the future sustainability of the University.

Risk Management and Assurance (RMA – Director: Ms F Madungandaba)

The UJ Council acknowledges overall responsibility in establishing a sound risk management framework and internal control system as well as in reviewing its adequacy and effectiveness. Risk management forms an integral part of the financial and operational governance processes of the University in order not only to ensure good governance principles, but also to assist the University in achieving its strategic goals and objectives.

The objective of the University’s risk management strategy is to manage the University’s risks within an acceptable risk appetite, rather than to eliminate risk of failure to achieve the business goals and objectives. It therefore provides reasonable, rather than absolute, assurance against material misstatements, fraud or loss.

Council has therefore established appropriate control structures and processes for identifying, evaluating, monitoring and responding to significant risks faced by the University. The control structure and the control process, which have been instituted throughout the University, are reviewed and updated from time to time in response to changes in the business environment, and this ongoing process has been in place for the full financial year under review, supported by the approval of the Risk Implementation Plan.

Oversight of the risk management processes resides with the Audit and Risk Committee of Council (ARCC), and the management of risks is the responsibility of the Management Executive Committee (MEC) Risk Management Committee.

Risks that remained at the forefront of the University's strategic planning processes during 2021 were as follows:

- Financial sustainability of the University. This risk was greatly impacted by the emerging global pandemic. The socioeconomic impact on many households as well as the financial impact on institutions such as the Department of Higher Education and Training and NSFAS resulted in a knock-on effect on the finances of the University.
- National State of Disaster as a result of the global COVID-19 pandemic. The ongoing health risk, as well as the business risks in terms of resourcing, teaching and learning and their financial implications, were continuously evaluated in order to ensure proper planning for potential eventualities.
- Threat of cyber-attacks due to insufficient protection from cyber-attacks of internet-connected systems, including hardware, software and data. The reliance on computer systems and hardware was fully understood when staff and students were impacted by the various lockdown levels; in response, the University requested employees to work from home and students to attend online learning. As a result, cyber-attacks became a conspicuous risk to the University.

The University continues its efforts to build a strong foundation and ensure an integrated approach to risk management, being informed by internal and external environmental factors, internal audit, governance, ethics and effective business continuity.

Strategic Financial Projects (SFP – Ms M de Wet)

The primary strategic goal for the SFP Department is to support the drive for global excellence and stature through the Strategic Plan 2025, by project managing strategic finance projects. These projects are geared towards the efficiency drives undertaken within the Finance Portfolio in contributing towards the attainment of the University's strategic objectives.

Key functions in this area revolve around the management of the key finance strategic projects, namely Finance Redesign, Financial Sustainability, Change Intervention, and the optimisation of continuing education programmes (CEPs), as well as the winding down of the identified commercial entities.

We deliver service excellence by ensuring the projects are managed effectively and that timeous reports are submitted to the relevant oversight structures.

Strategic focus and targets

The primary strategic drive is to deliver service excellence by ensuring that projects are managed effectively and efficiently to deliver value to our internal and external stakeholders in support of the UJ Strategic Plan 2025.

Strategic initiatives undertaken in 2021

- Effective management of the Finance Redesign Project
 - The Finance Redesign Project was initiated by Finance Management to re-engineer the current Finance function to a state of Next Generation Finance. This is informed by the MEC-directed Institutional Organisation Design Project as well as the global Next Generation Finance theme, which contextualises the Finance function within the 4IR landscape.
 - The Finance Portfolio derives its strategic direction from Strategic Objective Six, indicating fitness for global excellence and stature as contained in the UJ Strategic Plan 2025.
 - In the implementation of the Finance Redesign project, a service efficiency driven operating model was opted for, to be driven through the following organisational elements:
 - ~ Review finance processes – to enable efficiency and needed agility for customer centricity.
 - ~ Review finance technology – to support efficiency initiatives and minimise routine manual work.
 - ~ Review the Finance staff under the people pillar – to ensure proper competency in all roles within Finance.
 - ~ Incorporate communication and change management – to ensure buy-in from staff and stakeholders into the project.
 - Key objectives:
 - ~ Positioning of the project as an enabler of efficiency, productivity, and aspirational culture.
 - ~ Active and visible support and commitment from leaders.

- ~ Realistic expectations about impacts and benefits of the project.
- ~ Involvement of all required stakeholders.
- ~ Commitment of prepared employees to changes in their work environment.
- ~ Sustained interest and energy of team members, administrators, and employees.
- ~ Accurate and concise information with consistent timing.
- Effective management of the continuing education programmes project
 - Optimisation of continuing education programmes (CEPs) through improved support and process efficiencies, resulting in increased third-stream income.
 - Non-subsidised programmes refer to programmes that universities offer without funding or subsidy from the Department of Higher Education and Training (DHET). The offering of these types of programmes takes on a variety of forms, namely CEPs; accredited whole qualifications; bridging programmes (articulating into subsidised programmes); short learning programmes (SLPs); and other training and development interventions offered either face-to-face or online.
 - Offering non-subsidised teaching and learning programmes contributes to the University's third-stream income. The profit margin on the offering of non-subsidised programmes should on average be 20% or more. The profit generated from the offering of non-subsidised programmes is mainly used to fund existing academic positions or for other activities dealing with staff, students, or the University's infrastructure.
 - Objectives:
 - ~ Address main points to provide an environment more conducive for CEPs.
 - ~ Implement a differentiated finance levy model.
 - ~ Review the Policy on the Regulation of Secondary Income-generating Activities Supplementing Employees' Income (which also addresses CEPs).
 - ~ Establish a digital institutional prospectus for all CEPs.
- Finalise the winding down of commercial entities (e.g. deregistration at SARS) and monitor progress of the liquidation process.
- Provide timeous management and provision of insightful and relevant information to the various stakeholders.
- Ensure unqualified annual financials for all active commercial entities.
- Ensure any tax changes are implemented, and that SARS submissions are timeous and accurate.

Successes for 2021

- Management of winding down and liquidation processes associated with remaining commercial entities.
- Participation in annual audit process alongside BPM team for the 2020 subsidiary audits.
- Project management of key projects, finance redesign and CEP projects, through tracking and monitoring progress, providing timeous progress reports on deliverables.

Challenges

- Cumbersome SARS processes (indication by SARS that there is no set turnaround time to effect deregistrations) to finally deregister the remaining commercial entities.
- Owing to setbacks at the Office of the Master of the High Court, the progress with the liquidations is very slow.
- Responsiveness of project role players, which impacts the timelines of the milestones.

Strategic goals for 2022

- Project manage key strategic finance projects, i.e.
 - Finance Redesign
- Participate in divisional initiatives including:
 - Oracle Fusion Upgrade
 - Compliance and POPIA implementation for FinGov
 - Enhancement of the financial modelling informing decision making
- Conclude the remaining activities on entities undergoing winding down or liquidation.

SFP will continue to strive to effectively manage the key strategic projects assigned to the Department, providing regular reporting and timeous alerts to risks associated with the projects.

Treasury and Reporting (T&R – Director: Mr T Ramage)

The Treasury and Reporting Department encompasses the following activities: financial reporting, investment management and accounting, cash management, sundry debtor management (all debtors other than students), credit card administration, creating and maintaining the chart of account structures on all systems, tax administration and compliance, compilation and management of income budget, and budget system administration. In addition, the Department serves as Enterprise Resource Planning (ERP) subsystem owners for the General Ledger and the Accounts Payable and Tax Administrator modules, thus being responsible for all period-end procedures, system error logging, testing of upgrades, enhancements, and patches.

Our primary strategic goal is to ensure financial viability, stability, sustainability and relevance for the University of Johannesburg through sound financial systems, digitisation and good governance. We strive to deliver service excellence by ensuring that effective and efficient business processes and systems are implemented and adhered to, so as to deliver a valued service 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.

The units of Treasury and Reporting are:

- General Ledger and Reporting
- Treasury and Sundry Debtors

We pride ourselves on good governance and high ethical standards. We support the Finance Redesign project, which is currently under way, with the resultant output being a more agile, lean, and insightful Finance function.

Major risks identified – 2021

- Increased infection rates of staff and students, and possible loss of life, as a result of the COVID-19 pandemic experienced all over the world.
- Staff wellbeing, given increased workload; abnormal work-life balance was experienced across the University and within the Department.
- Disruption of University and departmental operations due to disasters. This cut across all the University's operations and initiatives, including liquidity and sustainability.
- Directly related to disrupted operations was the VAT apportionment ratio, which reduced to below the minimum allowed ratio as per VAT Class Ruling.
- Compliance with user access management policies and procedures identified during audit within our environment, especially with regard to IDU (the integrated budgeting solution).
- Compliance with standard operating procedures with regard to short-term investments identified during first ever audit looking specifically at investments.
- Contract management, firstly ensuring contracts are in place for all our service providers and secondly compliance with these contracts.

Successes – 2021

- Our staff responded well to the new normal of working remotely, balancing work and home responsibilities and all the stress associated with the COVID-19 pandemic, in such a way that we could still reach most of our goals and objectives for the year. Even after returning to the office, and then having to evacuate because of a positive COVID-19 case within the office, staff remained calm and focused on deliverables.
- The audited consolidated and separate Annual Financial Statements were completed and submitted on time. This was especially challenging with both final audit phases, interim and final, being conducted fully remotely as well as being conducted by new external auditors. Post audit sentiments were that it was one of the best audits in recent times.
- Successfully drafted and published all 2020 Annual Financial Statements from newly implemented solution, DraftWorx. Statements include UJ consolidated and separate, UJ Trust and other subsidiaries.

- All other internal and external stakeholder reports and audits were completed and submitted on time with no significant audit findings.
- The Internal Financial Controls internal audit was concluded with no findings identified.
- The Council approved the financial sustainability model, which was updated with new, relevant and pertinent financial scenarios. This model identifies the drivers under the control of the University, which are used in the management and mitigation of financial risk, as well as identifying the need for third-stream income and the planning of major strategic projects and initiatives. In 2021, this model played a significant role in both planning and measuring performance during the uncertain times that came from the COVID-19 pandemic and the financial impact this had on operations internally, locally and on world markets.
- The tender process for appointment of fund managers was concluded, with fee negotiation, final appointment, contracting and portfolio construction to conclude in early 2022.
- The short-term investment strategy was drafted and approved at the Financial Sustainability Committee, and implementation will commence early 2022.
- Our return on short-term investments exceeded expectations because of high volumes of cash, mainly from NSFAS, which were invested as part of the short-term portfolio. Long-term investment returns for the 2021 financial year delivered growth in excess of 20% in the investment portfolios from 2020.
- UJ's liquidity and financial sustainability was optimised by updating and submitting daily cash flow reports along with scenario-based forecasting and planning.
- The Fraud Prevention Strategy was reviewed and maintained; this included the departmental Fraud Risk Register to further discuss and report on potential fraud risks, controls and weaknesses in controls, as well as action plans.
- Compliance with new taxes more relevant to the higher education sector were assured, e.g. Carbon Tax and Foreign Donor Funding. Extensive upgrade of SARS e-filing profiles was also concluded.
- Successful reduction in the costing of IDU (integrated budgeting solution) through fee restructures and module restructures.
- UJMA Trust taken onboard, with setting up chart of accounts, transacting, reporting and presenting investment strategy, distribution model(s) and draft AFS to UJMA Trust trustees.

Challenges – 2021

- Working remotely during COVID-19 lockdowns, juggling work-life balance.
- Keeping staff motivated and engaged; coaching, mentorship and training during lockdowns were offered. Faceless meetings also led to less staff interaction and participation.
- Service provider contract vetting and final sign-off was a real challenge, given limited legal knowledge within the Department and staffing issues experienced within the Office of the General Counsel (OGC).
- Delays experienced in Fund Manager Tender, Finance Redesign, SOPs, Automation Projects (Kofax, FNB Host-to-Host, GL Journals and filing, Image Now) due to participation in and outcome of due diligence and associated Oracle Cloud demonstrations.
- The tax administration function at universities is growing considerably and is becoming a challenge with added complexity and volume of new taxes and associated returns and necessary compliance. These include:
 - Foreign Donor Funding
 - Postdoctoral Research Fellows
 - Carbon Tax
- Appropriate role definitions and processes need to be established, especially towards more technical taxes, e.g. Carbon Tax, as the administration office is not privy to information required for completing returns.
- The University sector as a whole needs to invest more in dedicated resources for their tax offices for this ever-increasing and complex function. Most universities have part-time tax officials and make use of outsourced technical and operational advisors, which does not allow for dedicated attention to tax matters.
- Data management roles, responsibilities, policies and procedures are not clearly defined and communicated. This will be cleared through a process of drafting SOPs based on ICS's recently completed and implemented processes

Units

Key functions are highlighted within each of the two units, and a summary on future direction is included.

General Ledger and Reporting

Key functions within this area are preparation of the annual financial statements, monthly management accounts and all other financial information for external stakeholders. The Unit also serves as technical coordinators and administrators of Oracle and ITS general ledgers, the IDU budget system and the procurement, travel and corporate credit cards. They are also responsible for preparation of the income budget for the institution and manage the University's tax compliance.

Strategic direction/goals/targets for 2022 to 2023

- Timely submission of audited Consolidated and Separate Annual Financial Statements, UJ Trust Annual Financial Statements and other stakeholder reports as required.
- Regular tracking and communication towards resolution of audit findings and reconciliations required on responsible trial balance accounts.
- Continuous improvement and possible automation of processes and optimisation of current financial systems to maintain and improve financial governance and performance.
- Successful planning, testing and implementation of Oracle Fusion or similar applications.
- Effective analysis and management of UJ reserves, which will be included in key decision-making dashboards and reports as well as in the Financial Sustainability Model.
- Review of and obtaining of approval for standard operating procedures and practices (SOPs), to ensure continued adherence to good financial governance within the institution and to complement Finance Redesign project deliverables.
- Drafting and enforcement of data management SOPs, policies and related documents.

Treasury and Sundry Debtors

Key functions within this area relate to the management of the University cash flow, of sundry debtors (which entails all invoicing, other than students, and the recovery of related debt), as well as of short- and long-term investments according to relevant mandates set by the Investment Committee and FSCC.

Strategic direction/goals/targets for 2022 to 2023

- Fully implement approved investment strategies.
- Improve the collection rate on sundry debtors and reduce the cost of debt collection.
- Effectively manage and forecast cash with expected result being surplus cash to invest and apply towards operational management cost.
- Investigate the possibilities of implementing a conference management system.
- Draft and enforce data management SOPs, policies and related documents.

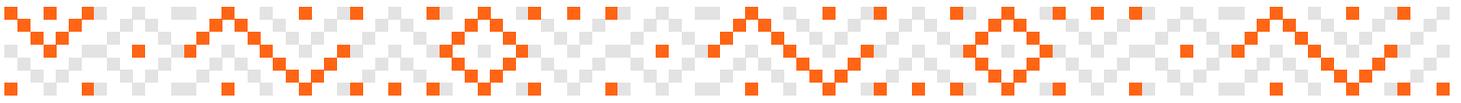
CONCLUSION – FINANCIAL GOVERNANCE AND REVENUE

While the pandemic continued to impact staff and operations, the FinGov Division continued to display tenacity and innovation, thereby delivering on the key mandate of promoting financial sustainability and stability, while working alongside various stakeholders. We look forward to the 2022 year activities as we continue to strive towards being a world-class, empowered strategic partner, adding value to the University and contributing to the attainment of our strategic objectives.



Lerato Riba (Ms)

Executive Director: Financial Governance and Revenue



Revenue Administration

OPERATING FRAMEWORK

Revenue Administration, overseen by Senior Director, Mr Michael Matukane, is a newly formed division within the Finance Portfolio. Student Finance and the Development and Fundraising Office are the two departments within the Division, with Student Finance being further subdivided. The Division is responsible for administering funding on behalf of external funders (Bursaries and NSFAS), for debt collection for cash-paying students, and strategic planning and implementing fundraising activities.

STUDENT FINANCE

Student Finance is responsible for administering the financial aid and student debtors functions. We strive to deliver an exceptional student experience, gain global prominence, and give exceptional service to all of our stakeholders, including students, parents, donors, and sponsors, through 4IR technologies. The Department is particularly interested in providing online student services to registered students and alumni located throughout the continent. Student Finance is decentralised, offering all student finance functions on all campuses.

We are committed to being the leading benchmark for all student finance services across the higher education sector. This objective has been largely accomplished, with our senior colleagues serving in critical positions on numerous committees within the education sector. Additionally, the Department is making strides towards becoming the first student finance department to offer more than 70% of its services online. Owing to the increased demand for online services over the last year and continued uncertainty regarding the duration of the COVID-19 restrictions, our paperless approach is likewise on track and was fully implemented in 2021. In addition, staff members' devices were replaced with laptops, and full allocation is due in 2022 for the few remaining staff.

We conducted a comprehensive strategic evaluation and identified several improvement areas. Additionally, external circumstances, such as the COVID-19 pandemic, directly impacted our staff productivity. The pandemic also affected student debtors' ability to repay outstanding accounts, due to job losses and reduced revenue sources.

The Department is led by four Senior Campus Managers who oversee day-to-day operations on the four campuses.

Bursaries

The Bursaries Unit is responsible for administering both internal and external bursaries. The Unit's primary mission is to guarantee sound governance and internal control over internal funds and funds disbursed on behalf of external bursary funders. Along with administering funds to students, the Bursaries Unit is critical in fundraising for missing middle students.

Successes

The successes in the Unit can be attributed to our hardworking staff, supported by our strong belief in service excellence:

- Growth in external bursaries – External bursaries are a strategic focus. Active interaction with bursary providers and other external funding sources resulted in a slight increase in 2021. The increase in external funding was achieved despite a poorly performing economy due to the pandemic.
- The Bursary Unit works collaboratively with the Development Office and other departments to secure external funding for students. In 2021, the Bursary Unit allocated more than R260 million external funding that was earmarked for student bursaries.
- Ongoing interaction with internal stakeholders and faculties on student registration and funding issues led to better relationships and alignment of processes across faculties, support divisions, and the Student Finance Department.
- In partnership with the Development Office and other UJ departments, the Bursary Unit raised R224 million for student bursaries. These funds have assisted more than 2 400 students to date.
- Continuous engagement with our funders resulted in strong partnerships and subsequently secured bursaries for needy students.
- Staff members were encouraged to participate in discussions around system enhancements, where they shared their perspectives on issues such as automation and straight-through processing to ensure better service delivery.
- Another notable success was the establishment of the UJenius merit bursary, which rewards top performers with a tuition award targeted primarily at second- and third-year students. In 2021, the funding was distributed to approximately 700 students.

Challenges

- While the majority of sponsors have adapted to the current COVID-19 standards, we observed a minor decline in the number of students supported, placing extra pressure on the University to seek additional funding.
- Capacity constraints arose from the challenges presented by COVID-19 and the ever-increasing administrative requirements from bursary providers, who request invoices, refunds, and reconciliations.
- To bridge the gap between available funding vis-a-vis the demand for bursaries, we continuously seek additional funding from other areas, particularly international sponsorship.

Plans for 2022

- Ongoing automation of the bursary application process for external funding and real-time reports using Business Intelligence.
- Strengthening of reconciliation processes to identify excess funds and accurately linking them to specific sponsors.
- Increased external bursary funding and less reliance on internal bursary funding.
- A detailed analysis of active sponsors in the UJ database to strengthen partnerships and collaborations and revive lapsed donors.
- An opportunity to align internal processes with the UJenius Office to ensure a smooth start to 2022.
- Proactively monitoring of budget allocations versus the actual spending.

BURSARY PERFORMANCE

Bursaries increased to R746 million in 2021 for both internal and external funding. The increase derives from external donor funding and the missing middle bursary initiatives. The University also implemented the UJenius internal bursary for top-performing students, which increased the operating budget for bursaries.

Despite the achievement in bursary growth, we remain concerned about the award of multiple bursaries to students. Students may have only one full-cost bursary, and other funding should be reversed and allocated to deserving students.

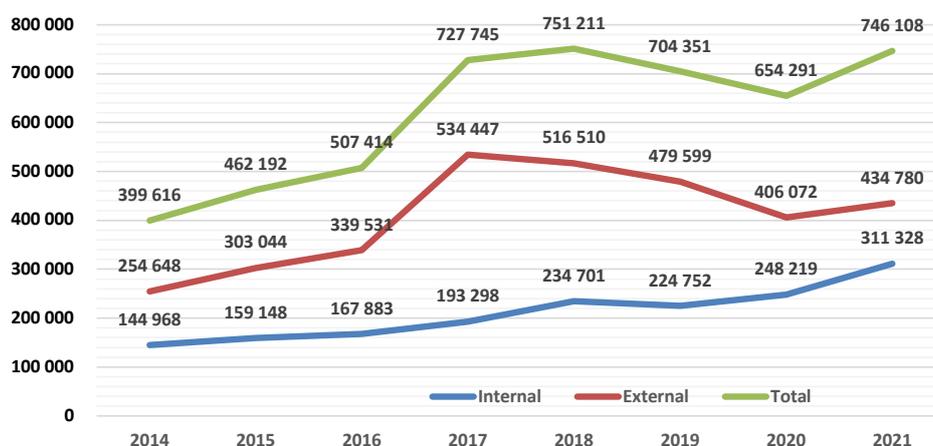


Figure 16: Bursary growth

NSFAS

NSFAS is a statutory body, funded primarily by South Africa's national Department of Higher Education and Training, which provides study loans and bursaries to academically deserving and financially needy students who wish to study at one of South Africa's public higher education institutions. NSFAS has appointed the University of Johannesburg (UJ) to administer funds awarded to UJ on its behalf, and this is managed by the NSFAS Unit in Student Funding.

Following an announcement by the President in December 2017 and confirmed through budget allocations from National Treasury in February 2018, the Department of Higher Education and Training (DHET) introduced the new DHET Bursary Scheme for 2018, providing fully subsidised funding for poor and working-class students at public universities. The bursary scheme has been implemented by the National Student Financial Aid Scheme (NSFAS) from the 2018 academic year onwards.

The new bursary scheme gives effect to the government's vision to ensure that all academically deserving students from poor and working-class backgrounds, who are admitted to study at public universities, are provided with financial support to succeed in their undergraduate study programmes. The bursary scheme supports the goals of the National Development Plan (2012) and the White Paper on Post-School Education and Training (2013), to expand access to higher education for deserving students through financial support from the government and to support greater student success and throughput.

UJ administered bursaries and loans on behalf of NSFAS for 26 612 students in the 2021 academic year. The total funding allocated to UJ was R2 558 938 535.

All NSFAS-funded students receive funds to cover tuition fees, accommodation, meal allowance, and a once-off book allowance. The table below is a brief spending analysis for the 2021 academic year.

Table 63: 2021 allowances disbursed to NSFAS students

Accommodation allowance	R770 978 304
Book allowance	R132 934 491
Living allowance	R421 949 758

Over R900 million of the total NSFAS funding allocations is earmarked for tuition fees and residences.

2021 challenges

The challenges below were documented and discussed with all relevant NSFAS structures. Some items were adequately addressed; however, challenges are ongoing and require regular engagement with NSFAS.

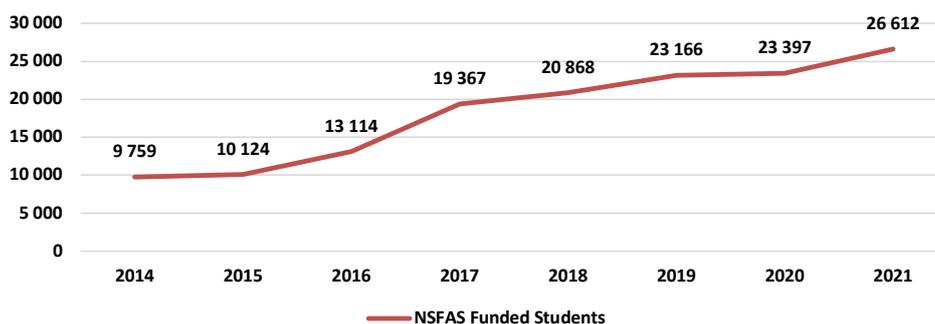


Figure 17: NSFAS-funded students

- There were increased staff constraints in the UJ Financial Aid Office. The nationwide lockdown due to COVID-19 affected normal business operations, because of a limited number of staff members who were able to work remotely, due to lack of devices for staff working from home.
- There is a challenge with qualifications that are being phased out, where extensions are not recorded timeously with SAQA; this has affected FTEN student funding.
- Increased cash disbursement to students' bank accounts is a significant concern. The funds allocated in cash might not be used for the intended purposes.
- Consent forms for accommodation were not submitted timeously, increasing the number of queries to the NSFAS office during the lockdown.

2021 successes

- Increase in number of funded students.
- Increase in number of students receiving allowances, as opposed to high dependency on the meal assistance programme.
- Improved cash flow as a result of fast-tracked payments from NSFAS.
- A good relationship with the NSFAS executive team, which has allowed meaningful engagement on student funding matters.
- Development of new functionality that will allow students eligible for NSFAS and bursary allowances to upload the support documents for these allowances online. Previously, students had to email or submit these documents at the Bursary or NSFAS office.

The increase in student funding is a relief to students and the University. Our strategy is to maintain the current number of funded students while minimising the high dependency on NSFAS, currently at R2.5 billion for 26 612 students.

STUDENT DEBTORS AND SYSTEMS

The Student Debtors and Systems Unit within the Student Finance Department is responsible for a broad range of functions, including debt collection, statement distribution to students and external sponsors, supporting students with tuition fee payment plans, and daily engagement with students regarding general financial matters. The Student Debtors and Systems Unit maintains offices on each of the four campuses.

Student debt overview

Student Debtors is responsible for collecting student debt, including administering accounts already turned over to attorneys. Concerns have been expressed about the decline in student fee payments. However, growing NSFAS support has reduced the number of students previously classified as self-funded.

Over the previous five years, the student debt has increased, but the line item for self-funded students has improved year-on-year. Non-payment of debt, as well as interest accrued on the debt, accounts for the overall increase. We remain concerned over the increasing debt for non-registered students recorded at R265 million in 2021.

Student debt for cash-paying students is administered through payment agreements between the student, parents, and the University. Total outstanding fees are payable in August every year. Student Finance is responsible for student debt collection, including administering accounts that have already been handed over to the attorneys. The 2021 total outstanding debt is recorded at R575 million, including outstanding debt for non-registered students.

The table 64 compares debt trends over the last five years.

Challenges

- The persistently unfavourable economic environment hinders our ability to collect student debt successfully. The ongoing COVID-19 outbreak is hampering the debt collection process.
- Maintaining communication with students remains a struggle.
- The increasing number of students with prior debt proves to be a challenge, affecting the University's cash flow.

Improvements

- Student debtors embarked on a debt collection campaign towards the end of 2021, offering self-funded students a 7,5% discount on outstanding debt if paid in full before the end of December 2021. This was communicated to students through the 2020 online Student Finance roadshows. Students were invited to attend and communication was sent via email to the specific students who qualified. Although the uptake on the offer was not overwhelming, 1 194 students did pay their debt in full and qualified for the discount.
- The Ticketing System at the APK Campus was enhanced to show consideration to our hearing and vision impaired students: an SMS was sent to the student, as opposed to simply printing a ticket.
- The academic application and admission programme was enhanced to link the relevant financial statuses to students on admission.
- The student finance information page presented to the students during registration was enhanced to show the message from Finance regarding the minimum payment relevant to the specific student and the student's envisaged qualifications.
- APK TV screens were utilised for communicating important information, such as FAQs to students while they were in the queues.

DEVELOPMENT AND FUNDRAISING

The Development and Fundraising Department is tasked with raising funds for the University's priority projects, including faculty and core projects.

The primary focus is on GES Objective Six: Fitness for global excellence and stature, and more specifically, on KPA 69: Externally generated unencumbered funds, a critical component of this goal. Additionally, the Department assists with generating research funding, which is specifically industry-aligned, and with soliciting funds for UJ's missing middle students in collaboration with Student Finance.

The Development and Fundraising Department has anchored its position in raising funds within an academic hub – including both staff and student activities towards research that is firmly anchored in achieving the national development plans of South Africa's evolving socioeconomic transformation agenda, within the African continent and the world. At the present time, South Africa is still hampered by continued inequality among its 57 million people, where 10% still hold 71% of the country's total economic wealth, poverty levels are at 48% and youth unemployment at 55% (World Bank, South Africa Overview, 2019/20).

The Development Office is thus concerned with building a funding base that advances the sustainable development objectives as implemented in the faculties, departments, and schools and through robust and innovative research chairs. The African Union (AU) and the United Nations (UN) identify these critical issues in their respective agendas for sustainable development. Building the capacity of youth is an important goal of the Development Office, and attracting funding from business industries with similar values and goals to those of the University of Johannesburg remains its major priority.

Table 64: Student debt trends

	REF	2021	2020	2019	2018	2017
Total bursaries outstanding		R57 063 553	R68 511 511	R104 508 912	R93 402 178	R37 534 713
Total NSFAS outstanding		R145 954 831	R750 934	R264 340 236	R29 934 313	R71 083 995
Cash paying debit balances	D	R196 341 292	R248 589 238	R239 684 163	R189 564 230	R198 506 888
	B	R399 359 676	R317 851 683	R608 533 311	R312 900 721	R307 125 596
Carried forward from		2020	2019	2018	2017	2016
Bursaries debit balances		R4 822 510	R8 860 883	R2 751 697	R3 524 241	R2 928 191
NSFAS debit balances		R3 714 289	R7 998 703	R4 497 638	R16 482 259	R1 629 312
Cash paying debit balances	D	R44 405 838	R49 908 864	R29 731 215	R29 025 498	R33 612 862
		R52 942 637	R66 768 449	R36 980 550	R49 031 998	R38 170 364
Carried forward from		2019	2018	2017	2016	2015
Bursaries debit balances		R1 368 847	R1 249 085	R2 184 257	R475 937	R626 674
NSFAS debit balances		R479 220	R492 128	R53 285 359	R1 297 025	R665 071
Cash paying debit balances	D	R4 915 858	R5 379 836	R18 733 132	R4 082 807	R5 060 190
		R6 763 925	R7 121 049	R74 202 748	R5 855 769	R6 351 935
Total outstanding balance	A	R459 066 239	R391 741 181	R719 716 609	R367 788 487	R351 647 896
Total outstanding for non-registered students (Provision made) – from past years	E	R265 675 593	R233 796 861	R172 604 977	R162 056 576	R136 541 523
Registered & non-registered	A+E	R724 741 831	R625 538 042	R892 321 587	R529 845 063	R488 189 419
Total student fee income	F	R2 165 698 521	R1 990 266 865	R1 955 156 147	R1 746 484 333	R1 717 323 163
Total 2021 outstanding balance as % of total fees	A/F	21%	20%	37%	21%	20%
Current year (2020) outstanding balance as % of total fee income	B/F	18%	16%	31%	18%	18%
Outstanding Cash paying students balance as % of Total fee income	D/F	11%	15%	15%	13%	14%
All (Registered and not registered) outstanding fees as a % of total fee income	(A+E)/F	33%	31%	46%	30%	28%

It is clear that enhanced industrialisation efforts in Africa require the implementation of business economic models that protect as well as promote jobs by incorporating knowledge-intensive business services (KIBS), to create a positive relationship between manufacturing, productivity and job creation (UNIDO: Industrialising the Digital Age, 2020:37). Therefore, the Development and Fundraising Office conducts its work aligned to relevant businesses, industry and policymakers, comprising critical role players and stakeholders who generate positive incentives to shape the real world. Such incentives build a resilient student base and produce well-educated citizens, as clearly articulated in the AU Agenda, Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development; Aspiration 1, Goal 2: Well-educated citizens and skills revolutions underpinned by science, technology, and innovation – developing Africa’s human and social capital through an education skills revolution emphasizing science and technology; similarly in the related UN SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and UN SDG 5: Achieve gender equality and empower all women and girls.

Undoubtedly, the Development Office and its team are driven by the objectives of sustainable development, which is viewed as a significant game-changer in addressing Africa’s pressing continental-wide sustainable development challenges through the region building and regional integration approach adopted in its work. This approach can build knowledge and increase youth innovation, which directly aligns UJ’s academic activities towards building solid academic collaborative partnerships with Africa’s HEIS.

Achievements, opportunities, and challenges

Regardless of the economic decline, which has negatively impacted donor funding, the fundraising team exploited new funding opportunities with external stakeholders. These efforts resulted in R357 million being secured by December 2021, exceeding the R200 million target set for the year.

Funding projects are aligned with the University of Johannesburg’s 4IR strategy, such as the UJ Talent Pipeline Programme, which focuses on 4IR-ready graduates, and the several 4IR-related research chairs, which are receiving funding, backing and support from business and government. Through this work, the Development Office assisted faculties in reaching R60 million for research funding through collaborative partnership approaches. Faculty and divisional donor initiatives have had similar successes, as evidenced by the following:

- R7 million was committed towards the establishment of the Karl Mittermaier Centre.
- The Health and Welfare SETA committed R27.3 million towards student bursaries.
- Growing Up Africa made donations to the Devland Campus in Soweto, with R110 million funding being received.
- Anglo Gold Ashanti donated 150 laptops towards UJ’s missing middle students.
- Ford Motors contributed R1.5 million towards addressing the student debt campaign.
- The ETDP SETA contributed R11 million towards TVET lecturer training initiatives.

The Development Office collaborated with the Bursaries Department and faculties to secure R179.7 million towards student bursaries.

Opportunities and strategic interventions

As custodian of institutional fundraising, the Development Office must implement the approved institutional fundraising strategy. Through a clear fundraising vision, aims, and objectives, the University seeks to raise R3 billion over the next three years (2022-2024). This strategic funding implementation plan will start in 2022. Several beneficial initiatives have already been identified and aligned with crucial priority projects that need funding, matching prospects and interests of both UJ and relevant industries. These funding projects will be executed in partnership with the Executive Leadership Group of the University. To maximise the institution’s fundraising success, the Development Office is collaborating with internal and external stakeholders to achieve the desired fundraising results for key sustainable human capital development initiatives.

Despite the severe impact of COVID-19, UJ successfully secured funds from wide-ranging stakeholders in 2021, raising over R357 million. This success can be attributed to specifically targeted projects undertaken by UJ, such as the missing middle student bursaries, digital fundraising, a concentration on personalised 4IR programmes and research, and a better-integrated fundraising approach with internal stakeholder engagement.

Following the success of the student debt campaign, which managed to raise R1.6 million for student bursaries, the Development Office will continue to launch multiple campaigns in 2022 to supplement and broaden its current fundraising efforts.

Challenges

Over the past years, the University of Johannesburg's fundraising targets have steadily increased. Investments made by South Africa's SETAs in the missing middle initiative at UJ have already led to positive results, with most targets being reached, exponentially exceeding UJ's funding expectations. The Development and Fundraising Department's unwavering capabilities thus remain unchanged and ever more resilient.

However, there remains a strong reliance on government funding, which the University identifies as a potential risk, since markets can plummet without warning. Private investment has also decreased significantly, from 22% in 2019 to 12% in 2021. As a result, the funding strategy on UJ's part requires reconceptualisation. To maintain long-term viability and sustainability, the Development and Fundraising Office will move closer to private businesses and international funding in 2022 and beyond. These efforts will be coordinated with the Internationalisation Division, the Bursary Office, and the Alumni Office.

The COVID-19 pandemic undoubtedly also posed new challenges and risks that continue to plague and impact on the Development Office's fundraising work. Most funding decisions made earlier this year were either declined or delayed. Therefore, a strategic plan with clear mitigating risk priorities has been introduced into the work of the Development Office to inculcate a more robust and more adequate funding drive. Several organisations and businesses have also reassigned their finances, primarily to accommodate the COVID-19 pandemic risks against their own business, and are becoming more attuned towards 4IR, e-learning, and digitalisation programmes. Thus, the ever-changing and shifting emphases of the business hub have resulted in the Development Office similarly changing gear, but importantly, keeping its finger firmly on the pulse to meet such new funding priorities and execute its funding work with greater efficacy in alignment with UJ's work. Our fundraising strategy will thus continue to prioritise business needs that are aligned to UJ's 4IR Future Talent Pipeline Programme, 4IR short learning programmes and collaborations within UJ institutes, academia, and research centres, such as the UJ Process, Energy, and Environmental Technology Station (UJ-PEETS); the Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education (VARSTEME) programmes of UJ's Department of Science and Technology Education; the focus on artificial intelligence (AI) and 4IR technologies that address technology gaps for our students as developed by UJ's Institute for Intelligent Systems (IIS); UJ's Food agro-ecology concepts for Africa within 4IR value-added agro-industrialisation technological advancements, among others.

QUALITY MANAGEMENT

The Student Finance Department continually strives to improve business processes in a rapidly changing environment. Administrative requirements have significantly increased as students struggle to source funding for their tertiary education.

To ensure quality, management relies on the following critical areas:

- Feedback from both internal and external stakeholders.
- Student complaints, suggestions, and compliments: addressing these promptly and adjusting business processes accordingly to achieve service excellence.
- Annual internal and external audits and reporting.
- Internal reviews of faculties and other support divisions.
- Unplanned audit-based requests from external sponsors and donors.
- Sourcing external experts to thoroughly review the internal controls and ensure good governance.
- An annual performance review of all staff members.
- Continuous staff training in identified areas.

RISK MANAGEMENT

This Division is responsible for recording the institutional risks in its environment in the UJ Risk Register. Risks are discussed continually with the Senior Director and the Director: Risk.

The significant risks in this Division include:

- Bad debt risks faced by all universities due to unexpected decreases in government funding owing to global issues impacting current financial climates.
- Future operational developments from NSFAS, which could negatively impact university enrolments.
- Irrecoverable NSFAS debt, which impacts cash flow.
- Limitations of the NSFAS maximum amount allowed to fund each student; in some cases, this does not cover the student's total cost per year.
- Irrecoverable debt from defaulting external sponsors, which requires assessing and monitoring payment trends aligned to existing sponsors' and donors' wishes.
- The physical security risk due to the handling of cash, mitigated by the use of external cash management companies and a focus on physical security within each environment.
- The risk of fraud (internally and externally) and error. We rely on reviews and audits to identify high-risk areas. To mitigate this risk, the 'ears-to-the-ground' approach assists, and we similarly thoroughly investigate all claims of fraud using external forensic companies.
- Access control to critical ITS approval/authorisation functions.

STRATEGIC FOCUS AND TARGETS

The strategic objective of this Department is to drive service excellence and to ensure effective and efficient business processes to deliver value to internal customers, namely, faculties and support divisions, research divisions, and to external customers, including students, external bursary providers, and other external stakeholders.

Student Finance strives to provide service excellence by ensuring that all clients receive one-stop service on all campuses. Such efforts entail:

- Ensuring continuous engagements with relevant stakeholders to strengthen partnerships.
- Developing, collaboratively with external collectors, innovative ways to ensure that student debt nearing the prescription period is activated.
- Developing a strategy for a continued unqualified audit reporting year-on-year.
- Increasing the focus on strong credit control – sound controls to minimise the University risk and effective acknowledgement of debt (AOD) management.
- Enhancing the global excellence and stature of UJ, where employees play an important role. A sound performance management system tracks staff to identify developmental areas.

STAFF PROFILE

The Division has gone through a transformation phase since its objectives were revised to provide online student services. As of December 2021, over 60% of staff at all levels are black. Over 29% of the staff members are white, 8% are Coloured, and 2% are Indian.

It is a departmental strategy to acquire skilled personnel internally before searching for external candidates. It is also equally important for the Division to source external candidates strategically to bring in industry skills and knowledge.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, AND REPUTATION MANAGEMENT

The Division seeks to strengthen relationships with internal and external stakeholders. As the executors of the work, it is as important for the Division to form strategic partnerships internally with faculties and other support divisions as with external partners.

Student Finance staff participate in Mandela Day and the University Staff Day on an annual basis. These engagements all form part of staff and stakeholder engagement. The Department seeks to create awareness among staff of UJ's critical values of honesty, accountability, and integrity, which directly impact the institution's reputation.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Staff wellness and training are fundamental components in the Revenue Administration Division. The Division ensures the safeguarding of the University's resources by keeping each staff member's asset registers and enforcing UJ financial policies and procedures. During 2021, all expenditure within the Division was incurred according to budget control parameters.

CONCLUSION AND WAY FORWARD

The Revenue Administration Division's business process evaluation is now complete. The improved processes will enhance the customer experience and reduce the time required to resolve enquiries.

The Revenue Administration Division made a significant contribution to the University of Johannesburg's fundraising efforts, raising R357 million for student bursaries, research, and other academic endeavours. The Division takes pleasure in its fundraising accomplishments and contributions to shaping the African child's future and the advancement of the University.

The Division will continue to enhance collaboration with external donors to ensure that NSFAS students whose tuition expenses exceed the NSFAS-established maximum cap and missing middle students receive funds to cover the difference and secure full bursaries.



Mzwakhe Matukane (Mr)

Senior Director: Revenue Administration



Finance Expenditure

OVERVIEW

The activities in the Finance Expenditure Division relate to the acquisition of and payment for goods and services. Finance Expenditure (FINEX) serves the University in fulfilment of four of the six strategic objectives of the University:

- Excellence in research and innovation.
- International profile for global excellence and stature.
- National and global reputation management.
- Fitness for global excellence and stature.

Aligned to the institutional Finance Strategy, FINEX strives to be a strategic partner to the University and to ensure financial viability, stability and sustainability of the University. The FINEX specific mission-related goals and aims are:

- Ensure financial viability, stability and sustainability to support the GES 4.0.
- Enhance re-engineering of the financial information system business process in line with Industry 4.0.
- Promote good governance, transformation and empowerment.
- Formalise strategic partnerships across the University.

This is achieved through the FINEX departments:

- Accounts Payable
- Fixed Assets
- Payroll
- Supply Chain Management. Procurement, Tenders, Warehousing and Distribution, Supplier Management as well as Contracts and Commodities Management all resort under Supply Chain Management.

There are many factors that influence FINEX operations, such as customer expectations, annual announcements from the Budget Speech and changes in legislation.

STRATEGIC FOCUS AND TARGETS

To be an efficient partner and render effective business support means that FINEX has to perform with great agility within the boundaries of governance. Commitments made for 2021 included:

- Medium-term considerations for demand management.
- Continued value analysis and value engineering.
- Improved stakeholder engagement.
- Robotic process automation considerations across all FINEX operations.
- Maturity of governance.

Transformation of business processes

Transformation of our business processes became critical to enable FINEX to deliver on its mandate. The evolution of FINEX required:

- Digitally enabled processing, and providing real-time reporting and management information for decision making.
- Changes to the operating and service delivery model.
- Assessment of the overall staff competency to deliver.

Value proposition

Key to customer service excellence and stature was the overhaul of traditional ways of doing business and finding optimal ways to serve business. Turnaround initiatives included:

- Continuous spending analysis to help in the rollout of strategic contracts and strategic sourcing initiatives across the University.
- Augmenting or amplifying technology initiatives to enhance customer experience.
- Value proposition assessments for improved stakeholder partnerships.
- Implementation of University organisational redesign recommendations for an improved value chain.

Partnering with business

Knowing customers' unmet needs helped to identify where to focus. Collaboration between FINEX, the Finance Portfolio and business units enabled achievement of objectives, such as:

- Coordination of sourcing of goods and services at organisational level.
- Leveraging on economies of scale.
- Simplification of procurement processes.
- Upfront governance approvals.
- Timely delivery of goods and services.

Agility of the team

Our capacity to service customers was effectively managed while ensuring flexibility in governance relating to services delivery. Maintaining a balance between operational continuity and employee wellness remains critical as we navigate the new normal.

HIGHLIGHTS FOR THE DIVISION

Value analysis and value engineering remain the key objectives in minimising costs in the acquisition process.

Expenditure control

Uniformity in expense management with a view to redefining the cost base enabled the necessary value engineering for the year. Spending analysis and segmentation enabled the implementation of needed reforms in support of business units.

Supply chain performance

Supplier data analytics provided the intelligence needed to understand commodities on offer and services being rendered by University suppliers. These analytics enabled:

- A full understanding of the spend category.
- Supplier market assessment to investigate alternatives on offer.
- Ascertainment of capabilities and capacity of suppliers and classifying them accordingly.

The review improved the supplier database and facilitated the necessary cleansing, which enabled targeted sourcing to meet the Enterprise and Supplier Development (ESD) imperatives in the acquisition process.

This eased the transition of the Procurement Department to a focus on commodities for improved results.

Remuneration costs

Analytics of the University remuneration costs highlighted exceptions, which had to be closely monitored:

- Appointments past the retirement period.
- Secondary appointments and enforcement of rules.
- Temporary appointments and enforcement of rules.
- Overtime claims in excess of regulated hours and related exceptions.
- General controls related to claims and allowances paid out.

Payroll is a key stakeholder in human resources projects and plays a significant role in the implementation of benefits and rewards. Nurturing of sound relations with the Human Resources Division is imperative. Ensuring compliance of the University's remuneration costs with South African laws and regulations remains the key objective of the Payroll Department.

Demand management

Financial reforms introduced helped ensure demand management, which is aligned with the University's goal of financial sustainability. The 2021 Procurement Demand Plan presented an estimate of R695 162 959, which was the total operational budget amount assessed to have an influence on the procurement process as per the approved 2021 Operational Budget Cycle.

- R33.8 million was approved for strategic initiatives – where these acquisitions were assessed as impacting the procurement process.
- R88.5 million was approved for capital and backlog maintenance projects, with an additional R28.9 million approved for UJ capital projects counterfunding.
- R40 million was approved for Media Park refurbishment.

Preferential procurement goals

To ensure spending aligned to UJ B-BBEE goals, procurement activities are monitored for alignment with the set preferential procurement goals. The current B-BBEE rating is a discounted Level 6. Based on the score achieved, the University is a Level 5 contributor to BEE, but as it has not met the subminimum points under the Skills Development Priority element, it was discounted a level.

To ensure achievement of the set target goals, further consideration was given to minimising spending with non-qualifying suppliers. The University seeks to ensure that all suppliers are at a minimum B-BBEE Level 4.

- The University conducts business with suppliers who holds B-BBEE Level 1-4 with a confirmed percentage of black-owned and/or black women-owned businesses. Priority is given to suppliers with at least 51% black ownership and/or greater than 30% black female ownership and/or at least 51% black designated groups' ownership.
- Automatic Level 4 suppliers are considered for commodities where there is limited competition in the market.
- An exemption is granted when sourcing for specialised services with proven limited supply and in support of agreements with governmental organs.

This is aimed at contributing towards improving the University's B-BBEE Scorecard.

Source to pay

This function is initiated with Supply Chain Management and concludes with Accounts Payable. Supply Chain Management plays an integral part in assisting the University to achieve its objectives.

Sourcing activities

Spending within the University is through three key processes: the procurement process, the tendering process and ad hoc payment requests through Accounts Payable.

Analysis of total UJ expenditure shows that in 2021, the University had a total spend of R1 085 851 947 (excl. VAT) on the procurement of goods, works and services. This indicates that operations continued without hindrance even during the disaster period. (See Table 65)

Table 65: Values and quantity of orders processed per different procurement processes

	Procurement	Tenders	Ad hoc & Forex	Total
Quantity of orders processed	12 539	1 130	2 527	16 375
Value of orders processed	R261 018 911	R758 988 646	R65 844 390	R1 085 851 947

Effective tendering administration ensured the successful delivery of key projects. Expediting of purchase orders reduced the overall percentage of overdue orders.

Cooperation from business units is critical for the successful implementation of strategic contracts. This is part of reducing processing costs, to gain value for money in transacting and to create efficiency in operations.

Contracts participation

For the year ended, UJ participated in 102 PURCO SA supplier contracts to the value of R73.1 million (excl. VAT). The total rebate earned from the economies of scale in 2021 was R1 317 534.

Accounts Payable

Accounts Payable processed R1.2 billion in payments during the year (2020: R1.1 billion). This is an indication of active movement in economic activities during 2021, moving on from the 2020 slump.

Asset Management

The Fixed Assets Department is responsible for ensuring that all assets of the University are accounted for in the University Assets Register. Compliance with the International Financial Reporting Standards (IFRS) is critical for the Department.

The total asset book stands at R3.9 billion with a net book value of R2.8 billion. A total of 4 086 additions were made to the Fixed Assets Book during 2021.

- Assessment of the useful life of University assets, of impairment of assets and of residual values are ongoing administrative tasks of the Department.
- Barcoding and survey of assets are part of the administrative activities within the Department. Assets verification increased from 5% in 2020 to 40% in 2021. FINEX leveraged on technology for verification of assets within business units, and this was achieved through IDU alerts where cost centre owners are prompted to validate and survey assets under their custody.
- Disposal of assets within the University takes place in consultation with the Department. A total of R10 million assets were retired in 2021.

Broad-based Black Economic Empowerment

For the period under review, 48.01 points have been achieved for the Enterprise and Supplier Development pillar. Partnering with the right supplier remains critical to ensure that UJ spending is made with contributing suppliers. The Supplier Enrichment Programme is the main contributor to the development, mentoring and graduation of emerging suppliers.

Supplier and Enterprise Development Programme

In 2021, a total of 130 entrepreneurs were enrolled and registered for training, and 110 of those registered successfully completed the Small Business Entrepreneurship Programme (SBEP), with the success rate remaining above 90% of the targeted 120 beneficiaries. The profile of the 2021 SBEP beneficiaries interestingly shows an exponential increase in the number of black male entrepreneurs.

A total of 30 SBEP beneficiaries were selected for the Business Turnaround Strategy. This was part of a video shoot aimed at pitching their business to UJ stakeholders. These presentations are made by participants prior to programme completion, which would not have been feasible without partnership with the Centre for Entrepreneurship (CfE).

GOVERNANCE AND RISK MANAGEMENT

The Division mitigates its risks by ensuring continuous assessment of risk in critical activities and incorporating mitigation measures into the business processes. The main exposure for Finance Expenditure is with regard to reputational, regulatory and financial risks.

Control environment assessment and enhancement

To ensure credibility of operations, staff rotation is a necessity, to mitigate against staff becoming familiar with service providers and to ensure improvement in the accuracy of results.

In operationalising efficiencies in the Department's process and systems, all standard operating procedures have been revised. Key policies include the University Policy on Procurement of Goods and Services, and the Schedule of Authorities in support of the University Delegations of Authority.

Legislative/standards changes and impact on operations

For the Division, which is rule-based, compliance with various norms and standards including legislation is critical:

- Compliance with tax laws and related annual amendments.
- Compliance with Section 34 of the Higher Education Act, as amended from time to time, to minimise conflicts of interest.
- Compliance with the B-BBEE Act.
- Compliance with the Accounting Standards.

Risks

Critical risks being monitored include:

Deviation from applicable policies

Acquisition of goods or services without following a proper process denies the University an opportunity to test the market and ascertain whether the prices being presented are the most economical.

Pre-payments

The economic climate has put pressure on the acquisition process and resulted in a steep increase in requests for pre-payments. During 2021, R38 million was paid in pre-payment for goods and services. Completeness or full delivery of these acquisitions remains a priority.

Ad hoc payments

There has been a visible decrease in those ad hoc payments that could also have gone through the procurement process.

Fraud and corruption

Fraud and corruption remain a major concern in our operations. Efforts to combat fraudulent and corrupt activities are ongoing.

Assets management

Monitoring of assets below the capitalisation threshold (i.e. < R10k) creates a big exposure in ensuring full compliance with International Financial Reporting Standards. Verification per location remains vital, and with the rollout of IDU alerts and stakeholder support, continuous stakeholder engagement helps mitigate the current exposure.

Other

Other challenges faced by the Division are:

- Staff burnout due to capacity constraints from the moratorium on filling of vacant positions within support departments.
- The impact of load shedding on critical operations.

STAKEHOLDER ENGAGEMENT

Customer centricity is critical for FINEX as an effective and efficient strategic partner of UJ stakeholders. As a result, engagements with faculties and divisions have become an annual event to allow us to understand the needs of the business units, create awareness of FINEX processes and build healthy working relationships.

A similar initiative is carried out with suppliers, to achieve greater efficiencies and effectiveness. This has improved the participation of suppliers in the UJ procurement process. In 2021, Supplier Day was a hybrid event.

FINEX continued collaboration with the Department of Applied Information Systems in CBE on the Technopreneurship programme and with the Centre for Entrepreneurship (CFE).

RESOURCE MANAGEMENT

Organisational redesign has helped to identify key positions and enable succession planning, to minimise the strain caused by retirements and other exits within FINEX.

Movement on critical positions

For the year under review, FINEX suffered the untimely passing of the Director: Expenditure, Mr Buggy Pillay, during July. Other movements include:

Appointments made

- Senior Manager: Supply Chain Management – Mr Thandile Mhlom. The appointment is aligned to the restructuring of FINEX as a centre of excellence.
- Accountant – Ms Awelani Tshivhase.
- Executive Secretary – Mr Rabi Mogale.

Retirements

- Ms Asha Devlal – Senior Manager: Assets Management.
- Ms Gay Jacobs – Supervisor: Accounts Payables

Continuous professional development

Continued professional development of the FINEX staff is a key focus within the Division. Other developmental initiatives included conferences and attendance of update sessions.

Professional affiliation is critical to keep abreast of developments in the industry. The Division is a member of:

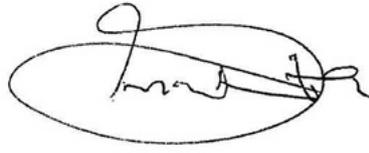
- The Chartered Institute of Purchasing and Supply (CIPS).
- The South African Payroll Administrators (SAPA).
- The South African Institute of Chartered Accountants (SAICA).
- The Association of Certified Fraud Examiners (ACFE).

CONCLUSION AND WAY FORWARD

The improvement of customer service requires a coordinated effort, and to achieve this, the review and enhancement of business processes from time to time, in line with global best practice, is a necessity; this will be ongoing. Improvement initiatives planned for 2022 include:

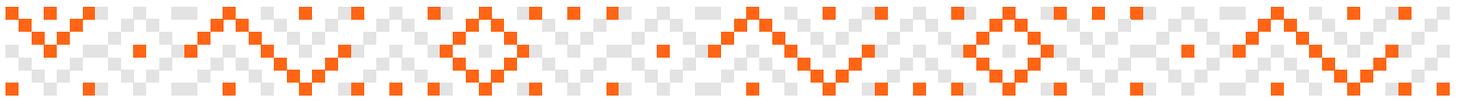
- Restructuring supply chain management into two centres of excellence, for tactical sourcing and strategic sourcing, instead of the current focus on commodity champions.
- Effectively managing commodity to reap the rewards from tactical sourcing. This will ease structuring of strategic contracts and minimise routine sourcing.
- Expanding the support for emerging business and maximising critical points for the B-BBEE Scorecard.
- Leveraging economies of scale as ultimate result.

FINEX commits to remaining a value for money service, which is effective and efficient, for the UJ community.

A handwritten signature in black ink, enclosed within a hand-drawn oval. The signature is stylized and appears to read 'Sarah Makinta'.

Sarah Makinta (Ms)

Executive Director: Expenditure



UJ Trust

OVERVIEW AND CONTEXT

The University is the sole beneficiary of the UJ Trust. The UJ Trust allocates, on an annual basis, funds to the University for specific agreed-upon strategic initiatives of the University.

Since the establishment of UJ, the Trust has distributed a total of R528 million to the University towards research development for faculties and centres of excellence, underprivileged student support, postgraduate bursaries and teaching, and learning and research infrastructure support during the COVID-19 pandemic period. 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.

2021 FUNDS ALLOCATION

In the year under review, the Trustees considered and approved an allocation of R25 million towards the University's operating budget as discussed below.

Research development for centres, innovation, and commercialisation

An amount of R7.5 million was earmarked for the development of interdisciplinary research and technology projects. This interdisciplinary research combines research of various UJ faculties with commercial opportunities to strengthen institutional, regional and national priorities, as evidenced in the wide spectrum of research topics.

UJ Trust funding was allocated to the University's Technology Transfer Office (TTO) to identify intellectual property with potential for further research and commercialisation. The funding has assisted the TTO, in partnership with UJInvnt, a wholly owned University subsidiary, in patenting and in further research and development of various discoveries and ideas that are close to commercialisation, for instance, diamond detection and atomic layer deposition, and has aided the establishment of an e-store where innovative robotics and chemical products are sold to students and the public.

Underprivileged student support

The 2021 allocation for assistance to UJ students was primarily used as a contribution towards funding our meal assistance programme for financially needy students. UJ Trust, in partnership with the UJ School of Tourism and Hospitality and Tiger Brands, provided two meals a day to at least 3 022 students, who otherwise would have had no food. An amount of R7.5 million was used for this purpose. In addition, R2.5 million was awarded to underprivileged students to assist with tuition, accommodation, and book allowances.

Postgraduate bursaries

The UJ Trust allocated R7.5 million towards postgraduate bursaries in 2021. This amount was used to fund advanced diploma and honours bursaries, with the goal of further building postgraduate numbers.

With the decline in state and other external funding available for postgraduate studies, ways have to be found to ensure that the cohort of honours students is big enough to allow adequate numbers of students

to progress to master's degrees, and this requires substantial funding for honours bursaries and advanced diploma students.

The increase in postgraduate students is a strategic imperative of the University, and thus 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 deposits), carefully selected under agreed-on mandates. These investments are made up of two balanced fund portfolios at Coronation Fund Managers and Ninety One, with a total market value of R1 011 553 990 at the end of 2021 (2020: R854 917 688). The Fund aims to outperform the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

The 2021 financial year was an extraordinary year. Markets continued their strong performance, which allowed the Trust to continue to grow during this critical time when pandemic-related financial pressures challenge all in higher education. This growth will enable the Trust to increase its allocation to the University in 2022.

The fund achieved a net return of 21,43% in the year under review against a benchmark return of 21,24%, while its peer group showed an average return of 21,34% with average annual fees of 0,53%.

Following the approval of a revised investment strategy for the Trust by the Board of Trustees in 2020, two new fund managers, Schroder Investment Management Ltd and Kagiso Asset Management (now Cassima Asset Management) were appointed and will be onboarded in 2022. We look forward to these partners bringing in improved risk management and growth to the portfolio.

TRUSTEES

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees, and no more than one-third of the trustees may be members of the Council or of Senate or employees of the University.

The following Trustees represented the UJ Trust in 2021:

- Ms R Bopape*
- Prof A Dempsey
- Prof W Domingo*
- Dr ME Gama (Chairperson)
- Advocate S Khumalo
- Advocate E Mokutu*
- Advocate M Rasivhetshele
- Mr S Rossouw
- Mr M Teke
- Ms N Zikalala

** These trustees had not been formally updated as Trustees at the Master's Office at year-end. They were therefore not authorised to make decisions as trustees and attended Board of Trustee meetings as invitees only.*



Nolwazi Mamorare (Ms)
Chief Financial Officer



Resolution Circle

INTRODUCTION

Resolution Circle is 100% owned by the University of Johannesburg and offers skills training mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). Resolution Circle's mission is to provide practical and hands-on skills training to Engineering students, supported through industry partnerships. Our vision is to be(come) the recognised market leader in South Africa for technical training.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. More often than not, theory is very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 80 professional employees recruited from industry. The 300-seat workshop with industry grade equipment provides training under supervision of experienced artisans. Students are divided into groups of 15 to 20, and each group is allocated to a specific key trade area. Each trade is supervised by a dedicated artisan/instructor supported by training assistants (who themselves are in the process of registering as Engineering technicians and technologists).

Our main focus for the past eight years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from Universities of Technology, including CUT, DUT, MUT, TUT, VUT and UJ, Unisa, and WSU. More than 2 100 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities. In 2021, we enrolled 640 Engineering Diploma students from 10 different HEIs who started their P1 programme.

Resolution Circle has started diversifying away from a purely MerSETA-driven training model based on University of Technology Engineering diploma students only. Since 2019, Resolution Circle has been successful in securing funding from five other SETAs to accommodate not only University of Technology Engineering diploma students, but also apprenticeships, candidacies (post qualification), skills programmes, short learning programmes (SLPs) and the TVET National Accredited Technical Education Diploma (NATED) work-integrated learning programme. We are in discussion with five more SETAs, but we have not been able to secure funding from them as yet. One of the five other SETAs (Energy and Water SETA) is looking promising for 2022.

We have applied for accreditation at the Quality Council for Trades and Occupations (QCTO) in various trades. We were accredited for Mechanical Fitting in 2019, Electrical and Plumbing in 2020, and for Boilermaking, Instrument Mechanician, Turning and Welding in 2021.

We were officially recognised by the Engineering Council of South Africa (ECSA) to conduct candidacy programmes. We launched our candidacy programme in 2020, sponsored by TETA; we expanded this programme in 2021, sponsored by the Chemical Industries Education and Training Authority (CHIETA) and the private sector, and our total number of candidates increased to 83, who will in due course register as engineers, technicians or technologists at ECSA.

We have signed MOUs with nine TVET colleges: six based in Gauteng, Central Johannesburg College (CJC), Ekurhuleni East (EEC), Ekurhuleni West (EWC), Sedibeng, Southwest Gauteng (SWG) and Western; one in the Free State (Flavius Mareka); one in Mpumalanga (Gert Sibande); and one in North West province (Orbit). We secured our first business directly with TVETs in 2021 by training their lecturers. We also secured a significant grant from ETDP SETA with the Westcol TVET college as beneficiary, which we will be undertaking in conjunction with UJ PEETS. We have again trained over 300 students from TVET colleges in Gauteng. Over 200 NATED N6 students from 22 different TVET colleges continued their 18-month WIL programme with us in 2021 and will finish in 2022.

We are engaging further with the Coastal (KZN), Enhlanzeni (MP), Majuba (KZN), Vhembe (LP) and Vuselela (NW) TVET colleges.

OTHER ACTIVITIES

For the past seven years, we have been involved in retraining technical high school teachers for the Gauteng, North West and Limpopo Departments of Education, with specific focus on Boilermaking, Electrical, Electronics, and Fitting and Turning.

We offer short learning programmes (SLPs) in Fibre Optics, Programmable Logic Controllers and Solar Photovoltaic (PV) Design and Installation. These courses are credit bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. New courses, Additive Manufacturing, Computer Numerically Controlled (CNC) Machining, Internet of Things and Robotics, tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

We support and manage UJ's maintenance programme on three of UJ's campuses. The maintenance tracks, which are managed, staffed, and supported by Resolution Circle, are Electrical, Carpentry and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and training within this programme is invaluable skills development. We closed 3 253 job tickets in 2021 versus 2 524 job tickets in 2020; though, given the April/May lockdown in 2020, a true comparison with 2021, i.e. also excluding April/May, yields 2 620 versus 2 524 job tickets in 2020. In 2022, we will also be performing the maintenance functions on APB Campus.

FINANCIAL PERFORMANCE

The final result was a profit of R16.5 million for the year under review against a budgeted R12 million profit. Revenue generated in 2021 was R86.6 million, significantly higher than the R31 million generated in 2020. Our total expenses, which include distribution and other operating expenses, amounted to R68.2 million for the year (2020 R40 million). We managed to improve our total liquidity position through restructuring our balance sheet. For the first time in Resolution Circle's history, we are technically solvent.

OUTLOOK FOR 2022

We intend to focus on our growth strategy. This includes our revenue and profit goals, the impact we would like to make (in terms of the key strategic goals), where we should be operating and where the opportunities might be for growth. What is our competitive advantage? What are our growth enablers in terms of our staff, our processes and our systems? How can we grow our top line by identifying new products and markets?

We seem to be one of the first institutions to offer candidacy as a service. In other institutions, this is generally linked to a graduate internship for postgraduate studies, such as an honours or a master's degree in Engineering. Our candidacy ranges from a full three years for employed candidates to a stand-alone first, second or third year of the programme. The first year is often linked to our graduate internship programme for unemployed candidates; the third year, for candidates with relevant experience, can involve a fast track programme with qualification in a year.

Our new qualification as Energy Efficiency (audit) Technician offers further opportunities for school leavers. This is intended as a self-funded programme for paying students, so will not be based on grants from SETAs or sponsorships from the private sector. We intend targeting top academic schools such as the technical high schools, to cater for matriculants who have not yet found an opportunity for post-school education and training. Once we have mastered the notion of self-funded students, we intend to cross-sell our other full qualifications, such as the apprenticeships and SLPs that can lead to employment, for instance, Industrial Robotics and Solar PV.

We intend to make SLPs available on a world-class e-learning platform. As a start, we are planning to develop one of our six-week modular courses in Electronics for delivery by e-learning, which we can initially sell online in South Africa and, as we gain traction, eventually cross-border, too.

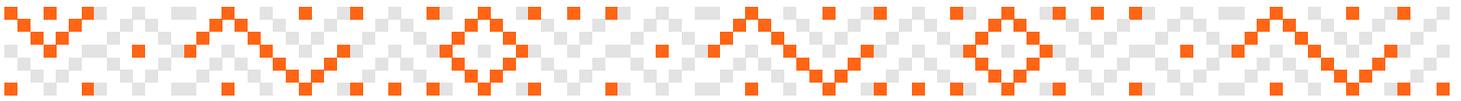
While 2021 was the year of business turnaround, 2022 will be the year of stabilisation and preparation for growth in 2023 and beyond. While our training methodology has historically been workshop based, we have recognised opportunities for new technical qualifications that are less dependent on workshops.

We are also planning a higher level of automation and digitalisation in 2022, to optimise our business processes. We are changing our accounting system, our payroll system and our learner management system, while preparing for an International Organisation for Standardisation (ISO) 9001 audit. We believe that having more automated systems and processes in place will allow us to scale the business without having to incur extra operational costs.



Saurabh Sinha (Prof)

Deputy Vice-Chancellor: Research and Internationalisation



B-BBEE Report

PREFERENTIAL PROCUREMENT REPORT AS AT 31 DECEMBER 2021

The B-BBEE rating of the University of Johannesburg for the year ended 31 December 2021 is a Level Five (5).

The University achieved 80% BEE Procurement Recognition Level and is an empowering supplier.

The cumulative scorecard is as follows:

Element	Weighted Points	UJ Points 2017	UJ Points 2018	UJ Points 2019	UJ Points 2020	UJ Points 2021
Management Control	20	13.45	13.43	13.46	13.92	14.54
Skills Development	30	19.69	10.14	12.29	8.80	11.03
Enterprise and Supplier Development	54	28.4	46.69	45.49	48.01	48.33
Socioeconomic Development	5	5	5	5	5	5
Total Points	109	66.54	75.26	76.2	75.73	78.9
B-BBEE Level		8	5	5	6	5

Assessment of the elements

1. Management Control

For the period under review, the University scored 14.54. Intervention programmes implemented are starting to show steady progress towards achievement of targets.

2. Skills Development

11.03 points were achieved for Skills Development. This is an improvement from the previous year where the University was not able to meet the subminimum required for this priority element and was subsequently discounted.

Interventions have been deployed in the coming year to ensure that the limitations met with this element are achieved.

- No points were scored for expenditure on learning programmes for disabled black employees.
- No points were scored for the number of black people absorbed by the University at the end of the learnerships, internships and apprenticeship.

3. Enterprise and Supplier Development

The University had to achieve a minimum of 40% on each of the targets set out in the three of the sub-elements of the enterprise and supplier development. These are:

- Preferential Procurement
- Supplier Development
- Enterprise Development

For the period under review, 48.33 points were achieved for Enterprise and Supplier Development. The full 22 points have been achieved for Supplier Development and Enterprise Development. Partnering with the right suppliers remains critical to ensure that UJ spending is made with contributing suppliers.

The Supplier Enrichment Programme is the main attributor to the development, mentoring and graduation of emerging suppliers. The programme enabled achievement of the full bonus points.

4. Socioeconomic Development

Full points (5) have been achieved for Socioeconomic Development.



Nolwazi Mamorare (Ms)
Chief Financial Officer

B-BBEE Rating Certificate



Honeycomb BEE Ratings

0861 HONEYCOMB

BROAD-BASED BEE VERIFICATION CERTIFICATE

We Certify that
University of Johannesburg

Including Subsidiaries Listed in "Annexure A"
Company Address: Cnr Kingsway and University Road, Auckland Park, Johannesburg.
VAT Number: 4900127681,

Has been verified for compliance with the B-BBEE Act No. 53 of 2013 and the Codes of Good Practice Gazette No. 38766 of May 2015 and has achieved the following:

BEE RATING
Level Five (5) Contributor
(Generic – Specialised Scorecard)

BEE PROCUREMENT RECOGNITION LEVEL
80%

Analysis	Score	Element	Results
Black Ownership	N/A	Ownership	N/A
Black Woman Ownership	N/A	Management Control	14.54
Black Designated Group	N/A	Skills Development	11.03
Black Youth	N/A	Enterprise & Supplier Development	48.33
Black Disabled	N/A	Socio-Economic Development	5.00
Black Unemployed	N/A	Total	78.90
Black People Living in Rural Areas	N/A	Y.E.S. Initiative Implemented	No
Black Military Veterans	N/A	Y.E.S. Target Achieved	N/A
Black New Entrants	N/A	Number of Levels Promoted	N/A
Exclusion Principle Applied	No	Certificate Number	HR_GEN_2709_22
Modified Flow Through Principle	No	Version Number	1.0
Empowering Supplier	Yes	Issue Date	07 June 2022
Discounting Applied	No	Expiry Date	06 June 2023
Financial Period Reviewed	01 January 2021 – 31 December 2021	Revision Date	N/A



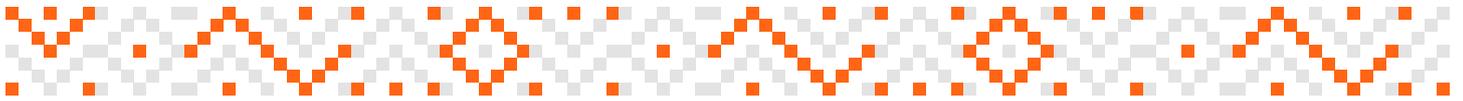
Verification Manager
Kyle Mitchell
Honeycomb BEE Ratings





sanas
BEE VERIFICATION AGENCY
BVA 048

Honeycomb BEE Ratings (Fty) Ltd Reg No. 2005/0177/37/07 • 27, 14th Avenue, Northmead, Benoni 1501
 086 Honeycomb or (011) 880 1630 • info@honeycomb-bee.co.za • www.honeycomb-bee.co.za



B-BBEE Rating Annexure A

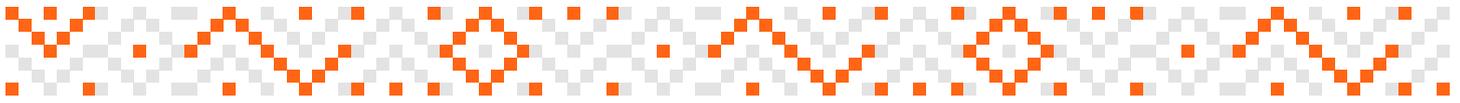
 ANNEXURE A <i>University of Johannesburg Certificate Number HR_GEN_2709_22 Incorporates the following Entity:</i>		
Company Name	Registration Number	VAT Number
UJ Properties (Pty) Ltd	2012/097565/07	4580262014



Verification Manager
Kyle Mitchell
Honeycomb BEE Ratings

Honeycomb BEE Ratings (Pty) Ltd Reg No: 2005/0177/37/07 • 27 14th Avenue • Northmead • Benoni • 1501
Tel: 0861 Honeycomb or (011) 880 1630 • e-mail: info@honeycomb-bee.co.za • www.honeycomb-bee.co.za





Chairperson of Council Finance Committee Report

OVERVIEW

UJ achieved excellent operating results during the year under review, despite a tough economic environment. While this year represented a post-COVID recovery period with University operations returning to normal, we continued being deliberate about achieving maximum cost savings and external income generation in the year to cushion the impact of the uncertainty on future income generation. This has resulted in an enhanced financial position, with a strengthened liquidity and cash flow profile.

The financial strategy and 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 this tough and uncertain period. 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. These strategic interventions and activities should support this strategy, with these activities eventually becoming self-sustainable.

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

The University finances ended the year in a dramatically improved position to what was anticipated, with a consolidated surplus of R1.339 billion. Operating income was up 8,8%, driven by the introduction of new programmes and an increase in externally generated research and other income. The UJ community rallied in a shared and purposeful effort to reduce costs, with expenses before expected credit losses from irrecoverable student debt growing by only 7% this year.

The investment portfolio of the University and the UJ Trust realised very impressive returns. Markets continued their strong performance, which allowed the medium- and long-term investment portfolios to continue to grow during this critical time when pandemic-related financial pressures challenge all in higher education. The portfolios achieved net returns of 19,74% and 21,43% for the University and UJ Trust, respectively, outperforming the composite benchmark return. Very healthy returns were also realised from the short-term investment portfolio, exceeding the budget expectation by 68%.

This success has enabled the University to fund unexpected costs that became critical to enable the following:

- Continuing remote and hybrid teaching, learning and research through investment in safety and health measures, as well as digital technologies. The University invested R53 million to support students and

staff with various technologies, computing devices and data, personal protective equipment and the reconfiguration of labs and residences.

- Supporting students through increased financial aid and scholarships, and discounts on tuition and residence fees. In total, residence fees were 9% below budget, while 13% of the University operating budget was allocated to various forms of assistance to low income and missing middle students.
- Avoiding loss of employment. As the pandemic displaced work for employees across the world and our national unemployment rates continued to rise, UJ provided R3.2 billion in uninterrupted pay and benefits for more than 9 000 permanent and temporary staff.
- Preserving and growing reserves. Our Council-controlled reserves grew by an impressive 36% from R2.342 billion in 2020 to R3.179 billion (R2.708 billion classified as undesignated) at the end of 2021. This growth happened despite the continued investment in ICT and built infrastructure, as well as the GES 4.0 catalytic initiatives.

The achievements were not easy and came with a lot of sacrifices and support from many people across our University, national, continental, and global communities. A large contributor to the growth in the reserves is the increase in the number of partnerships with and donations to the University, which are designated to fund bursaries, research, infrastructure and other academic activities.

We thank UJ staff for their commitment shown to playing a part in ensuring the long- term financial sustainability of the University. We also want to thank each and every one of our partners and donors for their continued support to the University and confidence in our excellence in teaching and research.

The University continues to face various risks and uncertainties. These include:

- The growing number of students qualifying for NSFAS nationally and the increase in national unemployment figures, which pose a significant risk to the level of future state funding allocations to universities.
- The increase in irrecoverable student debt.
- The ageing University infrastructure and decline in our allocation of state funding for this purpose.
- Competition for talent.

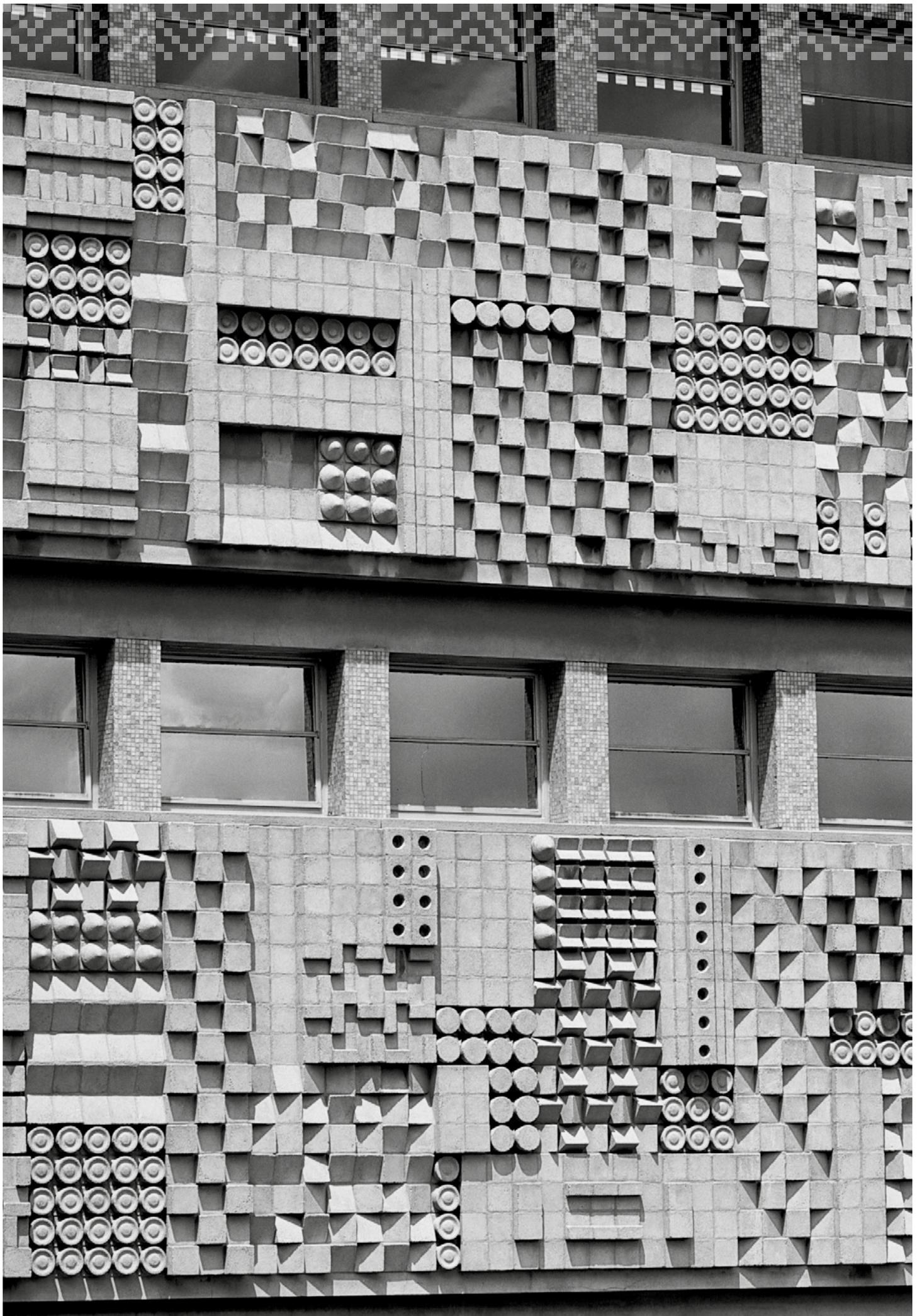
Considering the above income and cost pressures, it is clear that we must continue to pursue alternative income sources, which include additional income generated from innovative new offerings, our strong financial position as well as third-party financial contributions. This is very important in supporting and funding future infrastructure and other strategic initiatives.

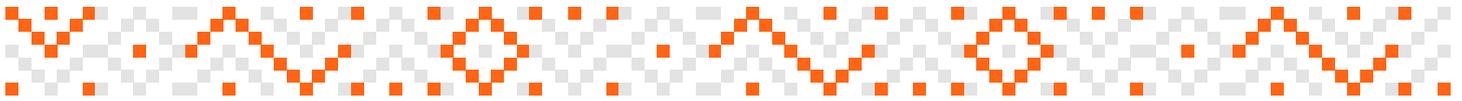
Continued vigilance on good governance is paramount to enable the University to remain financially sustainable, re-establish its commercialisation activities and thereby generate the much-needed third-stream income. The uncertainties created by the COVID-19 pandemic are closely managed. While our outlook remains positive, we are continuously revising our five-year financial plan to take into consideration all these unprecedented risks. We are convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2022 and beyond.



Kone Gugushe (Ms)

Chairperson: Financial Sustainability Committee of Council



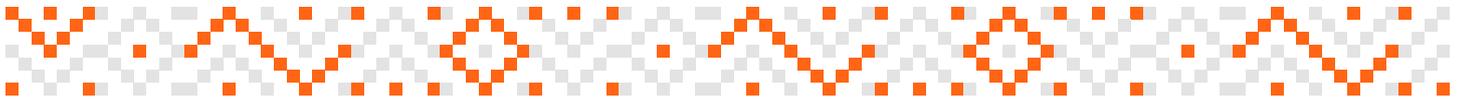


Consolidated and Separate Annual Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2021

INDEX

Statement of responsibility of the Members of Council _____	486
Independent Auditor's Report _____	471
Statements of Financial Position _____	480 – 482
Statements of Profit or Loss and Other Comprehensive Income _____	483
Statements of Changes in Equity – Group _____	484
Statements of Changes in Equity – University _____	485
Statements of Cash Flows _____	486
Accounting Policies _____	487 – 507
Notes to the Consolidated and Separate Financial Statements _____	508 – 569
DOE Income statement _____	570 – 576



Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2021

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate annual financial statements.

The consolidated and separate financial statements presented on pages 480 to 576 of this Annual Report for 2021 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

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

The consolidated and separate annual financial statements have been audited by SNG Grant Thornton, who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 480 to 576 of this Annual Report were approved by the Council on 23 June 2022 and signed on its behalf by:

MS Teke
Chair of Council

T Marwala (Prof)
Vice-Chancellor and Principal

N Mamorare
Chief Financial Officer





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 480 to 573, which comprise the consolidated and separate statement of financial position as at 31 December 2021, the consolidated and separate statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, as well as 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 financial position of the group as at 31 December 2021 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997).

Victor Sekese [Chief Executive]

A comprehensive list of all
Directors is available at the
company offices or registered
office

SNG Grant Thornton is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. Services are delivered independently by the member firms. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.

SizweNtsalubaGobodo Grant Thornton Incorporated Registration Number: 2005/034639/21

sng-grantthornton.co.za

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the group in accordance with Independent Regulatory Board for Auditors' *Code of Professional Conduct for Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (Including International Independence Standards)*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw attention to the matter below. Our opinion is not modified in respect of this matter.

Restatement of corresponding figures

As disclosed in note 41 to the financial statements, the corresponding figures for 2020 were restated as a result of errors in the consolidated and separate financial statements of the group at, and for the year ended, 2021.

Other matter

We draw attention to the matter below. Our opinion is not modified in respect of this matter.

Supplementary information

The Department of Higher Education and Training Consolidated Statement of Profit or Loss and Other Comprehensive Income as set out on pages 570 to 573 does not form part of the consolidated and separate financial statements and is presented as additional information. I have not audited this schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the Council for Consolidated and the Separate Financial Statements

The Council, which constitutes the accounting authority, 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, 1997 (Act no.101 of 1997), and for such internal control as the accounting authority 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 accounting authority 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 accounting authority either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate 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 the ISAs will

always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected objective presented in the annual performance report. We performed procedures to identify material findings but not to gather evidence to express assurance.

Our procedures address the usefulness and reliability of the reported performance information, which must be based on the university's approved performance planning documents. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures do not examine whether the actions taken by the university enabled service delivery. Our procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the university's annual performance report for the year ended 31 December 2021:

Objective	Pages in the annual performance report
Strategic Objective Two – Excellence in Teaching and Learning	85 –87

We performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for this objective:

Excellence in Teaching and Learning

Other matter

We draw attention to the matter below:

Achievement of planned targets

Refer to the annual performance report on pages xx to xx for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the university's compliance 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 material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

The council is responsible for the other information. The other information comprises the information included in the Annual Report,. The other information does not include the consolidated and separate financial statements, the auditor's report and the selected strategic objective presented in the annual performance report that have been specifically reported in this auditor's report.

Our opinion on the consolidated and separate financial statements and my 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 on it.

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 objective presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We have nothing to report in this regard

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 on it.

We did not identify any significant deficiencies in internal control.

Other reports

We draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the University's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the consolidated and separate financial statements or our findings on the reported performance information or compliance with legislation.

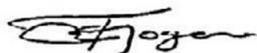
Audit related services - Agreed upon procedures

Engagement name	Description of engagement	Period end	Firm performing the engagement	Status	Expected date of issuing report
Financial data - DHET	The verification of financial data from the annual financial statements	31 Dec 2021	SNG Grant Thornton	Completed	June 2022
University of Johannesburg Annual Performance Plan	The verification of reported outputs for indicators included in the University of Johannesburg Annual Performance Plan	31 Dec 2021	SNG Grant Thornton	Completed	June 2022
DHET IEG Infrastructure Grant	Agreed-upon procedures engagement in respect of the Department of Higher Education ("DHET") Infrastructure and Efficiency Grant for the year 1 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022
Teaching Development Collaboration Grant	Agreed-upon procedures engagement in respect of the verification that the Teacher Development Collaboration Grant was expended per the conditions of the grant for the year 01 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	26 May 2022
Health Science Clinical Grant	Agreed-upon procedures engagement in respect of the verification that the Health Science Clinical Grant was expended per the conditions of the grant for the year ended 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022
COVID Responsiveness Grant (Multimodal Teaching & Learning Plan)	Agreed-upon procedures engagement in respect of the verification that the COVID-19 Responsiveness Grant for the 12 month period ended 31 March 2022	31 Mar 2022	PwC	Completed	03 June 2022
University Capacity Development Grant (UCDP)	Agreed-upon procedures engagement in respect of the University Capacity Development Grant for the period 01 January 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022
Technology Innovation Agency (TIA)	Agreed-upon procedures engagement in respect of the Technology Innovation Agency: Metal Casting Technology Station ("MCTS") Grant and the of the Technology Innovation Agency Process Energy and Environmental Technology Station ("PEETS") Grant for the year 01 April 2021 to 31 March 2022	31 Mar 2022	PwC	Finalisation of factual findings	22 June 2022
Foundation Grant	Agreed-upon procedures engagement in respect of the Foundation Grant for the period 1 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022

Engagement name	Description of engagement	Period end	Firm performing the engagement	Status	Expected date of issuing report
Research Publications	Agreed-upon procedures engagement in respect of the verification that the Research and Development Grant was expended per the conditions of the grant for the year ended 31 March 2022	31 Dec 2021	PwC	Completed	11 May 2022
UCDP -Future professors Programme	Agreed-upon procedures engagement in respect of the University Capacity Development Programme: Future Professors Programme Grant for the period 01 January 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022
University Staff Doctoral Programme (USDP-ADAPTT)	Agreed-upon procedures engagement in respect of the University Staff Doctoral Programme (USDP) for the period 01 January 2021 to 31 March 2022.	31 Mar 2022	PwC	Completed	31 May 2022
UCDP - NESP programme	Agreed-upon procedures engagement in respect of the University Capacity Development Programme: Nurturing Emerging Scholars Programme Grant for the period 01 January 2021 to 31 March 2022.	31 Mar 2022	PwC	Completed	31 May 2022
University Integrated Quality Assurance Framework (UIQAF)	Agreed-upon procedures engagement in respect of the Quality Assurance Framework Implementation Support Project (QAF ISP) for the period 1 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022
Research & Collaboration Development Grant	Agreed-upon procedures engagement in respect of the verification that the Research and Development Grant was expended per the conditions of the grant for the year ended 31 March 2022	31 Mar 2022	PwC	Completed	25 May 2022
New Generation of Academics Programmer Grant (NGAP)	Agreed-upon procedures engagement in respect of the verification that the New Generation of Academics Programmer Grant was expended per the conditions of the grant for the period 01 April 2021 to 31 March 2022.	31 Mar 2022	PwC	Completed	31 May 2022
Primary Education Grant (PRIMTED) AUDIT	Agreed-upon procedures engagement in respect of the verification that the Primary Education Grant was expended per the conditions of the grant for the period 01 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	31 May 2022

Engagement name	Description of engagement	Period end	Firm performing the engagement	Status	Expected date of issuing report
HEMIS AUDIT	Agreed-upon procedures engagement in respect of Student and Staff statistics of the University of Johannesburg for the purpose of reporting to the Department of Higher Education and Training for the year ended 31 December 2021	31 Dec 2021	PwC	In progress	27 July 2022
Industrial Think Tank Programme (CCRED) final audit	Agreed-upon procedures engagement in respect of the verification that the Industrial Think Tank Programme (CCRED) was expended per the conditions of the grant for the 12-month period 1 April 2021 to 31 March 2022	31 Mar 2022	PwC	Completed	28 April 2022
British Council Grant (USDP)	Agreed-upon procedures engagement in respect of the British Council University Staff Doctoral Programme (USDP) (South Africa-United Kingdom partnership) for the year ended 31 December 2021	31 Dec 2021	PwC	Completed	11 February 2022
NRF: SKA	Agreed-Upon Procedures Report on the National Research Foundation (NRF) Square Kilometer Array (SKA) Grant received by the University of Johannesburg for the year ended 31 December 2021	31 Dec 2021	PwC	Completed	11 March 2022
NRF: Cimera	Agreed-Upon Procedures Report on the National Research Foundation (NRF) awards received by the University of Johannesburg for the Centre of Excellence for Integrated Mineral and Energy Analysis for the year ended 31 December 2021	31 Dec 2021	PwC	Completed	11 March 2022
NRF: Awards & grant deposit	Agreed-Upon Procedures Report on the National Research Foundation (NRF) Awards and Grant Deposit received by the University of Johannesburg for the year ended 31 December 2021.	31 Dec 2021	PwC	Completed	11 March 2022
CALT	Agreed-upon procedures engagement in respect of the Centre for African Languages Teaching (CALT@UJ) project from 1 August 2018 to 31 December 2021	31 Dec 2021	PwC	Completed	08 April 2022
NRF (Main Project)	Included in grant deposits	31 Dec 2021	PwC	Completed	11 March 2022

Engagement name	Description of engagement	Period end	Firm performing the engagement	Status	Expected date of issuing report
Raymond Ackerman Academy Capital Fund And Trust	Agreed-upon procedures in respect of the Raymond Ackerman Academy procedures for the period 1 January 2018 to 31 July 2021	31 Dec 2021	PwC	Completed	10 December 2021
Raymond Ackerman Academy Capital Fund And Trust	Agreed-upon procedures engagement in respect of the Raymond Ackerman Academy procedures for the period 1 August 2021 to 31 December 2021	31 Mar 2022	PwC	Completed	26 April 2022
Foreign Schools Audit	Agreed-upon procedures in respect of the Compliance Engagement on the University of Johannesburg's William D Ford Federal Direct Loan Program for the year ended 31 December 2020	20 May 2021	PwC	Completed	02 March 2022



Thabo Mogano
SizweNtsalubaGobodo Grant Thornton Inc.
Director
Registered Auditor
27 June 2022
20 Morris Stress East, Woodmead

Annexure – Auditor’s responsibility for the audit

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 the reported performance information for selected objective and on the group compliance with respect to the selected subject matters.

Financial statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this 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 group’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council, which constitutes the accounting authority
- conclude on the appropriateness of the accounting authority’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 relating to events or conditions that may cast significant doubt on the ability of the University of Johannesburg and its subsidiaries 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 consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the consolidated and separate financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause the the group to cease operating as a going concern
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the consolidate notes and disclosures, and determine whether the consolidated and separate 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

We communicate with the accounting authority 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.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore key audit matters. We describe these matters in this auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor’s report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Financial Position

Figures in R `000

	Notes	Consolidated 2021	Consolidated 2020 Restated	Consolidated 1 Jan 2020 Restated	University 2021	University 2020 Restated	University 1 Jan 2020 Restated
Assets							
Non-current assets							
Property, plant and equipment	6	2,975,250	2,679,070	2,520,466	2,800,919	2,515,391	2,383,634
Intangible assets	7	13,075	17,559	12,484	13,072	17,552	12,481
Investment in subsidiaries, associates and other investments	8	4,884	4,112	3,357	210,305	184,083	142,476
Financial assets at fair value through profit or loss	11	4,952,108	4,091,015	3,831,353	3,862,192	3,236,097	2,986,661
Long term employee benefits	20	816,654	593,238	577,377	816,654	593,238	577,377
Total non-current assets		8,761,971	7,384,994	6,945,037	7,703,142	6,546,361	6,102,629
Current assets							
Inventories	9	17,037	7,183	4,441	16,967	7,126	4,441
Trade and other receivables	10	301,430	547,627	398,666	256,332	532,787	394,837
- Student fees		157,613	89,228	169,993	157,368	89,287	165,802
- Other receivables		143,817	458,399	228,673	98,964	443,500	229,035
Loans to subsidiaries and associates	8	-	2,296	16,264	12,961	14,306	6,298
Cash and cash equivalents	12	2,804,532	1,144,530	1,531,626	2,778,111	1,125,866	1,513,519
Short term deposits	13	-	820,000	-	-	820,000	-
Total current assets		3,122,999	2,521,636	1,950,997	3,064,371	2,500,085	1,919,095
Total assets		11,884,970	9,906,630	8,896,034	10,767,513	9,046,446	8,021,724

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Financial Position

Figures in R '000

	Notes	Consolidated 2021	Consolidated 2020 Restated	Consolidated 1 Jan 2020 Restated	University 2021	University 2020 Restated	University 1 Jan 2020 Restated
Equity and liabilities							
Equity							
Non-distributable reserves		2,988,059	2,695,833	2,530,668	2,813,726	2,532,147	2,393,834
Funds invested in property, plant and equipment		2,988,059	2,695,833	2,530,668	2,813,726	2,532,147	2,393,834
Reserve funds		6,254,032	5,066,052	4,413,945	5,332,660	4,352,116	3,675,876
<i>Restricted use funds</i>		1,744,461	1,464,398	1,266,015	873,432	738,937	556,460
Student residences funds		73,557	165,344	145,400	94,839	165,344	145,399
Trust/donor/bursary funds		1,670,904	1,299,054	1,120,615	778,593	573,593	411,061
<i>Unrestricted use funds</i>		4,509,571	3,601,654	3,147,930	4,459,228	3,613,179	3,119,416
Designated/committed funds		1,772,093	1,270,899	911,253	1,750,813	1,270,899	911,253
Undesignated funds		2,737,478	2,330,755	2,236,677	2,708,415	2,342,280	2,208,163
Total equity		9,242,091	7,761,885	6,944,613	8,146,386	6,884,263	6,069,710

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Financial Position

Figures in R `000		Notes	Consolidated 2021	Consolidated 2020 Restated	Consolidated 1 Jan 2020 Restated	University 2021	University 2020 Restated	University 1 Jan 2020 Restated
Liabilities								
Non-current liabilities								
	14		36,539	71,017	55,017	36,539	71,017	55,017
Provisions								
Borrowings	18		-	263	1,673	-	263	1,673
Lease liabilities	16		2,865	5,927	8,609	2,865	16,952	8,609
Deferred income	19		78,798	202,254	274,275	78,798	202,254	274,275
Long term employee benefit obligation	20		275,414	222,310	245,118	275,414	222,310	245,118
Total non-current liabilities			393,616	501,771	584,692	393,616	512,796	584,692
Current liabilities								
Provisions	14		77,065	66,112	68,793	66,249	66,112	68,793
Trade and other payables	15		1,706,186	1,217,315	1,020,271	1,701,708	1,217,011	1,014,715
Student deposits and accounts in credit	17		276,814	205,254	178,782	259,331	200,497	173,526
Borrowings	18		263	533	610	263	533	610
Lease liabilities	16		3,062	3,175	3,110	14,087	14,649	14,515
Deferred income	19		185,873	150,585	95,163	185,873	150,585	95,163
Total current liabilities			2,249,263	1,642,974	1,366,729	2,227,511	1,649,387	1,367,322
Total liabilities			2,642,879	2,144,745	1,951,421	2,621,127	2,162,183	1,952,014
Total equity and liabilities			11,884,970	9,906,630	8,896,034	10,767,513	9,046,446	8,021,724

*Refer to note 41 for details regarding the restatements.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Revenue		5,193,929	4,793,264	5,182,131	4,784,187
State appropriations - subsidies and grants	21	2,700,186	2,572,792	2,700,186	2,572,792
Tuition and other fee income	22	2,172,675	1,974,901	2,160,624	1,965,824
Research income	23	321,068	245,571	321,321	245,571
Other operating income	24	359,260	312,136	316,253	340,132
Operating income		5,553,189	5,105,400	5,498,384	5,124,319
Personnel costs	25	(3,215,691)	(2,901,270)	(3,162,496)	(2,869,777)
Depreciation	6	(86,116)	(82,637)	(94,471)	(91,321)
Amortisation	7	(1,611)	(1,538)	(1,607)	(1,534)
Bursaries awarded	26	(459,814)	(495,231)	(459,814)	(495,231)
Impairment of student and other debt	10	(334,600)	(198,147)	(333,921)	(197,246)
Other expenses	27	(1,137,657)	(1,096,759)	(1,172,478)	(1,067,847)
Operating profit		317,700	329,818	273,597	401,363
Impairment gains (losses)	28	(9,378)	(8,139)	13,072	(3,127)
Finance income	29	70,411	62,143	69,440	60,946
Finance costs	30	(607)	(524)	(1,832)	(1,641)
Income from investments	31	314,401	245,065	273,851	214,523
Investments fair value gains	32	646,638	185,658	492,954	139,238
Profit for the year		1,339,165	814,021	1,121,082	811,302
Other comprehensive income					
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial gains on defined benefit plans	20	141,041	3,251	141,041	3,251
Total comprehensive income		1,480,206	817,272	1,262,123	814,553
Profit for the year attributable to:					
- University		1,339,165	814,021	1,121,082	811,302
		1,339,165	814,021	1,121,082	811,302
Comprehensive income attributable to:					
- University		1,480,206	817,272	1,262,123	814,553
		1,480,206	817,272	1,262,123	814,553

*Refer to note 41 for details regarding the restatements.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Changes in Equity - Consolidated

Figures in R '000	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds	Trust / Donor / Bursaries Funds	Student Residence Funds	Total Restricted use funds	Funds invested in Property, Plant and Equipment	TOTAL
Consolidated								
Balance at 01 January 2021	2,330,755	1,270,899	3,601,654	1,299,054	165,344	1,464,398	2,695,833	7,761,885
Profit for the year	209,493	717,931	927,424	356,213	55,528	411,741	-	1,339,165
Actuarial gains and (losses) on defined benefit plans	141,041	-	141,041	-	-	-	-	141,041
Total comprehensive income	350,534	717,931	1,068,465	356,213	55,528	411,741	-	1,480,206
Movement in funds	56,189	(216,737)	(160,548)	15,637	(147,315)	(131,678)	292,226	-
Balance at 31 December 2021	2,737,478	1,772,093	4,509,571	1,670,904	73,557	1,744,461	2,988,059	9,242,091
Balance at 01 January 2020 as previously reported	1,723,621	911,253	2,634,874	1,120,615	145,400	1,266,015	2,530,668	6,431,557
Correction of prior period errors (note 41)	513,056	-	513,056	-	-	-	-	513,056
Balance at 01 January 2020 restated	2,236,677	911,253	3,147,930	1,120,615	145,400	1,266,015	2,530,668	6,944,613
Profit for the year restated	568,453	-	568,453	213,558	32,010	245,568	-	814,021
Actuarial gains and (losses) on defined benefit plans restated	3,251	-	3,251	-	-	-	-	3,251
Total comprehensive income restated	571,704	-	571,704	213,558	32,010	245,568	-	817,272
Movement in funds	(477,626)	359,646	(117,980)	(35,119)	(12,066)	(47,185)	165,165	-
Balance at 31 December 2020 restated	2,330,755	1,270,899	3,601,654	1,299,054	165,344	1,464,398	2,695,833	7,761,885

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Changes in Equity - University

Figures in R `000

	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds	Trust / Donor / Bursaries Funds	Student Residence Funds	Total Restricted use funds	Funds invested in Property, Plant and Equipment	TOTAL
University								
Balance at 01 January 2021	2,342,280	1,270,899	3,613,179	573,593	165,344	738,937	2,532,147	6,884,263
Profit for the year	185,811	696,649	882,460	161,812	76,810	238,622	-	1,121,082
Actuarial gains and (losses) on defined benefit plans	141,041	-	141,041	-	-	-	-	141,041
Total comprehensive income	326,852	696,649	1,023,501	161,812	76,810	238,622	-	1,262,123
Movement in funds	39,283	(216,735)	(177,452)	43,188	(147,315)	(104,127)	281,579	-
Balance at 31 December 2021	2,708,415	1,750,813	4,459,228	778,593	94,839	873,432	2,813,726	8,146,386
Balance at 01 January 2020 as previously reported	1,650,334	911,253	2,561,587	411,061	145,399	556,460	2,393,834	5,511,881
Correction of prior period errors (note 41)	557,829	-	557,829	-	-	-	-	557,829
Balance at 01 January 2020 restated	2,208,163	911,253	3,119,416	411,061	145,399	556,460	2,393,834	6,069,710
Profit for the year restated	597,930	-	597,930	163,410	49,962	213,372	-	811,302
Actuarial gains and (losses) on defined benefit plans restated	3,251	-	3,251	-	-	-	-	3,251
Total comprehensive income restated	601,181	-	601,181	163,410	49,962	213,372	-	814,553
Movement in funds	(467,064)	359,646	(107,418)	(878)	(30,017)	(30,895)	138,313	-
Balance at 31 December 2020 restated	2,342,280	1,270,899	3,613,179	573,593	165,344	738,937	2,532,147	6,884,263

Notes:

1. "Unrestricted Use" funds available as referred to in note 3.
2. "Restricted Use" funds available as referred to in note 3.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Cash Flows

Figures in R `000	Notes	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Cash flows from operating activities					
Cash generated / (utilised) from (in) operating activities	35	1,520,399	(207,687)	1,543,289	(203,184)
Interest paid	30	(115)	(23,580)	(115)	(23,460)
Interest received	29	30,838	39,270	29,867	38,073
Net cash flows from / (used in) operating activities		1,551,122	(191,997)	1,573,041	(188,571)
Cash flows from / (used in) investing activities					
Payment of loans from / (to) related parties	8	(7,082)	(300)	12,917	1,488
Interest received	31	238,518	204,609	221,779	187,345
Dividends received	31	75,883	40,456	52,072	27,178
Proceeds from sales of property, plant and equipment		3,041	1,227	3,093	1,227
Purchase of property, plant and equipment	6	(201,178)	(247,077)	(198,881)	(209,616)
Aquisition of other receivables	10	-	(184,000)	-	(184,000)
Purchases of intangible assets	7	(517)	(6,543)	(517)	(6,535)
Proceeds of intangible assets	7	3,390	-	3,390	-
Cash flows from / (used in) investing activities		112,055	(191,628)	93,853	(182,913)
Cash flows used in financing activities					
Repayment of lease liability	16	(2,683)	(3,224)	(12,932)	(14,685)
Repayment of finance cost on lease liability	16	(492)	(246)	(1,717)	(1,483)
Cash flows used in financing activities		(3,175)	(3,470)	(14,649)	(16,168)
Net increase / (decrease) in cash and cash equivalents		1,660,002	(387,095)	1,652,245	(387,652)
Cash and cash equivalents at beginning of the year		1,144,530	1,531,625	1,125,866	1,513,518
Cash and cash equivalents at end of the year	12	2,804,532	1,144,530	2,778,111	1,125,866

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

1. General information

The consolidated and separate financial statements were authorised for issue by the Council on 23 June 2022.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa. The address of its registered office is Cnr University and Kingsway Road, Auckland Park.

2. Basis of preparation and summary of significant accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rands (thousands, except where specifically disclosed).

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The separate financial statements of the University of Johannesburg have been prepared per 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.

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The preparation of financial statements in conformity with International Financial Reporting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 4.

Going concern

The consolidated and separate financial statements of the University of Johannesburg have been prepared on a going concern basis. Additional information is disclosed in note 38.

2.1 Consolidation

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Inter-entity transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the group's accounting policies.

Disposal of subsidiaries

When the group ceases to have control any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit/loss.

Associates

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The group's share of post-acquisition profit or loss is recognised in the statements of profit or loss and other comprehensive income, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit/(loss) of associates in the statements of profit or loss and other comprehensive income.

Profits and losses resulting from upstream and downstream transactions between the group and its associate are recognised in the group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the group.

Dilution gains and losses arising in investments in associates are recognised in the statements of profit or loss and other comprehensive income.

! Foreign currency translation

Functional and presentation currencies

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

2.3 Property, plant and equipment

Recognition

Property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale, or the date that the asset is derecognised.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 years
Building Lifts	60 years
Air-conditioner plants	20 years
Electric generators	25 years
Air-conditioners	22 years
Uninterrupted power supply	20 years
Furniture and equipment (including gas boilers)	20 to 22 years
Computer equipment	12 years
Vehicles	17 years
Network and mainframe computer equipment	15 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R10 000, 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 profit/(loss).

Impairments

The entity tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in profit or loss, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

Where the estimated impairment loss exceeds the carrying amount of the asset to which it relates, the resulting liability is only recognised if it is required by another standard.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up are included in profit or loss when the compensation becomes receivable.

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised when the asset is disposed of or when when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. Gains are classified as other gains on the face of the statements of profit or loss and other comprehensive income.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.4 Intangible assets

Recognition

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

An assessment of the probability of expected future economic benefits that will flow to the entity as a result of the use of an asset is made by management before the asset is recognised. This includes using reasonable and supportive assumptions that represent a best estimate of the set of economic conditions that will exist over the useful life of the asset.

Initial measurement

Intangible assets are initially measured at cost.

Separately acquired assets are initially measured at their purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, and any directly attributable cost of preparing the asset for its intended use.

Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use.

Acquisitions as part of a business combination are initially measured at fair value at acquisition date.

Acquisitions by way of a government grants are initially measured at fair value.

Internally generated goodwill is not recognised as an asset.

The cost of assets acquired through an exchange of assets is measured at fair value at acquisition date unless the exchange lacks commercial substance, or the fair value of neither the asset received nor the asset given up is reliably measurable. The acquired asset is immediately measured in this way even if the asset given up cannot immediately be derecognised. If the acquired asset is not measured at fair value, its cost is measured using the carrying amount of the asset given up.

Internally generated brands, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Subsequent measurement - Cost model

After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation

An intangible asset is regarded by the entity as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Intangible assets with an indefinite useful life are not amortised, but is tested for impairment annually and whenever there is an indication that the intangible asset may be impaired. The intangible asset's determination as having an indefinite useful life is also reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment. Reassessing the useful life of an intangible asset as finite rather than indefinite is an indicator that the asset may be impaired.

Artwork has been identified as having an indefinite useful life as there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

For other intangible assets amortisation is allocated on a systematic basis over its useful life. Where an intangible asset has a residual value, the amortisation amount is determined after deducting its residual value.

The residual values of intangible assets are assumed zero unless:

- there is a commitment by a third party to purchase the asset at the end of its useful life; or
- there is an active market for the asset and:
 - residual value can be determined by reference to that market; and
 - it is probable that such a market will exist at the end of the asset's useful life.

Residual values as well as the useful lives of all assets are reviewed annually. Changes in residual values are treated as a change in estimate and treated in accordance with the relevant accounting policies.

The classification of useful lives and amortisation methods for the various classes of assets are as follows:

Category	Years
Software	10 years
Artwork	Indefinite useful life

Impairments

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation 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).

Retirements and disposals

An asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal is recognised in profit or loss.

2.5 Financial Assets

Classification

The University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not solely payments of principle and interest. These are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios. The main objective of these portfolios is long term growth.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

b) Trade and other receivables

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principle and interest on the principal outstanding.

These are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

Recognition and measurement

a) Fair value financial assets through profit and loss

Fair value financial assets measured through profit and loss are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Fair value financial assets measured through profit and loss are initially recognised at fair value plus transaction costs. Fair value financial assets measured through profit and loss are subsequently carried at fair value through profit or loss. Changes in the fair value of financial assets measured at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable.

The fair value of investments is based on quoted closing prices and other appropriate valuation methodologies as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of other income when the University's right to receive payments is established.

b) Trade and other receivables

Financial assets measured at amortized cost are financial assets held within a business model aimed at holding the asset in order to collect contractual cash flows. Timing of these cash flows is determined in the contract and comprise solely payments of principle and interest. Assets measured at amortized cost are initially recognized at fair value plus any directly attributable transaction costs. For trade receivables, the transaction price is deemed to be equal to the fair value. Subsequently, these assets are carried at amortized cost using the effective interest method less any allowance for expected credit losses

Impairment of financial assets

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

Derecognition

The University derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the University neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the University recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognise the financial asset and also recognises a collateral borrowing for the proceeds received. Gains and losses on financial assets measured at amortised cost are recorded in profit and loss.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.6 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash and cash equivalents are initially measured at fair value and are subsequently measured at amortised cost. Impairment on cash and cash equivalents is measured on a 12 month expected loss basis and reflects the short maturities of the exposures. The University considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counter parties with whom balances are held.

2.7 Trade and other payables

Trade payables are current obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payable are classified as current liabilities if payment is due within 12 months. If not, they are presented as non-current liabilities.

Recognition

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

Derecognition

The group derecognises trade payables when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.8 Inventories

Recognition

Inventories are recognised as an asset when

- it is probable that future economic benefits associated with the item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Measurement

Inventories are initially measured at cost. Cost include:

- costs of purchase (including taxes, transport, and handling) net of trade discounts received and
- other costs incurred in bringing the inventories to their present location and condition

Inventories are subsequently measured at the lower of cost and net realisable value using the first-in-first-out method.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2.9 Taxation

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 income tax and are liable for normal South African Income Tax.

Current tax assets and liabilities

Current tax for the current and prior periods is, to the extent unpaid, is recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset. Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.10 Leases

The University leases various buildings and vehicles. Rental contracts are typically made for fixed periods of 6 months to 4 years. Contracts may contain both lease and non-lease components. The University allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Liabilities arising from a lease are initially measured on a net present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- the exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the University exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the University, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Right-of-use assets impairment loss occurs when the cash flows expected to be generated from an asset over its useful life can no longer support the carrying value of that asset. When this occurs, the carrying value of the asset is reduced to its fair value.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less, with no expectation of renewal. Low-value assets comprise IT equipment and small items of office furniture, which has an individual asset cost below R10 000.

2.11 Provisions and contingencies

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the annual financial statements.

2.12 Revenue

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

To determine whether to recognise revenue, the University follows a 5-step process:

- 1) Identifying the contract with a customer
- 2) Identifying the performance obligations
- 3) Determining the transaction price
- 4) Allocating the transaction price to the performance obligations
- 5) Recognising revenue when/as performance obligation(s) are satisfied.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

Fees are based on the fee book, standard tuition and residence fee, which is approved by "council". There are no significant judgements applied in the determination of revenue.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Tuition and other fee income

Revenue from tuition, other related fees and residence fees, is recognised over time in the accounting period in which the service relates. When the University is not able to reasonably measure the outcome of the obligation under the contract but expects to recover the costs incurred in satisfying the obligations to date, revenue shall be recognised only to the extent that expenses incurred are eligible to be recovered. Deposits and over payments provided by prospective students are treated as current liabilities until the amount is billed as due.

State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset. Subsidies and grants are in the scope of IAS 20.

Research income

a) Research income in the scope of IAS 20

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

Research income is recognised and accounted under IAS 20.

b) Research income in the scope of IFRS 15

Research income within the scope of IFRS 15 is recognised over time. The amount of research income in the scope of IFRS 15 is not material.

2.13 Donations

Bursary and research donations are recognised on receipt of contract. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

2.14 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of profit or loss and comprehensive income.

2.15 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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.16 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

There are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research - whether in general of within certain areas) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, is transferred on the statement of change in equity to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted use Funds is made to unrestricted funds / council controlled funds. Refer note 3 Fund allocation for further details.

2.17 Loans to subsidiaries and associates

Loans to subsidiaries and associates are recognised initially at fair value, net of transaction costs incurred. Loans to subsidiaries and associates are subsequently stated at amortised cost.

Loans to subsidiaries and associates do not have any contractual repayment terms and do not incur interest and are deemed to be payable on demand.

2.18 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.

2.19 Employee obligations

Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which has a defined contribution plan portion;
- The University of Johannesburg Pension Fund, which has a defined benefit plan portion; 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.

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 do not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of profit or loss and comprehensive income, within "personnel" costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

Ownership of surplus in the University's pension fund is addressed by way of the Pension Funds Second Amendment Act. In terms of Paragraph 65 of IAS19, the asset recognised in the University's statement of financial position is the maximum of the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. In terms of the rules of the fund, all surplus is credited to the Employer Surplus Account.

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 profit or loss, 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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

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-Rand Afrikaans University (RAU).

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement profit or loss and of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-VISTA are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.20 Government grants - Deferred income

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of profit or loss and comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the purchase or construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.21 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 profit or loss and comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.22 Deferred Compensation

Deferred compensation is a benefit to exceptional performers identified within the University. The main purpose was for the University to establish a mechanism to position itself to attract and retain talent on a more sustainable basis. The scheme is based on a 3 year withdrawal cycle where the identified employee is required to display consistent achievement, demonstrate exemplary leadership and should be going beyond the call of duty.

3. Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

Available funds

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- Available funds, restricted use
 - o National Research Foundation and similar funds – restricted use
 - o Endowment funds – restricted use
 - o Bursaries and scholarship funds – restricted use
 - o Residences funds - restricted use
 - o Funds attributable to fair value adjustments - restricted use
- 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:

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Fund allocation continued...

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections

- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated -use funds

These comprise funds arising from profit and losses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2021 are disclosed in note 20.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 20.2.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

Critical accounting estimates and judgements continued...

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 recognised in the statement of profit or loss and other comprehensive income.

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.

Fair value and provision for credit losses

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses (ECL). Instruments within the scope of the requirements included loans and other debt-type financial assets measured at amortised cost, trade receivables and loan commitments.

The University considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collect ability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

ECL '12-month expected credit losses' are recognised for the first category (ie Stage 1) while 'lifetime expected credit losses' are recognised for the second category (ie Stage 2).

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

5. Changes in accounting policies and disclosures

Standards and Interpretations effective and adopted in the current year

There were no new standards and interpretations effective and adopted in the current year.

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
IFRS 1 First-time Adoption of International Financial Reporting Standards - Annual Improvements to IFRS Standards 2018–2020: Extension of an optional exemption permitting a subsidiary that becomes a first-time adopter after its parent to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs. A similar election is available to an associate or joint venture.	01 January 2022	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 3 Business Combinations - Reference to the Conceptual Framework: The amendment updates a reference in IFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.	01 January 2022	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 4 Insurance Contracts - Extension of the Temporary Exemption from Applying IFRS 9 defers the fixed expiry date of the following temporary exemptions from applying IFRS 9 to annual periods beginning on or after 1 January 2023: - A temporary exemption from IFRS 9 granted to an insurer that meets specified criteria; and - An optional accounting policy choice allowing an insurer to apply the overlay approach to designated financial assets when it first applies IFRS 9.	01 January 2022	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 9 Financial Instruments - Annual Improvements to IFRS Standards 2018–2020: The amendment clarifies which fees an entity includes when it applies the '10 per cent' test in assessing whether to derecognise a financial liability.	01 January 2022	Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

IFRS 17 Insurance contracts - IFRS 17 creates one accounting model for all insurance contracts in all jurisdictions that apply IFRS.

- IFRS 17 requires an entity to measure insurance contracts using updated estimates and assumptions that reflect the timing of cash flows and take into account any uncertainty relating to insurance contracts.

- The financial statements of an entity will reflect the time value of money in estimated payments required to settle incurred claims.

- Insurance contracts are required to be measured based only on the obligations created by the contracts.

- An entity will be required to recognise profits as an insurance service is delivered, rather than on receipt of premiums.

- This standard replaces IFRS 4 – Insurance contracts.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

IAS 1 Presentation of Financial Statements - Classification of Liabilities as Current or Non-current: Narrow-scope amendments to IAS 1 to clarify how to classify debt and other liabilities as current or non-current.

Disclosure of Accounting Policies: The amendments require companies to disclose their material accounting policy information rather than their significant accounting policies, with additional guidance added to the Standard to explain how an entity can identify material accounting policy information with examples of when accounting policy information is likely to be material.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates: The amendments clarify how companies should distinguish changes in accounting policies from changes in accounting estimates, by replacing the definition of a change in accounting estimates with a new definition of accounting estimates. Under the new definition, accounting estimates are “monetary amounts in financial statements that are subject to measurement uncertainty”. The requirements for recognising the effect of change in accounting prospectively remain unchanged.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Accounting Policies

IAS 16 Property, Plant and Equipment - Property, Plant and Equipment: Proceeds before Intended Use: The amendments prohibit an entity from deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

01 January 2022

Management has performed a high level impact assessment and are not expecting any material changes

IAS 37 Provisions, Contingent Liabilities and Contingent Assets - Onerous Contracts—Cost of Fulfilling a Contract: The amendments specify which costs should be included in an entity's assessment whether a contract will be loss-making.

01 January 2022

Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

6. Property, plant and equipment

Balances at year end and movements for the year

Reconciliation for the year ended 31

December 2021 - Consolidated

Balance at 1 January 2021

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
At cost	2,226,770	58,250	4,605	69,759	49,745	9,073	934,001	137,696	27,668	15,238	52,540	165,303	3,750,648
Accumulated depreciation	(387,188)	(14,435)	(2,231)	(48,748)	(29,985)	(2,271)	(397,772)	(37,164)	(13,031)	(5,429)	(24,649)	(108,675)	(1,071,578)
Net book value	1,839,582	43,815	2,374	21,011	19,760	6,802	536,229	100,532	14,637	9,809	27,891	56,628	2,679,070

Movements for the year ended 31

December 2021

Additions from acquisitions	258,265	770	-	638	2,763	-	34,124	58,000	1,533	-	844	28,240	385,177
Depreciation	(24,818)	(900)	(1,125)	(1,464)	(1,625)	(1,814)	(34,867)	(11,727)	(779)	(725)	(944)	(5,328)	(86,116)
Disposals at cost	-	-	-	(1,312)	(1,861)	-	(1,401)	(1,361)	-	-	-	(5,748)	(11,683)
Depreciation on disposals	-	-	-	-	1,119	-	682	1,300	-	-	-	5,700	8,801
Property, plant and equipment at the end of the year	2,073,029	43,686	1,249	18,873	20,156	4,988	534,766	146,744	15,391	9,083	27,791	79,492	2,975,250

Closing balance at 31 December 2021

At cost	2,485,031	59,022	4,605	69,084	50,557	9,073	966,631	194,126	29,202	15,238	53,385	187,800	4,123,754
Accumulated depreciation	(412,002)	(15,336)	(3,356)	(50,211)	(30,401)	(4,085)	(431,865)	(47,382)	(13,810)	(6,154)	(25,594)	(108,308)	(1,148,504)
Net book value	2,073,029	43,686	1,249	18,873	20,156	4,988	534,766	146,744	15,392	9,084	27,791	79,492	2,975,250

Assets with zero net carrying value as at 31

December 2021, included in the balances above (cost price).

	7,952	1,200	-	25,040	8,819	-	30,335	11,524	1,800	-	2,762	48,248	137,680
--	-------	-------	---	--------	-------	---	--------	--------	-------	---	-------	--------	---------

As of 31 December 2021, included in the carrying amount for Land & Buildings, is property to the value of R173 647 (2020: R153 864) that is still under construction.

During 2021, assets with a cost amount of R93 785 (2020: R43 138) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, assets with an accumulated cost amount of R849 522 (2020: R755 737) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, included in the carrying amount for Land & Buildings, is land to the value of R97 968 (2020: R115 620).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Property, plant and equipment continued...

Reconciliation for the year ended 31 December 2020 - Consolidated

Balance at 1 January 2020

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
At cost	2,107,302	58,233	3,930	67,692	47,784	9,141	866,094	96,230	27,008	15,238	51,296	159,615	3,509,563
Accumulated depreciation	(356,840)	(13,544)	(1,105)	(47,306)	(28,621)	(457)	(366,215)	(30,457)	(12,292)	(4,704)	(22,059)	(105,497)	(989,097)
Net book value	1,750,462	44,689	2,825	20,386	19,163	8,684	499,879	65,773	14,716	10,534	29,237	54,118	2,520,466

Movements for the year ended 31 December 2020

Additions from acquisitions	114,627	15	675	2,067	2,134	-	70,700	43,401	661	-	1,244	6,972	242,495
Depreciation	(25,507)	(890)	(1,126)	(1,442)	(1,537)	(1,814)	(33,230)	(8,602)	(740)	(724)	(2,590)	(4,434)	(82,636)
Remeasurement of lease liability	-	-	-	-	-	(68)	-	-	-	-	-	-	(68)
Disposals at cost	-	-	-	-	(107)	-	(2,651)	(1,164)	-	-	-	(1,285)	(5,207)
Depreciation on disposals	-	-	-	-	107	-	1,531	1,124	-	-	-	1,257	4,019
Property, plant and equipment at the end of the year	1,839,582	43,815	2,374	21,011	19,760	6,802	536,229	100,532	14,637	9,809	27,891	56,628	2,679,070

Closing balance at 31 December 2020

At cost	2,226,770	58,250	4,605	69,759	49,745	9,073	934,001	137,696	27,668	15,238	52,540	165,303	3,750,648
Accumulated depreciation	(387,188)	(14,435)	(2,231)	(48,748)	(29,985)	(2,271)	(397,772)	(37,164)	(13,031)	(5,429)	(24,649)	(108,675)	(1,071,578)
Net book value	1,839,582	43,815	2,374	21,011	19,760	6,802	536,229	100,532	14,637	9,809	27,891	56,628	2,679,070

Assets with zero net carrying value as at 31 December 2020 included in the balances above (cost price).

During 2020, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value.

As of 31 December 2020, included in the carrying amount for Land & Buildings, is property to the value of R153 864 (2019: R106 490) that is still under construction. During 2020, assets with a cost amount of R43 138 (2019: R66 001) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2020, assets with an accumulated cost amount of R755 737 (2019: R712 599) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2020, included in the carrying amount for Land & Buildings, is Land to the value of R115 620 (2019: R115 620).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Property, plant and equipment continued...

Reconciliation for the year ended 31

December 2021 - University

Balance at 1 January 2021

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
At cost	2,030,593	53,329	50,254	69,759	49,482	9,073	928,658	136,641	27,668	15,238	52,470	165,303	3,588,468
Accumulated depreciation	(368,871)	(13,848)	(25,303)	(48,748)	(29,726)	(2,271)	(396,228)	(36,318)	(13,031)	(5,429)	(24,629)	(108,675)	(1,073,077)
Net book value	1,661,722	39,481	24,951	21,011	19,756	6,802	532,430	100,323	14,637	9,809	27,841	56,628	2,515,391

Movements for the year ended 31

December 2021

Additions from acquisitions	256,444	771	-	638	2,763	-	33,675	57,970	1,533	-	844	28,239	382,880
Depreciation	(22,557)	(779)	(12,414)	(1,464)	(1,621)	(1,814)	(34,381)	(11,668)	(779)	(725)	(941)	(5,328)	(94,471)
Disposals at cost	-	-	-	(1,312)	(1,861)	-	(1,401)	(1,361)	-	-	-	(5,748)	(11,683)
Depreciation on disposals	-	-	-	-	1,119	-	682	1,300	-	-	-	5,700	8,801
Property, plant and equipment at the end of the year	1,895,609	39,474	12,537	18,873	20,156	4,988	531,005	146,564	15,391	9,085	27,744	79,491	2,800,919

Closing balance at 31 December 2021

At cost	2,287,036	54,101	50,254	69,084	50,383	9,073	960,934	193,243	29,202	15,238	53,315	187,800	3,959,663
Accumulated depreciation	(391,427)	(14,627)	(37,717)	(50,211)	(30,227)	(4,085)	(429,929)	(46,678)	(13,810)	(6,154)	(25,571)	(108,308)	(1,158,744)
Net book value	1,895,609	39,474	12,537	18,873	20,156	4,988	531,005	146,565	15,392	9,084	27,744	79,492	2,800,919

Assets with zero net carrying value as at 31

December 2021, included in the balances

above (cost price).

	7,952	1,200	-	25,040	8,819	-	30,335	11,524	1,800	-	2,762	48,248	137,680
--	-------	-------	---	--------	-------	---	--------	--------	-------	---	-------	--------	---------

As of 31 December 2021, included in the carrying amount for Land & Buildings, is property to the value of R145 481 (2020: R153 864) that is still under construction.

During 2021, assets with a cost amount of R93 785 (2020: R43 138) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, assets with an accumulated cost amount of R849 522 (2020: R755 737) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, included in the carrying amount for Land & Buildings, is land to the value of R97 968 (2020: R101 420).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2020 - University													
Balance at 1 January 2020	1,951,631	53,312	27,024	67,692	47,521	9,141	865,748	94,492	27,008	15,238	51,226	159,615	3,369,648
At cost	(345,758)	(13,078)	(12,652)	(47,306)	(28,391)	(457)	(364,950)	(28,887)	(12,292)	(4,704)	(22,042)	(105,497)	(986,014)
Accumulated depreciation	1,605,873	40,234	14,372	20,386	19,130	8,684	500,798	65,605	14,716	10,534	29,184	54,118	2,383,634
Net book value													
Movements for the year ended 31 December 2020													
Additions from acquisitions	79,135	15	23,230	2,067	2,134	-	65,562	43,313	661	-	1,244	6,972	224,334
Depreciation	(23,286)	(769)	(12,651)	(1,442)	(1,508)	(1,814)	(32,810)	(8,555)	(740)	(726)	(2,587)	(4,434)	(91,322)
Remeasurement of lease liability	-	-	-	-	-	(68)	-	-	-	-	-	-	(68)
Disposals at cost	-	-	-	-	(172)	-	(2,651)	(1,164)	-	-	-	(1,285)	(5,272)
Depreciation on disposals	-	-	-	-	172	-	1,531	1,124	-	-	-	1,257	4,084
Property, plant and equipment at the end of the year	1,661,722	39,481	24,951	21,011	19,756	6,802	532,430	100,323	14,637	9,809	27,841	56,628	2,515,391
Closing balance at 31 December 2020													
At cost	2,030,593	53,329	50,254	69,759	49,482	9,073	928,658	136,641	27,668	15,238	52,470	165,303	3,588,468
Accumulated depreciation	(368,871)	(13,848)	(25,303)	(48,748)	(29,726)	(2,271)	(396,228)	(36,318)	(13,031)	(5,429)	(24,629)	(108,675)	(1,073,077)
Net book value	1,661,722	39,481	24,951	21,011	19,756	6,802	532,430	100,323	14,637	9,809	27,841	56,628	2,515,391
Assets with zero net carrying value as at 31 December 2020 included in the balances above (cost price).													
	7,952	1,200	-	25,040	9,700	-	30,850	12,710	1,800	-	2,762	53,728	145,742
During 2020, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value.													
	-	(1,028)	-	(3)	(504)	-	(13,127)	(2,852)	(247)	(1,547)	-	(2,660)	(21,968)

As of 31 December 2020, included in the carrying amount for Land & Buildings, is property to the value of R153 044 (2019: R109 916) that is still under construction.

During 2020, assets with a cost amount of R43 138 (2019: R66 001) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2020, assets with an accumulated cost amount of R755 737 (2019: R712 599) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2020, included in the carrying amount for Land & Buildings, is Land to the value of R101 420 (2019: R101 420).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

7. Intangible assets

Reconciliation of changes in intangible assets

	Computer software	Artwork	Total
Reconciliation for the year ended 31 December 2021 - Consolidated			
Balance at 1 January 2021			
At cost	57,600	1,602	59,202
Accumulated amortisation	(41,643)	-	(41,643)
Net book value	15,957	1,602	17,559
Movements for the year ended 31 December 2021			
Additions	517	-	517
Amortisation	(1,611)	-	(1,611)
Disposals at cost	(3,390)	-	(3,390)
Amortisation on disposals	-	-	-
Intangible assets at the end of the year	11,473	1,602	13,075
Closing balance at 31 December 2021			
At cost	54,844	1,602	56,446
Accumulated amortisation	(43,371)	-	(43,371)
Net book value	11,473	1,602	13,075
Reconciliation for the year ended 31 December 2020 - Consolidated			
Balance at 1 January 2020			
At cost	52,523	1,532	54,055
Accumulated amortisation	(41,571)	-	(41,571)
Net book value	10,952	1,532	12,484
Movements for the year ended 31 December 2020			
Additions	6,543	70	6,613
Amortisation	(1,538)	-	(1,538)
Disposals at cost	(1,170)	-	(1,170)
Amortisation on disposals	1,170	-	1,170
Intangible assets at the end of the year	15,957	1,602	17,559
Closing balance at 31 December 2020			
At cost	57,600	1,602	59,202
Accumulated amortisation	(41,643)	-	(41,643)
Net book value	15,957	1,602	17,559
During 2020, the useful lives of specific asset categories were adjusted with the following reduction in current year amortisation.	(767)	-	(767)
The reduction in amortisation will be recovered over the remaining useful lives of the asset, to the same value.			

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Intangible assets continued...

Reconciliation for the year ended 31 December 2021 - University	Computer software	Artwork	Total
Balance at 1 January 2021			
At cost	57,592	1,602	59,194
Accumulated amortisation	(41,642)	-	(41,642)
Net book value	15,950	1,602	17,552
Movements for the year ended 31 December 2021			
Additions	517	-	517
Amortisation	(1,607)	-	(1,607)
Disposals at cost	(3,390)	-	(3,390)
Amortisation on disposals	-	-	-
Intangible assets at the end of the year	11,470	1,602	13,072
Closing balance at 31 December 2021			
At cost	54,719	1,602	56,321
Accumulated amortisation	(43,249)	-	(43,249)
Net book value	11,470	1,602	13,072
Reconciliation for the year ended 31 December 2020 - University			
Balance at 1 January 2020			
At cost	52,227	1,532	53,759
Accumulated amortisation	(41,278)	-	(41,278)
Net book value	10,949	1,532	12,481
Movements for the year ended 31 December 2020			
Additions	6,535	70	6,605
Amortisation	(1,534)	-	(1,534)
Disposals at cost	(1,170)	-	(1,170)
Amortisation on disposals	1,170	-	1,170
Intangible assets at the end of the year	15,950	1,602	17,552
Closing balance at 31 December 2020			
At cost	57,592	1,602	59,194
Accumulated amortisation	(41,642)	-	(41,642)
Net book value	15,950	1,602	17,552
During 2020, the useful lives of specific asset categories were adjusted with the following reduction in current year amortisation.	(767)	-	(767)
The reduction in amortisation will be recovered over the remaining useful lives of the asset, to the same value.			

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

8. Subsidiaries, associates and investments

8.1 Investments in subsidiaries

Cost of investment in commercial entities	-	-	217,766	193,817
Impairment of investments in commercial entities	-	-	(12,345)	(13,845)
	-	-	205,421	179,972

Impairment of investments in commercial entities relates mainly to an impairment made for an investment in Eyethenticate, as the entity is in the process of liquidation, and there is no possibility of recovering the investment.

Refer to note 41 for details of restatement pertaining to A Million Up Investments equity classification correction.

8.2 Investment in associates

Cost of investment	-	9,141	-	9,141
Accumulated provision for impairment of investment	-	(9,141)	-	(9,141)
	-	-	-	-

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 38.4%. The company does not share the same year end as the University, as its year end is 28 February. There were no changes to the University's shareholding in PTIP during 2021 and 2020.

Upon decision of the joint shareholders, PTIP was put in business rescue in May 2018 with a view to orderly wind down the entity and maximise possible return from disposal of assets. The business rescue plan which made provision for the orderly winding down of the company was published and voted on and adopted by the shareholders and creditors on 19 November 2018.

8.3 Other investments

Cost of investments	4,884	4,112	4,884	4,111
	4,884	4,112	4,884	4,111

Other investments are investments in entities with a shareholding of less than 20%

Total investments in subsidiaries, associates and other investments	4,884	4,112	210,305	184,083
--	--------------	--------------	----------------	----------------

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Subsidiaries, associates and investments continued...

8.4 Loans to subsidiaries and other entities

Total loans to commercial entities	4,224	4,224	26,537	85,111
Re-payment of loans	-	-	-	(527)
Accumulated provision for impairment of loans	(4,224)	(4,224)	(13,576)	(72,574)
	<u>-</u>	<u>-</u>	<u>12,961</u>	<u>12,010</u>

8.5 Loans to associate

Total loans to associate opening balance	2,296	86,034	2,296	86,034
Write-off of loan	-	(83,738)	-	(83,738)
Loan repayment received	(2,296)	-	(2,296)	-
Carrying amount of loan - 31 December	<u>-</u>	<u>2,296</u>	<u>-</u>	<u>2,296</u>
Total loans in subsidiaries and associates	<u>-</u>	<u>2,296</u>	<u>12,961</u>	<u>14,306</u>

Impairment losses

The full Impairment on the PTIP loan has been accounted for in 2020, except for the amount of R2,296 as the final liquidation and distribution account was received including the final payment of R2,296 in January 2021.

9. Inventories

Consumables at cost	17,037	7,183	16,967	7,126
---------------------	--------	-------	--------	-------

The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R17 291 / University R17 291 (2020: Consolidated R16 636 / University R16 636).

The University does not hold any inventories as security.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
10. Trade and other receivables				
Trade receivables	806,919	643,951	802,969	640,144
NSFAS and other student receipts	(114,739)	(279,441)	(114,739)	(279,441)
Provision for impairment	(534,567)	(275,282)	(530,862)	(271,416)
Student receivables - net carrying amount	157,613	89,228	157,368	89,287
Other receivables	143,817	458,399	98,964	443,500
Advances and pre-payments	43,184	14,980	41,219	14,927
Deposits	7,922	7,343	2,859	2,280
Staff loans, receivables and advances	90	289	90	289
Value added tax	1,960	7,672	276	6,541
Property transfers	-	184,000	-	184,000
Non-student receivables - net carrying amount	90,661	244,115	54,520	235,463
Non-student receivables	103,153	252,844	66,783	244,109
Less: Provision for impairment	(12,492)	(8,729)	(12,263)	(8,646)
	301,430	547,627	256,332	532,787

The carrying value of student and other receivables approximate their fair values as shown above, due to their short term nature.

Included in Property transfers is R0 (2020: R184 000) due to the process of the purchase of a Media24 building as at 31 December 2020.

The University does not hold any receivables as security.

Refer to note 34 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Trade receivables

As of 31 December 2021, student receivables of Consolidated R157 613 / University R157 368 (2020: Consolidated R89 228 / University R89 287) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

The ageing of these receivables is as follows:

Students enrolled in current year	157,613	89,228	157,368	89,287
	157,613	89,228	157,368	89,287

As of 31 December 2020, student receivables of Consolidated R534 567 / University R530 862 (2020: Consolidated R275 282 / University R271 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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Trade and other receivables continued...

The ageing of this provision is as follows:

Students enrolled in current year	336,977	117,801	333,272	113,935
Students enrolled in prior year	121,081	82,964	121,081	82,964
Students enrolled more than two years ago	76,509	74,517	76,509	74,517
	534,567	275,282	530,862	271,416

Movements in the provision for impairment of trade receivables are as follows:

At 1 January	271,424	138,434	271,424	138,434
Provision for receivables impaired	332,721	191,954	329,016	191,954
Receivables written off during the year as uncollectable	(69,578)	(58,964)	(69,578)	(58,964)
At 31 December	534,567	271,424	530,862	271,424

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of profit or loss and comprehensive income. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

Other receivables

As of 31 December 2021, other receivables of Consolidated R103 153 / University R66 783 (2020: Consolidated R252 844 / University R244 109) were fully performing.

The ageing of these receivables are as follows:

Not past due	71,410	170,440	35,040	161,705
Past due	31,744	82,404	31,744	82,404
	103,153	252,844	66,783	244,109

As of 31 December 2021, other trade receivables of Consolidated R12 492 / University R12 263 (2020: Consolidated R8 729 / University R8 646) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of the provision is as follows:

Up to 3 months	3,437	-	3,208	-
> 3 months	9,055	8,729	9,055	8,646
	12,492	8,729	12,263	8,646

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	8,729	10,212	8,646	10,129
Provision for impairment	5,374	6,908	5,228	6,908
Receivables written-off during the year	(1,611)	(8,391)	(1,611)	(8,391)
At 31 December	12,492	8,729	12,263	8,646

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of profit or loss and other comprehensive income. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

11. Financial assets at fair value through profit or loss

Consolidated

	Cost 2021	Fair Value 2021	Cost 2020	Fair Value 2020
Opening balance 1 January	3,644,879	4,091,015	3,544,326	3,831,352
Net additions and disposals during the year	561,531	580,720	100,553	108,318
Investments fair value gains/(losses) (note 32)	-	280,373	-	151,345
	4,206,410	4,952,108	3,644,879	4,091,015

Fair value financial assets include the following:

	Cost 2021	Fair Value 2021	Cost 2020	Fair Value 2020
Government bonds and stocks	410,285	422,534	378,127	394,885
Listed - stocks and debentures	507,537	536,659	419,673	440,915
Listed - shares	2,953,012	3,653,944	2,578,961	2,990,307
Fixed deposits	54,111	56,786	53,890	51,227
Other deposits	254,246	254,966	183,244	183,557
Endowment policies	27,219	27,219	30,985	30,123
	4,206,410	4,952,108	3,644,879	4,091,015

University

Opening balance 1 January	2,913,698	3,236,097	2,788,450	2,986,662
Net additions and disposals during the year	395,912	400,915	125,248	133,015
Investments fair value gains/(losses) (note 32)	-	225,180	-	116,420
	3,309,610	3,862,192	2,913,698	3,236,097

Fair value financial assets include the following:

Government bonds and stocks	341,441	351,411	315,329	328,780
Listed - stocks and debentures	411,411	429,887	331,799	343,657
Listed - shares	2,251,622	2,772,375	2,011,204	2,311,618
Fixed deposits	54,111	56,786	53,890	51,227
Other deposits	223,806	224,514	170,492	170,692
Endowment policies	27,219	27,219	30,985	30,123
	3,309,610	3,862,192	2,913,698	3,236,096

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 2021. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
12. Cash and cash equivalents				
Cash at bank and in hand	259,202	159,377	232,781	140,713
Short term cash deposits	2,545,330	985,153	2,545,330	985,153
Net cash and cash equivalents	2,804,532	1,144,530	2,778,111	1,125,866

The carrying value of cash and cash equivalents approximates its fair value, due to its short term nature.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents. Management of credit risk is disclosed in note 34.

Short term cash deposits are deposits with a maturity term of less than 3 months from acquisition.

The following facilities have been approved by ABSA Bank:

Credit cards	2,000	2,000	2,000	2,000
Fleet cards	1,200	1,200	1,200	1,200
Letters of credit	2,000	2,000	2,000	2,000
ABSA housing scheme	500	500	500	500
Automated clearing bureau credits	15,900	15,900	15,900	15,900
Automated clearing bureau debits	4,500	4,500	4,500	4,500
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	300	3,000	300	3,000
Guarantees	1,119	1,119	1,119	1,119
ABSA vehicle management solutions proprietary limited	10,000	10,000	10,000	10,000

13. Short term deposits

Short term deposits	-	820,000	-	820,000
---------------------	---	---------	---	---------

Short term deposits are deposits with a maturity term of greater than 3 months from acquisition, but not longer than 12 months.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

14. Provisions

Non-current provisions

Provision for Deferred Compensation

Opening Balance	1,172	1,534	1,172	1,534
Utilised during the year	(1,172)	(362)	(1,172)	(362)
Closing balance	-	1,172	-	1,172

Deferred compensation is a benefit payable to exceptional performers identified by the university.

Provision for City of Johannesburg

Opening Balance	69,845	53,483	69,845	53,483
Additions	40,502	16,537	40,500	16,537
Utilised during the year	(73,808)	(175)	(73,806)	(175)
Closing balance	36,539	69,845	36,539	69,845

A provision has been recognised for incorrect utility charges by The City of Johannesburg to the University of Johannesburg. Refer to note 37 for further details.

Total non-current provisions	36,539	71,017	36,539	71,017
-------------------------------------	---------------	---------------	---------------	---------------

Current provisions

Leave pay provision

Opening Balance	66,112	68,793	66,112	68,793
Additions	50,230	50,491	50,230	50,491
Utilised during the year	(50,093)	(53,172)	(50,093)	(53,172)
Closing balance	66,249	66,112	66,249	66,112

The leave pay provision is based on the Universities obligation to compensate employees for future absences attributable to employees' service already rendered.

Distribution provision

Opening Balance	-	-	-	-
Additions	10,816	-	-	-
Utilised during the year	-	-	-	-
Closing balance	10,816	-	-	-

A distribution provision is recognised based on an obligation by the UJ Metropolitan Academy Trust to make distribution to the UJ Metropolitan Academy.

Total current provisions	77,065	66,112	66,249	66,112
---------------------------------	---------------	---------------	---------------	---------------

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
15. Trade and other payables				
Financial Instruments				
Current				
Trade Payables	25,076	53,249	24,293	52,426
Accruals	150,561	103,327	146,341	102,892
Other payables	1,448,531	1,005,801	1,449,056	1,006,755
	1,624,168	1,162,377	1,619,690	1,162,073
Non-Financial Instruments				
Current				
SARS Payable	82,018	54,938	82,018	54,938
Total trade and other payables	1,706,186	1,217,315	1,701,708	1,217,011

The carrying value for trade and other payables above approximate their fair value amount due to its short term nature.

Included in the other payables is Bursaries of Consolidated R1 391 543 / University R1 391 543 (2020: Consolidated R945 573 / University R945 573) and Unallocated deposits of Consolidated R78 579 / University R78 579 (2020: Consolidated R54 690 / University R54 690).

16. Leases

Lease liability

Current	3,062	3,175	14,087	14,649
Non-current	2,865	5,927	2,865	16,952

The University has leases for buildings and vehicles. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected in the consolidated statement of financial position as a right-of-use asset and a lease liability. The University classifies its right-of-use assets in a consistent manner to its property, plant and equipment (note 6).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Leases continued...

The table below describes the nature of the University's leasing activities by type of right-of-use asset recognised in the consolidated statement of financial position:

Right-of-use asset	No. of right-of-use assets leased	Range of remaining term	Average remaining lease term	No. of leases with extension option	No. of leases with option to purchase	No. of leases with termination option
Consolidated						
Buildings	2	2-3 years	1 years	-	-	-
Vehicles	16	3-4 years	2 years	-	-	-
University						
Buildings	3	2-3 years	1 years	-	-	-
Vehicles	16	3-4 years	2 years	-	-	-

The Group has elected not to recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed. (note 27)

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 December 2021 were as follows:

	Within 1 year	1-2 years	2-3 years	> 3 years	Total
Consolidated					
31 December 2021					
Lease payments	3,795	2,435	1,383	-	7,613
Finance charges	(734)	(568)	(384)	-	(1,686)
Net present values	3,061	1,867	999	-	5,927
31 December 2020					
Lease payments	3,666	3,796	2,435	1,383	11,280
Finance charges	(492)	(734)	(568)	(384)	(2,178)
Net present values	3,174	3,062	1,867	999	9,102
University					
31 December 2021					
Lease payments	16,494	2,435	1,383	-	20,312
Finance charges	(2,408)	(568)	(384)	-	(3,360)
Net present values	14,086	1,867	999	-	16,952

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Leases continued...				
31 December 2020				
Lease payments	16,365	16,495	2,435	1,383
Finance charges	(1,717)	(2,408)	(568)	(384)
Net present values	14,648	14,087	1,867	999

Reconciliation of liabilities arising from financing activities

	2020	Cash flows	Non - cash changes New leases	2021
Consolidation				
Lease liabilities	9,102	(3,175)	-	5,927
University				
Lease liabilities	31,601	(14,649)	-	16,952
	2019	Cash flows	Non - cash changes New leases	2020
Consolidation				
Lease liabilities	11,719	(3,470)	853	9,102
University				
Lease liabilities	23,124	(16,168)	24,645	31,601

17. Student deposits and accounts in credit

Student accounts in credit	229,096	165,900	229,096	165,900
Income received in advance	47,522	38,434	30,039	33,677
Deposits	196	920	196	920
	276,814	205,254	259,331	200,497

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

18. Borrowings

Government loans secured by increment guarantees	263	796	263	796
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable 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%.				
	263	796	263	796

The repayment dates of the University's borrowings at the reporting dates are as follows:

Up to 1 year	263	533	263	533
Between 1 and 2 years	-	263	-	263
	263	796	263	796
Less: current portion	(263)	(533)	(263)	(533)
	-	263	-	263

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.

19. Deferred income

The Department of Higher Education and Training has been through a process commencing with the development of the Macro Infrastructure Framework (MIF) and culminating with detailed one-on-one discussions with each University regarding their funding applications which were uploaded onto the MIF web-based platform. Funds are allocated to each University in line with infrastructure plans based on the principles agreed upon through the MIF.

Opening balance as at 1 January	352,839	369,438	352,839	369,438
Grants received during the year	32,393	58,933	32,393	58,933
Grants to be returned	-	(32,394)	-	(32,394)
Grants utilised to reduce asset cost	(93,785)	(43,138)	(93,785)	(43,138)
Grants utilised to reduce operating cost	(26,776)	-	(26,776)	-
	264,671	352,839	264,671	352,839
Non-current portion of deferred revenue	(78,798)	(202,254)	(78,798)	(202,254)
Current portion transferred to current liabilities	(185,873)	(150,585)	(185,873)	(150,585)
	(264,671)	(352,839)	(264,671)	(352,839)

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

20. Retirement benefit assets and obligations

Post-retirement medical benefits (note 20.1)	220,770	177,967	220,770	177,967
UJ Long service awards (note 20.4)	54,644	44,343	54,644	44,343
	275,414	222,310	275,414	222,310

Reconciliation of the actuarial gains / (losses) on long term employee benefits:

Post-retirement medical benefits	(32,337)	32,242	(32,337)	32,242
UJ Pension fund	(177,196)	34,023	(177,196)	34,023
UJ Disability fund	23,434	4,173	23,434	4,173
UJ Long service awards	(3,818)	5,033	(3,818)	5,033
	(189,917)	75,471	(189,917)	75,471

Reconciliation of the change in asset limit:

UJ Pension fund	309,293	(74,832)	309,293	(74,832)
UJ Disability fund	21,665	2,612	21,665	2,612
	330,958	(72,220)	330,958	(72,220)

Net Actuarial gain(losses) on defined benefit plans	141,041	3,251	141,041	3,251
---	----------------	--------------	----------------	--------------

UJ pension fund (note 20.2)	816,654	593,238	816,654	593,238
-----------------------------	---------	---------	---------	---------

Amounts for the latest actuarial valuation and previous three periods are as follows:

	2018	2019	2020	2021
Defined benefit obligation (note 20.1 and 20.4)	(266,573)	(245,118)	(222,310)	(275,414)
Fair value of plan assets (note 20.2)	62,182	577,377	593,238	816,654
Retirement benefit obligation (asset)	(204,391)	332,259	370,928	541,240

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Retirement benefit assets and obligations continued...

20.1 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 2021.

Present value of the obligation	(220,770)	(177,967)	(220,770)	(177,967)
	(220,770)	(177,967)	(220,770)	(177,967)

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	(177,967)	(200,326)	(177,967)	(200,326)
Current service cost	(1,586)	(2,373)	(1,586)	(2,373)
Interest cost	(22,194)	(20,317)	(22,194)	(20,317)
Benefits paid	13,314	12,807	13,314	12,807
	(188,433)	(210,209)	(188,433)	(210,209)

Less remeasurements:

- (Gain)/loss from change in financial assumptions	27,162	(23,890)	27,162	(23,890)
- (Gain)/loss from change in demographic assumptions	5,175	(8,352)	5,175	(8,352)
	32,337	(32,242)	32,337	(32,242)

Present value of obligation: end of the period	(220,770)	(177,967)	(220,770)	(177,967)
--	------------------	------------------	------------------	------------------

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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Retirement benefit assets and obligations continued...				
In estimating the unfunded liability for post-employment medical care, the following assumptions are made:				
Effective date of assumptions	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
Post retirement plan				
Discount rate	12.30%	12.90%	12.30%	12.90%
Health care cost inflation	10.10%	9.10%	10.10%	9.10%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	4.00%	3.50%	4.00%	3.50%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(13,313)	(12,686)	(13,313)	(12,686)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	Change in assumption	Impact on defined benefit obligation	
		Increase in assumption	Decrease in assumption
Healthcare cost inflation	1,00%	Increase by 10.7%	Decrease by 9.2%
Discount rate	1,00%	Decrease by 9.4%	Increase by 11.1%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Decrease by 3.4%	Increase by 3.4%

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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
<i>Retirement benefit assets and obligations continued...</i>				
20.2 Pension obligations - Wholly funded				
The University has established post retirement pension schemes that cover all employees. 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 2021. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred. Refer to note 41 for restatement pertaining to par 65 limit correction.				
Balance at end of the year				
Present value of the obligation	(782,506)	(789,004)	(782,506)	(789,004)
Fair value of plan assets	1,601,032	1,384,114	1,601,032	1,384,114
Defined benefit surplus at 31 December	818,526	595,110	818,526	595,110
Reconciliation of the present value of the obligation				
Defined benefit obligation at beginning of the year	789,004	768,770	789,004	768,770
Member contributions	1,143	1,400	1,143	1,400
Service cost	4,175	4,733	4,175	4,733
Interest cost	61,534	66,551	61,534	66,551
	855,856	841,454	855,856	841,454
Remeasurements:				
- Actuarial (gain)/loss	(5,767)	16,438	(5,767)	16,438
Benefit payments	(67,583)	(68,888)	(67,583)	(68,888)
Defined benefit obligation at 31 December	782,506	789,004	782,506	789,004
Reconciliation of the fair value of plan assets				
Fair Value of assets as at 1 January	1,384,114	1,348,019	1,384,114	1,348,019
University contributions	2,409	2,759	2,409	2,759
Member contributions	1,143	1,400	1,143	1,400
	1,387,666	1,352,178	1,387,666	1,352,178
Remeasurements:				
-Net interest income/expense	109,520	118,409	109,520	118,409
-Actuarial gain/(loss)	171,429	(17,585)	171,429	(17,585)
	280,949	100,824	280,949	100,824
Benefits paid	(67,583)	(68,888)	(67,583)	(68,888)
Fair Value of assets as at 31 December	1,601,032	1,384,114	1,601,032	1,384,114
The actual return on plan assets is as follows:	280,949	100,824	280,949	100,824

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Retirement benefit assets and obligations continued...

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability
- Administration: Administration of this liability poses a burden to UJ.

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

Cash	2.58%	4.99%	2.58%	4.99%
Equity	41.78%	43.19%	41.78%	43.19%
Bonds	23.21%	22.16%	23.21%	22.16%
Property	3.71%	1.16%	3.71%	1.16%
International	27.59%	26.42%	27.59%	26.42%
Other	1.13%	2.08%	1.13%	2.08%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2021.

Discount rate	9.70%	8.10%	9.70%	8.10%
Inflation rate	5.50%	3.50%	5.50%	3.50%
Salary increase rate	6.50%	4.50%	6.50%	4.50%
Pension increase allowance (Ex-NTRF)	3.58%	1.93%	3.58%	1.93%
Pension increase allowance (Other pensioners)	3.03%	2.28%	3.03%	2.28%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:	1,217	1,428	1,217	1,428
--	-------	-------	-------	-------

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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Retirement benefit assets and obligations continued...

	Obligation	+1%	-1%
Discount rate			
Defined benefit obligation	(782,506)	(723,161)	(855,709)
Change		-7.60%	9.40%
Inflation rate			
Defined benefit obligation	(782,506)	(827,182)	(743,108)
Change		5.70%	-5.00%

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Retirement benefit assets and obligations continued...

20.3 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 2021.

Balance at end of the year

Present value of the obligation	(42,427)	(40,879)	(42,427)	(40,879)
Fair value of plan assets	211,803	180,757	211,803	180,757
Unrecognised surplus due to IAS 19(a) limit	(169,376)	(139,878)	(169,376)	(139,878)
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	40,897	45,342	40,897	45,342
Current service cost	1,721	1,502	1,721	1,502
Interest cost	2,031	3,220	2,031	3,220
	<u>44,649</u>	<u>50,064</u>	<u>44,649</u>	<u>50,064</u>
- Actuarial (gain)/loss	8,750	1,469	8,750	1,469
Benefits paid (net of reinsurance proceeds)	(10,972)	(10,636)	(10,972)	(10,636)
Present value of obligation: end of year	<u>42,427</u>	<u>40,897</u>	<u>42,427</u>	<u>40,897</u>

Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	180,757	172,540	180,757	172,540
Contributions (net of reinsurance premiums)	(1,721)	(1,502)	(1,721)	(1,502)
Value of assets as at 31 December	<u>179,036</u>	<u>171,038</u>	<u>179,036</u>	<u>171,038</u>
Remeasurements:				
-Net interest income/expense	9,816	13,211	9,816	13,211
-Actuarial (loss)/gain	32,184	5,642	32,184	5,642
	<u>42,000</u>	<u>18,853</u>	<u>42,000</u>	<u>18,853</u>
Benefits (net of reinsurance premiums)	(9,233)	(9,134)	(9,233)	(9,134)
Value of assets as at 31 December	<u>211,803</u>	<u>180,757</u>	<u>211,803</u>	<u>180,757</u>

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Retirement benefit assets and obligations continued...				
The actual return on plan assets is as follows:	42,000	18,853	42,000	18,853
The assets of the University of Johannesburg Disability Fund were invested as follows:				
Cash	0.56%	(0.13%)	0.56%	(0.13%)
Equity	51.71%	46.60%	51.71%	46.60%
Bonds	20.64%	19.19%	20.64%	19.19%
Property	3.50%	3.20%	3.50%	3.20%
International	22.64%	28.96%	22.64%	28.96%
Other	0.95%	2.18%	0.95%	2.18%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2021.

Claimants

Number of members	19	21	19	21
Annual benefit	7,836	9,022	7,836	9,022
Annual reinsured benefit	1,074	1,259	1,074	1,259
Benefit weighted average service	56.8 yrs	58.2 yrs	56.8 yrs	58.2 yrs
Effective date of assumptions	31 Dec 2021	31 Dec 2020	31 Dec 2021	31 Dec 2020

The principal assumptions used for accounting purposes were as follows:

General inflation rate	4.10%	2.40%	4.10%	2.40%
Discount rate	7.50%	5.60%	7.50%	5.60%
Expected increases in benefits	5.10%	3.40%	5.10%	3.40%

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:

	Change in assumption	Impact on defined benefit obligation	
		Increase in assumption	Decrease in assumption
Inflation rate	1.00%	Increase by 5,3%	Decrease by 4,9%
Discount rate	1.00%	Decrease by 4,2%	Increase by 4,6%

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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Retirement benefit assets and obligations continued...

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2016 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- a) The death of the member; or
- b) The member attaining normal retirement age; or
- c) The member ceasing to be a member of the Fund; or
- d) Discontinuance of the payment of premiums in respect of a member; or
- e) Absence of the member as defined; or
- f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

The University of Johannesburg (Policy holder) 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 Policy holder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policy holder. 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 Policy holder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Retirement benefit assets and obligations continued...

20.4 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 2021. This obligation is funded from University's reserves.

Reconciliation of the movement in the long service award obligation:

Present value of obligation: beginning of the year	44,343	44,792	44,343	44,792
Current service cost	5,405	5,700	5,405	5,700
Interest cost	4,238	3,935	4,238	3,935
	53,986	54,427	53,986	54,427
- Actuarial (gain)/loss	3,818	(5,033)	3,818	(5,033)
Benefits paid	(4,021)	(5,051)	(4,021)	(5,051)
Present value of obligation: end of period	53,783	44,343	53,783	44,343
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	4,864	4,021	4,864	4,021
The significant actuarial assumptions were as follows:				
Discount rate	10.10%	10.00%	10.00%	10.00%
Salary inflation	7.10%	6.50%	6.50%	6.50%
CPI inflation	5.60%	5.00%	5.00%	5.00%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs

The sensitivity analysis of the liability to changes in the principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 7.9%	Increase by 7%
Salary inflation	1%	Increase by 8.8%	Decrease by 7.8%
Expected retirement age	1 year	Increase by 3.9%	Decrease by 4.1%

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
21. State appropriations - subsidies and grants				
Block grant	2,572,371	2,436,000	2,572,371	2,436,000
University capacity development	54,505	54,505	54,505	54,505
Foundation phase development	60,841	52,427	60,841	52,427
Interest and redemption of government approved loans	526	767	526	767
Clinical training of health professionals	11,943	16,137	11,943	16,137
nGAP	-	12,956	-	12,956
	2,700,186	2,572,792	2,700,186	2,572,792
22. Tuition and other fee income				
Tuition Fees	1,898,348	1,699,779	1,898,348	1,699,779
Registration Fees	33,966	33,461	33,966	33,461
Levy Income	31,079	30,995	31,079	30,995
Other Fees	778	210	778	210
Tuition and other related fees	1,964,171	1,764,445	1,964,171	1,764,445
Residence Fees	208,504	210,456	196,453	201,379
	2,172,675	1,974,901	2,160,624	1,965,824
23. Research income				
Research income NRF	156,855	135,393	156,855	135,393
Contract Research International	52,957	29,412	52,957	29,412
Contract Research National	84,736	68,863	84,989	68,863
Non-obligated Research income	24,408	11,818	24,408	11,818
Research donations	2,112	85	2,112	85
	321,068	245,571	321,321	245,571
24. Other operating income				
Sundry income	19,990	8,837	20,127	8,872
Hire out of facilities	2,678	4,612	2,678	4,625
Consultation/Evaluation income	6,624	5,313	6,624	5,313
Project income	27,781	76,324	18,675	73,873
Public sales and services	97,469	52,471	38,433	34,870
Other income	59,001	4,887	58,999	4,887
Insurance claim	3,716	2,237	3,716	2,237
PPE gains	211	39	211	39
Donations	141,790	157,416	166,790	205,416
Total other income	359,260	312,136	316,253	340,132

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
25. Personnel costs				
Academic professionals	1,345,430	1,230,286	1,345,430	1,230,286
Support personnel	1,522,313	1,443,932	1,469,118	1,412,439
Other post-retirement costs	119,691	12,652	119,691	12,652
Pension cost - defined contribution plans	221,378	207,175	221,378	207,175
Pension cost - defined benefit plans	6,879	7,224	6,879	7,224
	3,215,691	2,901,269	3,162,496	2,869,776

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	4,342	4,498	4,319	4,411
Part Time	4,752	3,622	3,202	3,167

26. Bursaries Awarded

Student bursaries awarded	459,814	495,231	459,814	495,231
---------------------------	---------	---------	---------	---------

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
27. Other expenses				
Other expenses comprise:				
Auditors remuneration	15,657	14,420	15,386	14,364
- external audit	7,778	7,205	7,575	7,205
- internal audit	5,586	4,662	5,586	4,662
- other audit services	2,293	2,553	2,225	2,497
Advertising	35,638	38,727	35,517	38,317
Bank charges	7,231	7,160	7,145	7,103
Books and periodicals	140,875	137,584	140,875	137,584
Cartridges	1,042	2,665	1,040	2,663
Cleaning	18,014	23,946	17,150	23,342
Conference registration fees	5,697	8,254	5,697	8,251
Consulting fees	77,284	71,769	74,483	69,786
Copyright fees	6,494	6,125	6,494	6,125
Corporate functions	2,639	2,706	2,639	2,706
Cost of sales	9,603	2,178	9,603	2,178
Data lines	7,437	6,924	7,437	6,924
Foreign exchange (gains)/losses	(583)	1,198	(583)	1,198
Fuel, Oil and Gas	9,171	7,947	8,758	7,608
Functions and entertainment	14,419	14,892	14,355	14,668
Grants and donations	6,467	679	2,517	679
Insurance	15,524	12,131	15,519	12,127
Leases of low value assets	810	810	810	810
Legal expense	12,966	11,966	12,796	11,740
Medical Aid Pensioners	12,999	12,638	12,999	12,638
Membership fees	11,235	9,076	11,213	9,031
Municipal rates, taxes and electricity	186,008	154,108	179,298	146,727
Other expenses	104,533	145,433	161,002	128,359
Printing	18,138	19,410	17,685	19,211
Protective clothing	12,277	5,970	11,549	5,751
Repairs and maintenance	98,962	117,640	104,498	121,923
Security contracts	28,210	22,536	27,629	22,536
Services Rendered - outsourced	80,398	41,473	75,681	40,662
Short-term leases	22,781	43,142	21,325	41,164
Software licenses	87,192	68,300	86,312	67,651
Staff development	13,459	11,748	12,922	11,430
Stationery	2,476	3,337	2,368	3,261
Student expenses	9,390	9,430	9,390	9,430
Tax expense in subsidiaries	948	(203)	-	-
Teaching and laboratory consumables	35,602	28,880	34,739	28,584
Telephone and fax	3,676	3,750	3,364	3,330
Travel and accommodation	22,988	28,010	22,866	27,986
	1,137,657	1,096,759	1,172,478	1,067,847

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
28. Impairment (gains)/ losses				
Loans to subsidiaries and other entities	9,378	3,127	(13,072)	3,127
Other	-	5,012	-	-
	9,378	8,139	(13,072)	3,127
An impairment gain was recognised during the 2021 period as a result of a reversal of provision for impairment of loans with Resolution Circle. The impairment provision was reversed as the loan was subsequently capitalised.				
29. Finance income				
Student fees	27,816	33,886	27,675	33,730
Current accounts	3,022	5,384	2,192	4,343
Defined benefit plan	39,573	22,873	39,573	22,873
	70,411	62,143	69,440	60,946
30. Finance costs				
Borrowings	115	277	115	158
Lease obligations	492	247	1,717	1,483
	607	524	1,832	1,641
31. Income from investments				
Dividends on fair value through profit or loss financial assets	75,883	40,456	52,072	27,178
Interest on fair value through profit or loss financial assets	238,518	204,609	221,779	187,345
	314,401	245,065	273,851	214,523
32. Investments fair value gains/(losses)				
Fair value movement transfer on disposal of investments	366,265	34,313	267,774	22,818
Profit on sale of investments	366,921	45,216	267,774	31,884
Loss on sale of investments	(656)	(10,903)	-	(9,066)
Unrealised fair value movement transfer on investments	280,373	151,345	225,180	116,420
Unrealised profit	287,323	180,723	230,704	142,316
Unrealised loss	(6,950)	(29,378)	(5,524)	(25,896)
Fair value movement on investments	646,638	185,658	492,954	139,238

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

33. Related parties

The University of Johannesburg controls or owns shares of the following entities:

Entity and principal business activities	Year End	Shareholding	Principal place of business
<ul style="list-style-type: none"> • UJInvnt (Pty) Ltd The Company is a wholly-owned (100%) private holding company of the Shareholder, established for the following purpose: * the commercialisation on behalf of the University including, but not limited, to the following: Intellectual Property, providing technical and training services, consultancy services and courses; and * a Company that will hold shareholding on behalf of the Shareholder, and act as the Holding Company for commercial activities. 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Resolution Circle (Pty) Ltd Resolution Circle is a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in-service project training, various short-learning and candidacy programs applicable to the ever-changing world of engineering and engineering technology. 	31 December	100% Through UJInvnt (Pty) Ltd	Qoboza Klaaste Building, 20 Heights St, Doornfontein
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • UJ Properties (Pty) Ltd The principal activities of this company is engaged in property holding and operates principally in South Africa. 	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> • University of Johannesburg / City Lodge Educational Trust The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees, 2 appointed by City Lodge and 2 appointed by the University of Johannesburg. 	30 June	N/A	Cnr University and Kingsway Rd, Auckland Park

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Related parties continued...

<ul style="list-style-type: none"> • UJ Trust <p>The UJ Trust is a related party to the University of Johannesburg by virtue of control vesting in the Trustees, as appointed by the University, as well as the University being its sole beneficiary. The Trust's main objective is to support the strategic objectives of the University financially in its capacity as a PBO.</p>	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • UJ Metropolitan Academy Trust <p>The UJ Metropolitan Academy Trust was setup with the objective to promote, foster and advance the interest of the UJ Metropolitan Academy and of all those who from time to time are students at the Academy by such means as the trustees may in their discretion deem to be expedient and in particular by providing further or better education, academic or recreational facilities at the Academy.</p>	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Gradnet Portal (Pty) Ltd <p>The principal activities of this company is to supply online services to students and alumni of education institutions. Inactive, company in process of liquidation</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • IntelliLAB (Pty) Ltd <p>IntelliLAB is a Media Production Company. Its objective is to create innovative video content for mostly TV channels, but also to integrate all possible media channels. Inactive, company in process of liquidation.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park

The University of Johannesburg has an interest in the following companies:

All related parties with a Year End's other than December are consolidated up to December.

	Year End	Shareholding		Principal place of business
		University of Johannesburg	Non-controlling interest	
<ul style="list-style-type: none"> • EyeThenticate (Pty) Ltd <p>Retina scanning technology. Inactive, company in process of liquidation.</p>	28 February	43.80%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Naledi Computer Systems (Pty) Ltd <p>The principal activities of this company is to provide computer related services, products and technology. Inactive, company in process of liquidation.</p>	31 December	80.00%	20.00%	Forty Four Main Street, Johannesburg

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Related parties continued...

<ul style="list-style-type: none"> • Photovoltaic Intellectual Property (Pty) Ltd <p>The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. Inactive, company in process of liquidation.</p>	28 February	38.44%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> • Praestet (Pty) Ltd <p>Production of paediatric hospital beds that effectively facilitates treatment of children in hospital. Shareholding still in process of being resolved.</p>	31 December	N/A	N/A	115 Roseways 17 Tyrwhitt Avenue Roseways
<ul style="list-style-type: none"> • University Sports Company (Pty) Ltd <p>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.</p>	31 December	4.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> • Verisol (Pty) Ltd <p>The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.</p>	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> • Youth Development Institute of South Africa <p>YDISA was established to conduct youth development research, develop youth development programmes and projects, implement in pilot youth development programmes, develop models for the youth sector, manage and disseminate youth development knowledge and inform youth related policies. Inactive, company in process of deregistration.</p>	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Related parties continued...

33.1 Key Management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executives.

Compensation paid to key management and members of Council

Salaries and other short-term employee benefits

- members of council	911	848	911	848
- management (note 41)	70,884	62,740	70,884	62,740
	71,795	63,588	71,795	63,588

Members of Council

Baleni MF	100	82	100	82
Dlamini S	43	38	43	38
Gebhardt CR	8	4	8	4
Gugushe K	72	76	72	76
Hildebrandt D	47	51	47	51
Kakana X	55	42	55	42
Khosa G	47	51	47	51
Khoza M	51	42	51	42
Khumalo M	64	55	64	55
Mateza L	19	19	19	19
Matlala Z	41	50	41	50
Tshilande MC	64	51	64	51
Ndema Y	76	69	76	69
Rowland W	123	114	123	114
Teke MS	99	90	99	90
Van Staden C	4	13	4	13
	911	848	911	848

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Related parties continued...

Payment to members of Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – aggregate amount paid R'000	Reimbursement of expenses - aggregate paid
31 December 2021			
Chair of Council	2	174	-
Chairs of Committees	6	359	-
Members of Council	8	378	-
31 December 2020			
Chair of Council	2	159	-
Chairs of Committees	6	354	2
Members of Council	8	335	-

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Related parties continued...

33.2 Related party transactions and balances

Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd		Praestet (Pty) Ltd		Zepher		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	2,296	5,772	-	3,335	-	589	2,296	9,696
Loans advances during year	-	-	-	300	-	-	-	300
Reallocation/Write off	(2,296)	(3,476)	-	-	-	-	(2,296)	(3,476)
Impairment of loan	-	-	-	(3,635)	-	(589)	-	(4,224)
Closing balance	-	2,296	-	-	-	-	-	2,296

University

Photovoltaic Intellectual Property (Pty) Ltd	Resolution Circle (Pty) Ltd		A Million Up Investments 76 (Pty) Ltd		Praestet (Pty) Ltd		Zepher		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	2,296	5,772	-	527	12,010	12,971	-	589	14,306	19,859
Loans advances during year	-	-	-	-	951	-	-	-	951	150
Loans repayment received	-	-	-	(527)	-	(961)	-	-	-	(1,488)
Reallocation/Write off	(2,296)	(3,476)	-	-	-	-	-	-	(2,296)	(3,476)
Impairment of loan	-	-	-	-	-	-	-	(589)	-	(739)
Closing balance	-	2,296	-	-	12,961	12,010	-	-	12,961	14,306

The loans are unsecured, bear no interest and have no repayment terms.

Investments in related parties:

University	UJlvt (Pty) Ltd		UJ Properties (Pty) Ltd		A Million Up Investments 76 (Pty) Ltd		Gradnet Portal (Pty) Ltd		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	300	45	90,636	90,636	85,431	44,773	3,605	3,605	179,972	139,059
Investments during year	25,449	255	-	-	-	40,658	-	-	25,449	40,913
Closing balance	25,749	300	90,636	90,636	85,431	85,431	3,605	3,605	205,421	179,972

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
<i>Related parties continued...</i>				
33.3 Related party transactions and balances				
The following transactions were carried out with related parties				
(a) Purchase of goods and services				
Purchases of services:				
from Resolution Circle (Pty) Ltd	-	-	7,892	7,437
from UJ Properties (Pty) Ltd	-	-	11,043	11,044
(b) Sale of goods and services				
Sale of services:				
to Resolution Circle (Pty) Ltd	-	-	402	253
to Youth Development Institute of South Africa	-	12	-	12
to UJ Properties (Pty) Ltd	-	-	3,545	590
to University Sports Company (Pty) Ltd	143	315	143	315
to Gradnet Portal (Pty) Ltd	-	-	-	-
to Million Up Trading (Pty) Ltd	-	-	4,432	3,401
(c) Year-end balances arising from purchases of goods/services				
Payables to related parties:				
Resolution Circle (Pty) Ltd	-	-	167	373
UJ Properties (Pty) Ltd	-	-	1,058	1,058
(d) Year-end balances arising from sales of goods/services:				
Receivables from related parties:				
Resolution Circle (Pty) Ltd	-	-	-	95
UJ Properties (Pty) Ltd	-	-	-	20
University Sports Company (Pty) Ltd	-	26	-	26
(f) Donations to and from related parties:				
Donation to related parties:				
Million Up Trading (Pty) Ltd	-	-	-	40,658
Donation from related parties:				
UJ Trust	-	-	25,000	48,000

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

34. Financial risk management

Overview

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

This note explains the group's exposure to financial risks and how these risks could affect the group's future financial performance. Current year profit and loss information has been included where relevant to add further context.

34.1 Risk	Exposure arising from	Measurement	Management
Market risk – currency	Future commercial transactions	Cash flow forecasting and sensitivity analysis	Forward exchange contracts
Market risk – interest rate	Interest bearing investments (long and short term)	Sensitivity analysis	Bank diversification (short term).
Market risk - security prices	Investments in equity securities	Sensitivity analysis	Portfolio diversion
Credit risk	Cash and cash equivalents, trade receivables, debt investments and contract assets	Aging analysis and credit ratings	Diversification of bank deposits, credit limits and letters of credit. Investment guidelines for debt investments
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Monitoring daily cash levels and requirements

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

34.2 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 11.

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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Financial risk management continued...

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 11.

A 1% change in the interest rate could have a Consolidated R25 453 / University R25 453 (2020: Consolidated R18 052 / University R18 052) interest income influence on an annual basis ie. a Consolidated R25 453 / University R25 453 (2020: Consolidated R18 052 / University R18 052) influence on profit and loss and equity.

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 R25 453/ University R25 453 (2020: Consolidated R18 052 / University R18 052).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 11.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as fair value through profit or loss financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

Listed equities	2,251,622	2,990,307	2,011,204	2,311,618
10% change impact	200,000	300,000	200,000	200,000

For the period ended 31 December 2021, 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 251 622 / University R2 011 204 (2020: Consolidated R2 990 307 / University R2 311 618) 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.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

34.3 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counter party 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 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 40% of the available funds abroad.

All funds are invested with BB+ rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

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

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probability of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2021:

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Financial risk management continued...

Student receivables	692,180	364,510	688,230	360,703
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	157,613	89,228	157,368	89,287
- impaired (more than 4 months overdue)	534,567	275,282	530,862	271,416
Less: Provision for impairment	(534,567)	(275,282)	(530,862)	(271,416)
Student receivables – net carrying amount	157,613	89,228	157,368	89,287

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

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received

The provision for impairment is calculated based on the following:

- Outstanding invoices greater than 4 months and invoices handed over to attorneys are impaired
- Outstanding invoices greater than R1 million are assessed for impairment.

Details of the other receivables as at 31 December 2021 are as follows:

Other receivables	156,309	467,128	111,227	452,146
- fully performing	143,817	458,399	98,964	443,500
- past due but not impaired	-	-	-	-
- impaired	12,492	8,729	12,263	8,646
Less: Provision for impairment	(12,492)	(8,729)	(12,263)	(8,646)
Other receivables – net carrying amount	143,817	458,399	98,964	443,500

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Financial risk management continued...				
Student receivables				
At 1 January	271,424	138,434	271,424	138,434
Provision for receivables impaired	332,721	191,954	329,016	191,954
Receivables written off during the year as uncollectable	(69,578)	(58,964)	(69,578)	(58,964)
At 31 December	534,567	271,424	530,862	271,424
Ageing of provision for impairment				
Handed over to collecting agencies – 2018	-	74,517	-	113,935
Handed over to collecting agencies – 2019	76,509	82,964	76,509	82,964
Handed over to collecting agencies – 2020	121,081	-	121,081	-
4 Months overdue	336,977	117,801	333,272	74,517
	534,567	275,282	530,862	271,417
Other receivables				
At 1 January	8,729	10,212	8,646	10,129
Provision for receivables impaired	5,374	6,908	5,228	6,908
Receivables written off during the year as uncollectable	(1,611)	(8,391)	(1,611)	(8,391)
At 31 December	12,492	8,729	12,263	8,646
Ageing of provision for impairment				
Handed over to collecting agencies – 2018	-	878	-	878
Handed over to collecting agencies – 2019	569	2,095	569	2,095
Handed over to collecting agencies – 2020	1,929	1,515	1,929	1,515
Handed over to collecting agencies – 2021	1,671	-	1,671	-
Impaired as at reporting date	8,323	6,399	8,094	2,428
	12,492	10,887	12,263	6,916

As at 31 December, the age analysis of receivables, all of which are due, is as follows:

Student receivables	Current Year	Prior Year	More than two years ago	Total
Consolidated - 2021				
Gross receivable	494,590	121,081	76,509	692,180
Provision for expected losses	336,977	121,081	76,509	534,567
Expected loss rate	68 %	100 %	100 %	77 %
Consolidated - 2020				
Gross receivable	206,470	82,964	74,517	363,951
Provision for expected losses	117,801	82,964	74,517	275,282
Expected loss rate	57 %	100 %	100 %	76 %

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Financial risk management continued...				
University - 2021				
Gross receivable	490,640	121,081	76,509	688,230
Provision for expected losses	333,272	121,081	76,509	530,862
Expected loss rate	68 %	100 %	100 %	77 %
University - 2020				
Gross receivable	202,663	82,964	74,517	360,144
Provision for expected losses	113,935	82,964	74,517	271,416
Expected loss rate	56 %	100 %	100 %	75 %

Due to the nature of its operations, the University tracks outstanding fees on an academic year basis. The University considers all prior years' outstanding fees as past due. The University anticipates that the majority of the current year fees will be settled as part of the registration process for the 2022 academic year. It is the University policy that returning students are not allowed to register with outstanding fee debt.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

Other receivables

	Current	0 - 30 days	30 - 60 days	60 days +	Total
Consolidated - 2021					
Gross receivable	64,744	17,285	7,538	13,513	103,080
Provision for expected losses	-	-	-	12,492	12,492
Expected loss rate	0 %	0 %	0 %	92 %	12 %
Consolidated - 2020					
Gross receivable	219,512	9,708	6,528	17,096	252,844
Provision for expected losses	-	-	-	8,729	8,729
Expected loss rate	0 %	0 %	0 %	51 %	3 %
University - 2021					
Gross receivable	28,447	17,285	7,538	13,513	66,783
Provision for expected losses	-	-	-	12,263	12,263
Expected loss rate	0 %	0 %	0 %	91 %	18 %
University - 2020					
Gross receivable	210,777	9,708	6,528	17,096	244,109
Provision for expected losses	-	-	-	8,646	8,646
Expected loss rate	0 %	0 %	0 %	51 %	4 %

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 10.

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.

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 counter party default rates.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
Financial risk management continued...				
Trade receivables				
Counter parties without external credit rating:				
- Current students which will register in 2022. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2022 registration period. This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BB (2020: BB+) rated entities.	157,613	89,228	157,368	89,287
- Other receivables Group 1 *	90,661	244,115	54,520	235,463
	248,274	333,343	211,888	324,750
Cash and cash equivalents				
BB (2020: BB+) Rating:				
- Prime South African Bank	2,804,532	1,805,152	2,778,111	1,805,152
	2,804,532	1,805,152	2,778,111	1,805,152
Fair value financial assets				
BB (2020: BB+) Rating:				
- Government stocks and bonds	422,534	394,885	351,411	328,780
- Listed stocks and debentures	536,659	440,915	429,887	343,657
- Listed shares all top 40 companies	3,653,944	2,990,307	2,772,375	2,311,618
- Fixed and other deposits, prime South African Banks	311,752	234,784	281,300	221,919
- Endowment policies, top 40 South African insurance companies	27,219	30,123	27,219	30,123

*Group 1 – New customers (less than 2 months).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

34.4 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and post employment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 Years	Over 5 Years	Total
Consolidated					
31 December 2021					
Borrowings	263	-	-	-	263
Accounts payable	1,624,168	-	-	-	1,624,168
	1,624,431	-	-	-	1,624,431
31 December 2020					
Borrowings	533	263	-	-	796
Accounts payable	1,162,377	-	-	-	1,162,377
	1,162,910	263	-	-	1,163,173
University					
31 December 2021					
Borrowings	263	-	-	-	263
Accounts payable	1,619,690	-	-	-	1,619,690
	1,619,953	-	-	-	1,619,953
31 December 2020					
Borrowings	533	263	-	-	796
Accounts payable	1,162,073	-	-	-	1,162,073
	1,162,606	263	-	-	1,162,869

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

34.5 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

34.6 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Amortised cost	FVPL	Total
Consolidated			
31 December 2021			
Fair value through profit or loss financial assets	-	4,952,108	4,952,108
Trade and other receivables (excluding prepayments)	301,430	-	301,430
Cash and cash equivalents	2,804,532	-	2,804,532
			Financial liabilities at amortised cost
Financial liabilities			
Borrowings			263
Trade payables			1,706,186
31 December 2020			
Fair value through profit or loss financial assets	-	4,091,015	4,091,015
Trade and other receivables (excluding prepayments)	547,627	-	547,627
Cash and cash equivalents	1,964,530	-	1,964,530
			Financial liabilities at amortised cost
Financial liabilities			
Borrowings			796
Trade payables			1,217,315
University			
31 December 2021			
Fair value through profit or loss financial assets	-	3,862,192	3,862,192
Trade and other receivables (excluding prepayments)	256,332	-	256,332
Cash and cash equivalents	2,778,111	-	2,778,111

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

			Financial liabilities at amortised cost
Financial liabilities			
Borrowings			263
Trade payables			1,701,708
31 December 2020			
Fair value through profit or loss financial assets	-	3,236,097	3,236,097
Trade and other receivables (excluding prepayments)	532,787	-	532,787
Cash and cash equivalents	1,945,866	-	1,945,866
			Financial liabilities at amortised cost
Financial liabilities			
Borrowings			796
Trade payables			1,217,011

34.7 Fair value estimation

The University classifies its fair value measurements using the following measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date (level 3).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2021:

	Level 1	Level 2	Total
Consolidated			
Fair value through profit or loss financial assets			
- listed shares	3,653,944	-	3,653,944
- listed stocks and debentures	536,659	-	536,659
- government stocks and bonds	422,534	-	422,534
- fixed deposits	-	56,786	56,786
- other deposits and loans	-	254,966	254,966
- endowment policies	-	27,219	27,219
Borrowings	-	(263)	(263)
	4,613,137	338,708	4,951,845

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2020:

	Level 1	Level 2	Total
Consolidated			
Fair value through profit or loss financial assets			
- listed shares	2,990,307	-	2,990,307
- listed stocks and debentures	440,915	-	440,915
- government stocks and bonds	394,885	-	394,885
- fixed deposits	-	51,227	51,227
- other deposits and loans	-	183,557	183,557
- endowment policies	-	30,123	30,123
Borrowings	-	(796)	(796)
	3,826,108	264,111	4,090,219

The following table presents the assets and liabilities that are measured at fair value at 31 December 2021:

	Level 1	Level 2	Total
University			
Fair value through profit or loss financial assets			
- listed shares	2,772,375	-	2,772,375
- listed stocks and debentures	429,887	-	429,887
- government stocks and bonds	351,411	-	351,411
- fixed deposits	-	56,786	56,786
- other deposits and loans	-	224,514	224,514
- endowment policies	-	27,219	27,219
Borrowings	-	(263)	(263)
	3,553,673	308,256	3,861,929

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

The following table presents the assets and liabilities that are measured at fair value at 31 December 2020:

	Level 1	Level 2	Total
University			
Fair value through profit or loss financial assets			
- listed shares	2,311,618	-	2,311,618
- listed stocks and debentures	343,657	-	343,657
- government stocks and bonds	328,780	-	328,780
- fixed deposits	-	51,227	51,227
- other deposits and loans	-	170,692	170,692
- endowment policies	-	30,123	30,123
Borrowings	-	(796)	(796)
	2,984,054	251,246	3,235,300

There were no transfers between Level 1 and Level 2 during the year ended 31 December 2021 and 2020.

The fair value of financial instruments traded in active markets are 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 listed shares, listed stocks and debentures and government stocks and debentures classified as trading securities at fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market are determined by using valuation techniques. These valuation techniques are selected based on characteristics of each instrument, with the overall objective to 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. Fixed deposits, other deposits and loans and endowment policies are valued using the Income approach in which future cashflows are discounted to a current present value using market related interest rates. Borrowings are valued at fair valued by discounting future cashflows to a current present value using market related interest rates based on the entities credit risk.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
35. Cash flows from operating activities				
Profit for the year	1,339,165	814,021	1,121,082	811,302
Adjustments for:				
– increase in student credit losses provision (note 10)	259,285	136,848	259,446	136,848
– (decrease) in non-student credit losses provision (note 10)	3,763	(1,483)	3,617	(1,483)
– student bad debt written off (note 10)	69,578	-	69,578	-
– non-student bad debt written off (note 10)	1,611	-	1,611	-
– depreciation (note 6)	86,116	82,636	94,471	91,322
– amortisation (note 7)	1,611	1,538	1,607	1,534
– profit on disposal of property, plant and equipment	(159)	(39)	(211)	(39)
– remeasurement of lease liability	-	-	-	-
– finance income (note 29)	(70,411)	(39,270)	(69,440)	(38,073)
– interest income on investments (note 31)	(238,518)	(204,609)	(221,779)	(187,345)
– finance cost (note 30)	115	23,826	115	24,943
– dividends received (note 31)	(75,883)	(40,456)	(52,072)	(27,178)
– movement in post-retirement obligations and assets (note 20)	(29,271)	(507,722)	(29,271)	(507,722)
– impairment (gains)/loss in subsidiaries and other entities	9,378	(8,139)	(13,072)	(3,127)
– foreign exchange (gains)/losses	(583)	(1,198)	(583)	(1,198)
– non-cash movement interest on defined benefit plan	39,573	-	39,573	-
– non-cash movement on investments in fair value	(861,078)	186,977	(626,088)	167,622
– non-cash movement on investment in subsidiaries	(772)	-	(24,722)	(40,658)
– non-cash movement on deferred income	(88,168)	-	(88,168)	-
– non-cash movement on provisions	101,548	-	90,730	-
– non-cash movement on new leases	-	-	-	-
– non-cash movement on borrowings	(533)	(1,487)	(533)	(1,487)
Changes in working capital:				
– receivables and prepayments (note 10)	(271,457)	(100,326)	(241,214)	(85,449)
– trade and other payables (note 15)	488,856	197,044	484,690	202,296
– inventory (note 9)	(9,854)	(2,742)	(9,841)	(2,685)
– provisions (note 14)	(125,073)	-	(125,071)	-
– deferred income (note 19)	-	50,421	-	50,421
– short term deposits (note 13)	820,000	(820,000)	820,000	(820,000)
– student deposits and income received in advance (note 17)	71,560	26,473	58,834	26,972
	1,520,399	(207,687)	1,543,289	(203,184)

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

Cash flows from operating activities continued...

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 6)	211	39	211	39
Net book amount (note 6)	2,882	1,188	2,882	1,188
Proceeds from disposal	3,093	1,227	3,093	1,227

Refer to note 41 for correction of non cash items on the cashflow statement.

Net Debt Reconciliation

Cash and cash equivalents	2,804,532	1,144,530	2,778,111	1,125,866
Borrowings - repayable within one year	-	-	-	-
Borrowings - repayable after one year	(263)	(796)	(263)	(796)
	2,804,269	1,143,734	2,777,848	1,125,070

	Other Assets		Liabilities from financing activities	
	Cash	Borrowings due within 1 year	Borrowings due after 1 year	Total
Consolidated				
Net debt as at 1 January 2020	1,964,530	-	(796)	1,963,734
Cash flows	(820,000)	-	-	(820,000)
Net debt as at 31 December 2020	1,144,530	-	(796)	1,143,734
Cash flows	1,660,002	-	533	1,660,535
Net debt as at 31 December 2021	2,804,532	-	(263)	2,804,269
University				
Net debt as at 1 January 2020	1,945,866	-	(796)	1,945,070
Cash flows	(820,000)	-	-	(820,000)
Net debt as at 31 December 2020	1,125,866	-	(796)	1,125,070
Cash flows	1,652,245	-	533	1,652,778
Net debt as at 31 December 2021	2,778,111	-	(263)	2,777,848

36. Commitments

Commitments – approved, not contracted for	263,223	227,084	263,223	227,084
Commitments – contracted	132,332	91,375	132,332	91,375

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

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2021	Consolidated 2020 Restated	University 2021	University 2020 Restated
-------------------	----------------------	----------------------------------	--------------------	--------------------------------

37. Contingencies

The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business from billing disputes. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for in note 14. A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges, similarly there is a contingent asset for incorrect charges billed towards the University, although these have been settled in March 2022. The legal process has been initiated through the office of the General council to settle on these long outstanding disputes.

Incorrect allocation of charges	9,607	8,324	9,607	8,324
Incorrect charges to be claimed back	(7,267)	(1,600)	(7,267)	(1,600)
Net contingent liability	2,340	6,724	2,340	6,724

38. Going concern

The University continues to adopt the going concern basis in the preparation of the consolidated financial statements. The University's forecasts 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 medium term. This is evidenced by financial performance for the 2021 financial year, where revenue levels and cash position at year end increased, resulting in a more favourable, financially sustainable and liquid position at year end. This is further evidenced by the growth in the University's reserves position.

Despite continuing economic uncertainty resulting from the Covid-19 pandemic and other geopolitical and macroeconomic factors, the university continues to attain a net surplus position for the 2021 year, with this surplus trend being projected into the next five years as modelled per the UJ Financial Sustainability Model. The liquidity and solvency ratios are also positive, although a slight reduction from the prior year is noted. This is however still considered more favourable when compared to the 2021 budgeted expectations. All the liquidity and solvency indicators point to the University's ability of being able to meet its obligations into the foreseeable future.

39. Events after balance sheet

No adjusting or significant non-adjusting events have occurred between the 31 December reporting date and the date of authorisation.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

40. Executive Remuneration 2021

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	4,167,779	97,436	381,786	4,647,001	178,764	1,473,811	6,299,576 *
Registrar	I C Burger	2,544,718	20,765	368,263	2,933,746	112,936	749,057	3,795,740 **
Deputy Vice-Chancellor Academic	A Parekh	2,036,466	32,046	295,974	2,364,486	550,642	175,925	3,091,054 **
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,787,159	31,149	322,359	3,140,667	-	1,140,274	4,280,941
Chief Financial Officer	N Mamorare	2,851,711	31,140	257,887	3,140,738	-	1,217,878	4,358,616
Chief Operating Officer	A Swart	2,884,138	31,149	414,972	3,330,259	813,212	1,382,876	5,526,347 ***
Designate Chief Operating Officer	P W Domingo	1,642,677	17,305	148,990	1,808,971	-	-	1,808,971 ****
Senior Executive Director in the Vice-Chancellor's office	NY Vukuza	2,593,094	24,000	322,397	2,939,491	-	791,012	3,730,503
Executive Dean College of Business & Economics	D Van Lill	2,291,241	31,465	266,239	2,588,946	99,673	483,731	3,172,349
Designate Chief Operating Officer	M A Ralephata	800,212	10,383	99,788	910,383	-	-	910,383 *****
Executive Dean Faculty of Education	S J Gravett	2,042,862	50,765	324,508	2,418,136	37,243	831,957	3,287,336
Executive Dean Faculty of Engineering & the Built Environment	D Mashao	1,977,393	20,765	245,847	2,244,006	-	111,289	2,355,295
Executive Dean Faculty of Health Sciences	S Khan	1,767,451	20,765	159,835	1,948,051	-	491,667	2,439,718
Executive Dean Art, Design & Architecture	S B Laurent	446,961	95,191	40,539	582,691	-	-	582,691 *****
Executive Dean Faculty of Humanities	K Naidoo	1,714,107	20,765	213,113	1,947,985	-	387,219	2,335,204
Executive Dean Faculty of Law	L G Mpedi	2,413,654	31,827	320,730	2,766,211	120,896	716,243	3,603,350 *****
Executive Dean Faculty of Science	D Meyer	2,088,633	20,765	259,678	2,369,076	-	549,935	2,919,011
Chief Information Officer	KF Sibanda	1,768,461	20,765	159,926	1,949,152	-	506,970	2,456,122
Executive Director Expenditure	S M Makinta	1,763,067	74,765	225,914	2,063,747	-	486,995	2,550,742
Executive Director Financial Governance & Revenue	L Riba	1,715,086	20,765	213,235	1,949,086	-	451,601	2,400,687
Executive Director Human Resources	T L Kwinana	1,736,378	20,765	223,044	1,980,186	82,607	458,881	2,521,675
Executive Director Library and Information Centre	KM Frahm-Arp	1,766,241	19,590	162,144	1,947,975	-	379,379	2,327,354

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Executive Remuneration 2021 continued...

Executive Director Operations	AL Nel	20,765	241,007	1,949,086	60,048	371,310	2,380,444
Executive Director Research & Innovation	C B Nonkwelo	17,305	183,335	1,676,126	-	73,842	1,749,968
		782,402	5,851,510	55,596,202	2,056,021	13,231,852	70,884,075

The merit and other payments includes payments made during the year for annual performance plans that was withheld and payable during 2020, as well as payments for staff retention incentives.

* Remuneration of the Vice Chancellor and Principal

Annual Remuneration	1,746,414
Accommodation Fringe Benefit	1,016,010
Non Pensionable Salary	1,405,355
Total Salary	4,167,779

** A Parekh - Terminated 31 August 2021
 *** A Swart - Terminated 31 December 2021
 **** P W Domingo - Appointed 01 March 2021
 ***** M A Ralephata - Appointed 01 September 2021
 ***** S B Laurent - Appointed 01 October 2021
 ***** L G Mpedi - Designate DVC 1 Jan 2021 - 31 August 2021. Appointed DVC 01 September 2021
 ***** C B Nonkwelo - Terminated 31 October 2021

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Executive Remuneration 2021 continued...

Executive Remuneration 2020

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	3,996,144	95,543	359,856	4,451,543	171,282	877,945	5,500,770 *
Registrar	I C Burger	2,442,448	20,765	348,124	2,811,337	108,197	178,961	3,098,495
Deputy Vice-Chancellor Academic	A Parekh	2,930,980	48,069	420,166	3,399,215	130,808	408,944	3,938,967
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,675,007	31,149	303,843	3,009,999	-	191,222	3,201,221
Chief Financial Officer	N Mamore	2,735,776	31,140	243,074	3,009,990	-	331,766	3,341,756
Chief Operating Officer	A Swart	2,760,760	31,149	399,740	3,191,649	122,824	348,635	3,663,109
Chief People Officer (previously referred to as DVC Employees & Student Affairs)	K C Mketi	-	-	-	-	-	-	-
General Council	P H O'Brien	2,256,151	31,149	321,571	2,608,870	284,491	145,398	3,038,760
Senior Executive Director in the Vice-Chancellor's office	NY Vukuza	2,489,122	24,000	303,878	2,817,000	-	282,206	3,099,206
Executive Dean College of Business & Economics	D Van Lill	2,198,613	31,465	250,947	2,481,025	76,394	134,189	2,691,609
Executive Dean Faculty of Art, Design & Architecture	F Freschi	-	-	-	-	-	-	-
Executive Dean Faculty of Education	S J Gravett	1,959,598	50,765	307,031	2,317,394	89,199	136,599	2,543,192
Built Environment	D Mashao	1,898,108	20,765	231,726	2,150,599	-	146,038	2,296,636
Executive Dean Faculty of Health Sciences	S Khan	1,695,596	20,765	150,654	1,867,015	-	180,157	2,047,171
Executive Dean Faculty of Humanities	A B Broadbent	621,214	6,922	55,195	683,331	-	-	683,331 **
Executive Dean Faculty of Humanities	K Naidoo	1,096,919	13,844	133,915	1,244,677	-	6,945	1,251,622 ***
Executive Dean Faculty of Law	LG Mpedi	1,879,359	20,765	245,411	2,145,535	82,589	120,822	2,348,947
Executive Dean Faculty of Science	D Meyer	2,004,888	20,765	244,762	2,270,415	-	229,963	2,500,378
Chief Information Officer	KF Sibanda	1,696,565	20,765	150,740	1,868,070	-	215,777	2,083,847
Executive Director Academic Development & Support	R P Ryan	1,995,386	20,765	285,381	2,301,533	194,896	460,926	2,957,355 ****
Executive Director Expenditure	S M Makinta	1,690,210	74,765	212,938	1,977,913	-	190,978	2,168,892
Executive Director Financial Governance & Revenue	L Riba	1,646,318	20,765	200,987	1,868,070	-	122,630	1,990,700
Executive Director Human Resources	T L Kwinana	1,666,034	20,765	211,059	1,897,858	36,532	185,345	2,119,734
Executive Director Library and Information Centre	KM Frahm-Arp	1,694,475	19,590	152,830	1,866,895	-	85,653	1,952,548
Executive Director Operations	AL Nel	1,619,717	20,765	227,588	1,868,070	50,335	90,038	2,008,443

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Executive Remuneration 2021 continued...

Executive Director Research & Innovation	C B Nonkwelo	1,699,524	122,472	207,482	2,029,478	-	183,872	2,213,350
		49,348,910	819,674	5,968,897	56,137,481	1,347,547	5,255,009	62,740,038

The merit and other payments includes payments made during the year for annual performance plans, as well as payments for staff retention incentives.

* Remuneration of the Vice Chancellor and Principal

Annual Remuneration	2,646,000	^
Accommodation Fringe Benefit	960,108	
Non Pensionable Salary	390,036	
Total Salary	3,996,144	

^ The Vice Chancellor and Principal donated R132 003 of his Annual Remuneration to the Solidarity Fund.

** A B Broadbent - Term concluded 31 April 2020

*** K Naidoo - Appointed 01 May 2020

**** R P Ryan - Retired 31 December 2020

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

41. Prior period restatement

41.1 A Million Up Investments (MUI) Equity contribution prior period correction

MUI is a wholly owned subsidiary of the University. In 2018 (R44 773) and 2020 (R40 658), contributions were made by the University and classified as donation expense as opposed to capital contributions informed by the intent by Council of supporting the subsidiary without anything expected in return. Subsequently in 2020, the funding was reclassified as a capital contribution informed by compliance requirement under the Income Tax Act, however with the same underlying intent as above. The financial statements' classification hereof have thus been aligned to this requirement, by restating each of the affected financial statement line items for prior periods. Refer to the summary of restatements below for the impact on the consolidated financial statements

41.2 Defined Benefit Pension Fund prior period correction

During the 2021 period it was noted that the previous limitation of the plan net assets recognised in terms of Paragraph 64 of IAS19 was incorrectly applied on the basis that the Trustees would decide on the allocation of future surplus as and when it arises.

In terms of the rules of the fund as found in section 15C(1) of the Pension Funds Second Amendment Act, all surplus is required to be credited to the Employer Surplus Account and thus no limit, or asset ceiling, should have been applied in prior years as has been the case. As a result, the previous asset ceiling understated the net plan assets by R90 178. This error have been corrected by restating each of the affected financial statement line items for prior periods. Refer to the summary of restatements below for the impact on the consolidated financial statements.

Summary of restatements

	2020 Reported	MUI Equity contribution	Defined Benefit Pension Fund	2020 Restated
Consolidated				
Statement of Financial Position items:				
Non-current assets: Long term employee benefits	503,060	-	90,178	593,238
Reserve funds: Unrestricted use funds:				
Undesignated funds	(2,240,577)	-	(90,178)	(2,330,755)
Statement of Comprehensive income items:				
Finance income	39,270	-	22,873	62,143
Finance cost	(23,826)	-	23,302	(524)
Actuarial gains on defined benefits	472,304	-	(469,053)	3,251
	2020 Reported	MUI Equity contribution	Defined Benefit Pension Fund	2020 Restated
University				
Statement of Financial Position items:				
Non-current assets: Investment in subsidiaries, associates and other investments	98,652	85,431	-	184,083
Non-current assets: Long term employee benefits	503,060	-	90,178	593,238
Reserve funds: Unrestricted use funds:				
Undesignated funds	(2,166,671)	(85,431)	(90,178)	(2,342,280)

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Prior period restatement continued...

Statement of Comprehensive income items:

Other expenses	1,108,505	(40,658)	-	1,067,847
Finance income	38,073	-	22,873	60,946
Finance cost	(24,943)	-	23,302	(1,641)
Actuarial gains on defined benefits	472,304	-	(469,053)	3,251

	1 January 2020 Reported	MUI Equity contribution	Defined Benefit Pension Fund	1 January 2020 Restated
Consolidated				
Statement of Financial Position items:				
Non-current assets: Long term employee benefits	64,321	-	513,056	577,377
Reserve funds: Unrestricted use funds:				
Undesignated funds	(1,723,621)	-	(513,056)	(2,236,677)
University				
Statement of Financial Position items:				
Non-current assets: Investment in subsidiaries, associates and other investments	97,703	44,773	-	142,476
Non-Current assets: Long term employee benefits	64,321	-	513,056	577,377
Reserve funds: Unrestricted use funds:				
Undesignated funds	(1,650,334)	(44,773)	(513,056)	(2,208,163)

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Prior period restatement continued...

41.3 Cash flow statement prior period correction

During the 2021 period it was noted that the 2020 cash flow statement erroneously contained non-cash items. The non-cash items corrected primarily pertain to financial assets purchases and proceeds, as previously recognised within investing activities. These movements do not amount to cash in/outflows within the University's transactions however are transactions effected by the fund managers in line with the University's investment mandate, hence classification as non-cash items. These have subsequently been corrected, with no impact on the cash and cash equivalents balances. Refer to the summary of restatements below for the impact on the consolidated financial statements.

	2020 Reported	Adjustment	2020 Restated
Consolidated			
Statement of Cash flow:			
Cash generated from operating activities	(580,322)	372,635	(207,687)
Purchase of financial assets	(3,904,857)	3,904,857	-
Proceeds from disposal of financial assets	4,277,492	(4,277,492)	-
University			
Statement of Cash flow:			
Cash generated from operating activities	(510,044)	306,860	(203,184)
Purchase of financial assets	(1,241,110)	1,241,110	-
Proceeds from disposal of financial assets	1,547,970	(1,547,970)	-

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2021	Total 2020 Restated
Consolidated							
Total income		5,704,163	677,182	6,381,345	203,294	6,584,639	5,598,263
Recurring items		5,704,004	677,130	6,381,134	203,294	6,584,428	5,598,224
State appropriations – subsidies and grants	21	2,700,186	-	2,700,186	-	2,700,186	2,572,792
Tuition and other fee income	22	1,964,042	12,185	1,976,227	196,448	2,172,675	1,974,901
Income from contracts		86,589	241,103	327,692	-	327,692	250,884
For research	23	81,757	239,311	321,068	-	321,068	245,571
For other activities	24	4,832	1,792	6,624	-	6,624	5,313
Sales of goods and services	24	84,902	121,407	206,309	4,326	210,635	149,367
Private gifts and grants	24	111,534	30,256	141,790	-	141,790	157,416
Sub-total		4,947,253	404,951	5,352,204	200,774	5,552,978	5,105,359
Income from investments	31	203,129	110,738	313,867	534	314,401	245,065
FV movements	32	486,168	160,470	646,638	-	646,638	185,658
Finance income	29	67,454	971	68,425	1,986	70,411	62,143
Non-recurring items							
Profit/(loss) on disposal of PPE	24	159	52	211	-	211	39

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2021	Total 2020 Restated
Total expenditure		4,776,739	320,969	5,097,708	147,766	5,245,474	4,784,243
Recurring items		4,759,397	319,117	5,078,514	145,577	5,224,091	4,756,661
Personnel	25	3,046,100	142,429	3,188,529	27,162	3,215,691	2,901,270
Academic professional		1,630,273	76,228	1,706,501	14,537	1,721,038	1,552,759
Other personnel		1,415,827	66,201	1,482,028	12,625	1,494,653	1,348,511
Other current operating expenses	27	1,296,176	40,598	1,336,774	114,100	1,450,874	1,267,321
Depreciation	6	69,798	12,102	81,900	4,216	86,116	82,637
Amortisation of software	7	1,502	13	1,515	96	1,611	1,538
Bursaries awarded	26	335,836	123,975	459,811	3	459,814	495,231
Sub-total		4,749,412	319,117	5,068,529	145,577	5,214,106	4,747,998
Finance costs	30	607	-	607	-	607	524
Impairment (gains)/losses	28	9,378	-	9,378	-	9,378	8,139
Non-recurring items							
Capital expenditure expensed	27	17,342	1,852	19,194	2,189	21,383	27,583
Profit/(Loss) for the year		927,424	356,213	1,283,637	55,528	1,339,165	814,021
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	20	141,041	-	141,041	-	141,041	3,251
Total comprehensive income for the year		1,068,465	356,213	1,424,678	55,528	1,480,206	817,272

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Profit or Loss and Other Comprehensive Income

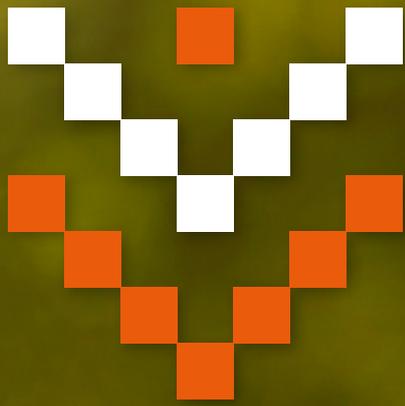
Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2021	Total 2020 Restated
University							
Total income		5,762,552	368,639	6,131,191	203,294	6,334,485	5,539,023
Recurring items		5,762,393	368,587	6,130,980	203,294	6,334,274	5,538,985
State appropriations – subsidies and grants	21	2,700,186	-	2,700,186	-	2,700,186	2,572,792
Tuition and other fee income	22	1,964,042	134	1,964,176	196,448	2,160,624	1,965,824
Income from contracts		86,842	241,103	327,945	-	327,945	250,885
For research	23	82,010	239,311	321,321	-	321,321	245,571
For other activities	24	4,832	1,792	6,624	-	6,624	5,314
Sales of goods and services	24	112,139	26,019	138,158	4,326	142,484	129,363
Private gifts and grants	24	136,534	30,256	166,790	-	166,790	205,415
Sub-total		4,999,743	297,512	5,297,255	200,774	5,498,029	5,124,278
Income from investments	31	203,131	70,186	273,317	534	273,851	214,523
FV movements	32	492,066	888	492,954	-	492,954	139,238
Finance income	29	67,453	1	67,454	1,986	69,440	60,946
Non-recurring items							
Profit/(loss) on disposal of PPE	24	159	52	211	-	211	39

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2021

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2021	Total 2020 Restated
Total expenditure		4,880,092	206,827	5,086,919	126,484	5,213,403	4,727,720
Recurring items		4,862,741	205,249	5,067,990	124,295	5,192,285	4,700,348
Personnel	25	3,046,100	89,234	3,135,334	27,162	3,162,496	2,869,777
Academic professional		1,630,273	47,758	1,678,031	14,537	1,692,568	1,535,905
Other personnel		1,415,827	41,476	1,457,303	12,625	1,469,928	1,333,872
Other current operating expenses	27	1,408,420	(17,137)	1,391,283	93,854	1,485,137	1,237,717
Depreciation	6	82,103	9,167	91,270	3,201	94,471	91,321
Amortisation of software	7	1,522	10	1,532	75	1,607	1,534
Bursaries awarded	26	335,836	123,975	459,811	3	459,814	495,231
Sub-total		4,873,981	205,249	5,079,230	124,295	5,203,525	4,695,580
Finance costs	30	1,832	-	1,832	-	1,832	1,641
Impairment (gains)//losses	28	(13,072)	-	(13,072)	-	(13,072)	3,127
Non-recurring items							
Capital expenditure expensed	27	17,351	1,578	18,929	2,189	21,118	27,372
Profit/(Loss) for the year		882,460	161,812	1,044,272	76,810	1,121,082	811,302
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	20	141,041	-	141,041	-	141,041	3,251
Total comprehensive income for the year		1,023,501	161,812	1,185,313	76,810	1,262,123	814,553



www.uj.ac.za

