

University of Johannesburg

ANNUAL REPORT 2017



The Future
Reimagined



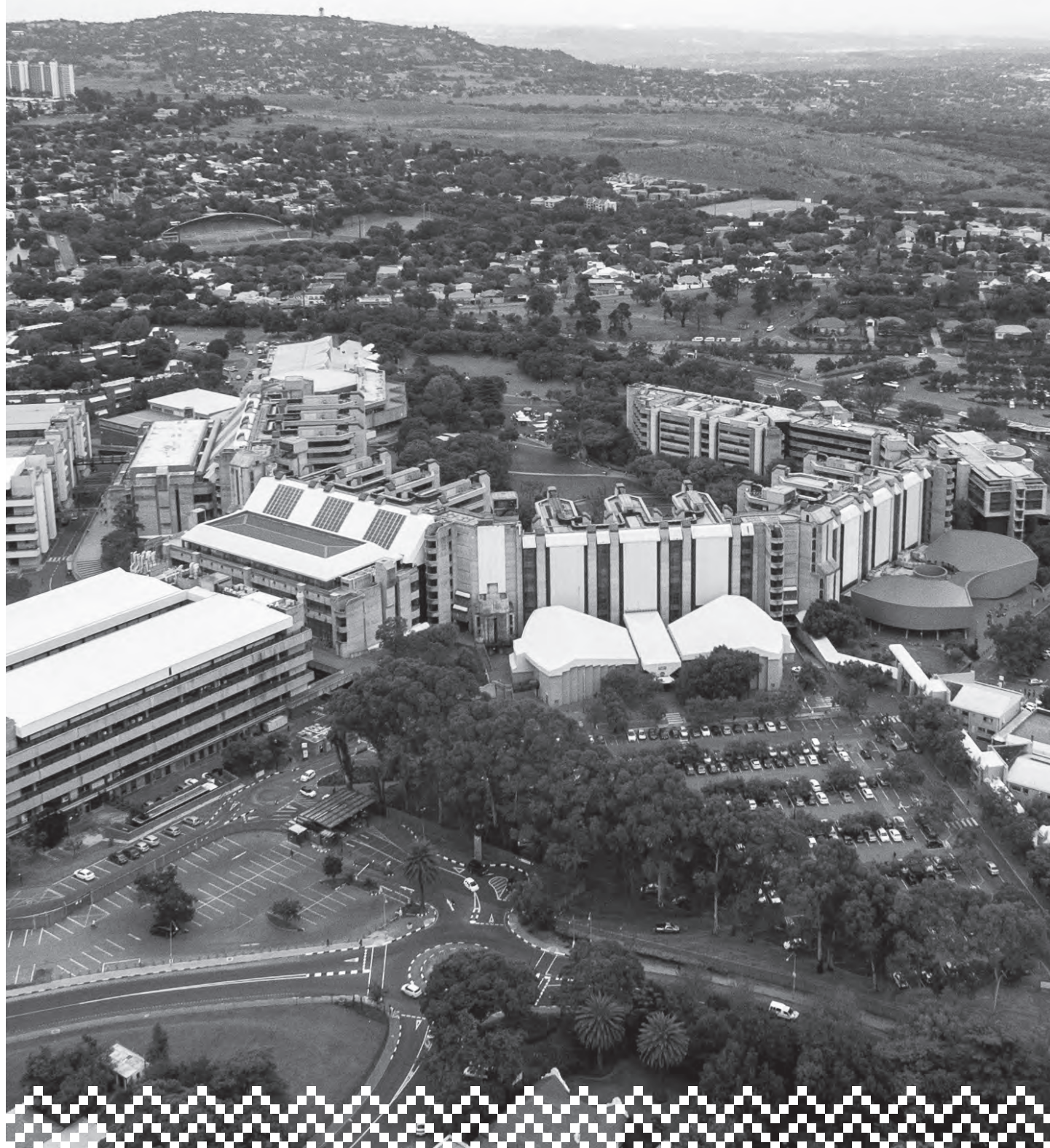
UNIVERSITY
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University of Johannesburg

ANNUAL REPORT 2017



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REPORT PROFILE:

Scope and Boundary of the Report and Report Content

OVERVIEW

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

The Annual Report covers the period of 1 January 2017 to 31 December 2017 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 principles reflected in King III on Corporate Governance, as applied to higher education institutions;
- the Institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP);
- the Institutional Risk Register approved by Council.

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

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Kinta Burger (Prof)

Registrar



LIST OF ACRONYMS AND INITIALISMS

AAMP	Accelerated Academic Mentorship Programme
ABLU	Annual Banking Law Update
ACASA	Triennial Conference of the Arts Council of the African Studies Association
ACCA	Association of Chartered Certified Accountants
ACSSE	Academy of Computer Science and Software Engineering
ACT	Arts and Culture Trust
ACT	Against Crime Together
ACTSA	Association of Corporate Treasurers of Southern Africa
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADR	Alternative Dispute Resolution
ADS	Academic Development and Support
AFS	Annual Financial Statements
AfriYAN	African Youth and Adolescents Network
AIARG	All-Ireland Architectural Research Group
AIDS	Acquired Immune Deficiency Syndrome
AIESEC	International Association of Students in Economic and Commercial Sciences
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
ARB	amoeba resistant bacteria
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARP	Academic Recovery Plan
ARS	Application Rating System
ART	antiretroviral treatment
ARWU	Academic Ranking of World Universities
ASJC	All Science Journal Classification
ASSA	Anatomical Society of Southern Africa
ASSAf	Academy of Science of South Africa
ASRT	Academy of Scientific Research and Technology
AU	African Union

AULAI	Association of University Legal Aid Institutions
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
B-BBEE	broad-based black economic empowerment
BCEA	Basic Conditions of Employment Amendment Act
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BET	Bachelor of Engineering Technology
BHF	Board of Healthcare Funders
BI	business intelligence
BMS	Building Management System
BRI	Building Related Illnesses
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
BYOD	Bring Your Own Device
CA	chartered accountant
CAA	Central Academic Administration
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPP	Council Committee Annual Performance Plan
CAPQP	Centre for Academic Planning and Quality Promotion
CAPS	Curriculum and Assessment Policy Statement
CARINBE	Centre of Applied Research and Innovation in the Built Environment
CASD	Centre for Academic Staff Development
CASE	Council for the Advancement and Support of Education
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBE	College of Business and Economics
CBL	Centre for Banking Law
CBR	community-based research
CCM	Council for Communication Management
CCMDD	Centralised Chronic Medicine Dispensing and Distribution
CCRED	Centre for Competition Regulation and Economic Development
CE	Community Engagement
CEAB	Community Engagement Advisory Board
CEB	Central Executive Board
CEE	Council for Economic Education
CENLED	Centre for Local Economic Development
CEP	Continuing Education Programme
CEPR	Centre for Education Practice Research
CERT	Centre for Education Rights and Transformation

CESM	Classification of Educational Subject Matter
CEU	Community Engagement Unit
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFCR	Centre for Constitutional Rights
CFMS	Computerised Facilities Management System
CFT	Centre for Telecommunications
CGE	Commission for Gender Equality
CGSAPD	Central Gauteng Sports Association for Physically Disabled
CHE	Council on Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CIC	Commercial Investment Committee
CICLASS	Centre for International Comparative Labour and Social Security Law
CIF	Community Innovation Fund
CIMA	Chartered Institute of Management Accountants
CIMERA	Centre of Excellence of Integrated Mineral and Energy Resource Analysis
CIPC	Companies and Intellectual Property Commission
CIPS	Chartered Institute of Purchasing and Supply
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLASA	Corporate Lawyers Association of South Africa
CMC	Council Membership Committee
CO₂	carbon dioxide
CoE	Centre of Excellence
CORE	Centre for Operations Research and Econometrics
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CSDA	Centre for Social Development in Africa
CR	Community Research
CSESE	Centre for Social Entrepreneurship and Social Economy
CSBD	Centre for Small Business Development
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online
CSR	Centre for Sociological Research
CSRC	Central Student Representative Council
CTG	Clinical Training Grant
CTS	Central Technical Services
CUT	Central University of Technology
DAPQPASD	Division of Academic Planning, Quality Promotion and Academic Staff Development

DATP	Digital Ambassadors Training Programme
DBE	Department of Basic Education
DCE	Department of Childhood Education
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DEFSA	Design Education Forum of South Africa
DIES	
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
DHIS	District Health Information System
DIPEM	Division for Institutional Planning, Evaluation and Monitoring
DoE	Department of Education
DoH	Department of Health
DSD	design society development
DST	Department of Science and Technology
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAIE	European Association for International Education
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
ECT Act	Electronic Communications and Transactions Act, 2000
ED	executive director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EDRMS	Electronic Document and Records Management System
EE	employment equity
EEA	Employment Equity Amendment Act
EI	Education International
ELG	Executive Leadership Group
ELI	Education Leadership Institute
EMC	Emergency Medical Care
EME	exempted micro enterprises
EMLA	European Medical Laser Association
EMS	emergency medical services
ER	Employment Relations
EPR	Enterprise Resource Planning
ESM	Executive Strategy Management
ESPC	Faculty 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
FEFS	Faculty of Economic and Financial Sciences
FELMC	Faculty of Education Leadership and Management Committee
FES	First Year Seminar
FET	Further Education and Training
FELMC	Faculty of Education Leadership and Management Committee
FHDC	Faculty Higher Degrees Committee
FIDH	International Federation for Human Rights
FP	family planning
FPI	Financial Planning Institute of Southern Africa
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FSCC	Financial Sustainability Committee of Council
FTE	full-time equivalent
FYE	First Year Experience
FwCI	field-weighted citation impact
GAJ	Global Academy Jobs
GBV	gender-based violence
GCRO	Gauteng City Regional Observatory
GDoH	Gauteng Department of Health
GDE	Gauteng Department of Education
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
GRAS	Global Ranking of Academic Subjects
GSA	Graduate School of Architecture
GSACR	Gauteng Sport, Arts, Culture and Recreation
GTEA	Global Teaching Excellence Award
GYI	Green Youth Indaba
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing
HEAIDS	Higher Education HIV and AIDS Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association
HEI	higher education institution
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education

HICC	Higher Institutional Central Council
HIV	Human Immunodeficiency Virus
HC	house committee
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HR	human resources
HR&T	Human Resources and Transformation
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HTC	Health Training Centre
HVAC	heating, ventilation, and air conditioning system
IABC	International Association of Business Communicators
IACLEA	International Association of Campus Law Enforcement Administrators
IAEA	International Atomic Energy Agency
IAESB	International Accounting Education Standards Board
IALS	International Association of Law Schools
IALT	Indian Association of Laser Therapy
IAS	Institute for Advanced Study
ICS	Information and Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	International Criminal Court
ICT	Information and Communications Technology
IDEP	Institute for Economic Development and Planning
IDSC	Informational Statistics and Delivery Consultants
IEASA	International Education Association of South Africa
IEDC	International Economic Development Council
IOHA	Institutional Office for HIV and Aids
IEEE	Institute of Electrical and Electronics Engineers
IES	International Education Studies
IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
IGD	Institute for Global Dialogue
ILMS	Integrated Library Management System
IMP	International Partners for Microbicides
IoDSA	Institute of Directors in Southern Africa
IOHA	Institutional Office for HIV and AIDS
IOM	International Office of Migration
IP	intellectual property
IPDE	Initial Professional Development of Educators
IPET	Institute of Professional Engineering Technologists

IPM	Institute of People Management
IPSA	Institute of Packaging South Africa
IRMSA	Institute of Risk Management South Africa
IRP	Intensive Revision Programme
ISA	International Study Abroad
ISA	International Standards on Auditing
ISEP	International Student Exchange Program
ISO	Isizindazempilo
ISPL	International Survey of Peer Leadership
ISS	Institute for Intelligent Systems
ISSI	Integrated Student Success Initiative
IT	Information Technology
ITC	Initial Test of Competence
ITE	initial teacher education
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JBS	Johannesburg Business School
JDA	Johannesburg Development Agency
JECFA	Joint FAO/WHO Expert Committee on Food Additives
JIAS	Johannesburg Institute for Advanced Study
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KIC	Knowledge Interchange
KPA	key performance area
KPI	key performance indicator
LEAD	Legal Education and Development
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LMS	Learning Management System
LRAA	Labour Relations Amendment Act
LRC	Laser Research Centre
LSA	Long Service Award
MACE	Council for Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAP	Muslim Aids Programme
MAPS	Mastering of Academic and Professional Skills
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MEC PWD	Management Executive Committee: People with Disabilities

MEC RMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MISI	Russia National University of Science and Technology
MISTRA	Mapungubwe Institute for Strategic Reflection
MOA	memorandum of agreement
MOOC	massive online open courses
MOU	memorandum of understanding
MQC	Mining Qualifications Authority
MRC	Medical Research Council
MSDS	material safety data sheets
NAFSA	National Association of Foreign Student Advisors
NASDEV	National Association of Student Development
NBV	net book value
NDP	National Development Plan
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NIPMO	National Intellectual Property Management Office
NMMU	Nelson Mandela Metropolitan University
NMOP	New Manager Orientation Programme
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NSP	National Strategic Plan
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NTS	Net Tonality Score
NTU	Nanyang Technological University
NWU	North-West University
OAS	Organization of American States
OAU	Organisation of African Unity
OGC	Office of General Counsel
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OO	organised outreach
O:PwD	Office: People with Disabilities
OROSS	Online Research Output Submission System
OSC	Olympic Study Centre
OSD	Occupational Safety Department

OTACS	Online Temporary Appointment and Claims System
OTH	Ostbayerische Technische Hochschule
PAIA Act	Promotion of Access to Information Act 2 of 2000
PanSALB	Pan South African Language Board
PARAGOS	Principles and Rules Addressing Gatherings of Students
PARSA	Parasitological Society of Southern Africa
PASD	Professional Academic Staff Development
PCE	Portfolio Committee on Energy
PCT	Patent Cooperation Treaty
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PED	Provincial Education Department
PEERC	Public and Environmental Economics Research Centre
PET	positron emission tomography
PFS	Postgraduate Funding Section
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGWF	Postgraduate Writing Fellows
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioners
PISA	Plastics Institute of South Africa
PLATO	South African Council for Professional and Technical Surveyors
PLHIV	People Living with HIV
PMS	Performance Management System
POPI Act	Protection of Personal Information Act, 2013
POSA	privately owned student accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
PRP	Peer Review Panel
PRR	Peer Review Report
PSET	post-school education and training
PsyCaD	Centre for Psychological Services and Career Development
PTC	Professional Test of Competency
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PVMAC	Property Valuation and Management Advisory Committee
PWD	People with Disabilities
PWG	Programme Working Group
PYU	Pan-African Youth Union
QE	Qualifying Examination

QEP	Quality Enhancement Project
QEPTT	Quality Enhancement Programme Task Team
QK	Qoboza/Klaaste Building
QSE	Qualifying Small Enterprises
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
QWG	Quality Working Group
RAA	residence academic advisors
RAPDASA	Rapid Product Development Association of South Africa
RAU	Rand Afrikaans University
RAUM	Researching Architecture as Urban Method
RC	Resolution Circle
RCD	Research Capacity Development
RDA	Resource Description and Access
RDG	Research Development Grant
REC	regional economic communities
REPEC	Research Papers in Economics
RFI	request for information
RFP	request for proposal
RFQ	request for quotation
RIMS	Research Information Management System
RMC	Risk Management Committee
RPO	Radiation Protection Officer
RSB	risky student behaviour
RSI	rapid sequence intubation
SA	South Africa
SAACHS	South African Association of Campus Health Services
SAAIR	Southern African Association for Institutional Research
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACAP	South African Council for the Architectural Profession
SACI	South African Chemical Institute
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners
SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Communities
SAFMA	South African Facilities Management Association
SAGC	South African Geomatics Council
SAHRC	South African Human Rights Commission
SAIAT	South African Institute of Architectural Technologists
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institution of Civil Engineering
SAIDS	South African Institute for Drug-free Sport

SAIEE	South African Institute of Electrical Engineers
SAIEH	South African Institute of Environmental Health
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SALDA	South African Law Deans Association
SANAS	South African National Accreditation System
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANRC	South African National Resource Centre
SAPOA	South African Property Owners Association
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SAQAN	South African Quality Assurance Network
SARL	Student Accommodation and Residence Life
SARCHI	South African Research Chairs Initiative
SARS	South African Revenue Services
SARSYC	South African Regional Students and Youth Conference
SARUA	Southern African Regional Universities Association
SARWEB	Southern African Regional Web for Life
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASPEN	Southern African Social Protection Experts Network
SATICA	South African Tertiary Institutions Coral Association
SATLAB	Simulation Assessment Tool to Limit Assessor Bias
SAULCA	South African Universities Law Clinic Association
SAVUSA	South African Vrije University Strategic Alliance
SAYAS	South African Young Academy of Science
SCEBE	School of Civil Engineering and the Built Environment
SCiIS	School of Consumer Intelligence and Information Systems
SCSSC	Student Computing Support Service Centre
SDC	Student Disciplinary Committee
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SeTAR	Centre for Sustainable Energy Technology and Research
SETAs	Sector Education and Training Authorities
SHDC	Senate Higher Degrees Committee
SHRM	Society for Human Resources Management
SL	service learning
SLA	service level agreement
SLG	Student Life and Governance

SLP	short learning programme
SLPS	Service Level Performance Score
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	small, medium and micro enterprises
SoA	School of Accounting
SoE	School of Economics
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SPMG	School of Public Management, Governance and Public Policy
SQP	Staff Qualifications Programme
SRC	Student Representative Council
SRH	sexual reproductive health
SRSA	Sports and Recreation South Africa
SSC	Soweto Science Centre
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
SSGBV	social, sexual and gender-based violence
SRH	sexual reproductive health
SRHR	sexual reproductive health and rights
STAND	Scholarly Teaching and Art, Architecture and Design
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STINT	Swedish Foundation for International Cooperation in Research in Higher Education
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
TCM&A	Traditional Chinese Medicine and Acupuncture
TCTI	total cost to institution
TDG	Teaching Development Grant
TFST	thin-film solar technology
THE	Times Higher Education
THE WUR	Times Higher Education World University Rankings
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TIF	Teaching Innovation Fund

TL&A	teaching, learning and assessment
TM	talent management
TMF	Transformation Managers' Forum
TMS	Time Management System
TOP	termination of pregnancy
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWR	Technikon Witwatersrand
U21	Universitas 21
UCCF	University Chairs of Council Forum
UCDP	University Capacity Development Grant
UCT	University of Cape Town
UDG	Unit for Data Governance
UFS	University of the Free State
UG	undergraduate
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJCE	UJ Centre for Entrepreneurship
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UJWLDP	UJ Women Leadership Development Programme
UJWICEEP	UJ Women in Community Engagement Empowerment Programme
UJYLDP	UJ Young Leaders Development Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UNESCO	United Nations Educational, Scientific and Cultural Organisation
Unisa	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
URC	University Research Council
US	University of Stellenbosch
USAf	Universities South Africa
USSA	University Sport South Africa
UWI	University of the West Indies

VFS	Visa Facilitation Service
VIAD	Visual Identities in Art and Design Research Centre
WALA	World Academy of Laser Applications
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WHRC	Water Health Research Centre
WID	writing in the discipline
WIL	work-integrated learning
WISA	Women in Science Award
Wits	University of the Witwatersrand
WRHI	Wits Reproductive Health Institute
WRC	Water Research Commission
YDISA	Youth Development Institute of South Africa



Chairperson of Council Report

2017 OVERVIEW

"Ke nako! iSikathi sifikile! Tshifhinga tsho swika! Now it is the time for us, as UJ, together with our key stakeholders in government, society and industry, to mobilise the intellectual, financial and social forces to invest and innovate through our research, teaching and learning enterprises. The Fourth Industrial Revolution is going to integrate man and machines, the physical and the cyber. We will equip our students to be dynamic and active participants as we influence and impact this new revolution." These were the words of our new Vice-Chancellor, Prof Tshilidzi Marwala, at his inauguration on 26 March 2018.

I can confidently state that Prof Marwala has settled in well as the Vice-Chancellor of the University of Johannesburg. He has directly and decisively dealt with the following issues:

- Communicating the UJ strategy to the entire stakeholder community;
- Streamlining the leadership structure and filling in vacant and newly created roles;
- Infusing a new culture of working together as one focused team;
- Relentlessly driving governance at all levels, including the MEC and Convocation.

The Council of the University has high expectations of the new leadership team and its elaborate strategic direction, now augmented with the new theme of the Fourth Industrial Revolution, which, as we all know, our Vice-Chancellor has deeply influenced over the years.

SUCCESSION PLANNING

I firstly wish to express my sincere gratitude to the entire community of the University of Johannesburg for having participated constructively in the selection of the new Vice-Chancellor of the University, Prof Tshilidzi Marwala. I am comfortable with the process of selection, and the outcome was supported by the entire community of the University.

OUR IMMEDIATE PRIORITIES

Safety of our students

We are an institution of higher learning. Our role is to provide an environment conducive to learning and the development of our students. Parents, guardians and communities entrust the tutelage of their children to us as an institution, and this is not our only responsibility. We must create the ambience conducive to learning, a happy, safe and peaceful living and learning environment, and an innovative environment. In this regard, the University of Johannesburg is working with the City of Johannesburg and the communities around our campuses to bring about more safety around our campuses. Included in our strategy is the safe routes initiative as well as cameras in and outside of our campuses.

Financial stature

2017 was the year we were rattled as an institution by a plethora of financial and governance irregularities among some of our leadership, and we had to deal with these matters decisively. I can report with confidence that disciplinary action has been taken and several cases have been registered with the law enforcement authorities, and we continue to deal with this malfeasance. I am aware that all engaged stakeholders and the country at large are concerned about the speed and pace of dealing with the cases, but I can assure everyone that we will execute decisively. We have strengthened the Finance function and appointed a new Chief Financial Officer who happened to be an insider, since she has served the institution as Executive Director, Finance. Despite these setbacks, the University is a going concern and is consolidating its third-stream funding initiatives with measures such as the 'Missing Middle' initiative.

Legacy built by the previous leadership

The University of Johannesburg is now 12 years old and was born out of a merger between the Rand Afrikaans University, the Technikon Witwatersrand (TWR) and two campuses of Vista University. We credit Prof Ihron Rensburg and his team for ensuring that this institution now claims a position among the great academic institutions in South Africa, and globally. Attestation to this is the consistent improvement of our rankings with the different global ranking systems and the improvement we have experienced with our research outputs. It is critical to continually improve the stature of this institution locally and globally, and to strengthen our leadership team, which has the enormous task of building on this legacy and taking this institution to the next level. We are formally among the top five higher education institutions in South Africa.

Immersing ourselves in building the future of South Africa

The current population of the world is 7.6 billion, and in 2050 it is projected to reach 9.8 billion. At 55 million people and still growing, South Africa will also face the challenge of an increasing population. I believe that the need to drive education as a catalyst to improve the lives of people and eradicate poverty is extremely urgent. Our government must ensure that an agenda with education as a central theme must be supported and implemented with energy. The University of Johannesburg sees itself at the centre of providing world-class solutions to teaching and learning and ensuring that we support the future of our country. President Jacob Zuma's last swansong was the announcement of free education, and President Cyril Ramaphosa has driven the 'Thuma Mina' agenda. This is a clarion call for all of us to be part of the solutions to South Africa's problems. In addition, the President has announced that he will be establishing the Digital Industrial Revolution Commission, which will make sure that South Africa will be ready for the Fourth Industrial Revolution. UJ will be at the centre of driving the Digital Industrial Revolution Commission. Our academics continue to play a central role at local, provincial and national levels, as evidenced by the large number of our academics on government boards. I believe UJ will be central to building the future of South Africa.

THE LEADERSHIP SESSION IN NOVEMBER 2017

While our Vice-Chancellor aggressively drives the Fourth Industrial Revolution theme, we need to understand what our role as an institution is going to be and where we should start. At his inaugural address as Vice-Chancellor, Prof Marwala focused on the Fourth Industrial Revolution, and I quote a passage out of his speech, which must spur us to drive the Fourth Industrial Revolution agenda: "How can we be participants in the Fourth Industrial Revolution if as a country we spend less than 1% of our GDP on research and development? Now it is the time for us, as the University of Johannesburg, together with our key stakeholders in government, society and industry, to mobilise the intellectual, financial and social forces to invest and innovate through our research, teaching and learning enterprises. The Fourth Industrial Revolution is going to integrate man and machines, the physical and the cyber. Technology will continue to, and significantly so, affect us all. It is going to transform the world."

I mildly cautioned the leadership of the University of Johannesburg that while we are excited that the University is on the right trajectory to build a powerful global institution, we must be careful about complacency and

resting on our laurels, as local and international peers will continue to improve and become better in all respects. I referred to three books authored by a student of companies, Jim Collins. I mentioned that we should concern ourselves with taking this institution from “good to great”, which is the title of his first book; and also ensuring that this institution is “built to last”. (The full title of this second book, co-authored with Jerry I Porras, is *Built to last: the successful habits of visionary companies*. Finally, the institution must avoid “how the mighty fall”, the title of the third book. As an institution we must not forget the following very apt quote:

“I’ve come to see institutional decline like a staged disease: harder to detect but easier to cure in the early stages, easier to detect, but harder to cure in the later stage. An institution can look strong on the outside but already be sick on the inside, dangerously on the cusp of a precipitous fall” (Jim Collins: *How the mighty fall*, 2009).

The leadership of the University of Johannesburg needs to stay vigilant and drive excellence in all areas. It needs to continue to innovate and benchmark itself with the rest of the world.

QUO VADIS?

The University has faced the challenge of dealing with its reputation after a spate of allegations, some of which have proven to be correct; and the leadership has acted decisively. It is imperative that we restore our reputation by strengthening our leadership and management teams across, and specifically in, the finance function, improve on our financial controls across the institution, and harness the culture of accountability among the entire community of the University by creating awareness and acting decisively in managing challenging circumstances. While we have successfully streamlined the Council, the operative words for this body are governance, transparency, honesty, integrity and decisiveness. I am excited about the future of our country and its new leadership and equally excited about the new UJ leadership team, and I welcome all new members to our Council and to other leadership structures.

My sincere gratitude to the University community and all its stakeholders.

A handwritten signature in black ink, appearing to be 'Mike Teke', with a large, stylized loop at the top and a sharp, angular end.

Mike Teke (Mr)
Chairperson of Council

Vice-Chancellor and Principal Report to Council

The past few years were momentous for higher education in South Africa, and 2017 was no exception. Our country's students have brought to the surface real concerns about transformation, an equitable fee structure and decolonised education. These critical moments in our history provided us with the opportunity for imaginative, innovative and creative solutions.

UJ continued with expanding funded access for the poor and the working and lower middle class. This is demonstrated by the University's many efforts to provide significant financial aid and other essential support to its most vulnerable students. To ensure that every student has access to an affordable and high-quality education, during 2017, UJ exceeded its target of raising R120 million for our 'missing middle' students – with more than R201 million raised. This fundraising campaign is in support of students who do not qualify for Government support and who cannot afford fees and nor do they qualify for commercial loans. The University is determined to continue with this fundraising drive and has set the 2018 target at R160 million. In addition, R10 million was earmarked for the acquisition of e-tablet devices for all first-year NSFAS funded students.

The University is firmly committed to breaking new ground on the frontiers of learning innovation, with particular emphasis on the use of our online capabilities to enable real-time, anywhere-in-the-world teaching and learning. In this regard, and in partnership with Academic Partners, UJ launched its first batch of 100% online programmes.

Three master's degree online programmes were launched, namely, the Master of Public Health, the Master of Public Management and Governance, and the Master of Education in Information and Communication Technology. This augurs well for online learning, and we expect to roll out a further 17 programmes in the near future. Through this shift to online learning, UJ is contributing to creating a generation of globally connected and fully enabled global citizens. Moreover, it is serving the needs of an adaptable, sustainable, knowledge-based economy, which plays a major role in nurturing a democratic, diverse, and inclusive society. Indeed, this is an exciting time, and I am confident that our online programmes will have a decisive impact on the development needs of our country and our continent.

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 2017 for the University of Johannesburg, was submitted to DHET in December 2016. It 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 (2016) because the results can only be finalised in the reporting year (2017). 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 cycle 2014-2019.

The 2017 UJ Annual Performance Plan consists of 23 indicators drawn from all six of the objectives framing the Strategic Plan 2025. These relate to all portfolios of the Management Executive Committee. Subcategories within two of the indicators mean that 27 items are measured in total. For the 27 indicators, the University has met or exceeded 23 targets of the total number of measured items. Targets were not achieved for three of the indicators, while for one indicator, consisting of four parts, the target was met for three parts, but not for the remaining one.

Exceptional year-end results include the following:

- **KPI 1: Total postgraduate outputs n-1**
PG graduates for 2016 are 279 above target and have exceeded the ceiling by 249.
- **KPI 3: Accredited research output units n-1**
The number of units accredited by DHET for 2016 is 1 560 out of a total of 1 638 submitted. The outcome is well above the target of 1 277 and the ceiling of 1 300.
- **KPI 4: Annual citations in Scopus (n-2)**
The citations for 2015 publications have grown to a massive 8 865, from a starting point in Quarter 1 of 4 608, greatly exceeding both target and ceiling. This is a clear measure of the significant impact of the work of UJ researchers.
- **KPI 5: Enrolment profile by CESM category (SET)**
The proportion of students enrolled in science, engineering and technology (SET) settled at 33,2%, very close to the target of 33%. For this indicator, the objective is to come as close to target as possible (neither above nor below), as it is a parameter for enrolment planning.
- **KPI 6: Undergraduate output (n-1)**
Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2016 have exceeded the target of 9 600 by 191.
- **KPI 9: Percentage of UG programmes incorporating foundations of decolonisation**
The target for this indicator has been massively exceeded, with 44,7% of UG programmes undertaking curriculum reform in at least one module.
- **KPI 10: Number of international students**
The number of enrolled international students stands at 3 343, well above target and ceiling.
- **KPI 13: UG student satisfaction**
Overall, UG student satisfaction has been measured at 86,2%, well above the target of 75%. Students have also recorded high levels of satisfaction with the safety and security provided by the University (84,4%)
- **KPI 19: Percentage black permanent and fixed-term academic staff**
The target for SA designated (black) staff of 40% has been comfortably exceeded by 1,8%.

Research performance has been exceptional, and success rates and graduate output have exceeded all previous levels. Academic staff at UJ have high qualification levels, and at present, the University is in a healthy financial position.

As far as issues related to academic staff are concerned, significant efforts made by the University have paid off in relation to all five indicators that focus on characteristics of the permanent academic staff. The proportion of academic staff with doctorates is now over 47%, and the size of the professoriate has reached 23,3%. Targets have also been reached for black and female members of the professoriate.

Appointment of the new Vice-Chancellor and other executives

The University is proud of its smooth transition of leadership from the former Vice-Chancellor, Prof Ihron Rensburg, to Prof Tshilidzi Marwala, who took office on 1 January 2018. Dr Nolitha Vukuza was appointed as Senior Executive Director, assigned to the Office of the Vice-Chancellor.

Prof Saurabh Sinha, the former Executive Dean of the Faculty of Engineering and the Built Environment, was appointed as Deputy Vice-Chancellor: Research and Internationalisation (the position previously filled by Prof Marwala).

Prof Daneel van Lill, the former Executive Dean of the Faculty of Management, was appointed as the Executive Dean for the newly formed College of Business and Economics.

Mr Eugene O'Brien was appointed as Executive Director: Operations from May 2017.

Noteworthy were the following resignations: Dr Rookaya Bawa, Executive Director: Library and Information Centre; Dr Mala Singh, Executive Director: Human Resources and Transformation; and Dr Pinkie Mekgwe, Executive Director: Internationalisation.

Furthermore, the Council approved the re-appointment of the Registrar, Prof Kinta Burger, and the Executive Dean of the Faculty of Art, Design and Architecture, Prof Federico Freschi, for a second term.

Research output and impact

UJ has continued on its successful trajectory as a research-focused institution, as regards both research output and impact. Since inception, UJ's accredited research output has grown by an average of 15,8% per annum, representing a compound annual growth rate of 15,3%. In 2016, UJ produced 1 560 accredited research output units; an increase of 21,9% relative to the previous year.

Scopus citation metrics, usually measured two years in arrears to account for citation lag, are widely considered to be indicators of research quality and impact. UJ's publications over the past five-year period received over 54 000 citations, with an average of 9.7 citations per publication. This positions UJ as number 5 nationally. The impact of these citations has reflected in UJ's continued progress in university rankings.

Over the same five-year period, 12,9% of UJ's publications fell within the top 10% of the world's most cited publications, placing UJ in the sixth position nationally. Based on the Scopus All Science Journal Classification (ASJC) system, Physics and Astronomy remain the fields in which UJ's research output has the greatest impact, achieving 160% more citations than the global Scopus average. This is followed by Neuroscience (132% more) and the Arts and Humanities (100% more).

UJ researchers: Highly credentialed academic staff

The quality of academics is critical to the advancement of the University's research enterprise. As such, UJ continues investing in developing a critical mass of suitably qualified and competent researchers, by means of attracting and retaining outstanding academics, while also developing the research and innovation capacity of academics. The Research Development Grant from the Department of Higher Education and Training contributed significantly in enabling research capacity development interventions. In 2017, the focus was on improving the impact and quality of research capacity development interventions for academic staff as well as for postgraduate students.

The overall stature of researchers at UJ has risen, as seen by the 12,8% increase in the number of NRF-rated researchers, from 176 in 2016 to 189 by the end of the reporting year. Most important is the growth of UJ researchers with international standing, as is seen by the addition of three new A-rated researchers (world leaders), two new B-rated researchers (with considerable international standing), and maintenance of our emerging researchers, as we now have 32 Y-rated researchers. The proportion of academic staff members with a doctoral qualification improved from 43,6% in 2015 to 46,48% in 2016 and by end of reporting year was at 47,4%.

Although there has been an improvement over the past three years, it is a balancing act to retain, attract and replace qualified staff members, in light of resignations and retirements of highly qualified academic staff. By the end of 2017, through Global Excellence and Stature (GES) catalytic interventions, eight renowned scholars had been appointed as GES distinguished professors (DPs), five of whom are directors of GES flagship entities. In addition, the GES initiative has enabled the University to attract and appoint 48 distinguished visiting professors (DVPs) from across the globe, primarily from Europe, North America and Asia. Prof Wole Soyinka, the first African recipient of the Nobel Prize in Literature in 1986, is the first Distinguished Visiting Professor from the African continent. His association with UJ is a noteworthy testament of our growing reputation and stature on the African continent and the global stage.

UJ researchers continue to be recognised in South Africa for their excellent research and training. The number of awards and prestigious recognition increased from 24 in 2016 to 31 in 2017.

UJ also succeeded in its application to host a new South African Research Chair (SARChI) Initiative: the Chair in Teaching and Learning. This brings the total number of prestigious SARChI Chairs at the University to 13, more than double the number of such Chairs prior to 2015.

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

The total number of registered PDRFs increased from 173 in 2014 to 205 in 2016, and in 2017 the number stood at 266. Similarly, the number of active PDRFs increased from 47% in 2015 to 62,8% in 2016, resulting in an increase in the number of accredited units generated, from 95.2 units in 2015 to 139.88 units in 2016.

GES flagship institutes and programmes

To date, nine GES flagship institutes and programmes have been established under the GES Initiative, all of which were operational by the end of the reporting year. While the GES Initiative was established in 2014, implementation of interventions has faced practical hurdles, for instance, the recruitment of distinguished professors from overseas as well as visa-related delays.

Flagship programmes that emerged from existing collaborations had a head start and are already highly productive. These include the flagship programmes in Earth Sciences, International Commercial Law, and Childhood Education. In addition to contributing towards the University's research outputs, flagship institutes and programmes continue bringing prestige to UJ in various ways through their work. The matter of financial sustainability of all flagship entities will receive special attention in 2018.

In addition, DPs and DVPs are also contributing substantially to the growing reputation of UJ, through engagements and established collaborations with their home and other institutions, as well as through joint authorship of publications in top journals.

Postgraduate studies

A sustainable pipeline of the next generation of scholars is critical for maintaining excellent performance and advancement of research. The increasing mechanisms and capacity development interventions put in place by the Postgraduate School (UJPS) are clearly impacting on postgraduate success.

Audited 2016 figures show that UJ exceeded the national average of growth in doctoral enrolments (15,2% compared to 10,4%) and in graduations (13,3% compared to 10,7%). At master's level, UJ exceeded the national average in enrolment numbers with 9,6% compared to 3,4%, and far exceeded the national average growth in master's graduations, with 36,1% compared to 8,9%.

In the reporting year, we have seen enrolment increases of 2,24% and 9,11% at master's and doctoral levels from 2016 to 2017, respectively. Postgraduate success rates have also improved, with master's graduations for the class graduating in 2017 improving by 36,13% (432 coursework and 250 research master's), with a 2,6% decrease in Time to Completion (TTC), taking TTC to an average of 3.26 years. Similarly, the success of doctoral students improved with a 13,3% growth in graduations and a reduction of 4,2% in the TTC, which is now at 5.01 years as an average for the class graduating in 2017.

Despite an increase in the number of enrolments for other postgraduate qualifications below master's level, the 28,43% reduction in honours enrolment resulted in an overall reduction of 6,55% in enrolments below master's level. Although there was a 13,18% increase in honours graduations to 1 983 graduates, the average TTC of the 2016 class has increased by 1,35%, resulting in an average of 1.39 years.

Time to completion remains a key focus area, with customised interventions implemented through the Postgraduate School to complement efforts undertaken within faculties.

External research and postgraduate funding

The University and its researchers continued to grow and increase external research funding. The total rand value of awards was just over R200 million for 2017, and most pleasing is the increased diversity of external funders. Initiatives to support a significant increase in international research funding must be enhanced.

The availability of postgraduate funding has been constrained against the backdrop of the challenging South African financial landscape and the specific challenges facing the higher education sector. However, despite this, overall postgraduate funding has increased, both in terms of funding available and the number of students supported. The total amount allocated to postgraduate scholarships and postdoctoral fellowships increased by 22% from 2016 to 2017. A significant proportion (48,31%) of the total scholarships and fellowships in 2017 came from the NRF, with bursaries and fellowships growing by 9,7%. The 93,4% growth in GES funding contributed significantly to the overall growth in postgraduate and PDRF funding. However, UJ could only support 12,73% of its master's students and 24,7% of its doctoral students through funding administered through the Postgraduate School.

Enrolment planning to achieve strategic objectives

For the University, enrolment planning is a critical element of strategic planning in order to achieve the University's mission and vision. However, new dynamics in the higher education environment, especially in relation to student funding, pose a number of challenges. The big change in 2017 was the implementation of the new NSFAS model, which centralised the distribution of funding from NSFAS and saw funding following students rather than being dispensed via universities. The continuous release by NSFAS of new lists of students approved for funding, throughout the registration period, created great uncertainty, especially as it was not clear whether students admitted and funded would in fact register at this University. Nonetheless, the greater availability of financial support saw the same reduced levels of dropout that were evident in 2016, as more senior students were able to return. These changes have meant that historic enrolment patterns are no longer a reliable measure of future trends. Enrolment management, however, is supported and enhanced by a sophisticated enrolment monitoring dashboard that allows users views of enrolments at a number of different levels and provides updated information every ten minutes during the registration period. The University also had its first online enrolments in new postgraduate qualifications, and it is anticipated that the demand for online programmes will grow in 2018 and beyond. Overall, 2017 enrolment was well managed, with actual enrolment a mere 0,43% above the planned target.

Increased postgraduate and international enrolments

While the above factors have impacted in various ways on enrolment planning, a distinct trend has been the steady increase in postgraduate enrolments that was achieved from 2013 to 2015 (with an average increase of 287 enrolments per year), which was in line with the strategic vision of the University. In 2016, the University experienced significantly higher growth (687 enrolments) than anticipated in the master's and doctoral category. As a result, the revised enrolment targets submitted in the mid-term review of the 2014-2019 enrolment plans, had to be adjusted again. The adjustments incorporated a higher level of postgraduate growth for master's and doctoral enrolments for 2018 and 2019 and were approved by DHET in 2017.

The significant change towards more postgraduate enrolments influences the size, shape and mix of the University, and the subsidy implications have been considered. The parameter of a maximum of 50 000 contact enrolments set in the UJ Strategic Plan 2025 required that the increase in postgraduate enrolments should be offset by an adjustment to undergraduate enrolments. The decrease was confined to enrolments in non-SET faculties and was implemented primarily in the newly formed College of Business and Economics (CBE), which has unwieldy undergraduate numbers resulting from the merger of two former faculties. Targets set for international student enrolment were pleasingly exceeded.

Data reporting and analysis in support of improved student throughput

Strategic decision making within the University is dependent on the provision of reliable, accurate data, and the production of pertinent data analyses and reports that give insights into critical issues where action is required. 2017 was experienced as a year where data insights were channelled into existing initiatives in support of student success. Data insights through student success analysis clearly pointed to the need for learner analytics that will enable the tracking and monitoring of student persistence from the start of the year on a weekly basis. A number of analyses of postgraduate completion rates contributed to a renewed focus on time-to-completion of postgraduate (PG) students. This was a concern in view of the increase in PG enrolments, and PG student performance will now be tracked and monitored in relation to certain achievement milestones to ensure shorter time to completion.

Decolonisation

Decolonisation of the curriculum remained a key focus of all the University's activities. In June 2017, Senate approved the University of Johannesburg's Decolonisation Charter. A reporting template was developed to enable the University to track and report on developments in relation to decolonisation. Faculties were required to report bi-annually on progress made. From fundamental adjustments to curriculum focus, to key language changes, each faculty continues to respond to the decolonisation imperatives in its own, unique and often innovative manner. The faculties continue to demonstrate commitment to enriching teaching and learning, adjusting pedagogy, and engaging with their communities in ways that clearly address the decolonisation agenda. Across the faculties, research is a key area in which decolonisation features, with many faculties indicating that staff and postgraduate student research into decolonisation in their disciplines, in time, will feed into undergraduate teaching, ensuring that curricula are underpinned by solid research initiatives.

To ensure continuous engagement with the decolonisation theme, the following activities are planned for 2018:

- Development of a Decolonisation Framework;
- Think tanks to be held on decolonisation of the curriculum;
- Continuation of faculty reports on decolonisation initiatives;
- Faculty/discipline specific workshops on curriculum development.

African Insights module

In response to the question as to whether our students are familiar with intellectual, cultural, socio-political and literary traditions and practices in Africa, the African Insights module was launched in 2017. The module has a broad and dynamic focus, and is a gateway to the rich intellectual and creative African traditions and practices. The module allows first-year students to deepen their understanding of 'Africa/n', by focusing on complex understandings of culture, identity and the challenges of globalisation that face societies in contemporary Africa. The module is a fully online, compulsory Short Learning Programme (SLP). Successful completion will be indicated on the student's academic record. During 2017, a total of 1 439 first-year students completed the module successfully. During 2018, the module will be offered twice, once in each semester, to increase the number of students completing the module.

Quality reviews and new programmes

UJ pays close attention to curricula, both in terms of constantly promoting the quality of its programmes and facilitation, and in terms of ensuring that curricula remain relevant and respond both to developments in the disciplines and to stakeholder needs.

The 123 programme reviews conducted during 2017 identified both areas of excellence (in terms of commendations), and key areas requiring improvement. These areas involve programme management (45% of the recommendations relate to this), curriculum considerations (24% of the recommendations), teaching, learning and assessment (20% of the recommendations), and support (11% of the recommendations). Improvement plans address these areas on an ongoing basis.

Opportunity for institutional-level reflection on quality has been provided by the Quality Enhancement Project of the Council on Higher Education, over the past two years. The UJ response to the Quality Enhancement Project (QEP) Phase 1 was concluded in 2017 and comments finalised on the framework for QEP Phase 2. As per the CHE requirement, UJ made its QEP Phase 2 submission to the CHE in November 2017. The focus area for the QEP Phase 2 was the curriculum.

At the same time, UJ submitted a considerable number of new programmes for approval by the CHE. During 2017, 27 programmes in total were accredited by the CHE and are available for implementation from 2018. There are still concerns with the delays experienced with the external approval processes. Currently, as it stands, it can take between 18 to 36 months for finalisation of DHET, CHE and SAQA approvals.

A new mode of delivery: UJ online programmes

The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in 2017, with the launch of three Master's programmes, in Public Management and Governance, in Information and Communication Technology in Education, and in Public Health. A further six programmes were developed during 2017, and will have their first intakes during 2018, including the Master's in Educational Management, the BCom in International Accounting, the Bachelor's in Human Resource Management, and the Advanced Diplomas in Financial Markets, in Logistics, and in Transportation Management. All procedures with regard to application, registration, and fee payment for the six-start carousel model have been developed and are operational.

With regard to on-campus programmes, progress with regard to teaching and learning in the digital age has been rapid, with over 300 'blended' modules, 92% of undergraduate students using handheld devices for learning, the widespread use of online assessment and learning collaboration, and the development of contingency plans for digital teaching and learning in the event of campus disruptions. A total of 2 800 tablets were provided free to NSFAS-qualifying students, and 21 000 etextbooks were provided free to students in selected modules.

Student success strategy

In 2017, there has been an intensified focus on reducing student dropout and increasing the programme completion rate in minimum time. Tracking of student performance and early identification of students-at-risk is being done via the use of technology. Priority modules (the 20% of modules that account for 80% of module fails) are receiving additional support and resources, and impediments to student progression in all programmes are under review, including a revision of prerequisite modules, assessment, intensive revision opportunities and module-repeat opportunities, both online and by means of SLPs. The newly-formed Student Success Committee, reporting to the Senate Teaching and Learning Committee, directs faculty-specific, programme-specific and module-specific intervention plans.

Further associated interventions include:

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

Internationalisation

UJ's drive for internationalisation continues to elevate its global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa. In this regard, relationships across the globe are crucial. Particularly significant to 2017 was the continued work with the Times Higher Education, Universitas 21 and BRICS networks.

UJ has seen growth in all aspects of internationalisation. International academic and research staff headcount was at 15,26% of the total academic and research staff (181 of 1 186 staff – as at 31 December 2017), with 124 appointments from the rest of the African continent and 57 from outside of Africa. Following recruitment drives in

11 countries, registration numbers were finalised with 989 postgraduate and 2 355 undergraduate international students, exceeding targets. By December 2017, a total of 1 600 for inbound and outbound mobility had been reached, against the target of 1 000.

These achievements are the outcome of our continued relationship with international Student Exchange Programmes, our new relationships with Study Abroad to Africa and with further Study Abroad providers, and new initiatives such as the 'Leading like Mandela' Leadership Programme and 'Africa by Bus'. A particular triumph was the new FADA-anchored short learning programme (SLP), Ukuluka, launched with David Tlale, and funded by U21. UJ has joined some of the best universities in the world (including U21 partners) on the digital marketing platform, Keystone Academic Solutions, to market all our postgraduate programmes.

Our footprint in Africa is increasing. Engagement continued with the government of Zimbabwe. A new partnership was initiated with the government of Equatorial Guinea, primarily for student funding in Energy Studies. New African university agreements were concluded with Botho University in Botswana and the University of Botswana in Botswana. Crucially, a relationship was brokered to enlist the first Nobel Laureate Distinguished Visiting Professor at UJ, Prof Wole Soyinka, which will result in the hosting of the Soyinka Foundation, public lectures and a short learning programme.

Executive Leadership visits to the University of the West Indies (UWI) and Harvard University were successfully concluded. A joint UJ-UWI Institute for Global African Studies was set up out of this engagement, giving UJ its first physical presence in the Caribbean. This relationship also saw reciprocal student leadership visits exchanged in 2017. Over 25 delegations were hosted, including the Minister of Education of Finland on the Soweto Campus.

Global recognition and university rankings

Interest in the performance of higher education worldwide has rocketed since the publication of the first global ranking of universities, the Academic Ranking of World Universities (ARWU). The last decade has seen a proliferation of the number and scope of university ranking systems, but they remain imperfect instruments to assess university performance, as they are widely and frequently criticised for the methods they employ. The University is well aware of these limitations and consequently approaches rankings with measured circumspection. It takes the position that it should not be driven by ranking systems and their criteria, but continue to strive for excellence by pursuing a research agenda that is nationally relevant and internationally significant and providing the best possible teaching and learning opportunities for its students and staff. However, UJ welcomes the fact that it still receives international recognition for its accomplishments in various ranking systems, as it is a by-product and reflection of the mammoth work that the University is undertaking in attaining national and global academic excellence.

The University actively submits data to only two ranking systems, Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are a number of subsystems, such as regional rankings (BRICS), subject rankings, and rankings of young universities. Together with those other ranking systems that collect their own information, ranking results are released at certain times of the year on an almost weekly basis. These outcomes are tracked, compared with past results, and compared with the performance of our peer national institutions. Institutional data were submitted to both QS and THE, in line with their data definitions. UJ retained its rank in the 601-650 group in the QS World University Rankings (WUR), and similarly in the 601-800 group of THE WUR. UJ was ranked 58th in the QS BRICS ranking, which is the highest rank attained by the institution since the inception of the BRICS rankings in 2013. UJ features well in rankings focusing on younger institutions (which exclude universities older than 50 years). In the QS Top 50 (& Next 100) Under 50 ranking, UJ is the fifth youngest ranked university and is ranked in the 91-100 group for this ranking system. During 2017, the University also made its debut in the THE Young University Rankings in the 151-200 group.

The other ranking agencies, including the Academic Ranking of World Universities (ARWU, also known as the Shanghai Rankings), collect and capture their own data independently by using public sources of information. In 2017, UJ made its debut in the prestigious ARWU system by being ranked in the 401-500 group. UJ also managed to break into the top 500 in the BGUR (US News and World Report's Best Global Universities Rankings).

The University also featured in a number of subject-focused ranking systems: QS Rankings by Subject ranked UJ in three subject areas, namely Arts and Humanities (391), Natural Sciences (451-500) and Social Sciences and Management (451500). In addition, UJ achieved a global ranking for four individual subjects in the QS Rankings, namely within the 51-100 group for Development Studies; in the 151-200 group for Geography; in the 201-250 group for Law; and, in the 251-300 group for Education. The THE Rankings by Subject placed UJ in the 251-300 group for Social Sciences, in the 301-400 group for Physical Sciences, and Arts and Humanities, and in the 401-500 group for the subjects Engineering and Technology, and Clinical, Pre-Clinical and Health. The Shanghai Rankings' Global Ranking of Academic Subjects (GRAS) ranked UJ 34th for Hospitality and Tourism Management; within the 201-300 group for Earth Sciences, and in the 301-400 group for Physics. The US News and World Report Best Global Universities Rankings by Subject ranked UJ for the first time, in Physics (320th), Chemistry (506th), and as 372nd for Social Sciences, and Public Health. It is noteworthy that three of the subject-focused rankings, the US News and World Report Best Global Universities Rankings by Subject, the THE Rankings by Subject and the Shanghai Rankings' GRAS, have ranked UJ for either Physics or Physical Sciences.

Global Teaching Excellence Award

While research is of prime importance in university rankings, UJ has also shone in the newly introduced Global Teaching Excellence Award (GTEA), where it was the only university in Africa selected as one of the 27 finalists. This global award recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence. The UJ application was viewed to be of such high quality that feedback was solicited from the University on the process and criteria used to adjudicate.

Infrastructure for excellence in research and teaching and learning

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

ICS took advantage of the value proposition presented by disruptive innovations, which enabled key ICT services to be provided in a cost-effective manner. These projects included migration to cloud services, expansion on Student Bring Your Own Device (BYOD) spaces, and providing capable online learning platforms. ICS successfully completed the implementation of state-of-the-art networking infrastructure, which enabled all four campuses to migrate to a network technology platform in the data centres, one that is more stable and has prevalent skills in South Africa. This will provide the necessary solid foundation for the future expansion of ICT services and the implementation of any disruptive technology to enable the increased role of the University in the Fourth Industrial Revolution.

The risk associated with the prevalence of cyber attacks from individuals who seek to gain unauthorised access to our proprietary and intellectual property, and from those with nefarious intentions of extorting the University, is top of our agenda and we continuously implement strategies to mitigate this risk.

UJ's outstanding libraries remain key to our success in research and teaching and learning, through their provision of sustainable access to information in electronic and print format, excellent client service, and innovative learning spaces. The main highlight for 2017 was the progress made in blended learning and digital support for teaching and learning, and research. These included the introduction of the Library Online Information Literacy module with immediate and substantial uptake by first-year students, improvements in the very popular Library LibGuides, enhancements to technology support for teaching and learning, and the opening of the Makerspace Facility at DFC Library, a first step to bringing students closer to the University's drive and vision towards the Fourth Industrial Revolution. Postgraduate research students were supported through the Library Research Commons Spaces on each campus, and postgraduate research orientations and workshops.

The development of a strong collection of digital information sources remained a priority for the UJ Library as part of the UJ 2025 Vision. In 2017, 66% of the total collection was available in electronic format, while the total collection

in print comprised 34%. Importantly, in September 2017, the UJ Institutional Repository (IR) was harvested and indexed by Google Scholar. This achievement will impact positively on UJ's IR ranking in the webometrics rankings of repositories. Going forward, researchers will benefit tremendously from this development.

UJ structures – responding to changing needs

Office of the General Counsel

This Office was established at the start of 2016, in the context of the #FeesMustFall and #OutsourcingMustFall movements, and its activities in 2016 were primarily focused on these challenges. 2017 saw a substantial change in the matters to which the Office attended, towards business transactions, educational affairs, contracts and litigation. Regular advice was given on complex legal issues in the University Property Management Office. Legal advice on 943 new contracts was provided and 550 contracts were revised. There was also an increase in providing legal advice relating to the Companies Act of 2008 for the commercial entities in which UJ holds shares.

Governance of statutory committees

Amendments to the UJ Statute, gazetted in March 2017, saw inter alia a reduction of the members of Council – from 30 to 21. Subsequently, the composition of all Council Committees was revised in 2017 and amendments were implemented. The composition and functions of the UJ Investment Committee will be further revised in 2018 to include an oversight of UJ's commercialisation endeavours. The standard review of all these committees was conducted at year-end. The details are provided in the Statement on Governance in Section Three.

Establishment of the College of Business and Economics

The College of Business and Economics was established on 1 July 2017, constituted through the merger of the Faculty of Management, and the Faculty of Economic and Financial Sciences. The appointment of the Executive Dean, Senior Directors and Directors was completed. All aspects of student administration, faculty policies and committees, and programmes were successfully merged during the course of the year. In addition, UJ launched its first-ever Business School, the Johannesburg Business School (JBS), which from 2018 onward will launch and offer, among other initiatives, both open executive programmes and customised programmes, with a specific focus on leadership in the African context. In 2018, the JBS will also establish the Centre for African Business, which will deliver on a range of activities and applied research outputs relevant to business in Africa, and with a specific focus on African teaching cases.

Medical School

The business case and business plan were finalised and presented to a joint forum of DHET, the Department of Health, the National Treasury, the CHE and the South African Medical and Dental Council at a meeting held on 31 January 2017. Notably, NMMU and NWU also made presentations for the establishment of medical schools on the same day to this forum. We now await the outcome of this process. Following engagement in January 2017 with DHET, the University was required to submit a business plan for the establishment of the UJ Medical School. Support was provided to the Dean of the Faculty of Health Sciences in the development of the business plan, which was submitted on 31 July 2017.

An optimal work environment for all staff

Insourcing of staff

UJ completed the insourcing process, in terms of the commitment made by Council in November 2015, with the insourcing of the cleaning staff, achieved on 1 April 2017. Following a thorough analysis of each cleaner to determine suitability, a total number of 654 cleaners were finally insourced. Challenges following on the insourcing process, in terms of developing an understanding of UJ ethos and values, are being addressed by means of continuous engagement and support for these new members of staff. The baseline medical assessment conducted as part of the onboarding process have also alerted Occupational Health to the need to manage and control a high number of chronic conditions, in order to support staff in contributing fully in their new positions.

The ratio of academic and research staff to support staff was impacted significantly with the insourcing of support staff. In 2015, the ratio was 1:1.78, which increased to 1:2.67 in 2017.

Review of temporary staff recruitment processes

A review of temporary staff highlighted various categories of this group and the financial implications for each category. An analysis of temporary appointed staff was undertaken, focusing on payment records of the past three years, against document control. The review process also looked at staff with multiple appointments, the tariff guide and how it is applied, legislation and policy compliance, and transformation issues. The findings were presented to MEC and ELG breakaway sessions.

Further consultations and deep analysis of the findings were undertaken with faculties and divisions, and all faculties and divisions were informed of the actual savings they should make for the year. Some of the improvements introduced included the centralisation of the temporary appointment approvals in the ELG member's office, and an immediate moratorium on the appointment of temporary staff. A project team was also established in August 2017 to correct the findings and enhance the Online Temporary Appointment and Claims System. Short-, medium- and long-term priorities were identified in order to, among others, revise processes and align the approval hierarchy with the delegation of authority. As a result of these efforts, a total saving of R10 059 159 was achieved.

Transformation initiatives within the staffing domain

The findings of the 2016 Institutional Culture Survey were developed and presented to the MEC, ELG, and Senate. Faculty/divisional reports were developed and presented to different faculties and divisions. Four issues emerged as areas for development: the issue of fairness, in that the performance management system is perceived to be unfairly applied and therefore seen to be impeding a culture of high performance; the importance of non-abusive managers, with respondents stating that they are subjected to intimidation by managers who use fear and threats as intimidating tactics; victimisation in the form of stereotyping, verbal abuse, humiliation, and bullying; and lack of trust, where staff find it difficult to trust one another across race.

A 360-degree assessment was undertaken for all managers from the Senior Leadership Group upwards, and results were communicated. The sectional reports were unpacked with faculties and divisions, as part of the culture survey unpacking process. Areas of development were planned within the broad Transformation Plan, while each division developed its specific plan to address the four issues listed above. Furthermore, three faculties and three divisions will be supported with the implementation of their improvement plans, and a climate survey for those will be conducted in the following year to assess progress.

A UJ Women in Leadership pilot was successfully concluded, with six of the ten women who were selected to participate in 2016 being promoted to senior positions. MEC also approved the roll-out of the programme in 2017, with a total of 20 women participating.

To enable UJ's strategic objectives and advance the transformation agenda, awareness was promoted of projects of the Department of Higher Education and Training (DHET) and Universities South Africa (USAf), by celebrating significant days/events to promote social cohesion and inclusion and human rights. In 2017, a wide number of projects were administered, including cross-functioning programmes (staff/students); and the Transformation Unit interacted with the Commission for Gender Equality and worked on the Implementation Plan for the Human Rights Commission.

Progress in achieving EE targets is monitored on a quarterly basis and submitted to various oversight governance committees: the Institutional Forum (IF), Management Executive Committee (MEC), and Human Resources and Social Ethics Committee of Council (HRSEC). The focus on achieving a more representative academic workforce yielded good results. Even though the academic headcount increased from 1 024 in 2013 to 1 186 in 2017 and the University increases the EE targets annually, most targets were achieved in 2017. The black staff component increased from 33,69% in 2013 to 41,82% in 2017, females increased from 44,33% to 47,72%, international staff from 11,52% to 15,26% and female associate professors and professors from 33,78% in 2013 to 38,41%. Staff turnover remains a concern, but proactive measures are in place to keep the turnover below 7%.

The attraction and the retention of People with Disabilities remain a challenge. The UJ target of 1,5% was not achieved, with an overall outcome of 0,94%. The national proposed minimum target of 2% is not in immediate reach. To address this, a working document on how to manage this target was presented to MEC.

Accelerating transformation of the academic staff profile

The University introduced an Accelerated Academic Mentoring Programme (AAMP) in July 2015, the purpose of which is to provide career development opportunities and focused intervention and support, with the goal of giving stimulus to the transformation of the academic staff profile in terms of race and gender, and in order to secure the next cohort of academic leaders. The number of participants has stabilised, while new participants continue to request entry, particularly to Level 1 and Level 2. Since the launch of the AAMP in 2015, 60 participants have made significant progress in terms of promotions and completion of degrees. In 2017, there were 224 participants across the three levels of the programme, of which 126 were designated staff and 124 female staff. In 2017, nine participating academics were promoted to senior lecturer, 18 to associate professor, and three to full professor.

As a further means of stimulating transformation, UJ has also introduced the position of assistant lecturer, as a route towards appointment into a permanent position. In 2017, 64 assistant lecturer positions were filled, of which 54 were designated candidates and 33 female candidates. In addition, by the end of 2017, 15 assistant lecturers had been appointed into permanent positions; 12 of these new appointees were black South Africans.

The University was awarded three nGAP positions for Phase 3 of the DHET programme, and has successfully concluded the appointments process for these positions. These new appointments were made in the Faculties of Engineering and the Built Environment, Health Sciences, and Law. Currently, the University has a total number of 14 nGAP scholars.

Promotion of health and wellness for staff

Together, the Employee Wellness Unit and the Occupational Health Practice promote, improve and optimise the health, well-being, and high performance of UJ staff members. Regular medical surveillance and health risk assessments are carried out for employees whose duties may put them at risk; wellness information sessions and campaigns are held. In 2017, UJ received international certification for the standards of food safety at four key food vendors.

An optimal learning environment and student experience

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

On-campus residence accommodation remains under pressure, both in terms of availability (UJ has 6 638 student beds available on campus), and compliance with the DHET Gazetted Norms and Standards with regard to the provision of student accommodation. Residence refurbishment and upgrade remains an ongoing project. Phase 2 of the Residence Upgrade Project was completed in 2017, and during the year, the development work for the third residence on the Soweto Campus was finalised and the design work was initiated for the refurbishment of two additional residences on the Doornfontein Campus.

With many students needing to reside off-campus, close attention was paid to the monitoring of privately owned student accommodation (POSA). (In 2017, 15 756 students were resident in POSA buildings.) A new policy was developed to enable better understanding of the roles and responsibilities of service providers and the University.

Addressing student hunger remains an ongoing challenge. At the start of 2017, the Meal Assistance Programme aimed at providing two meals a day to 4 000 students, in accordance with the contract with Gift of the Givers. However, this has since increased to 9 000 students. Furthermore, a number of partnerships with regard to student hunger were achieved in 2017, as follows: with Tiger Brand, Stop Hunger Now Organisation (Rise against Hunger), Lotto South Africa, the Social Development Department, and Forms Media Independent Africa. These

partnerships increased the meal assistance programme by an additional 3 000 students, and thus the total number of students assisted through the meal programme in 2017 stood at 12 000.

Student health and wellness is another key concern. Primary Healthcare clinics are available to students on all campuses, with over 25 000 consultations during the year. Of particular importance to students are services focusing on reproductive health, sexually transmitted infections and HIV testing, with a substantial increase in the number of students testing, while prevalence rates remained constant at 1,7%. A series of health promotions and campaigns was held during the year. These included: Condom/STI Month, which focused on sexual reproductive health programmes (February); Tuberculosis Awareness Month (March); the annual vaccination drive (April); drug and alcohol abuse (May); gender-based violence (August); breast cancer (October); and men's health (November).

Student safety, both on campus and its surrounds, also received considerable attention during 2017. While crime remains a significant problem, it is particularly pleasing to report that, overall, crime reduced in 2017 by 49,42%. Significantly, an analysis of crime statistics indicates the overall increases when students return from mid-semester vacations. It is evident that the July 2017 implementation of the safe route project had a positive impact on the decrease of crime, with a substantial decrease in the number of crime incidents reported during the second half of the year.

Effective communication with students can ensure that grievances can be addressed before they escalate. 2017 saw a successful focus on improved communication with students. Students received regular and on time communication through text messaging, through house committees, and through SRC leaders on matters affecting students. As a result, very few complaints on student related services were received. Formal meetings with the leadership of SRC addressed matters of concern and briefed them on activities that affect students. Further engagements were also extended to students from other formations, such as the Pan-African Student Movement of Azania, to address matters of common interest. A Student Leadership Programme was developed in partnership with the College of Business and Economics and successfully launched, focusing on self-management, leading others, and leadership beyond university life.

At UJ, student life involves more than solely study: students also grow as rounded persons and become aware of the need to contribute to the lives of others. Of significance over the past few years has become the Vice-Chancellor's Student Volunteer Programme, which seeks to involve students in community engagement. A target of 16 000 student volunteers for 2017, who would each contribute a minimum of 20 hours during the year, was set, and achieved, with the top 100 student volunteers being invited to the Vice-Chancellor's Imbizo Awards Ceremony. Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools.

Further contributions to a rounded student experience are made through sport, and arts and culture. UJ Sport is classified in three tiers: mass participation, competitive performance, and high performance. Mass participation allows student-athletes to take part on a social level, competitive performance sees the student-athletes representing the University at local and provincial level, and high performance involves student participation at a national and international level. UJ Sport also focuses on sport for students with disabilities, also including international participation for top performers. At the same time, UJ Sport Scholarship regulations and Varsity Sport Regulations prescribe that students may only represent UJ if they achieve 60 credits towards their studies. UJ Sport has introduced a programme of special academic support in partnership with the Academic Development and Support Division, with academic advisors also available for one-on-one academic sessions. In this way, students were supported to achieve the necessary minimum pass rate.

UJ Arts & Culture also seeks to provide opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and encourage a positive lifelong relationship with the University. UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision on all four campuses. Facilities include the UJ Arts Centre located on the Auckland Park Kingsway Campus

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

In 2017, UJ Arts & Culture presented a robust creative programme offering free access to informal arts education to 348 students on all four campuses. The majority of students, at 96%, were from designated groups, with 56% participation by female students and 44% by male students. One of the Division's flagship projects was an interdisciplinary collaboration involving more than 300 second-year students from different departments in the Faculty of Art, Design and Architecture (FADA). Student groups were challenged to design the set and costumes and to develop a marketing campaign, together with collateral, for a theatre play (Reza de Wet's 'African Gothic') produced with professional performers. Other opportunities presented during the year under review include weekly dance classes, drumming and poetry sessions, the presentation of a student theatre production, the UJ Choir, UniJoh Chorale on the Soweto Campus, and the UJ Jazz Band.

Enhancements in student life-cycle management

UJ once again confirmed its leadership in the further development and use of online systems for the management of the student life cycle, ranging from applications through to graduations.

The No Application Fees Policy now saw 96% of applicants applying online, as opposed to 95% in 2015 and 87% in 2014. At the same time, the number of headcount applicants rose from 161 779 for 2016 to 185 870 for 2017. A database of unsuccessful yet qualifying applicants was developed to use as a potential pool of applicants in case enrolment targets were not met. The ID information of applicants was verified electronically, which resulted in increased efficiency and cost saving. The Call Centre software was upgraded to provide UJ with the functionality of recording calls for legal purposes and to facilitate communication via an integrated live online chat client. A semi-automated selection programme was implemented for undergraduate international applicants. A separate landing page for RPL was also implemented. These systems will be enhanced even more and promoted for use by all faculties in 2018.

To mitigate the risks related to late applications/walk-ins, the University did not allow any physical walk-ins during the week following the release of the Grade 12 results. A comprehensive communication campaign was launched to inform prospective applicants of the application process. Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

During registration, given the potential for disruption, the comprehensive risk mitigation strategies put in place also saw an enhanced focus on online services. Only online off-site registrations were accepted. (Assisted on-site registrations decreased from 40% in 2015 to 15% in 2017.) More online services were introduced, e.g. appeals against academic exclusion and requests for special assessments. Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. An extended call centre and online chat facility assisted with off-site registration. A student satisfaction rate of 85% was reached for registration.

More than 12 000 students graduated at almost 80 centrally coordinated graduation ceremonies. A student satisfaction rate of 86% was reached. UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was acquired in 2016 and was fully installed in 2017, which will further enhance the security aspects associated with issuing certificates. Software was also successfully installed in 2017 to provide the functionality of ordering replacement and verifying qualifications via the UJ website. The qualification verification functionality will be activated in 2018. The graduation gowns were re-designed to have a unique UJ look and feel, which showcased the UJ multi-cultural community with a strong African identity.

External auditors performed the annual compliance certification. No exceptions were recorded, as has been the status quo for a number of years now.

Monitoring student experience and employability

Conducting annual student experience surveys provides the University with a helpful barometer for gauging levels of student satisfaction with various aspects of their overall experience, and enables initiatives to be put in place to address concerns.

The Undergraduate Student Experience Survey has been administered annually since 2013, and the survey questionnaire was once again reviewed to be in line with changing circumstances, although the core of each questionnaire remains the same. The analysed data show that all the faculties are adequately represented by the participants, and the campus distribution of the participants closely resembles the headcount distribution of students across campuses. The majority of participants are between the ages of 19 and 21 (51%); female students account for 56% of the sample, and 52% of the total response group attend most of their classes on the Auckland Park Kingsway Campus (APK). For 2017, undergraduate student satisfaction remained high at 86%, although students expressed what are perennial concerns with finance, study space and transport. The survey included questions to gauge students' opinions and attitudes regarding their experiences when registering, attending lectures and engaging with various staff and faculties, their perceptions regarding lecturers, tutors and tutorials, learning outcomes, faculty-based administration, the computer laboratories, financial aid, the libraries, and other academic services. In general, it seems that most of the undergraduate students have positive experiences of these features of student life. The proportion of participants indicating that they would choose UJ again as the first-choice institution was high at 86,2%.

In the Postgraduate Student Experience Survey, close to 20% of all respondents were international postgraduate students – the highest percentage ever, and most of these were enrolled for doctoral studies. Of the international respondents, 30% were from Zimbabwe, and 23% were from Nigeria. An interesting finding is that 30% of the international postgraduate students did not plan to return to their country of origin after graduation, but hoped to be absorbed into the South African labour market. Last year was also the first year in which the percentage of black postgraduate respondents exceeded the 50% barrier. More than 71% of doctoral respondents indicated that they worked 40 hours or more per week, which is not an unusual finding, but may account for the slow throughput of students at this level. Doctoral respondents were studying at UJ mainly because of the reputation of their supervisors, and they expressed high levels of satisfaction (86%) with the quality of supervision.

The Graduate Employability Survey conducted in 2017 showed that about two out of every three graduates (66,7%) of the last three graduating cohorts were in some form of employment in 2017 (18,5% were unemployed and 14,8% were studying full time). The survey results show that career-oriented qualifications and advanced qualifications provide an employment seeker with an advantage in securing permanent employment. Of graduates who found employment, more than 67% did so within three months and 92,6% were in employment within 12 months. Close to three out of every four graduates in employment work in the industry for which they studied; however, it was found that the longer it takes to find a job, the greater the probability that graduates will move into work areas for which they have not studied. Graduates found employment mostly in the Gauteng province, with more than 81% working within a radius of 100 km from the University. Regarding the value of their UJ qualification, the majority of graduates agreed that their studies had adequately prepared them for their working life.

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, gardens and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, and student life.

2017 saw numerous projects completed on schedule, and below budget. Projects included residence refurbishments, building renovations, ongoing lecture venue upgrades, new laboratories, a library reconfiguration, and reinstatement of the APK auditorium. Plans for 2018 include a new residence on Soweto

Campus and further residence upgrades, new space development in the Qoboza/Klaaste Building on DFC, continued teaching venue upgrades, and continued elimination of maintenance backlog.

A key goal in campus management and development is sustainability. UJ has committed itself to improving on its sustainable practices and its sustainability footprint in all of its activities at the University. This involves managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship. There has been a growing commitment towards this goal, in 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.

The figures for 2017 show mixed results, with some notable reductions, but undoubtedly with ongoing attention still being required. As regards energy management, UJ's total carbon footprint for 2017, based on the energy consumption from various sources, was approximately 57 426 tons of CO₂ compared to 53 164 tons reported during 2016. This indicates an increase of about 7,67%. The carbon footprint includes the main UJ campuses where the main sources of energy are consumed.

During the same period, an electrical energy savings of 6,37% was achieved. This was against an 8% target as set for the 2017 year. Various energy saving initiatives, which have been implemented and have started showing positive results, are the implementation of energy saving lights (LEDs), occupancy sensors, and the installation of heat pumps, energy efficient shower heads, and load control ripple relays.

Using water sparingly has become a necessity at UJ. Water savings achieved for 2017 compared to the baseline 2015 quantity amounted to 5,73%. This was primarily achieved by ceasing all forms of daytime irrigation where municipal water was used. As far as possible, borehole water is used on all campuses. A project is still in progress to harvest the underground water at the DFC Qoboza/Klaaste (QK) Building for the purpose of irrigation.

As regards waste management, the percentage of recycled waste decreased from 28,89% in 2016 to 19,56% in 2017. At the same time, this should be read in comparison with 3,9% recycled waste in 2011.

Sound financial management and financial sustainability

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

Serious challenges have been faced during the year regarding irregularities in the commercialisation domain. In this regard, the University is pursuing criminal and civil proceedings against all parties involved to recover losses suffered, and a newly defined governance framework on commercialisation activities has been implemented, which will ensure greater transparency and accountability to Council. This includes new oversight committees, increased scope of internal audit and revision of policies and procedures. Other challenges include instability in leadership roles and the continued uncertainty on the university funding framework.

Highlights during the year under review include the achievement of our financial targets, an increase in NSFAS funded students, as well as the significant amount raised for the UJ 'Missing Middle' Campaign.

Financial review

Management accounts show the University has achieved an operating surplus of R206 million against a projected operating deficit of R19 million. The income generated during the year, including investment income, exceeded our budget by 3% (budget: R3.366 billion vs actual R3.480 billion). Our actual expenses for the year were at 97% of budget (budget: R3.385 billion vs actual R3.274 billion).

In respect of the comprehensive and consolidated operating results – of both the budgeted and the non-budgeted cost centres – and including research income and donation, interest income, income from investments, finance income and costs, share of profit/loss, other gains/losses, other comprehensive income,

fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on defined benefit plans, the actual outcome is a surplus of R257 million. Our financial position remains strong with consolidated net assets of R5.6 billion (2016: R5.2 billion).

Student funding

As with other universities, we were able to increase our tuition and residence fees by 8% in 2017 as directed by the Minister. The grant provided by the state to fund the fee increase for students from households with annual income below R600 000 assisted in managing the impact of the fee increase on our students and their families.

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

'Missing Middle' Campaign

Despite the above interventions from the State, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University has assisted 3 645 students settle their full tuition fees through the university funded SRC Trust Fund, as well as funds raised through the 'Missing Middle' Campaign. This campaign doubled its efforts in 2017 and raised an astounding R201 million through the support of the Vice-Chancellor, University Council and Executive Leadership, staff and alumni.

Transformation

We invest a significant amount of effort in ensuring our procurement practices are aligned to best practices to ensure that the sourcing strategy accurately addresses UJ's context, ensures good value for money and contributes towards improving our BBBEE scorecard.

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

Risk management

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

Major risks identified in 2017 were:

- An increasing trend of non-payment of tuition and residence fees resulting in increased doubtful debt. This is a direct result of the #FeesMustFall actions and students advising the University that they await the outcomes of the Presidential Commission on fee-free university education.
- Continued uncertainty around the university fee increases into the future. While the Council on Higher Education (CHE) submitted its report to the Minister on a proposed framework to regulate this, no pronouncement has been made in this regard.
- The financial impact of the ratings downgrade on universities' cost base, especially foreign exchange based costs. The downgrade could also, eventually, impact negatively on the level of disposable income of our students' parents, which could, in turn, reduce their ability to pay tuition and residence fees.
- The high demand for qualified academic and professional staff as a scarce national resource. This results in extreme competition for top talent among universities, which in turn results in sharp increases in staffing costs, which itself could lead to a growing fixed-cost base that could cripple the university sector.
- Failures in governance in the commercialisation domain resulting from noncompliance with university statute and policies. These failures presented an opportunity for the University to review and revise its governance processes around commercialisation to ensure full transparency and accountability. Management and Council committees have been established to strengthen oversight over our investment in commercial projects and entities. Our risk management and internal audit strategies and processes have been heightened to prevent breach and failures in our internal control and governance processes.
- The financial consequences associated with the insourcing of outsourced services and staff, since insourced staff could precipitate a new wave of demands for much higher salaries.
- Inefficiencies in NSFAS administration processes that result in delayed communication of funding decisions and disbursement of allowances to students, and expose the University to the risk of student protest.

- The shortage in student residence spaces in the university sector and the lack of capital on universities' balance sheets to build student residences, which are major risks to the stability of the sector.
- The inability of universities – due to the lack of reserves on their balance sheets – to adequately maintain their facilities, equipment and student residences, which reduces the ability of universities to provide appropriate quality education and a superior student experience.
- The occurrence of petty crime in areas surrounding our campuses, which could, if not managed, limit our ability to provide safe spaces for teaching and learning.

LOOKING AHEAD

While 2017 was a challenging year, our positive financial results have positioned the University well to ensure reinvestment in teaching and learning infrastructure and student accommodation. Cost containment and generating other streams of income will continue to be our focus into the future to ensure the financial sustainability of the University.

Our focus in 2018 will be to meet our objectives as set out in the Strategic Plan and Annual Performance Plan of the University. The following will receive special attention:

1. Operationalising the Johannesburg Business School.
2. Securing a Medical School.
3. Handling outstanding matters with labour. These include the 65th percentile and all residual matters in connection to insourcing.
4. Global Excellence and Stature in the Fourth Industrial Revolution (GES 4.0).
5. A project to write biographies of 10 African leaders.

Taking UJ into the Fourth Industrial Revolution is of seminal importance. The first industrial revolution, occurring in England, gave us steam trains. It was catalysed by the scientific revolution that gave us the laws of motion, universal gravitation and thermodynamics. From the pedagogical perspective, the first industrial revolution was about mechanical engineering and therefore the use of machines to produce products. The second industrial revolution, catalysed by the theory of electromagnetism, gave us electricity and the assembly line, which is critical for mass production of goods. From the pedagogical perspective, it was primarily about electrical engineering. The third industrial revolution was catalysed by semiconductors and transistors. It gave us the electronic age, computers and cellphones. From a pedagogical perspective, it was about the convergence of electronic engineering and computer science. The fourth industrial revolution is multi-disciplinary in nature and blends men and machines. It is powered by artificial intelligence, a multidisciplinary field that mixes social phenomena as well as biological and computer sciences. The fourth industrial revolution symbolises cyber-physical systems where the distinction between man (the physical) and machines (the cyber) is increasingly becoming blurred. Artificial intelligence machines learn from past data about the problems they are trying to solve.

UJ's GES 4.0 Project will take UJ into the fourth industrial revolution. We will be proposing a catalytic initiative, which will involve, among others, multi-disciplinary programmes and research agendas around GES 4.0. This will involve all faculties and our college. For example, the Faculty of Law will be hosting a Conference on Labour Law and the Fourth Industrial Revolution. Our Johannesburg Business School will be positioned as a Business School for the Fourth Industrial Revolution. One further element of the fourth industrial revolution is for us to be able to know ourselves, our history and our language. For instance, the voice activated search and execute device involves an interface among linguistics, philosophy, technology, music etc. In this regard we will embark on a project to write biographies of African leaders. This will be driven from the Johannesburg Institute of Advanced Study (JIAS).

Our flagship institutes will play a leadership role in these developments. Most have established partnerships with international universities: JIAS with Nanyang Technological University in Singapore; the Pan-African Institute of Thought and Conversation with the University of West Indies; and the Confucius Institute with Nanjing Tech University in China. We will be focusing on finding partners for the Intelligent Systems Institute and the Johannesburg Business School.

We will continue to focus on infrastructure, as key to a sound study environment for our students, by taking the following matters forward. With the support of the Department of Higher Education and Training, we will in the next two years build two residences on Soweto Campus. The issue of safety in and out of our campuses will be addressed. Our students are not safe, particularly outside of our campuses, and through the use of cameras located outside our premises, together with the City of Johannesburg, we will be developing a safety strategy for all our campuses. Our successful 'Missing Middle' Project will continue to enable continued funding of a broad range of students.

As regards teaching and learning, we will continue monitoring our academic programmes to ensure that scheduled and repeat accreditations go well. We will be expanding our online offerings. Our extensive support to students will continue, particularly in order to deal with the problem of dropout rates. Our success rate of 85% is good, but hidden underneath this figure is the fact that only 65% of our students graduate at all; and we need to remedy this situation. In this regard, we will be consolidating our tutorial system and expanding our monitoring and evaluation capability.

We will also extend our international reach, bringing further international students and staff to UJ and taking UJ staff and students out into the world. In this regard, international exchanges no longer need to be solely physical, but can also be managed online using technology. We will expand our Africa by Bus Programme, taking our students into the rest of the African continent. We will increase the number of international students to 15%, and of staff to 20% by the year 2025. This we do in order to broaden our international reach, thus producing graduates who are enabled to make a significant contribution globally.

We will continue expanding our research footprint with the aim of crossing the 2 000 research units per year divide by the end of 2018. In this regard, our national research contribution will expand from 8,9% to over 9% by the year 2020. We will also continue to expand our capacity to innovate, educate and impact on areas beyond our campuses. In this regard, our commercialisation space remains critical, and we will be reconstituting Boards of Directors of the commercialisation space and bringing improved governance in all areas.

Finally, our striving for excellence in terms of a nationally relevant and internationally significant research agenda and the best possible teaching and learning opportunities for its students and staff will undoubtedly continue to position us well in rankings such as THE, QS and Shanghai.



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal

Report on the Annual Performance Plan 2017 University of Johannesburg

INTRODUCTION

The following report analyses progress made towards achieving the targets set in the 2017 UJ Annual Performance Plan (APP) for the full year, 1 January to 31 December 2017. Key performance indicators (KPI) 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 Plan. The results are shown by means of a chart that includes outcomes for Quarters 1, 2, 3 and 4, and these are accompanied by a brief narrative explanation. For output indicators (graduate outputs and research performance), the complete data are only available for the previous year, which is shown 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 minor data corrections. The exception is the number of annual citations in Scopus (KPI 4) where citations are tracked in the reporting year (n) for articles or books published in year (n-2).

This is the final report for the 2017 UJ APP. An audit was undertaken of the financial data elements in the first few months of 2018 and they reflect confirmed outcomes for 2017.

Although the APP has 23 indicators, the subcategories included for two of the indicators (13 and 21) mean that in total 27 items are measured.

SUMMARY RESULTS

The University has met or exceeded 23 targets of the total number (27) of measured items. Targets were not achieved for Indicators 7, 22 and 23, while for Indicator 13, which consists of four parts, the target was met for three parts, but not for the remaining one.

Exceptional annual results include the following:

- **KPI 1: Total postgraduate outputs (n-1)**
The number of PG graduates for 2016 is 279 above target and has exceeded the ceiling by 249.
- **KPI 3: Accredited research output units (n-1)**
The number of units accredited by DHET for 2016 is 1 560 (out of 1 638 submitted items). The outcome is well above the target of 1 277 and ceiling of 1 300.
- **KPI 4: Annual citations in Scopus (n-2)**
The citations for 2015 publications have grown to a massive 8 865, from a starting point in Quarter 1 of 4 608, greatly exceeding both target and ceiling. This is a clear measure of the significant impact of the work of UJ researchers.

■ **KPI 5: Enrolment profile by CESM category (SET)**

The proportion of students enrolled in science, engineering and technology (SET) settled at 33,2%, very close to the target of 33%. For this indicator, the objective is to come as close to target as possible (neither above nor below) as it is a parameter for enrolment planning.

■ **KPI 6: Undergraduate output (n-1)**

Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2016 have exceeded the target of 9 600 by 191.

■ **KPI 9: Percentage UG programmes incorporating foundations of decolonisation**

Curriculum reform has been undertaken in at least one module of 44,7% of UG programmes, greatly exceeding the target for this indicator.

■ **KPI 10: Number of international students**

For 2017, the number of enrolled international students stands at 3 343, well above target and ceiling.

■ **KPI 13: UG student satisfaction**

Overall UG student satisfaction has been measured at 86,2%, well above the target of 75%, and students have also recorded high levels of satisfaction with the safety and security provided by the University (84,4%).

■ **KPIs 15-18: Financial indicators**

For all four financial indicators, year-end outcomes have been exceptional.

■ **KPI 19: Percentage black permanent and fixed-term academic staff**

The target for SA designated (black) staff of 40% has been comfortably exceeded by 1,8%.

In the summary table (Appendix A on page 59), the following approved classification of outcomes is used:

In excess of target > 102% **Within 75%-97,4% of target**

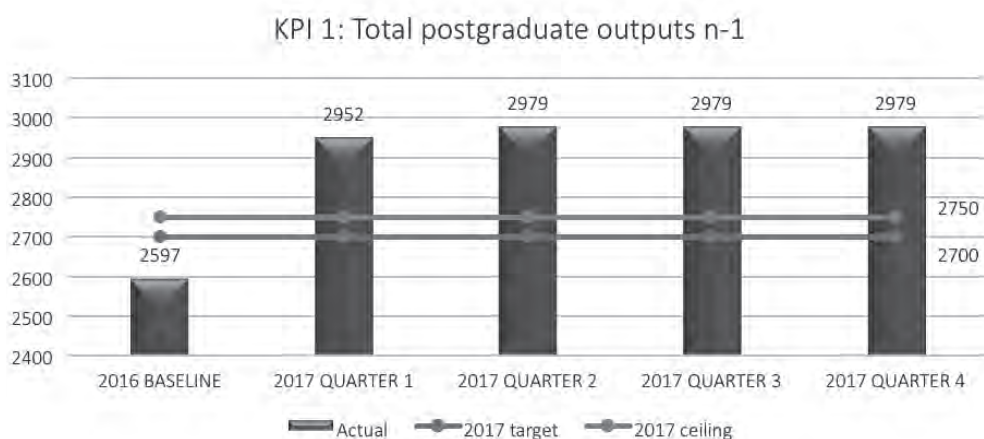
Within 97,5%-102% of target **Less than 75% of target**

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

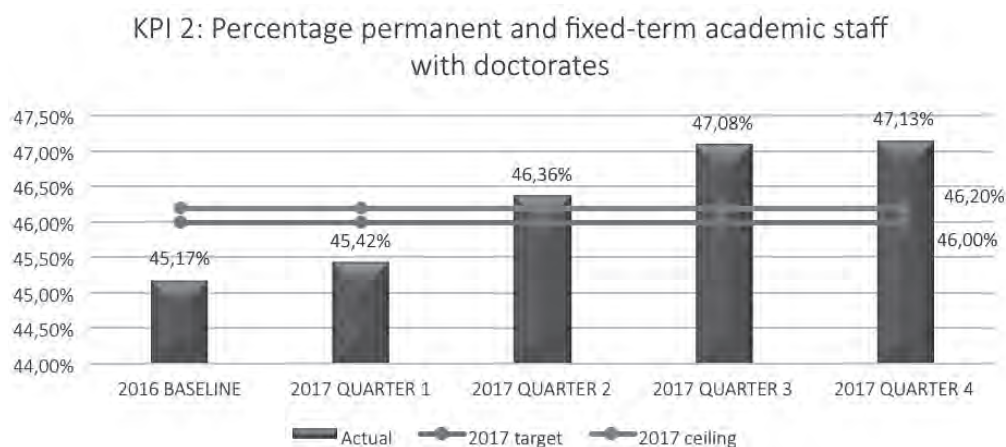
Research and innovation

1. Total postgraduate outputs n-1 (8)



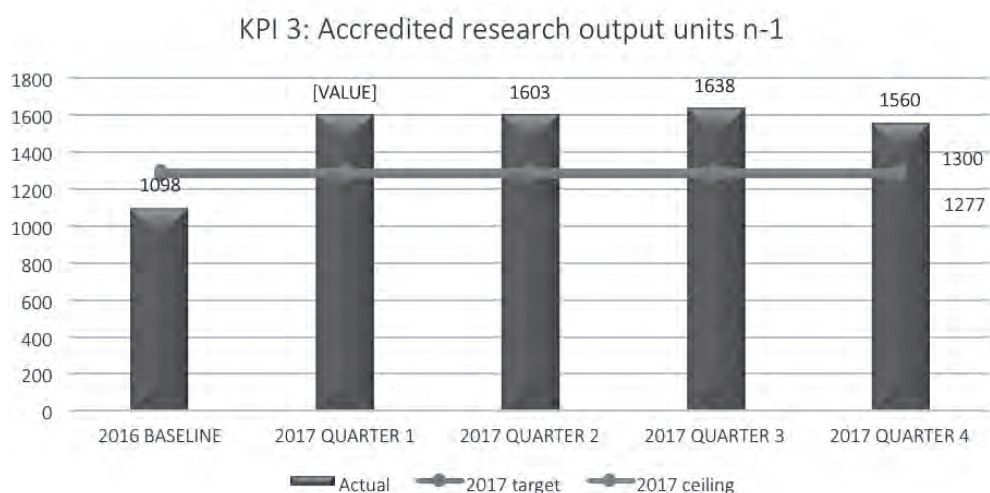
The outcome for this indicator is exceptional, greatly exceeding both target and ceiling. Postgraduate students completing their qualifications in 2016 totalled 2 799, with 279 graduates above target and 229 above the ceiling. This is a massive increase (382) on the outcome achieved at the end of 2016.

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



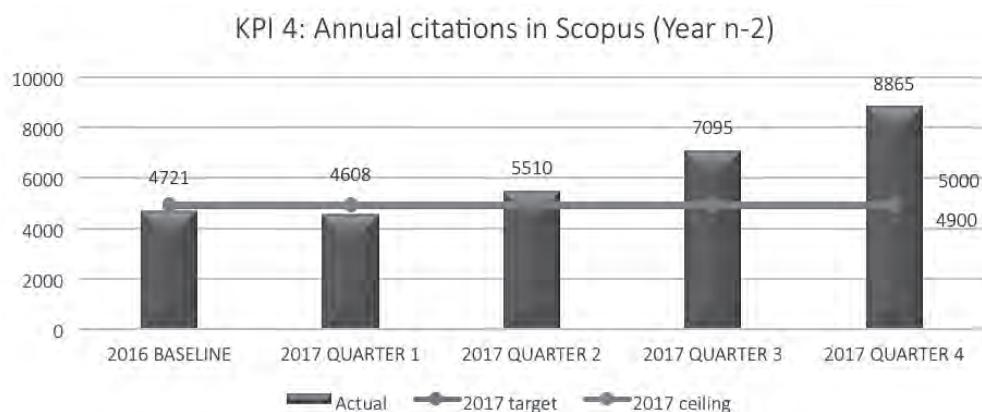
There has been sustained improvement against this indicator since the beginning of the year with the outcome for Quarter 4 almost 2% higher than the achievement at the end of 2016 for permanent and fixed-term academic staff with doctorates. This exceeds both the target and ceiling.

3. Accredited research output units n-1 (10)



Accredited research output units for 2016 are reported in 2017. The numbers reflected for Quarters 1-3 are those items submitted to DHET for accreditation, while Quarter 4 shows the final outcome of the process, namely that 1 560 units have been accredited. This is just 78 units less than the number of units *submitted* by UJ to DHET. The final outcome is therefore well above both target and ceiling, suggesting not only greater output, but also an increase in the number of research active academic staff at UJ.

4. Annual citations in Scopus (Year n-2) (13)



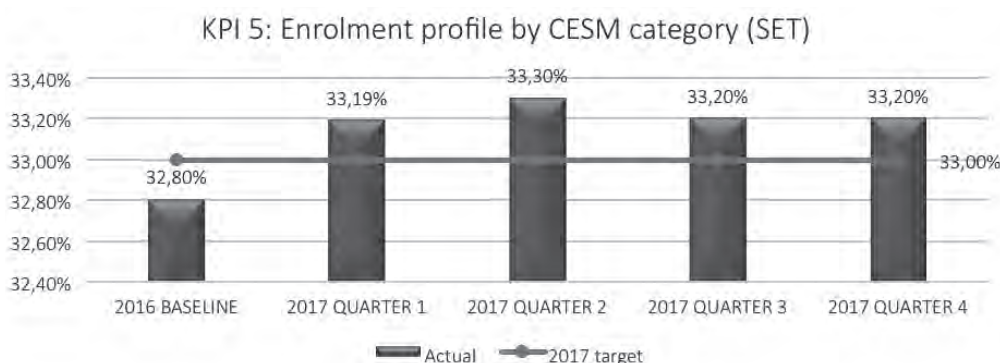
In 2017, the citations accrued for 2015 publications are tracked. This number has increased throughout the year and exceeds both target and ceiling. In the last quarter, citations have increased by a further 1 770 giving us 3 865 above the ceiling of 5 000. This is a clear measure of the significant impact of the work of UJ researchers.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

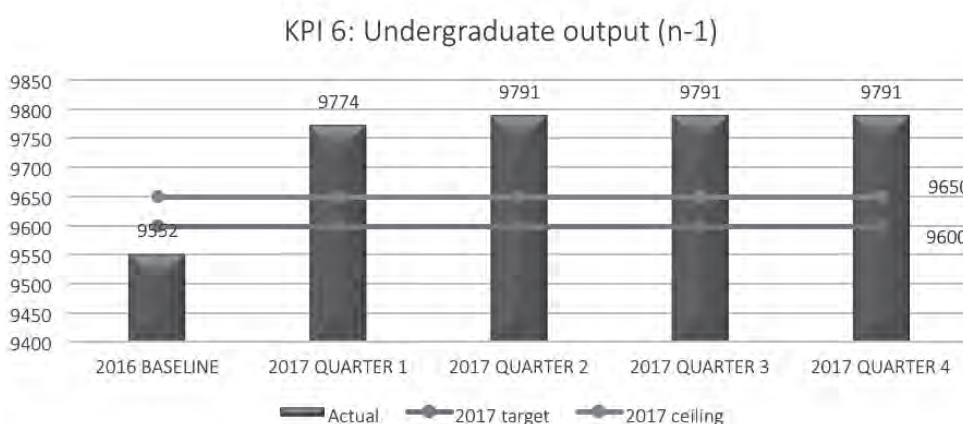
Teaching and learning

5. Enrolment profile by CESM category (SET) (28)



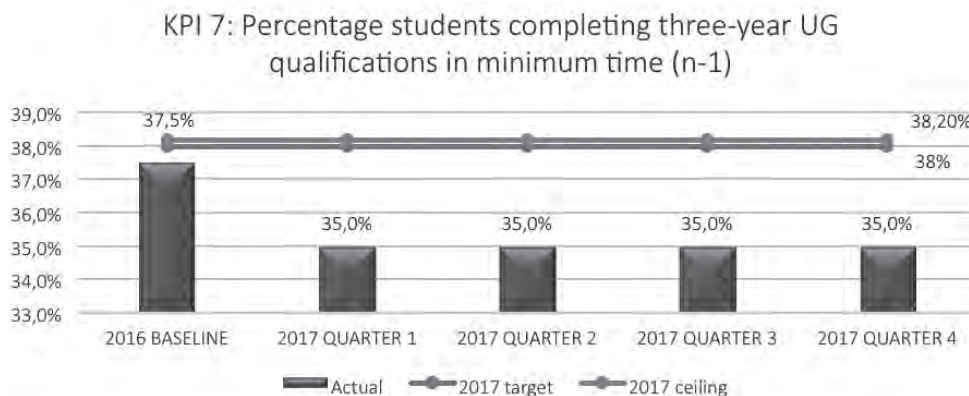
For this indicator, the proportion of students enrolled in science, engineering and technology (SET) programmes is tracked. It dropped marginally from 33,3% at the end of Quarter 2 to 33,2% for Quarter 3, and remained steady at that level for Quarter 4, which is closer to target. The target reflects the projection anticipated in the 2017 enrolment plan for this category and therefore no ceiling is set as the objective is to be as close to target as possible.

6. Undergraduate output (n-1) (45)



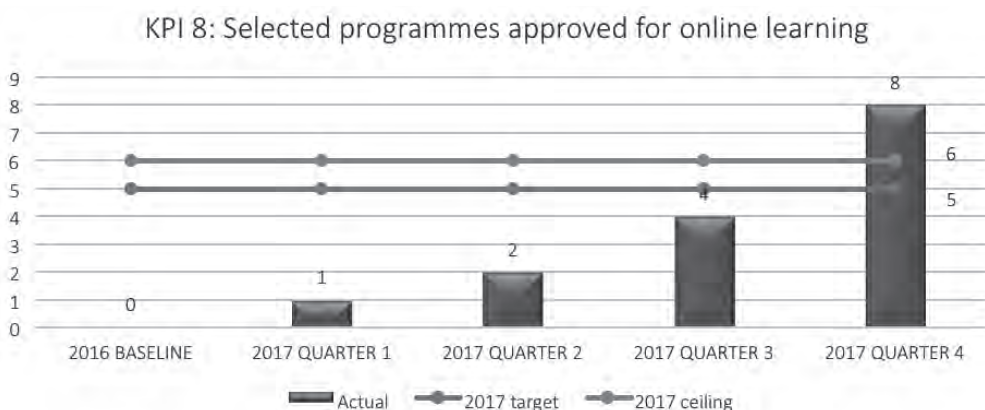
As for postgraduates, students graduating from undergraduate programmes, who completed the requirements for their qualifications in 2016, have greatly exceeded the target of 9 600 by 191.

7. Percentage students completing three-year UG qualifications in minimum time (n-1) (43)



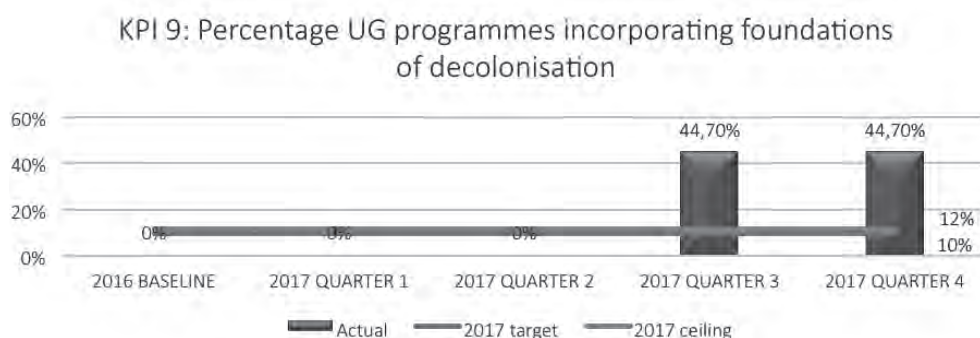
Although this is a new indicator in the UJ APP, it has been tracked in the Strategic Plan for some time. It appears here in order to signal a stronger focus on efficiency in graduate output. The outcome is based on data for the 2014 cohort of students registered for three-year qualifications who completed their studies in 2016. 35% of the cohort succeeded in completing in minimum time, which is 3% below target. The implication is that the large number of UG graduates shown for KPI 6 is made up of students who come from a number of earlier cohorts (mostly 2012 and 2013), who took longer than three years to complete their qualifications. There was a high UG dropout (over 18%) of the 2014 cohort in the second year of study, which also contributes to the relatively low proportion of the cohort completing in minimum time.

8. Selected programmes approved for online learning



This is a new indicator, and in terms of the process for external approval and accreditation, 15 programmes have been approved by DHET (PQM approval) and eight of these have also been accredited by HEQC.

9. Percentage UG programmes incorporating foundations of decolonisation (35)



This is a new indicator, both here and in the Strategic Plan. The target for this indicator was set at 10% and the ceiling at 12%. Based on information provided by faculties, aspects of decolonisation have been incorporated into 44,7% of the 123 UG programmes in varying degrees. This means that in a programme one or more modules have undergone review and renewal.

STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

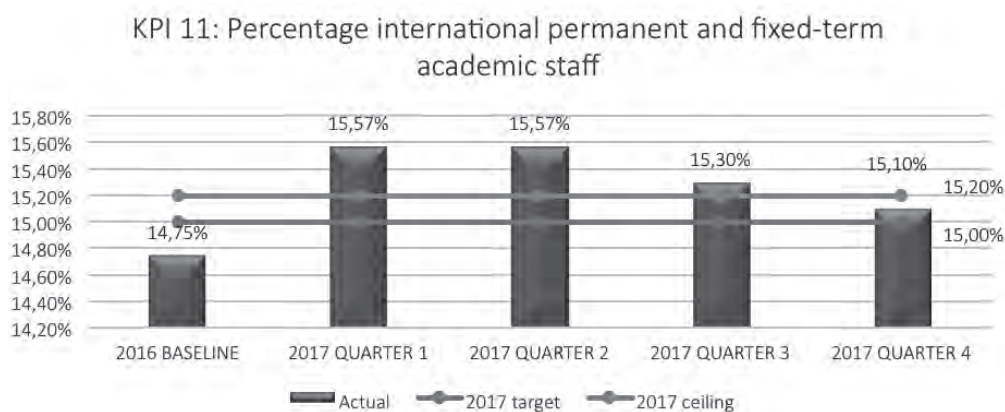
International profile

10. Number of international students (58 & 60)



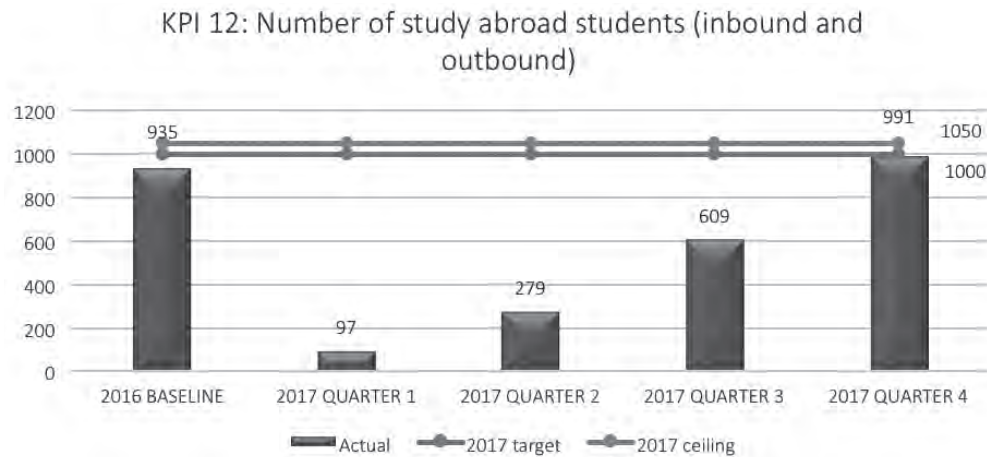
Expectations that student unrest in 2015 and 2016 might negatively affect international enrolments have not materialised. The number of international students settled at 3 343, providing a comfortable margin above target and ceiling.

11. Percentage international permanent and fixed-term academic staff (101)



The proportion of academic staff with international status has dropped slightly since Quarter 2, but remains above the 15% target. Out of 1 186 permanent academic staff, the number of academic staff meeting this criterion dropped to 179.

12. Number of study abroad students (inbound and outbound) (63 & 65)



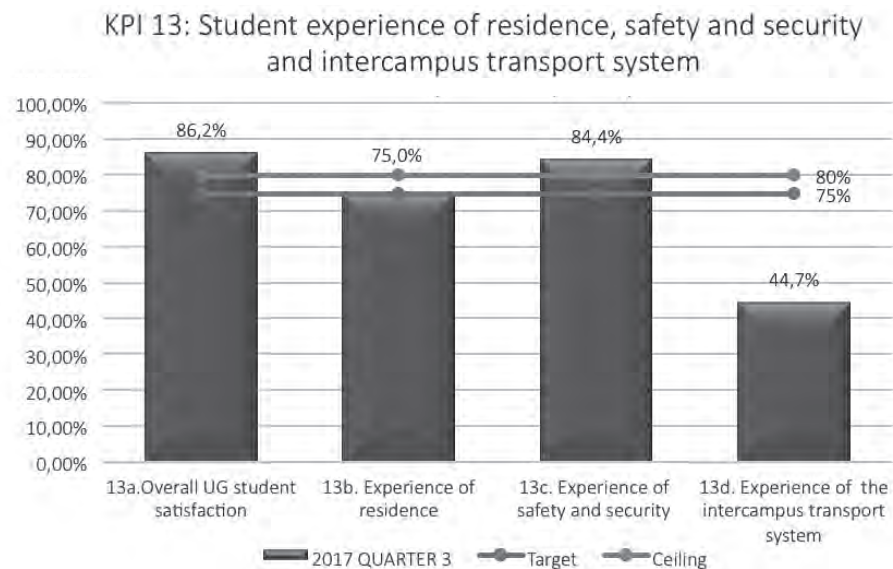
The number of study abroad students had been steadily climbing and had reached 991 by the end of the year. Most of these were outbound students.

STRATEGIC OBJECTIVE FOUR:

ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

Student experience

13. Overall UG student satisfaction, including experience of residence, safety and security, and the intercampus transport system



This is a new indicator that replaces two indicators that tracked the responses to the UG and PG student satisfaction surveys. The outcome is measured only once, in the second semester of the year. The survey questionnaires were adapted to accommodate the three focus areas identified, and the outcomes are reported separately for each element. The survey was conducted early in the second semester, and the results show that general UG student satisfaction is high at 86,2%. Student satisfaction with their experience of the residences has

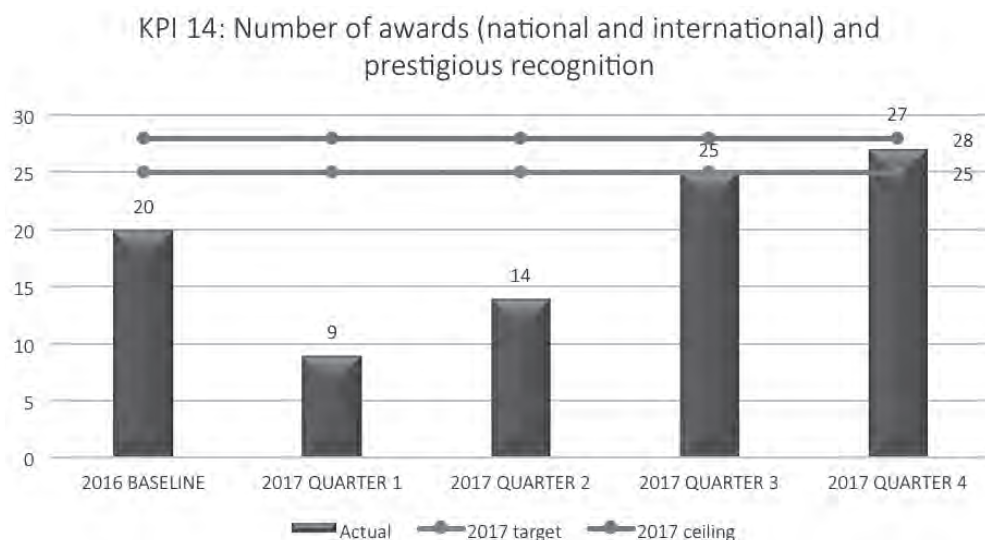
met the target of 75% and there is high satisfaction with safety and security. The only element of concern is the dissatisfaction with the intercampus transport system, with negative student responses concentrated on the service provided to and from the Soweto Campus.

STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

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



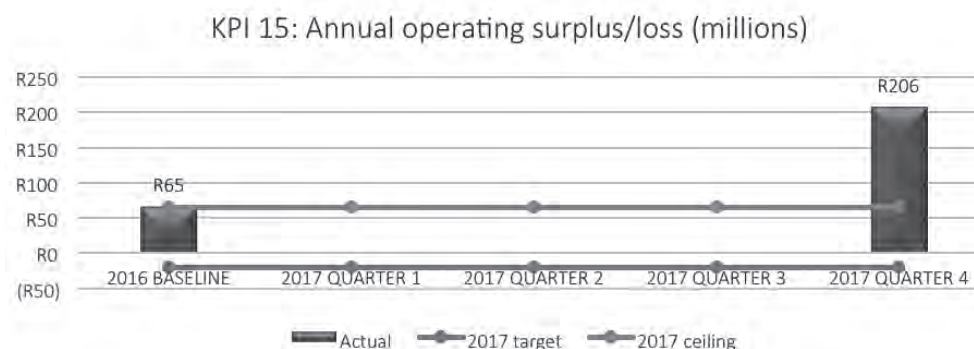
This indicator measures actual awards and other forms of prestigious recognition earned by both the staff and the institution as a whole. In Quarter 3, the number of awards garnered by UJ academic staff increased by a further 11 to reach 25, while two more awards in Quarter 4 brought the total to 27. As an institution, UJ was recognised for its advancement of the NDP, and was named a finalist (out of 30) by Times Higher Education for its Global Excellence in Teaching Award. Student awards are not measured here, but it should be mentioned that ten UJ students received important awards or recognition for their academic work, one for community engagement, and two won medals in international sporting championships.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

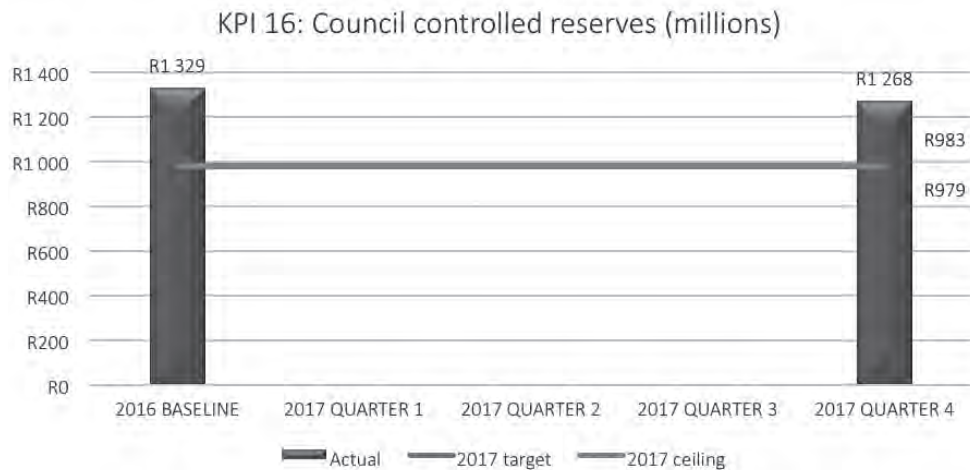
Fitness for purpose

15. Annual operating surplus/loss (millions) (90)



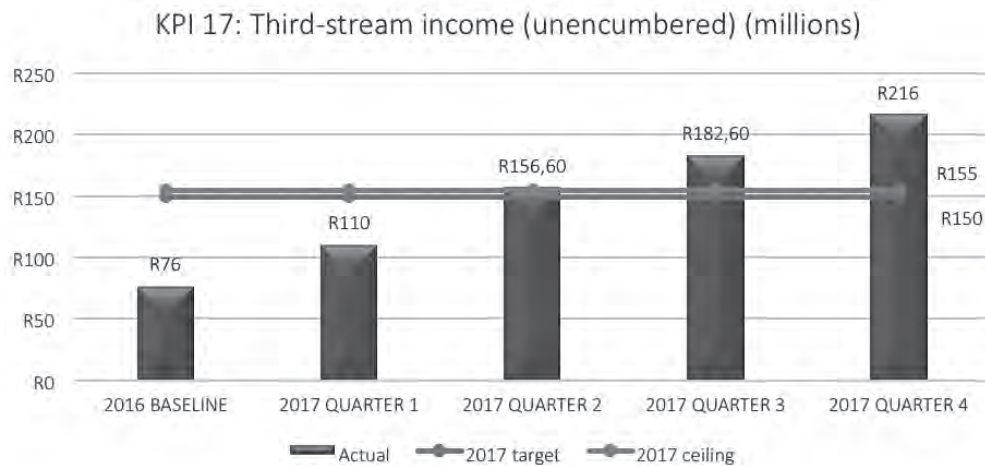
Provisional reporting in October 2017 projected a R63 million surplus, but this has been vastly exceeded and the audited year-end surplus stands at R206 million. This is an exceptional achievement when all universities are operating under difficult financial circumstances.

16. Council controlled reserves (millions) (93)



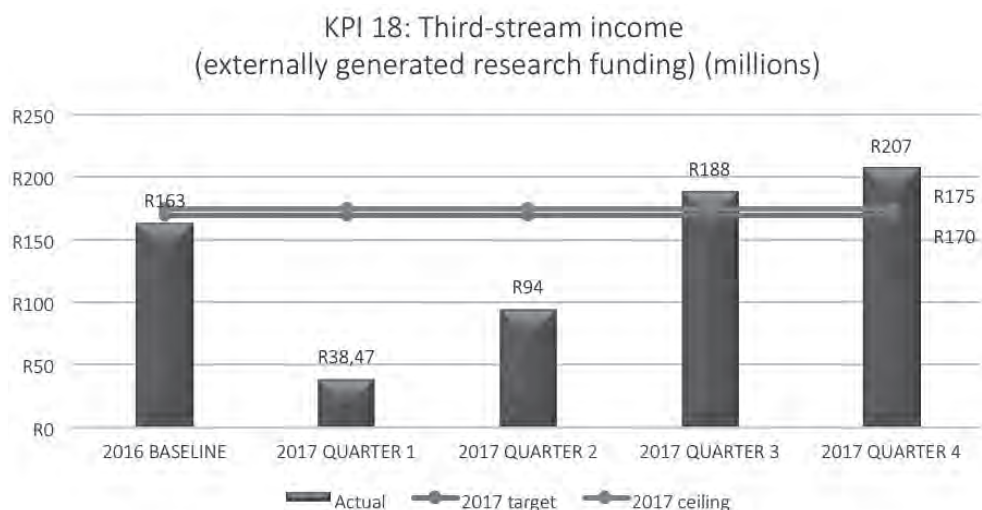
Provisional reporting in October 2017 projected a minimum level of R910 million. The audited year-end outcome is R1 268 million, which substantially exceeds both target and ceiling.

17. Third-stream income (unencumbered) (millions) (92)



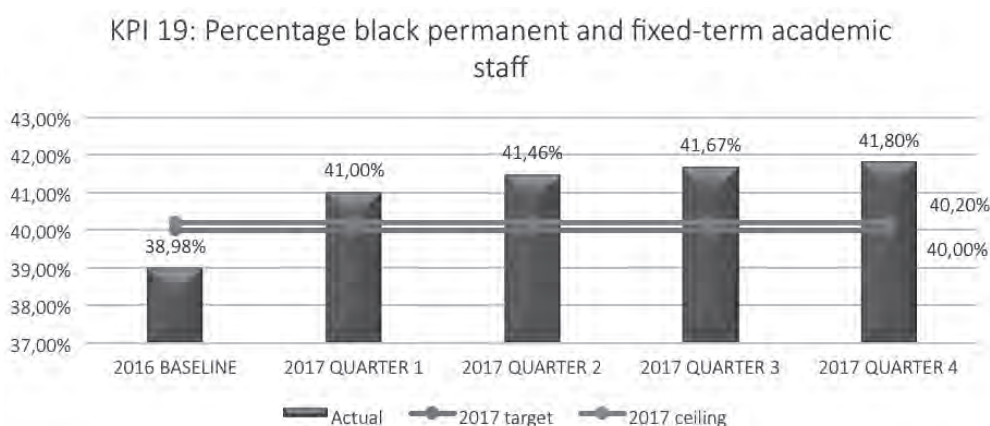
Unencumbered third-stream income has increased steadily since the beginning of the year and reached a substantial R216 million at the end of the year. This outcome is far in excess of both target and ceiling.

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



Externally generated research funding has more than doubled since the end of Quarter 2 and stands at R37 million above target for the year. This is a very important achievement as it reflects confidence in UJ's research capacity and it reduces the dependence of researchers on internal funding.

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



The outcome against this indicator is very pleasing. With 41,8% of the academic staff meeting the criteria for SA designated (black) staff, this is 1,8% above target. UJ's determination to transform the composition of its academic staff, and the recruitment strategy to drive this objective are reflected in this outcome.

20. Permanent and fixed-term academic staff by rank (professors and associate professors) (107)

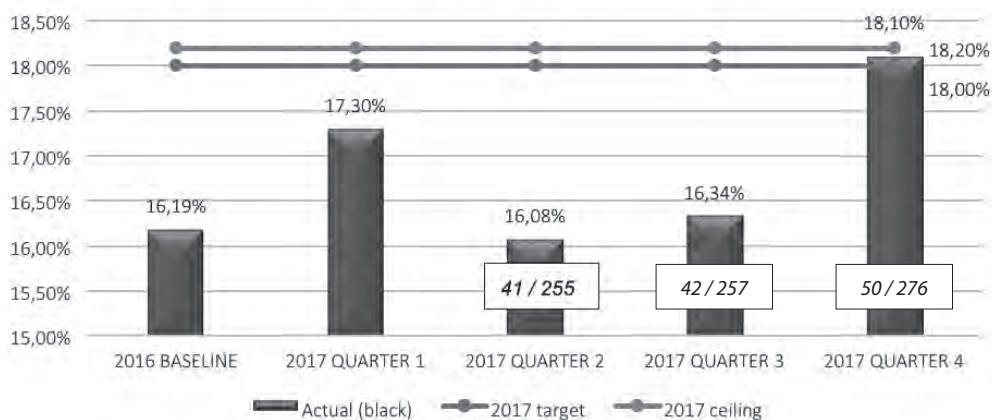
KPI 20: Permanent and fixed-term academic staff by rank (professors and associate professors)



This indicator is intended to monitor seniority among the academic staff. The percentage of associate professors and professors has moved up from the Quarter 1 level of 20,59% to 23,3%, which is now almost 2% above the 21,4% achieved at the end of 2016. Between Quarters 3 and 4, the professoriate increased by 19 from 257 to 276.

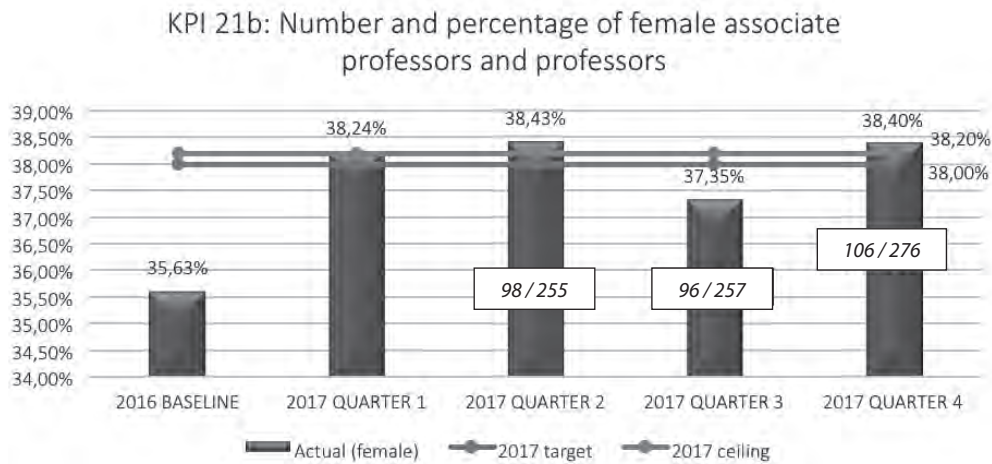
21a. Number and percentage of black associate professors and professors (103)

KPI 21a: Number and percentage of black associate professors and professors



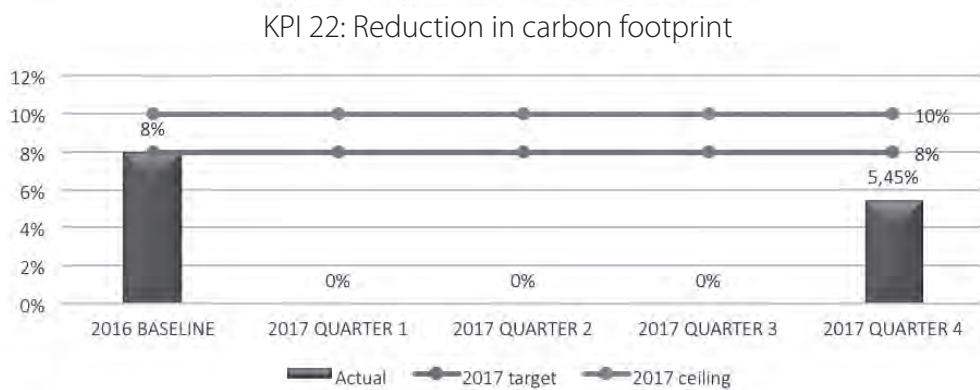
Outcomes against this indicator have been fairly volatile, and this is because the size of the professoriate changes with every new set of promotions and recruitments. The Quarter 4 outcome of 18,1% has seen the target satisfactorily exceeded with a gain of eight black professors.

21b. Number and percentage of female associate professors and professors (103)



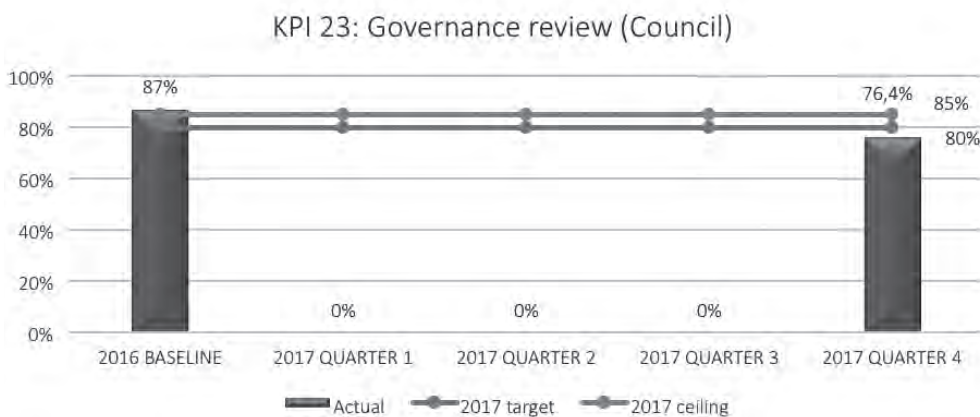
The second part of this indicator tracks gender distribution among associate professors and professors, and here, the female proportional share of the professoriate has recovered from the Quarter 3 dip to reach almost the same level as in Quarter 2. This outcome is above both target and ceiling and indicates that over 50% of the promotions to the professoriate were of women.

22. Reduction in carbon footprint (108)



The outcome for this indicator is 5,45%. There is some uncertainty about the appropriateness of the methodology used to calculate the reduction, which will be reviewed in 2018.

23. Governance review (Council) (110)



The outcome for this indicator was calculated at 76,4%, which was just below the target of 80%. Issues in the commercialisation domain resulted in a lower score on the item 'General principles of governance statutory committees/structures and decision making'.


CONCLUSIONS AND RECOMMENDATIONS

The University has done very well with only three indicators and one part-indicator not reaching target.

Excellent outcomes for the indicators that relate to research reflect very high levels of achievement in this area, and all four financial indicators show audited outcomes that far exceed targets.

For the percentage of students completing three-year qualifications in minimum time (KPI 7), the recommendation that the indicator be re-worded to measure time-to-completion for three-year degrees instead of all three-year qualifications has been approved by Council, and the new version of the indicator is in the 2018 UJ APP.

As far as issues related to academic staff are concerned, significant efforts made by the University have paid off in relation to all five indicators that focus on characteristics of the academic staff component. The proportion of academic staff with doctorates is now over 47%, and the size of the professoriate has reached 23,3%. Targets have also been reached for black and female members of the professoriate. These encouraging outcomes confirm the success of strategies adopted in HR.



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council

APPENDIX A:

SUMMARY TABLE

In excess of target > 102% 20% Black

Within 75%-97,4% of target 50% Black

Within 97,5%-102% of target¹ 70% Black

Less than 75% of target 90% Black

STRATEGIC OBJECTIVE ONE: EXCELLENCE IN RESEARCH AND INNOVATION									
KPA	KPI	BASELINE (CURRENT POSITION Oct 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
Research and innovation	1. Total postgraduate outputs n-1 (8)	2 597	2 700	2 750	2 952	2 979	2 979	2 979	DVC: Research and Internationalisation
	2. Percentage permanent and fixed-term academic staff with doctorates (7)	45,17%	46%	46,2%	45,42%	46,36%	47,08%	47,13%	DVC: Employees and Student Affairs
	3. Accredited research output units n1 (10)	1 098	1 277	1 300	1 603	1 603	1 638	1 560	DVC: Research and Internationalisation
	4. Annual citations in Scopus (Year n-2) (13)	4 721	4 900	5 000	4 608	5 510	7 095	8 865	DVC: Research and Internationalisation

¹ Achievement is defined as being within 98%-102% of target in accordance with the Management Executive Committee (MEC) decision of 25 October 2016.

STRATEGIC OBJECTIVE TWO: EXCELLENCE IN TEACHING AND LEARNING									
KPA	KPI	BASELINE (CURRENT POSITION Oct 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
Teaching and learning	5. Enrolment profile by CESM category (SET) (25)	32,8%	33%	Not possible to set ceiling for this indicator as it would move outside enrolment plan	33,19%	33,3%	33,2%	33,2%*	DVC: Academic
	6. Undergraduate output (45)	9 552	9 600	9 650	9 774	9 791	9 791	9 791	DVC: Academic
	7. Percentage students completing three-year UG qualifications in minimum time (n-1) (43)	37,5% (2013 cohort)	38%	38,2%	35%	35%	35%	35%	DVC: Academic
	8. Selected programmes approved for online learning	No baseline – new indicator	5	6	1	2	15 approved 4 accredited 4 in process of appeal	8	DVC: Academic
	9. Percentage UG programmes incorporating foundations of decolonisation (35)	No baseline – new indicator	10%	12%	0%	0%	44,7%	44,7%	DVC: Academic

* This indicator is shown as exceptionally well achieved because it was critical that the outcome should be very close to the target.

STRATEGIC OBJECTIVE THREE: INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE									
KPA	KPI	BASELINE (CURRENT POSITION OCT. 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
International profile	10. Number of international students (59 & 61)	3 189	3 108	3 200	3 277	3 352	3 358	3 343	DVC: Research & Internationalisation
	11. Percentage international permanent & fixed-term academic staff (102)	14,75%	15%	1 5,2%	15,57%	15,57%	15,3%	15,1%	DVC: Employees and Student Affairs
	12. Number of study abroad students (inbound and outbound) (64 & 66)	935	1 000	1 050	97	279	609	991	DVC: Research & Internationalisation

STRATEGIC OBJECTIVE FOUR: ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE									
KPA	KPI	BASELINE (CURRENT POSITION OCT. 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
Student experience	13a) Overall UG student satisfaction. Experience of: b) Residence, c) Safety and security, d) Intercampus transport system.*	No baseline -new indicator	75%	80%	No data	No data	a) Overall UG satisfaction: 86,2% b) Residence: 75% c) Safety and security: 84,4% d) Transport: 44,7%	86,2% 75% 84,4% 44,7%	DVC: Employees and Student Affairs; Operations

* This is a new indicator. These elements were captured in the 2017 Student Experience Surveys and the outcome will constitute the baseline for the indicator in the future.

STRATEGIC OBJECTIVE FIVE: NATIONAL AND GLOBAL REPUTATION MANAGEMENT									
KPA	KPI	BASELINE (CURRENT POSITION OCT. 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
Reputation management	14. Number of awards (national and international) and prestigious recognition (78)	20	25	28	9	14	27	27	DVC: Research and Internationalisation

STRATEGIC OBJECTIVE SIX: FITNESS FOR GLOBAL EXCELLENCE AND STATURE									
KPA	KPI	BASELINE (CURRENT POSITION Oct 2016)	ANNUAL TARGET 2017	CEILING	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE
Fitness for purpose	15. Annual operating surplus/loss (90)	Projected R65 million positive audit outcome	R19 million negative outcome	R65 million positive outcome	DNYA	DNYA	DNYA	R206 million surplus	DVC: Finance
	16. Council controlled reserves (93)	DNYA	R979 million (as per approved GES document and also 50% of the budgeted Permanent Remuneration)	R983 million	DNYA	DNYA	DNYA	R1 268 million	DVC: Finance
	17. Third-stream income (unencumbered) (92)	R76 million	R150 million	R155 million	R110 million	R156.6 million	R182.6 million	R216 million	DVC: Finance

Fitness for purpose	18. Third-stream income (externally generated research funding) (16)	R163 million	R170 million	R175 million	R38.47 million	R94 million	R188 million	R207 million	DVC: Research & Internationalisation
	19. Percentage black permanent and fixed-term academic staff (102)	38,98%	40%	40,2%	41%	41,46%	41,67%	41,8%	DVC: Employees and Student Affairs
	20. Permanent and fixed-term academic staff by rank (professors and associate professors) (107)	21,4% (247)	22%	22,2%	20,59%	255 21,57%	257/1 183 21,72%	23,3%	DVC: Employees and Student Affairs
	21a. Associate professors and professors by race	Black: 16,19% (40/247)	18%	18,2%	17,3%	41/255 16,08%	42/257 16,34%	18,1%	DVC: Employees and Student Affairs
	21b. Associate professors and professors by gender	Female: 35,63% (88/247)	38%	38,2%	38,24%	98/255 38,2%	96/257 37,35%	38,4%	DVC: Employees and Student Affairs
	22. Reduction in carbon footprint (108)	DNYA	8%	10%	DNYA	DNYA	DNYA	5,45%	Operations
	23. Governance review (Council) (110)	87%	80%	85%	DNYA	DNYA	DNYA	76,4%	Registrar

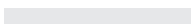


Report on the DHET Annual Performance Plan 2017 of the University of Johannesburg

INTRODUCTION

This year-end report covers achievement in relation to the targets set in the University of Johannesburg Annual Performance Plan 2017 as submitted to DHET, and covers the period 1 January to 31 December 2017.

Factors considered during the data analysis

The purpose of the analysis was to determine what level of achievement was actually attained in relation to the targets set for each of the three strategic objectives. In considering the data provided, the following classification of achievement was used:

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

In some instances, indicator outcomes are shown as 'green' when they have greatly exceeded the target, if this is seen as desirable. Where over-achievement is not desirable (e.g. over enrolment), then the colour red would be applied.

Achievement

The Annual Performance Plan 2017 is informed by three of UJ's six overall strategic objectives, namely Objectives One, Two and Six. It covers eight related key performance areas, with a total of 28 key performance indicators. Note that output indicators refer to achievement in year (n-1) and not the reporting year (n). The baseline is derived from the final result for the previous year (in this case 2016). In summary, the targets for 23 indicators were met or exceeded and five were close to target.

The outcome for the annual budget is exceptional in what have been difficult circumstances and research performance has gone beyond all expectations. Success rates and graduate output have exceeded all previous levels, while academic staff at UJ have high qualification levels.

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

Key Performance Area: Research productivity (Year n-1)					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
1. Total number of accredited research output units (n-1)	1 280	1 277	1 300	1 603 submitted	1 560 (2016 funded)
2. Percentage of publications in international journals (n1).	71%	72%	73%	78,8%	78,8%

Performance against the first indicator has greatly exceeded expectations. UJ submitted 1 638 units to DHET, and 1 560 of these were accredited. The outcome is well above the target of 1 277 and ceiling of 1 300.

Key Performance Area: Research productivity (Year n-1)					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
3. Publication units per permanent academic staff (n-1).	1.17	1.2	1.22	1.36	1.33

This outcome is based on the accredited total of 1 560 for 1 175 permanent academic staff in 2016. Research productivity at UJ is increasing, and a greater number of UJ academics are engaged in research.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

Enrolment profile by CESM

Key Performance Area: An enrolment profile across all primary disciplinary areas with growth in Education and SET fields				
KPI	BASELINE	2017 TARGET	MID-YEAR	YEAR-END
4. BUS/MAN	39,1%	38,5%	40,3%	40,11%
5. EDU	7,5%	7,5%	7,5%	7,47%
6. SET	32,8%	33%	33,3%	33,2%
7. OTHER HUM	20,4%	21%	19%	19,21%

Note: Only targets, not ceilings are set for these four indicators, because the proportional enrolments in these CESM categories are interdependent and linked to the 2017 enrolment plan.

Enrolment proportions by CESM are very difficult to manage directly, as they are in part a consequence of student choices within programmes. The College of Business and Economics, which contributes in the main to the BUS/MAN category, is not over-enrolled, so the high proportion shown here suggests that students registered in other faculties have registered for modules that fall in the BUS/MAN CESM (in Humanities, Law, and Engineering, for example). The consequence has been a reduction in the proportion in OTHER HUM. Target enrolment proportions for the broad CESM categories of EDU and SET have been spot on, and increasing student numbers in the priority field of SET are very pleasing.

Enrolment profile UG:PG

Key Performance Area: Increased enrolment in postgraduate studies					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
8. Proportion of UG:PG	84.5:15.5	84:16	83.8:16.7	84.5:15.5	84.2:15.8

UJ continues to experience high demand, particularly for its master's and doctoral programmes, and this is manifest in the UG to PG ratio. Postgraduate students are well-supported by the Postgraduate School, while the number of SARChI Chairs at UJ and increasing numbers of researchers with NRF ratings have attracted many students.

Enrolment profile by qualification type

Key Performance Area: Enrolment by qualification type					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
9. Total headcount enrolment (n)	51 509	50 139		50 032	50 354
10. Unweighted FTE totals	39 520	39 183	39 500	3 900	38 746
11. First-time entering under- graduates	11 528	10 726		9 980	9 793
12. UG: Diplomas and certificates	31,90%	27,43%		28,65%	28,6%
13. UG: Degrees	53,35%	56,44%		55,87%	55,6%
14. PG: Below master's	7,99%	8,39%		7,52%	7,6%
15. Master's	5,67%	5,83%		5,89%	6%
16. Doctorates	1,89%	1,69%		2,06%	2,1%
17. Total PG enrolment	15,56%	15,92%		15,47%	15,8%

Total headcount enrolment was tightly controlled in 2017 after the significant over enrolment of 2016. One of the consequences is that the number of first-time entering undergraduates had to be limited, because the high 2016 enrolment resulted in particularly high numbers of returning students in 2017, and these students enjoy right of entry if they have met the conditions to proceed. The reduction in first-time entering UG students should enable the University to stabilise overall numbers going forward.

In relation to the distribution of enrolments across qualification types, the outcome at mid-year was fairly close to the planned proportional distribution. The achieved proportion for PG was lower than planned, but the proportions for master's and doctorates were higher than planned. These enrolments are generally the most heavily weighted, and so the current proportional distribution may help to keep the University within the approved allocation of teaching input units.

Outstanding achievements across our diverse student body

Key Performance Area: Excellent student success rates, retention and graduate output					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
18. Degree credit success rates (n-1)	84,2%	84,6%	85%	85,4%	85,4%
19. Total graduation rate and output (n-1)	24,6% (12 149)	24,8 % (12 300)	25% (12 400)	24,7% (12 770)	24,7% (12 770)
20. UG graduation rate and output (n-1)	22,8% (9 552)	23% (9 600)	23,1%	22,5% (9 791)	22,5% (9 791)
PG Output					
21. PG to master's (n1)	1 991	2 075	2 100	2 178	2 178
22. Master's (n1)	501	515	538	682	682
23. Doctoral (n1)	105	110	112	119	119
24. Total PG output (n-1)	2 597	2 700	2 750	2 979	2 979

Over the past decade, UJ has placed considerable emphasis on student success rates and throughput, at both undergraduate and postgraduate levels. These efforts have clearly paid off, with very satisfactory achievements against Indicators 18, 19 and 20. Postgraduate outputs are above target by 279 or 10,3%. UJ is now establishing an online tracking system to help PG students attain milestone progress within acceptable timelines.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Financial stability and sustainability to support the global excellence and stature drive

Key Performance Area: Financial sustainability					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
25. Balanced annual budget and five-year financial plan	R141.5 million surplus	R19 million deficit	R65 million surplus	R44.6 million surplus	R206 million surplus

This is the audited outcome for Indicator 25, and shows extraordinary performance in an area that has been under considerable pressure.

Key Performance Area: Staff qualifications					
KPI	BASELINE	2017 TARGET	2017 CEILING	MID-YEAR	YEAR-END
26. Staff with PhDs	45,32%	46%	46,2%	46,36%	47,13%
27. Staff with master's	43,85%	44%	44,2%	43,32%	43,59%
28. Staff with other qualifications	10,83%	10%	9,6%	10,32%	9,28%

The year-end outcome for all three of these indicators is extremely close to target with the proportion of staff with doctorates exceeding the target of 46% by 1,13%. To have over 90% of academics at the University with qualifications at master's level and above is a very pleasing reflection of the great efforts and investments made in improving staff qualifications.

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



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council





Statement on Governance

OVERVIEW

The Statement on Governance focuses on the following:

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

Corporate Governance: Pre-determined objectives (UJ Annual Performance Plan)

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2017 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – a target of 80%, with a baseline of 87% and a ceiling of 85%. An average score of 76,4% was achieved, reflecting a decrease when compared with previous years.

The decrease in the ratings was mainly the result of the governance lapse relating to commercial entities as well as the change in Council membership, with a number of new external members joining Council in 2017. The ratings of the following seven of the ten corporate governance responsibilities have decreased when compared with 2016:

- Strategy development, value creation/impact and execution (mission, vision, thrusts, indicators and values).
- General principles of governance of statutory committees/structures and decision making.
- Information technology governance.
- Compliance with legislation, UJ Statute, codes and standards, regulations (external and internal) and rules (as amended).
- 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.

The ratings of the remaining three corporate governance responsibilities were as follows:

- The ratings for Risk Governance remained the same as 2016.

- The ratings for Transformation remained the same as 2016.
- The ratings for Sustainability increased when compared with 2016.

Declaration of interests and positions of trust

The following has reference:

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



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council

Council and Council Committees' Governance Report

OVERVIEW

The following has reference:

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

COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the 2012 Institutional Statute, is reflected in Table xx of this report. The Council membership status, aligned with the revised 2017 Institutional Statute, is reflected in Table 1 of this report (effective 1 July 2017).

The UJ Council comprised 18 external members (i.e. 60% of the Council membership out of a total of 30 members) until 30 June 2017. With effect from 1 July 2017, the UJ Council comprised 13 external members (out of a total of 21).

The UJ Institutional Statutes of 31 March 2012 and 24 March 2017 are applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute.

Table 1: UJ Council membership status 30 June 2017

STATUTE REQUIREMENTS (Section 12(1)) UJ Statute of 2012	MEMBER STATUS	TERM OF OFFICE
Five external persons appointed by the Minister	Prof RD (Roy) Marcus Dr DSS (Simo) Lushaba Mr G (Godwin) Khosa Ms S (Sinenhlanhla) Dlamini Dr Y (Yondela) Ndema	1 July 2014 – 30 June 2019 (3rd term) 1 July 2012 – 30 June 2017 (2nd term) 1 July 2012 – 30 June 2017 (1st term) 1 July 2017 – 30 June 2022 (2nd term) 1 August 2015 – 31 July 2020 (1st term) 1 March 2017 – 28 February 2022 (1st term)
Three members of the Convocation	Mr JP (Johan) Burger Ms BJ (Totsie) Memela-Khambule Mr M (Mbali) Mkhonto	1 August 2012 – 31 July 2017 (1st term) 1 July 2014 – 30 June 2019 (1st term) 1 March 2016 – 28 February 2021 (1st term)

Ten members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	Mr TJ (Joel) Dikgole Dr WP (William) Rowland Mr KB (Khulu) Sibiya Mr CR (Cyril) Gebhardt Mr F (Frans) Baleni Mr M (Mike) White Mr MS (Mike) Teke Prof D (Diane) Hildebrandt Ms Z (Zanele) Matlala Vacant	1 July 2013 – 30 June 2018 (3rd term) 1 August 2013 – 31 July 2018 (3rd term) 1 July 2013 – 30 June 2018 (3rd term) 1 August 2013 – 31 July 2018 (3rd term) 1 August 2014 – 31 July 2019 (2nd term) 1 January 2016 – 31 December 2020 (2nd term) 1 July 2012 – 30 June 2017 (1st term) 1 July 2017 – 30 June 2022 (2nd term) 1 February 2014 – 31 January 2019 (1st term) 1 January 2017 – 31 December 2021
Vice-Chancellor and Principal	Prof IL (Ihron) Rensburg	1 April 2006; membership by virtue of office
Two Deputy Vice-Chancellors: DVC: Academic DVC: Finance (Council resolution 19 Sept 2013)	Prof A (Angina) Parekh Mr JA (Jaco) van Schoor	1 October 2011; by virtue of office (2nd term) 1 October 2013; by virtue of office (1st term)
Two members of Senate	Prof H (Heidi) Abrahamse Prof C (Chris) Landsberg	1 August 2013 – 31 July 2018 (1st term) 1 August 2013 – 31 July 2018 (1st term)
Two academic employees	Mr K (Kevin) Thomas Prof A (Ahmed) Mohammadali-Haji	1 September 2013 – 31 August 2018 (1st term) 1 October 2012 – 30 September 2017 (1st term)
Two non-academic employees	Dr J (Joe) Manyaka Mr D (Derrick) Bvuma	1 September 2013 – 31 Aug 2018 (1st term) 1 September 2013 – 31 Aug 2018 (2nd term)
Two students – SRC	Mr (H) Hassan Abdullahi Mr M (Mfuneko) Mnye	2016-2017 Interim SRC President (from November 2016) 2016-2017 SRC Secretary-General
Registrar (Secretariat)	Prof IC (Kinta) Burger	1 January 2014; by virtue of office

Table 2: UJ Council membership status 31 December 2017

STATUTE REQUIREMENTS (Clause 9 [1]) UJ Statute 2017	MEMBER STATUS	TERM OF OFFICE
Five external persons appointed by the Minister	Mr G (Godwin) Khosa Ms S (Sinenhlanhla) Dlamini Dr Y (Yondela) Ndema Ms K (Kone) Gugushe Vacant	1 July 2017 – 30 June 2022 (2nd term) 1 August 2015 – 31 July 2020 (1st term) 1 March 2017 – 28 February 2022 (1st term) 1 July 2017 – 30 June 2022 (1st term)
Two members of the Convocation: 1. The President of the Convocation 2. One other member of the Convocation	Vacant Ms BJ (Totsie) Memela-Khambule	1 July 2014 – 30 June 2019 (1st term)
Six members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	Dr WP (William) Rowland Mr F (Frans) Baleni Mr MS (Mike) Teke Prof D (Diane) Hildebrandt Ms Z (Zanele) Matlala Vacant	1 August 2013 – 31 July 2018 (3rd term) 1 August 2014 – 31 July 2019 (2nd term) 1 July 2017 – 30 June 2022 (2nd term) 1 February 2014 – 31 January 2019 (1st term) 1 January 2017 – 31 December 2021

Vice-Chancellor and Principal	Prof IL (Ihron) Rensburg	1 April 2006; membership by virtue of office
One Deputy Vice-Chancellor, recommended by the MEC and appointed by Council: DVC: Academic	Prof A (Angina) Parekh	1 October 2011; by virtue of office (2nd term)
Two members of Senate who are not otherwise members of Council, elected by Senate	Prof H (Heidi) Abrahamse Prof C (Chris) Landsberg	1 August 2013 – 31 July 2018 (1st term) 1 August 2013 – 31 July 2018 (1st term)
One permanent, full-time academic employee not on Senate, elected by the permanent academic employees	Mr K (Kevin) Thomas	1 September 2013 – 31 August 2018 (1st term)
One permanent, full-time non-academic employee, elected by the permanent non-academic employees	Dr J (Joe) Manyaka	1 September 2013 – 31 Aug 2018 (1st term)
Two students elected by the SRC in accordance with the constitution of the SRC	Mr C (Cliffort) Phetla Mr F (Freedom) Netshiavha	SRC President (August 2017) SRC Secretary-General (August 2017)

QUALIFICATIONS AND SKILLS OF MEMBERS OF COUNCIL

The qualifications and skills of external Council members are reflected in the following tables.

Table 3: Qualifications and skills/experience of Council members 30 June 2017

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

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

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

Dr Y Ndema	BProc (Law) (University of Natal); LLB (University of Natal); LLM (Tax Law) (UCT); PhD (Law) (UCT); various certificates.	
Prof A Parekh	BA (Psychology and Philosophy) (UKZN); MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN).	Deputy Vice-Chancellor: Academic of UJ; Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology.
Prof IL Rensburg (Vice-Chancellor and Principal)	PhD International Comparative Education; MA (Political and Organisational Sociology); BPharm.	Vice-Chancellor and Principal of UJ; Chief Executive: Strategic Corporate Services SABC and President Southern African Broadcasting Association (2001-2006); Deputy Director General DoE (1995-2001); Commissioner National Planning Commission; Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation; Chairperson of READ Education Trust.
Dr WP Rowland	BA, BA(Hons), MA (Unisa); PhD (UCT).	National Executive Director of SA National Council for the Blind; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at World Bank and World Health Organisation.
Mr KB Sibiya	Diploma in Journalism.	Personnel Officer, Journalist, Editor, Editor-in-Chief, Unionist in the media industry; Director of companies, Chairman of M-Net and SuperSport International (Pty) Ltd; Chairman of SuperSport United Football Club; Lead Director of MultiChoice; Chairman of Litha Healthcare Ltd; Travelled extensively and guests of many governments, i.e. Australia, China, Denmark, France, Germany, Japan, Norway, Sweden, UK and USA.
Mr MS Teke	BA(Ed); BEd; BA(Hons); MBA.	HR background; General management; Leadership; Business Management.
Mr K Thomas	BCom (Accounting) (Wits); B Accountancy (Wits); MCom (Financial Management) (UJ); CA(SA) (SAICA).	Lecturing in the area of Financial Management and/or Financial Strategy.
Mr JA van Schoor	BCom (Accounting); BCom(Hons) (Accounting); CA(SA).	Finance; Tax; Innovation.
Mr M White	BCom (Accounting); C.I.S.A.	15 years' experience in Profession services environment, focusing on matters relating to IT, the strategic application of IT to business, internal controls, IT governance as well as ERP systems.

Table 4: Qualifications and skills/experience of Council members 31 December 2017

NAME	QUALIFICATIONS	EXPERIENCE AND SKILLS
Prof H Abrahamse	BSc (Biochemistry and Psychology) (RAU); BSc(Hons) (Biochemistry) (University of Stellenbosch); MSc (Medical Biochemistry) (University of Stellenbosch); PhD (Biochemistry/ Molecular Biology) (Wits); BSc(Hons) (Psychology) (Unisa); GIBS Executive Leadership Programme (UP).	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees.
Mr FM Baleni	BA (Development Studies); Diploma in Political Science and Trade Unionism; Alumnus of the International Institute for Management; Build on Talent; Various certificates.	Executive Management: NUM Involvement in NUM's Development Projects, Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and collective bargaining and dispute resolutions.
Ms S Dlamini	Bachelor of Business Science (UCT 2007); Programme in Investment Analysis and Portfolio Management (Unisa 2012).	Strategy formulation and implementation; Investment analysis; Marketing/branding; Business development; Project management; Presentations/Public speaking.
Ms K Gugushe	CA(SA) (SAICA).	
Prof D Hildebrandt	BSc (Chemical Engineering) with Distinction (Wits); MSc (Chemical Engineering) (Wits); PhD (Chemical Engineering) (Wits).	Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory; Process Engineer (Sastech, Sasol); Senior Lecturer, Department of Metallurgy (Potchefstroom University for Christian Higher Education); Senior Lecturer (Department of Chemical Engineering) (Wits); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits); SARChI Professor of Sustainable Process Engineering (Wits); Director MaPS (A Research Unit at Unisa).
Mr G Khosa	Master's in Management Postgraduate Diploma in Public and Development Management; BA(Hons) (Geography); BA (Education).	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher.

Prof C Landsberg	BA(Hons) (RAU); MA (International Studies) (Rhodes); DPhil (International Relations) (Oxford); Hamburg Fellow (Stanford University).	Senior Lecturer; Professor; HOD; SARCHI Chair; Visiting Lecturer; Editor; Member of a number of Boards.
Dr J Manyaka	BA(Ed) (Vista University); BA(Hons) (Unisa); MA (Vista University); PhD (Vista University).	Language expertise; Facilities Management; Project Management.
Ms Z Matlala	BCompt(Hons) (Unisa); CA(SA) (The Public Accountants' and Auditors' Board).	
Ms BJ Memela-Khambula	BA (Social Science) (Swaziland); Master in Public Administration (Zimbabwe); Management Advanced Programme: Wits Business School; Advanced Diploma in Banking (RAU); Executive Development Program: Graduate School of Management & Urban Policy (USA); Senior Executive Program: Harvard Business School	Business Development and growth in various institutions where she served as an executive; People management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee member of Cadiz; Finance and Audit Committee member of International Partnerships for Microbicides, a NGO focusing on HIV/ Aids research for a prevention solution.
Dr Y Ndema	BProc (Law) (University of Natal); LLB (University of Natal); LLM (Tax Law) (University of Cape Town); PhD (Law) (UCT); various certificates.	
Prof A Parekh	BA (Psychology and Philosophy) (UKZN); MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN).	Deputy Vice-Chancellor: Academic of 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.
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Mr MS Teke	BA(Ed); BEd; BA(Hons); MBA.	HR background; General management; Leadership; Business Management.
Mr K Thomas	BCom (Accounting) (Wits); B Accountancy (Wits); MCom (Financial Management) (UJ); CA(SA) (SAICA).	Lecturing in the area of Financial Management and/or Financial Strategy.

DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

Register declaration of interests and positions of trust

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

ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES

The Council functions within Sections 10 to 22 of the UJ Statute of 2012 and Sections 8 to 18 of the UJ Statute of 2017. Council held six meetings during 2017: 30 March 2017 (ordinary and confidential meetings), 18 April 2017, 22 June 2017 (ordinary and confidential), 22 September 2017 (special and confidential), 28 September 2017 and 24 November 2017

The overall attendance of Council meetings was very good, reflecting an attendance rate of 86% (absenteeism of 24 cases during the reporting year).

The attendance of the Executive Committee of Council was also very good (85%). The attendance of other Council committee meetings was very good.

GOVERNANCE PERFORMANCE COUNCIL AND COUNCIL COMMITTEES

The following Council committees were operational:

- Audit and Risk Committee of Council (ARCC)
- Council Membership Committee (CMC) – dissolved in 2017
- Executive Committee of Council (also serving as Remuneration Committee of Council)
- Financial Sustainability Committee of Council (FSCC)
- Human Resources and Social Ethics Committee of Council (HRSEC)
- Naming Committee of Council (NCC)
- Projects and Resourcing Committee of Council (PRCC)

The UJ Awards Committee (combining the former Honorary Degrees Committee, the Ellen Kuzwayo Council Awards Committee and the Alumni Dignitas Awards Committee) is a joint Council and Senate Committee. In addition to the above, the Investment Committee and the UJ Trust are operational.

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

Performance Review: Council and Council Committees

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

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

The performance review results are as follows:

- Council: Organisation of the committee: 3.9, Execution of functions: 3.7, Role of members and Chairperson: 3.8, and Administration: 4.0.

- Executive Committee of Council: Organisation of the committee: 3.7, Execution of functions: 3.7, Role of members and Chairperson: 4.1, and Administration: 4.5.
- Audit and Risk Committee of Council: Organisation of the committee: 4.2, Execution of functions: 4.0, Role of members and Chairperson: 4.3, and Administration: 4.3.
- Financial Sustainability Committee of Council: Organisation of the committee: 4.0, Execution of functions: 3.6, Role of members and Chairperson: 4.0, and Administration: 4.0.
- Human Resources and Social Ethics Committee of Council: Organisation of the committee: 4.2, Execution of functions: 4.1, Role of members and Chairperson: 4.5, and Administration: 4.8.
- Projects and Resourcing Committee of Council: Organisation of the committee: 3.9, Execution of functions: 4.0, Role of members and Chairperson: 3.8, and Administration: 5.0.

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

Matters of significance discussed, considered and approved by Council

- Council Governance:
 - Approving the revised Code of Conduct for Council Members.
 - Council membership:
 - Ministerial appointees*
 - Recommending to the Minister of Higher Education and Training to appoint Mr G Khosa for a second five-year term of office. The Minister subsequently re-appointed Mr Khosa.
 - Recommending candidates to the Minister of Higher Education and Training to fill two vacancies in this category. The Minister subsequently appointed Ms K Gugushe and Dr M Tom.
 - Members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies*
 - Mr M Teke, whose first term of office would expire on 30 June 2017, to be re-appointed for a second term of office.
 - Convocation representatives*
 - The end date of the Council term of office of the President of the Convocation was changed from 30 June 2017 to 28 February 2021. This adjustment was in accordance with the new constitution of the Convocation and would become valid with the implementation of the new UJ Statute.
 - Electing Mr M Teke as Council Chairperson and Dr Y Ndema as Council Vice-Chairperson.
 - Council committee membership
 - Approving the appointment of Dr WP Rowland as external Council member on the PRCC as well as his appointment as Chairperson of the PRCC.
 - Ratifying the extension of Mr M Teke's term as interim HRSEC chairperson (17 March 2016 to 16 March 2017) by a further three months until the end of June 2017.
 - Approving the appointment of Dr J Manyaka as Council representative on the School of Tourism and Hospitality Board.
 - Council composition in line with revised UJ Statute
 - Approving the following principles to be used when reducing the Council membership from 30 to 21, in accordance with the revised UJ Statute (promulgated on 24 March 2017):
 - Profile and skills required for Council members: financial, human resources, legal, planning, academic and persons with disabilities.
 - Demography in respect of gender and race, also taking into account age profile (balance between youth and maturity).
 - Number of terms already served, with the recommendation of 'first in/ first out'.
 - Agreeing that the newly composed Council would take effect on 1 July 2017.
 - Council committees:
 - Approving that the Honorary Degrees Committee, the Ellen Kuzwayo Council Awards Committee

and the Alumni Dignitas Awards Committee should be combined into one joint Council and Senate Committee, namely the UJ Awards Committee.

- Approving that the Council Membership Committee should be dissolved and its functions added to those of the Council Exco.
 - Approving that Mr JP Burger should be co-opted to the Financial Sustainability Committee of Council.
 - Approving that Mr C Gebhardt should be co-opted to the UJ Awards Committee.
 - Approving that Ms T Mketi should be included as a co-opted member on the Human Resources and Social Ethics Committee of Council and Prof Parekh should be included as an invitee.
- Approving the amended Annual Performance Plans and Schedules of Business of the following Council committees:
- Council Exco
 - Audit and Risk Committee of Council
 - Human Resources and Social Ethics Committee of Council
 - Projects and Resourcing Committee of Council
 - Financial and Sustainability Committee of Council
- Approving the following revised Council and Council Committee charters:
- Charter for the UJ Council
 - Charter for the Executive Committee of Council
 - Charter for the UJ Awards Committee
 - Charter for the Financial and Sustainability Committee of Council
 - Charter for the Audit and Risk Committee of Council
 - Charter for the Human Resources and Social Ethics Committee of Council
 - Charter for the Projects and Resourcing Committee of Council
 - Charter for the Naming Committee of Council
- Forensic investigation into irregularities relating to the commercialisation domain:
- Council, at its special meeting of 22 September 2017, resolved as follows, after having considered the advice from SizweNtsalubaGobodo (SNG):
 - That the SNG report not be made available to the Council Chairperson and DVC: Finance.
 - That the pre-prepared press statement, as read to Council and amended by Council in the meeting, be released after the meeting.
 - That the press statement not be made available to Council Chairperson and DVC: Finance prior to it being released.
 - That UJ's normal HR disciplinary process be followed in respect of the DVC: Finance, and that the necessary documentation be made available to him once the disciplinary action was being instituted.
 - That, after consultation with external legal counsel, letters be sent to the Council Chairperson and DVC: Finance.
 - That the letter to the Council Chairperson should inter alia contain an invitation to make a presentation in his defence, to be considered at the Council meeting of 28 September 2017.
 - Council, at its meeting of 28 September 2017, resolved as follows:
 - That, according to the executive summary of the SNG report, submitted to Council a week before, there was sufficient evidence of wrongdoing on the part of the Council Chairperson to lay criminal charges against him.
 - To accept his resignation as Chairperson and member of Council with immediate effect.

Council, at its meeting of 24 November 2017, resolved as follows:

- That SNG submit a detailed, written report on the alleged irregularities relating to the use of the Vice-Chancellor's credit card and research trust account.
- That the Chairperson of Council be mandated to have a further discussion with the Vice-Chancellor on the issue and process in respect of the alleged irregularities relating to the use of his corporate credit card and research trust account.

- That the Chairperson of Council would inform Council if there was a need for immediate action by Council. If not, Council would await the SNG report.
- That SNG would investigate the alleged irregularities relating to the use of the former Chairperson of Council's UJ corporate credit card.
- Update on forensic investigation into alleged irregularities relating to the conduct of the President of the Convocation and payments made to him for services allegedly rendered to the University:
 - SNG will be requested to investigate the issue of payments made to the President of the Convocation for allegedly rendering certain services to the University, as well as the allegation that he is a shareholder of a company that had benefited from contracts with the University, and his failure to make the requisite disclosures to the University in this regard.
- Approving the revised Strategic Plan, 2018 to 2025.
- Approving the audited 2017 Annual Performance Plan.
- Approving the revised 2017 UJ Annual Performance Plan.
- Approving the 2018 UJ Annual Performance Plan.
- Approving the 2018 DHET Annual Performance Plan.
- Approving the 2017 Mid-Year Report on the DHET Annual Performance Plan and the 2017 Mid-Year Financial Progress Report to DHET, for submission to DHET.
- Approving the UJ budget for 2018.
- Approving the Capex budget for 2017 and 2018.
- Approving the requests for funding from UJ's reserves for DFC developments and for refurbishing the Habitat and Sivebeek residences.
- Approving the recommendation that funding of between R50 million and R100 million (to be allocated over 2017 and 2018) for the construction of a third student residence at the Soweto Campus. Approving a subsequent increase in the scope of the SWC third residence to include an additional 88 beds, at a cost of R21 million.
- Approving the Institutional Transformation Plan, 2017-2022.
- Approving the 2018 Enrolment Plan.
- Approving the shortlisted candidates for the position of UJ Vice-Chancellor and Principal.
- Approving the following new ELG appointments:
 - Prof M Frahm-Arp as Executive Director: Library and Information Centre for a five-year term of office.
 - Ms P Gida as Executive Director: Human Resources for a five-year term of office.
 - Prof T Marwala as UJ's next Vice-Chancellor and Principal for a five-year term of office. His term of office as Vice-Chancellor and Principal would commence on 1 January 2018.
 - Mr E O'Brien as Executive Director: Operations for a five-year term of office.
 - Prof S Sinha as DVC: Research and Internationalisation for a five-year term of office.
 - Prof D van Lill as Executive Dean: College of Business and Economics for a three-year and three-month term of office.
 - Dr N Vukuza as Senior Executive Director: Office of the Vice-Chancellor for a five-year term of office.
- Approving the re-appointment of the following ELG members:
 - Prof IC Burger, Registrar, for another five-year term of office.
 - Prof F Freschi, Executive Dean of the Faculty of Art, Design and Architecture, for another five-year term of office.
- Approving that the retirement age for ELG members be extended from 60 to 65. Should the skills of an ELG member not be readily available, the MEC may extend the ELG member's retirement age up to 70, as this seems to be the trend in terms of international practices.
- Approving the 2016 Audited Annual Financial Statements.
- Approving Going Concern Consideration for 2017.
- Approving the revised Institutional Risk Register.
- Approving the reappointment of PricewaterhouseCoopers as external auditors for statutory reporting to the Department of Higher Education and Training for a period of three years (commencing in 2017), with some of their audit work to be subcontracted to Nkonki Inc.

- Approving UJ's Employment Equity Report to the Department of Labour.
- Approving the following policies and procedures:
 - Appointment Procedure for a New Vice-Chancellor.
 - Amended Appointment Procedures for Executive Deans.
 - Amended Appointment Procedure for Executive Directors.
 - Policy on Student Sexual Harassment and Rape.
 - Social Media Policy.
- Approving the recommendations to confer honorary degrees on the following individuals:
 - Sir David Adjaye
 - Sir Richard Branson
 - Mr Aliko Dangote
 - Prof Ben Feringa
 - Chief Justice Mogoeng Mogoeng
 - Mr Kumi Naidoo
 - Ms Esther Mahlangu
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
 - Dr Raymond Ackerman
 - Ms Yasmin Sooka
 - Mr Sipho Hotstix Mabuse
- Concurring with the recommendation to confer the title Honorary Professor on Prof MW Serote.
- Retrospectively approving the constituting of the interim Central SRC.
- Approving the recommendation that, in light of the previous 10 unsuccessful attempts to constitute the Central SRC, including arbitration, the Central SRC should be constituted.
- Approving the UJ Annual Report for 2016 for submission to the Department of Higher Education and Training.
- Approving the extension of the Megabus contract for one year, from 1 January to 31 December 2018.
- Ratifying the annual salary negotiations mandate for 2018.
- Commercial entities:
 - Approving that the following 'project fit' criteria should be adopted for assessment of both current and future UJ investments in commercial entities:
 - Potential for third-stream income.
 - Development of innovative, commercially viable and potentially profitable inventions and ideas.
 - Strategic entities that would enhance the stature and objectives of UJ, e.g. Resolution Circle (WIL), UJ Properties.
 - Financial viability.
 - Approving the appointment of additional directors representing UJ on a number of commercial entities involving UJ, on the understanding that the permanent directors should comprise parties external to UJ to supplement the internal executives recommended for appointment (subject to the incoming directors receiving appropriate training and support).
 - Approving the recommended de-registration of the following commercial entities:
 - Kutu Capital
 - Intellilab
 - Naledi Computer Systems
 - Biomedica Technologies
 - Conceptua Survey Solutions
 - SugaRushed Records (Pty) Ltd
 - Isibaya Somnotho (Pty) Ltd
 - Isibaya Somnotho Trust
 - Enerkey Solutions (Pty) Ltd
 - GOCO Innovations

- The addition of the following delegations in respect of commercial entities to the Financial Delegation of Authority:
 - Investment in commercial entities: Approval by Council on the recommendation of the FSCC.
 - Appointment of directors of the commercial entities: Approval by Council on the recommendation of the FSCC.
 - Loans to commercial entities: R0 to R15 million: Approval by the Management Executive Committee (MEC). In excess of R15 million: Approval by the FSCC on the recommendation of the MEC.
- Approving the following recommendations in respect of a Governance Framework/Delegation of Authority for UJ Commercial Entities:
 - The establishment of a governance committee on commercialisation, reporting either directly to Council or via a subcommittee of the FSCC. The Investment Committee should be overhauled if it was deemed to be the ideal structure for this purpose.
 - An MEC committee would be established to oversee the day-to-day management of commercialisation.
- Approving the recommendation that a 13-month interim period from 1 December 2017 to 31 December 2018 should be allowed for stability in the commercialisation environment. During this period the following would apply:
 - The ARCC would ensure that assurance regarding the commercial entities, their compliance and risk management was effective.
 - The FSCC would oversee the commercialisation process, which would include the establishment of commercial entities and the appointment of directors.
- Approving the recommendation that from 1 January 2019, a consolidation of commercial entities into a single holding company would take place.
- Resolution Circle:
 - Approving that, for the purposes of accountability, the existing Resolution Circle (RC) Board of Directors continue until 31 December 2017.
 - Approving that, with effect from 1 January 2018 and for the interim, the RC Board of Directors should consist of the following members:
 - Vice-Chancellor and Principal
 - DVC: Research and Internationalisation
 - DVC: Finance
 - Executive Director: Research and Innovation
 - Two external UJ Council members

Matters of significance noted by Council

- Noting the Chairperson's report on his performance interviews with the Vice-Chancellor and the other MEC members. In general, the MEC members had performed well. He cautioned Council, as he had cautioned the MEC, never to become 'a law unto oneself'. Neither Council, nor the MEC, owned the institution but, to the contrary, should serve the institution. He stressed that both Council and the MEC should remain vigilant at all times.
- Noting the Vice-Chancellor's quarterly overview reports and additional information, including the following:
 - SRC elections and volatility in the higher education sector.
 - Update on NSFAS processes.
 - Off-campus security: UJ had implemented a new, off-campus security measure: 'Safe corridors' (i.e. popular off-campus routes used by students) had been established in the vicinity of all four campuses and were being patrolled by security staff. In collaboration with the City of Johannesburg, smart cameras were being installed along these safe corridors.
- Noting the impact of the Higher Education Amendment Act 91 of 2016, which came into operation on 22 September 2017.
- Noting the report of the South African Human Rights Commission: Transformation at Public Universities in South Africa.

- Noting the submission to Council on the sale of the shares in Thin Film Solar Technologies, explicating the background to and reasons for the sale of the shares.
- Noting the progress reports detailing the quarterly achievements against the Annual Performance Plan.
- Noting the report on the Ad Hoc Senate Committee and its task teams on Student Protests and the University's Response.
- Noting the Accelerated Academic Mentoring Programme progress reports.
- Noting the quarterly Protection Services reports.
- Noting the report on the Provisional Undergraduate Success Rates.
- Noting the statistics on student throughput, completion of qualifications within the minimum time and dropout rates.
- Noting the report on the Research and Postgraduate Outputs of 2016.
- Noting the Overview of the Late Enquiry and Registration Process for 2017.
- Noting the Enrolment Management reports.
- Noting the quarterly reports on student disciplinary cases.
- Noting the progress report on the revised UJ Statute.
- Noting the reports and action lists of the MEC and ELG Strategic Breakaways.
- Noting the Weekly Risk Assessment Profile Dashboard.
- Noting the updates on progress regarding the Game Changers.
- Noting the Charter on Decolonisation.
- Noting the transformation progress reports.
- Noting the quarterly progress reports on the UJ Annual Performance Plan.
- Noting the reports on the filling of executive positions.
- Noting the quarterly Management Accounts.
- Noting the quarterly Council Membership Status reports.
- Noting reports from the Council committees.
- Noting reports from Senate.
- Noting reports from the Institutional Forum.
- Noting reports from the UJ Trust.
- Noting the quarterly security reports.
- Noting the quarterly HIV and AIDS reports.
- Noting the progress reports of UJ's Ombud's Office.
- Noting the UJ SRC President's reports.
- Noting the Declaration of General Interest of Council members.
- Noting the Register of Qualifications and Skills/Experience of Council members.
- Noting the 2017 year-to-date attendance of Council and Council committees.
- Noting the report on the Council Annual Review and Planning Session for 2016.
- Noting the overview of the registration process.
- Noting the outcomes of the 2016 Council and committee performance reviews.
- Noting the report on attendance of Council and Council committee meetings for 2016.
- Noting the outcomes of the 2016 review of MEC Corporate Governance Responsibilities.



Mike Teke (Mr)

Chairperson of Council

Senate and Senate Committees' Governance Report

OVERVIEW

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

SENATE AND SENATE COMMITTEES

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

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

DECLARATION OF INTERESTS

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

ATTENDANCE OF MEMBERS OF SENATE AND SENATE COMMITTEES

- Five meetings of Senate were held: 23 March 2017, 17 May 2017 (special meeting), 1 June 2017, 21 September 2017 and 15 November 2017.

The Senate had 250 members in 2017. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was very good in most cases, varying between 75% and 91%, with the exception of the Senate Academic Freedom Committee, which had an attendance of 55%.

PERFORMANCE REVIEW SENATE AND SENATE COMMITTEES

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

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

The performance review results are as follows:

- Senate: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.0 and Administration: 4.0.
- Senex: Organisation of the committee: 4.5, Execution of functions: 4.4, Role of members and Chairperson: 4.4 and Administration: 5.0.
- Senate Academic Freedom Committee: Organisation of the committee: 3.4, Execution of functions: 3.0, Role of members and Chairperson: 3.5 and Administration: 4.3.
- Senate Higher Degrees Committee: Organisation of the committee: 4.5, Execution of functions: 4.4, Role of members and Chairperson: 4.3 and Administration: 5.0.
- Senate Teaching and Learning Committee: Organisation of the committee: 4.0, Execution of functions: 3.8, Role of members and Chairperson: 4.2 and Administration: 4.8.
- University Research Committee: Organisation of the committee: 3.8, Execution of functions: 3.6, Role of members and Chairperson: 4.1 and Administration: 4.1.

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

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

- The Vice-Chancellor's quarterly reports focusing on inter alia the following:
 - Presidential Commission of Inquiry into Higher Education Funding and other issues, NSFAS and related matters.
 - Student debt.
 - The security deployment at UJ.
 - Student orientation, e-textbooks and tablets.
 - Online programmes.
 - Blended modules.
 - The development of Guidelines for Curriculum Transformation.
 - The Institutional Culture Survey.
 - 360-degree Senior Management Leadership Assessment.
 - Naming and renaming of UJ spaces.
 - Employment Equity Plan.
 - Insourcing of Protection Services.
 - Talent Management.
 - An African Insights module had been developed to introduce the African canon, a module that was broad and dynamic and was a gateway to the rich intellectual and creative African traditions and practices.
 - The establishment of the College of Business and Economics as approved by Council on 29 September 2016. The implementation date for the College was on 1 July 2017.
 - The establishment of a new Medical School at UJ.
 - Undergraduate success rates and throughput initiatives.
 - Graduation outputs.
 - Final selections, late enquiries and registration process 2017.
 - Student disciplinary hearings.
 - Research publication outputs.
 - UJ, in partnership with Times Higher Education, proudly hosted the third BRICS and Emerging Economies Universities Summit from 30 November to 2 December 2016.
 - The improvement of the UJ Institutional Repository.
 - Building the Digital Library Collection.
 - Restructuring of Resolution Circle.
 - Renewable energy.
 - The development of eyeThenticate at UJ.

- The development of MinPet technology at UJ.
- Forensic Investigation into UJ's Commercialisation Activities.
- Council's Transition.
- UJ's Annual Performance Plan.
- Performance against UJ's Annual Performance Plan.
- UJ 'Missing Middle' Fund update.
- UJSRC and Student Affairs related matters.
- Research Chairs.
- Teaching and Learning Matters.
- Recruitment, Appointment and Promotion Processes.
- Deferred Compensation Plan.
- Annual Stakeholder Report.
- Half-year Financial Statements.
- Partnership with Glasgow Caledonian University and Transnet Freight.
- Partnership with Sibanye Gold.
- Launch of the Ali Mazrui Centre for Higher Education Studies.
- Notable events in the GES programme.
- The establishment of a Project Management Office.
- Accolades and World University Rankings.
- The improvement of UJ's Growing International Stature for Global Excellence.
- 2018 Budget – Focus on containing personnel remuneration budget growth.
- Focusing on the risks influencing the stability and outlook for universities, e.g.:
 - System-wide implementation of the decentralised NSFAS model.
 - Fee increases for 2018.
 - Post-School Presidential Fees Commission Report.
 - Completing the academic programme without interruption.
- Revision of Governance in the Commercialisation domain.
- Important accolades, such as:
 - Prof C Ngila, Faculty of Science, was one of Africa's top five female scientists to receive an award by the African Union for excelling in science research.
 - A case study entitled 'A teaching school and its community' submitted by Prof S Gravett, Executive Dean of the Faculty of Education, was one of the six selected out of the twelve submitted to U21 Presidential Symposium and AGM held in Nottingham in May 2017.
 - Prof V Gupta, a SARChI Chair holder, had been chosen by Clarivate Analytics, formerly the IP and Science Business of Thomson Reuters, as a higher cited researcher based on his work that had been identified as the most valuable and significant in the field of Chemistry, Engineering and Environment/Ecology.
 - Prof Q Wang, Faculty of Engineering and the Built Environment, had been awarded an A rating by the SA National Research Foundation (NRF).
- Approving, subject to Council's approval, the following:
 - The appointment of a Vice-Chancellor and Principal
 - Amendment to the Policy on Student Sexual Harassment and Rape
 - Enrolment Plan 2018
 - Social Media Policy
 - Amendment to the UJ Awards Committee Charter to make provision for the revoking of an honorary doctorate degree.
 - The conferral of honorary doctorates degrees.
 - The appointment procedure for the Vice-Chancellor and Principal.
 - The appointment of the Deputy Vice-Chancellor: Research and Internationalisation.

- Senate advised Council that the UJ Honorary Doctorate on Aung San Suu Kyi should not be revoked and that UJ should send a clear and unambiguous message to the alumnus expressing its concern and dissatisfaction with regard to the deteriorated human rights crisis in Rohingya.
- Approving the following:
 - Structural changes in the School of Languages in the Faculty of Humanities:
 - To merge the Departments of Applied Communicative Skills, Afrikaans, French, Greek, and Latin, and Linguistics into a single Department of Languages, Cultural Studies and Applied Linguistics (LanCSAL);
 - To rename the Language Unit to the Multilingual Language Services Office.
 - The application for a new programme, Master of Engineering in Nanoelectronics, to be offered as a Joint Qualification with MISis – National University of Science and Technology, Moscow, Russia.
 - The dissolution of the Senate Ad Hoc Committee.
 - The following charters were approved:
 - Charter on Decolonisation
 - Charter of the Sustainable Human Settlement and Construction Research Centre
 - Charter for Faculty Boards
 - Charter of the College of Business and Economics (CBE)
 - Charter of the Centre for Astro-Particle Physics (CAPP)
 - Charter of the Research Centre for Plant Metabolomics (RCPM)
 - Charter of the Centre for African Business
 - Establishment of a Centre for African Business within the Johannesburg Business School.
 - Distance Education Policy for Online Provision.
 - Academic Calendar 2018.
 - Additions of the CESM in the Faculty of Engineering and the Built Environment:
 - PhD in Industrial Engineering.
 - PhD in Urban and Regional Planning.
 - The following time limitation requirement to obtain a master's degree with distinction:
 - The degree must be completed within the maximum time set by the University for the completion of the qualification to obtain a distinction.
 - Amendment to the Academic Regulations 2018.
 - CHE Quality Enhancement Project: Phase 2.
 - Academic Regulations for Online Programmes 2018.
 - Online Calendar 2018.
 - Amendments to the following policies:
 - Policy on Admissions and Selection
 - Policy on Construction of Timetables
- Approving the following formal subsidised academic programmes (to be submitted for external approval):
 - To be offered by the College of Business and Economics:
 - Master of Business Administration (online)
 - Master of Business Administration (contact)
 - Master of Commerce in Investments (online) (with AP)
 - Postgraduate Diploma in Business Management (contact)
 - Postgraduate Diploma in Strategic Retailing (online)
 - To be offered by the Faculty of Art, Design and Architecture:
 - BA(Hons) (Visual Art)
 - BA(Hons) (Visual Art) (Art Therapy)
 - BA(Hons) (Interior Design)
 - Master of Art (Visual Art)
 - Master of Architecture
 - Master of Architecture in Design, Theory and Practice

- To be offered by the former Faculty of Economic and Financial Sciences:
 - Master of Commerce in Asset Management
 - Master of Commerce in Investments
 - Postgraduate Diploma in Financial Planning (online)
- To be offered by the Faculty of Education:
 - Bachelor of Education in Foundation Phase Teaching
 - Advanced Diploma in Technical and Vocational Teaching
 - Postgraduate Certificate in Education in Senior Phase and Further Education and Training (online)
 - Postgraduate Certificate in Education in Further Education and Training (online)
- To be offered by the Faculty of Engineering and the Built Environment:
 - Postgraduate Diploma in Management Services
 - Postgraduate Diploma in Operations Management
 - Postgraduate Diploma in Quality
 - Master of Industrial Engineering
 - Master of Engineering in Extraction Metallurgy (contact research)
 - Master of Engineering in Physical Metallurgy (research)
 - Master of Urban and Regional Planning (contact research)
 - Master of Operations Management
 - Master of Chemical Engineering
 - Master of Science in Construction Management
 - Master of Science in Quantity Surveying
 - Advanced Diploma in Operations Management
 - Advanced Diploma in Quality
 - Advanced Diploma in Management Services
 - Bachelor of Engineering Technology Honours in Chemical Engineering
 - Bachelor of Engineering Technology Honours in Civil Engineering
 - Bachelor of Engineering Technology Honours in Electrical Engineering
 - Bachelor of Engineering Technology Honours in Mechanical Engineering
 - Bachelor of Engineering Technology Honours in Industrial Engineering
 - Bachelor of Engineering Technology Honours in Metallurgical Engineering
 - Bachelor of Engineering Technology Honours in Mining Engineering
 - Bachelor of Science Honours in Construction Management
 - BSc(Hons) in Construction Project Management
 - BSc(Hons) in Health and Safety Management
 - BSc(Hons) in Quantity Surveying
 - Bachelor of Mine Surveying Honours
 - Bachelor of Urban and Regional Planning Honours
 - Master of Systems Engineering.
- To be offered by the Faculty of Health Sciences:
 - Higher Certificate in Sport Administration (online)
 - Higher Certificate in Sport Coaching and Exercise Science (online)
- To be offered by the former Faculty of Management:
 - Master of Sustainability Management (online)
 - Higher Certificate (Human Resource Development)
 - Diploma (Human Resource Development)
 - Advanced Diploma (Logistics) (online)
 - Advanced Diploma (Transportation Management) (online)
 - Diploma (People Management) (online)
 - Bachelor (Human Resource Management) (online)

- Advanced Diploma in Food Technology, to be offered at DFC
- Master of Science in Water Supply, Sanitation and Management, to be offered at DFC
- Approving, via Senate's VC Circular, the offering of the following Continuing Education Programmes (CEP):
 - To be offered by Academic Development and Support:
 - African Insights (online)
 - To be offered by the College of Business and Economics:
 - Advanced Social Entrepreneurship and Social Innovation (credit bearing towards a UJ qualification)
 - To be offered by the former Faculty of Economic and Financial Sciences:
 - Integrated Financial Planning (non-credit bearing, CEP Programme in association with a professional body)
 - Law of Trust and Practice (non-credit bearing, CEP Programme in association with a professional body)
 - Estate Planning (non-credit bearing, CEP Programme in association with a professional body)
 - To be offered by the Faculty of Education:
 - Mentoring Student and Novice Teachers (online) (credit bearing towards a UJ qualification)
 - Leading and Managing the School as an organization (online) (credit bearing towards a UJ qualification)
 - To be offered by the Faculty of Engineering and the Built Environment:
 - Metallographic Replication in Maintenance of Power Stations (non-credit bearing)
 - Engineering Project Management (credit bearing towards a UJ qualification)
 - Advanced Engineering Economics (credit bearing towards a UJ qualification)
 - Engineering Management (credit bearing towards a UJ qualification)
 - Power Electronics (credit bearing towards a UJ qualification)
 - Product Development and Marketing (credit bearing towards a UJ qualification)
 - Introduction to Geo-Spatial Information Science (non-credit bearing)
 - Land Suitability Analysis (non-credit bearing)
 - Smart Cities and Intelligent Transport Systems (non-credit bearing)
 - Advanced Spatial Analysis (non-credit bearing)
 - Implementation of International Organisation for Standardisation (ISO) 9001:2015 (credit bearing towards a UJ qualification)
 - Lead Auditor for International Organisation for Standardisation (ISO) 9001:2015 (credit bearing towards a UJ qualification)
 - Theory and Practice of Urban planning and Development (credit bearing towards a UJ qualification)
 - Construction Contracts Management (non-credit bearing)
 - Gateway to Robotics (non-credit bearing)
 - Robotics for Teenagers (non-credit bearing)
 - Advanced Concrete Technology (credit bearing towards a UJ qualification)
 - Design of Cold-Formed Steel Structures (credit bearing towards a UJ qualification)
 - Durability and repair of concrete structures (credit bearing towards a UJ qualification)
 - Finite Element Analysis (credit bearing towards a UJ qualification)
 - Geotechnical Design of Foundations (credit bearing towards a UJ qualification)
 - Plastic Analysis and Design of Structures (credit bearing towards a UJ qualification)
 - Advanced Project Management (credit bearing towards a UJ qualification)
 - Stability of Steel structures (credit bearing towards a UJ qualification).
 - Structural Safety and Reliability (credit bearing towards a UJ qualification)
 - Advanced Reinforced Concrete Analysis and Design (credit bearing towards a UJ qualification)
 - Advanced Semiconductor Manufacturing (credit bearing towards a UJ qualification and CPD Programme in association with a professional body)
 - Introduction to Building Information Technology (non-credit bearing)

- Building Information Technology 2 (non-credit bearing)
- Building Information Technology 3 (non-credit bearing)
- Sustainable Urban Development Principles and Policies (non-credit bearing)
- Construction Health and Safety management (non-credit bearing, CPD Programme in association with a professional body)
- To be offered by the former Faculty of Management:
 - Bridging Programme in Advanced Diploma (Logistics) (contact) (non-credit bearing).
 - Bridging Programme in Advanced Diploma (Logistics) (online) (non-credit bearing).
 - Bridging Programme in Advanced Diploma (Transportation Management) (contact) (non-credit bearing).
- Approving, via Senate's VC Circular, the Recognition of Prior Learning (RPL) Access Component supporting RPL admission into a doctoral programme in Art and Design in the Faculty of Art, Design and Architecture.
- Approving, via Senate's VC Circular, the application for RPL into MA (Design) in the Faculty of Art, Design and Architecture.
- Approving the applications for Senate Discretionary Admission for School of Tomorrow students.
- Approving, via Senate's VC Circular, the application for Senate Discretionary Admission for School of Tomorrow students.
- Approving, via Senate's VC Circular, the following Teach-out Plans in the former Faculty of Management:
 - The extended National Diploma Management.
 - The National Diploma Management.
 - BTech Logistics and Transportation Management.
- Approving, via Senate's VC Circular, the applications for the amendments to the existing academic programmes/rules/regulations;
- Noting the following matters:
 - The relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates and NSFAS applications.
 - The outcomes of the 2016 performance review of Senate.
 - The report on the 2016 performance of Senate and Senate Committees performance reviews.
 - Comparison of Grade 11 and 12 results of applicants.
 - Yield of first-year applicants.
 - Progress reports on the UJ Annual Performance Plan 2017.
 - Draft Financial Statements 2017.
 - Provisional Undergraduate Success Rates and Graduate Outputs 2016.
 - Research and Postgraduate Outputs 2016.
 - Overview of the Late Enquiry and Registration Process for 2017.
 - Weekly Risk Assessment Profile Dashboard for the period ending 13 March 2017.
 - The reports on Student Disciplinary Cases.
 - Report on the Accelerated Academic Mentoring Programme.
 - USAf Statement to the National Education Crisis Forum.
 - MEC Planning Session (18-19 January 2017) and ELG Planning Session (89 February 2017).
 - New Composition of the Senate Academic Freedom Committee as per the amended Charter.
 - The report on the impact of the lowered entrance requirement for supplementary examinations – from 45% to 40%.
 - Action Plan for the Quality Enhancement Project Phase 1.
 - CHE Quality Enhancement Project: Phase 2.
 - Quality Enhancement Project Phase 2: Focus Area and Institutional Submission Specifications.
 - South African Human Rights Commission Report on Transformation at Public Universities in South Africa and UJ's Improvement Plan.
 - Presentations presented as Senate themes for 2017:
 - Outcome of the 2016 Institutional Culture Survey.

- Online Learning.
- A critical reflective conversation with the Vice-Chancellor Designate, Prof Marwala, on the future UJ.
- A critical reflective conversation with the outgoing Vice-Chancellor: Prof Rensburg on setbacks and accomplishments of UJ.
- The reports of the Senate Committees.
- Conducting an electronic Senate performance review for 2017.

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

Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal
Chairperson Senate

Report of the Management Executive Committee (MEC)

OVERVIEW

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

COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE

- Vice-Chancellor and Principal (Chairperson)
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Deputy Vice-Chancellor: Finance
- Deputy Vice-Chancellor: Employees and Student Affairs
- Registrar

DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

MEC COMMITTEES

The following MEC Committees were operational in 2017:

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

ATTENDANCE OF MEMBERS OF THE MEC AND MEC COMMITTEES

A total of 11 ordinary MEC meetings were held on the following dates in 2017: 19 January 2017, 28 February 2017, 28 March 2017, 25 April 2017, 23 May 2017, 13 June 2017, 25 July 2017, 22 August 2017, 19 September 2017, 31 October 2017 and 28 November 2017.

A total of 86 special MEC meetings were held on the following dates in 2017: 9 January 2017, 11 January 2017,

13 January 2017, 16 January 2017, 19 January 2017, 23 January 2017, 25 January 2017, 27 January 2017, 30 January 2017, 1 February 2017, 3 February 2017, 6 February 2017, 8 February 2017, 10 February 2017, 13 February 2017, 15 February 2017, 17 February 2017, 20 February 2017, 22 February 2017, 24 February 2017, 27 February 2017, 1 March 2017, 3 March 2017, 6 March 2017, 8 March 2017, 9 March 2017, 10 March 2017, 13 March 2017, 15 March 2017, 17 March 2017, 22 March 2017, 24 March 2017, 27 March 2017, 31 March 2017, 3 April 2017, 5 April 2017, 7 April 2017, 19 April 2017, 21 April 2017, 24 April 2017, 26 April 2017, 3 May 2017, 5 May 2017, 8 May 2017, 10 May 2017, 15 May 2017, 19 May 2017, 22 May 2017, 24 May 2017, 26 May 2017, 30 May 2017, 1 June 2017, 2 June 2017, 5 June 2017, 7 June 2017, 12 June 2017, 17 July 2017, 19 July 2017, 25 July 2017, 31 July 2017, 4 August 2017, 7 August 2017, 10 August 2017, 14 August 2017, 17 August 2017, 21 August 2017, 24 August 2017, 4 September 2017, 5 September 2017, 7 September 2017, 18 September 2017, 21 September 2017, 28 September 2017, 2 October 2017, 5 October 2017, 9 October 2017, 12 October 2017, 16 October 2017, 23 October 2017, 26 October 2017, 30 October 2017, 2 November 2017, 6 November 2017, 9 November 2017, 14 November 2017 and 22 November 2017.

One Vice-Chancellor's MEC Circular was circulated on 26 June 2017.

Four round-robin decisions were taken on the following dates, to approve/ratify matters in between scheduled meetings: 7 February 2017, 14 September 2017, 5 December 2017 and 13 December 2017.

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

PERFORMANCE REVIEW MEC AND MEC COMMITTEES

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

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

The performance review results are as follows:

- MEC: Organisation of the committee: 4.5, Execution of functions: 4.5, Role of members and Chairperson: 4.1 and Administration: 5.0.
- MECA: Organisation of the committee: 4.0, Execution of functions: 3.8, Role of members and Chairperson: 4.1 and Administration: 4.6.
- MECO: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.1 and Administration: 4.5.
- MEC PWD: Organisation of the committee: 3.7, Execution of functions: 3.2, Role of members and Chairperson: 3.8 and Administration: 4.1.
- MEC RMC: Organisation of the committee: 4.0, Execution of functions: 4.1, Role of members and Chairperson: 4.7 and Administration: 5.0.
- MEC Enrolment Management Committee: This committee commences meetings in November and continues during the registration period in January and February, with the final meeting taking place in March. No performance review is conducted.

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

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

- Reviewing the situation in the higher education environment and at UJ at the special MEC meetings to proactively address any issues.
- Governance and related matters:

- Recommending to Council Exco, for approval, the honoraria payable to external Council members for attending and participating in statutory committee meetings during 2017.
- Recommending to Council Exco, for consideration, that with effect from 1 July 2017, external individuals appointed by Council to serve on Council committees as co-opted members, be paid the same honorarium for attending the meetings as paid to external Council members.
- Recommending the following in respect of Council Membership, in line with the revised UJ Statute, to the Council Membership Committee, for consideration and recommendation to the Council, for approval:
 - That the following principles be implemented for considering the reduced Council membership (reduced from 30 to 21):
 - Profile and skills required for the Council members: Financial, human resources, legal, planning, academic and people with disabilities.
 - Demography in terms of gender and race, also taking into account age profile (a balance between youth and maturity).
 - Number of terms served, with the recommendation that those that were first in as Council members should first be exited.
 - That the following recommendations be made in respect of the terms of Dr DSS Lushaba and Mr G Khosa, two of the members appointed by the Minister of Higher Education and Training, whose terms would expire on 30 June 2017:
 - That Mr G Khosa, whose first term of office concludes on 30 June 2017, be recommended to the Minister of Higher Education and Training for re-appointment for a second term of office.
 - That Dr DSS Lushaba, whose second term of office concludes on 30 June 2017, not be recommended for a third term of office, with the advice that a female Chartered Accountant should be identified as his possible replacement.
 - That the following external Council members be recommended as Council committee chairpersons:
 - Audit and Risk Committee of Council: Ms Z Matlala
 - Financial Sustainability Committee of Council: A Chartered Accountant
 - Projects and Resourcing Committee of Council: Mr M White
 - Human Resources and Social Ethics Committee of Council: Ms T Memela-Khambule
 - That it be recommended that Mr M Teke be re-appointed for a second term of office, from 1 July 2017 to 30 June 2022, in the category, ten (six as per revised Statute) members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies.
 - That it be recommended that Prof Parekh be retained as the DVC serving as full member.
 - That it be recommended that Dr J Manyaka be retained as non-academic representative (as Mr Bvuma would be exited on the principle of first in/first out).
 - That it be recommended that Mr K Thomas be retained as academic representative (as the term of office of Prof A Mohammadali-Haji expired on 30 September 2017).
- Recommending the following in respect of Council committee membership to the Council, for consideration:
 - That Mr JP Burger be co-opted to the Financial Sustainability Committee of Council.
 - That Mr C Gebhardt be co-opted to the UJ Awards Committee (joint Council and Senate committee).
 - That the following amendment be made to the MEC members serving on the Human Resources and Social Ethics Committee of Council:
 - The DVC: Employees and Student Affairs to be added as a co-opted member.
 - The DVC: Academic to be added as an invitee.
- Recommending to the Council Exco, for consideration and recommendation to the Council, for approval, the following:
 - Five potential candidates (in the order of preference) to be considered for recommendation to the Minister of Higher Education and Training, as possible candidates to fill the vacancy in the category, five external persons appointed by the Minister.

- That Dr J Manyaka be appointed as Council representative on the STH Board.
- Supporting and recommending to Council, for consideration, the revised Code of Conduct for Council Members.
- Supporting and recommending to Council, for approval, the revised charters of the following committees:
 - Charter for the Council
 - Charter for the Executive Committee of Council
 - Charter for the Audit and Risk Committee of Council
 - Charter for the Financial Sustainability Committee of Council
 - Charter for the Human Resources and Social Ethics Committee of Council
 - Charter for the Naming Committee of Council
 - Charter of the Projects and Resourcing Committee of Council
 - Charter for the UJ Awards Committee
- Approving the 2018 Year Programme.
- Approving the 2017 annual report template for faculties and for support divisions.
- Discussing and noting the 2016 Council Workshop Report and initiating appropriate actions, as and when required.
- Discussing and noting UJ's 2016 Annual Report, for submission to the Council, for consideration.
- Determining the programmes for the Executive Leadership Group (ELG) Strategic Breakaways and discussing and noting the reports thereof, and initiating the appropriate actions, as and when required.
- Agreeing on the themes and format of the 2017 campus visits.
- Discussing and noting the campus visit reports and initiating appropriate actions, as and when required.
- Discussing and noting the report on the VC Consultation with the Senior Leadership Group and initiating appropriate actions, as and when required.
- Reviewing the reports of the 2016 performance reviews of the following committees:
 - The Council and its committees
 - The Senate and its committees
 - The MEC and its committees
- Reviewing the 2016 attendance of the following committees:
 - The Council and its committees
 - The Senate and its committees
 - The MEC and its committees
- Discussing and updating the cumulative MEC action lists.
- Discussing and noting the action lists from Council (and its committees), the Senate (and its committees) and the MEC committees, and initiating appropriate actions, as and when required.
- Completing the online MEC performance review for 2017.

Planning related matters

- Approving the key priorities for each MEC portfolio for 2017.
- Supporting and recommending to Council, for approval, the revised Strategic Plan, 2018 to 2025.
- Supporting and recommending to Council, for approval, the UJ APP for 2018 and the DHET APP for 2018.
- Supporting and recommending to the Council Exco for support and recommendation to Council, for consideration, the quarterly progress reports with the implementation of the UJ Annual Performance Plan for 2017.
- Supporting and recommending to the Council Exco for support and recommendation to Council, the 2017 Mid-Year Report on the Annual Performance Plan, for submission to DHET.
- Supporting and recommending to the FSCC for support and recommendation to Council, for consideration, the 2017 Mid-Year Financial Report, for submission to DHET.
- Discussing and noting the quarterly progress reports on the applicable game changers.

Policies and processes

- Supporting and recommending to the ARCC, for approval, the Policy on Integrated Assurance.
- Supporting and recommending to Senate, for support and recommendation to Council, the following policies:
 - Social Media Policy and Standard Operating Procedure
 - Policy on Student Sexual Harassment and Rape
- Supporting and recommending to Senate, for approval, the following policies:
 - Amendments to the Policy on the Appointment of Distinguished Professors and Distinguished Visiting Professors
 - Amendments to the Academic and Research Staff Promotions Policy
- Approving the following policies:
 - Policy on Electronic Communication
 - Additions to the Policy on Resourcing

Academic, research, and academic administration-related matters

- Supporting and recommending to Senex for support and recommendation to Senate, for consideration, the DHET-UJ Enrolment Plan Revision, 2018 to 2019.
- Supporting and recommending to Senex, for support and recommendation to Senate, for consideration, the 2018 Academic Calendar.
- Supporting and recommending to Senate, for consideration, the recommendation from the SHDC in respect of the revocation of an undergraduate qualification.
- Approving the Strategy to increase Postdoctoral Fellows' Productivity.
- Approving the revised process for the Vice-Chancellor's Distinguished Award: Innovation of the Year.
- Approving the proposed Academic Calendar: Online Degrees with Academic Partnerships.
- Approving UJ's University Capacity Development Grant application.
- Determining themes for the 2017 Senate meetings.
- Agreeing as follows in respect of potential candidates for honorary doctorates:
 - Active South African political leaders should not be considered.
 - Focus should be on identifying individuals in the following areas: Those excelling in UJ's flagship/niche areas and in public/civic life.
- Supporting the scenarios for reshaping UJ's enrolment profile, to be implemented in a phased manner.
- Supporting the Online Programme Fees Rationale.
- Supporting the draft Academic Regulations for Online Programmes, for submission to the faculty boards, Senex and Senate, for consideration.
- Approving the following recommendations regarding the Online Programme Administration Process: Bursaries and NSFAS:
 - That the students who would enrol for online programmes should not be eligible for UJ merit bursaries. The cost was prohibitive, in the context of achieving as much scale as possible with regard to enrolments.
 - That the upfront payment required on registration for online modules was non-negotiable.
 - That UJ must engage NSFAS on the online programmes and processes.
 - That no commitment letters would be accepted for international students. Full payment would be required prior to registration. This was in line with the current process for on-campus international students.
- Approving the proposals in respect of the centralisation of the printing and storing of assessment papers.
- Discussing and noting the progress updates on the formation of the College of Business and Economics (from 1 July 2017).
- Discussing and noting the report on Teaching Input Subsidy: UJ's position in the system.
- Discussing and noting the Review of Engineering Science Programmes and Implementation Plan by the ECSA and the UJ LLB National Review conducted by the CHE.
- Discussing, reviewing and noting the following reports:

- Report on the developments with regard to Online Programmes with Academic Partnerships
- Report on the Introduction of the University Capacity Development Grant and the University Capacity Development Programme
- HEMIS Audit Report
- The overview of the Late Enquiry and Registration Process for 2017
- The report on the Review of 2017 Registration Processes
- Report on the Analysis of Supplementary Exams
- Quality Enhancement Project: CHE Feedback Report
- The reports on the 2017 application statistics

Finance and risk related matters

- Supporting and recommending to the FSCC, for support and recommendation to the Council, for consideration, the proposed budget for 2018.
- Supporting and recommending to the FSCC, for support and recommendation to the Council, for consideration, the proposed CAPEX budget for 2018.
- Supporting and recommending to the FSCC, for consideration, the proposed increases in the procurement thresholds for purchases between R100 000 and R1 million.
- Supporting and recommending to the FSCC, for discussion and noting, the 2016 Preferential Procurement Report.
- Discussing and recommending to the FSCC, for discussion and noting, the provisional review of the draft 2016 Financial Results.
- Discussing and recommending to the FSCC, for discussion and noting, the quarterly 2017 Year-to-Date Management Accounts.
- Discussing and recommending to the FSCC, for discussion and noting, the quarterly 2017 Year-to-Date reports on the CAPEX and maintenance expenditure.
- Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Institutional Risk Register.
- Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the 2018 Risk Management Implementation Plan.
- Considering and approving tenders above R10 million, for recommendation to the FSCC and the PRCC, for ratification (in line with the Financial Delegation of Authority).
- Approving the appointment of the preferred supplier for the supply of the 2018 etextbooks.
- Approving the appointment/reappointment of employer trustees on the UJ Defined Benefit Pension Fund and the UJ Pension Fund.
- Discussing and noting, at the special meetings, the issues relating to NSFAS-supported students, including the numerous efforts to encourage NSFAS to provide students with loan agreement forms.
- Discussing and noting the progress being made with the 'Missing Middle' Fundraising Campaign.
- Discussing and noting the internal audit reports.

Commercialisation and related matters

- Recommending to the FSCC and Council Exco, for discussion and recommendation to the Council, for approval, that:
 - For the interim, UJ should be represented on the Photovoltaic Technology Intellectual Property (PTIP) Board by stakeholder representatives.
 - The following individuals should be appointed as shareholder representatives on the PTIP Board: Ms Nolwazi Mamorare, Prof Saurabh Sinha and Mr Mike Teke.
- Recommending the selling of the Thin Film Solar Technology (TFST) shares to the FSCC and Council Exco, for ratification.
- Delegation of authority/governance framework for commercial entities:
 - Recommending the establishment of the following governance structures for commercial entities to the ARCC:

- Council Commercial Investment Board/Committee
- MEC Commercialisation Committee
- Recommending the following on UJ's Commercial Entities to the FSCC, for consideration and recommendation to the Council, for approval:
- That the following 'project fit' criteria be adopted for assessment of both current and future UJ investments in commercial entities:
 - Potential for third-stream income.
 - Development of innovative, commercially viable and potentially profitable inventions and ideas.
 - Strategic entities that would enhance the stature and objectives of UJ e.g. Resolution Circle (WIL), UJ Properties.
 - Financial viability.
- That, for the interim, the following persons be appointed as additional directors representing UJ, on the understanding that the permanent directors should comprise parties external to UJ to supplement the internal executives recommended for appointment:

Table 5: Persons appointed as additional directors

ENTITY NAME	BUSINESS ACTIVITY	CURRENT UJ DIRECTORS	PROPOSED UJ DIRECTORS
UJ Properties	Property Management	Mr JA van Schoor	i) Ms N Mamorare – Executive Director: Financial Governance and Revenue (now Acting DVC: Finance) ii) Ms S Makinta – Executive Director: Expenditure iii) DVC: Operations
Resolution Circle	Training and commercialisation	Various	In process
Gradnet	e-Books	i) Mr JA van Schoor ii) Prof A Boessenkool	i) Prof T de Wet – Director ADS ii) Prof S Sinha – Executive Dean: FEBE iii) Prof L Mpedi – Executive Dean: Faculty of Law
EyeThenticate		Prof A Boessenkool	Prof S Sinha
A Million Up Investments	Property Management	Mr JA van Schoor	i) Ms N Mamorare ii) DVC: Operations
ARSA	Property Management	Mr JA van Schoor	i) Ms S Makinta ii) DVC: Operations
City Lodge Education Trust	STH Student Financing	i) Mr JA van Schoor ii) Dr D Abrahams	i) Mr M Matukane – Director Student Finance ii) Dr D Abrahams – Director: STH
Praestat	Hospital Bed	None	i) Prof A Dempsey – Senior Director School of Accounting ii) Vice-Dean Research FEBE or Health Sciences
University Sports Company		Ms N Mahlangu	Ms N Mahlangu – Senior Director: UJ Sport
Johannesburg Business School	Johannesburg Business School	i) Prof A Dempsey ii) Prof D van Lill	i) Prof A Dempsey ii) Prof D van Lill – Executive Dean: College of Business and Economics (CBE)

UDEV	To support CENLED	Academics in CBE: i) Ms I Lubbe ii) Prof L Bonga-Bonga iii) Prof A Dempsey iv) Mr M Venter	Academics in CBE: i) Ms I Lubbe ii) Prof L Bonga-Bonga iii) Prof A Dempsey iv) Mr M Venter
YDISA	Youth development research	Dr L Mtwisha	Dr L Mtwisha
The Big Green Lettuce Company	Develop growth enhancement units using CO ₂	No UJ representative	i) Prof D Meyer – Executive Dean: Faculty of Science ii) Prof A Strydom – Vice-Dean: Faculty of Science

- Recommending the deregistration of the following commercial entities to the FSCC, for consideration and recommendation to Council, for approval (no appointment of new directors representing UJ was recommended):

Table 6: Commercial entities to be deregistered

ENTITY NAME	CURRENT UJ DIRECTORS
Kutu Capital	Prof A Boessenkool
Intellilab	i) Mr JA van Schoor ii) Prof WA Clarke iii) Mr N Steyn
Naledi Computer Systems	i) Mr JA van Schoor ii) Prof A Boessenkool iii) Mr JL du Toit
Biomedica Technologies	i) Prof WA Clarke (Resigned) ii) Mr T Willemse iii) Mr Y Roodt iv) No UJ representative
Conceptua Survey Solutions	i) Prof WA Clarke (Resigned) ii) Mr T Willemse iii) No UJ representative
SugaRushed Records (Pty) Ltd	i) Mr JA van Schoor ii) Mr N Steyn
Isibaya Somnotho (Pty) Ltd	i) Mr JA van Schoor ii) Prof A Boessenkool
Isibaya Somnotho Trust	i) Mr JA van Schoor ii) Prof L Patel iii) Mr RCU Kau
Enerkey Solutions (Pty) Ltd	Prof AL Boessenkool
GOCO Innovations	i) Mr D Hanson ii) Mr JA van Schoor iii) Ms J Naidoo

- Recommending the following delegations be added to the Financial Delegation of Authority to the FSCC, for consideration and recommendation to Council, for approval:
 - Investment in commercial entities: Approval by Council on the recommendation of the FSCC.
 - Appointment of directors of the commercial entities: Approval by Council on the recommendation of the FSCC.
 - Loans to commercial entities: (1) R0 to R15 000 000: Approval by the Management Executive

Committee (MEC) and (2) In excess of R15 000 000: MEC recommends to the FSCC for approval and to the Commercialisation Investment Board for noting.

- Recommending the following in respect of the RC Board of Directors to Council, for consideration:
 - That, for the purposes of accountability, the existing RC Board of Directors continue until 31 December 2017.
 - That, with effect from 1 January 2018 and for the interim, the RC Board of Directors should consist of the following members: Vice-Chancellor and Principal, DVC: Research and Internationalisation, DVC: Finance, Executive Director: Research and Innovation and two external UJ Council members.

Infrastructure development, ICT, security and related matters

- Supporting and recommending to the PRCC, for consideration, the Capital and Maintenance Strategy (2016 to 2018).
- Supporting and recommending to the FSCC and PRCC, for consideration, the DHET Funding and Capital Projects Allocation.
- Approving the acquisition of the property in the estate of the late F Stark (at Ditton Avenue in the APB/APK educational link).
- Approving the appointment of Turner & Townsend (T&T) as a single supplier to undertake the upfront planning work for the third SWC student residence, subject to a special contract, with tight terms that included exit options, being drafted.
- Approving the appointment of a project team from the SCIP Engineering Group, for a three-month period to assist in managing pre-identified major capital projects during the three-month interim period.
- Approving the Long-term Security Plan, based on a four-shift system.
- Discussing security related issues at each of the special MEC meetings, including the weekly monitoring of additional security expenses.
- Discussing and reviewing the service delivery in the cleaning services environment, after the insourcing of the applicable workers on 1 April 2017.
- Discussing and noting the following reports:
 - The reports on the project progress for the D3 Lab Fire and the APK Auditorium Rehabilitation Projects
 - The report on the APB Campus Refurbishment
 - The 2017 Space Utilisation Overview
 - The report on the Status of Refurbishment at Residences
 - The progress reports on Plumpudding Guest House
 - The report on the procurement of properties: APK/APB Educational Link
 - The reports on privately owned student accommodation
 - The quarterly and annual reports on Capital Development and the Maintenance Budget

Human resources and related matters

- Supporting and recommending to the HRSEC, for consideration, the Annual Employment Equity Report to the Department of Labour.
- Supporting and recommending to the HRSEC, for consideration and Council, for approval, the Institutional Transformation Plan.
- Supporting and recommending to the HRSEC, for consideration and recommendation to Council, for approval, that the retirement age of the ELG be amended as follows: The UJ retirement age is 65. The University's expectation is that the successful candidate appointed to an ELG position should serve a full term.
- Supporting and recommending to the HRSEC, for consideration and recommendation to the Council, for approval, the updated appointment process for the Vice-Chancellor and Principal.
- Supporting and recommending to the HRSEC, for consideration and recommendation to Council, for approval, the revised Appointment Procedures for Executive Directors and the revised Appointment Procedures for Executive Deans.
- Supporting and recommending to the HRSEC, for consideration and recommendation to Council, for approval, the proposed mandate for the 2018 salary negotiations.

- Approving the Adjudication Panel's nominees for the VC's Distinguished Awards (teacher excellence and research).
- Considering the nominations for the VC's Distinguished Award ? Beyond the Normal Call of Duty and approving a nominee.
- Approving and recommending to Senex, for ratification, the Selection Panel's recommendations in respect of the appointment of distinguished professors and distinguished visiting professors.
- Approving the recommended appointment of the Vice-Deans of the following faculties:
 - Vice-Dean for Teaching and Learning (Faculty of Engineering and the Built Environment)
 - Vice-Dean for Postgraduate Studies, Research and Innovation (Faculty of Engineering and the Built Environment)
 - Vice-Dean for Research (Faculty of Humanities)
 - Vice-Dean for Research (College of Business and Economics)
 - Vice-Dean for Teaching and Learning (College of Business and Economics)
- Approving the following appointments:
 - Senior Director: Academic Planning, Quality Promotion and Professional Academic Staff Development
 - Senior Director: School of Accounting
 - Senior Director: Johannesburg Business School
 - Director: School of Economics
 - Director: Consumer Intelligence and Information Systems
 - Director: Public Management, Governance and Public Policy
 - Director: Transformation
 - Director: Campus Libraries
 - Director: Policy, Benchmarking, Monitoring and Research
 - Director: Academic Planning and Quality Promotion
 - Director: Corporate Governance
- Approving the Guidelines for Recruiting International Staff.
- Approving requests to access emails of staff members, as and when required.
- Approving the proposed reorganisation of the Operations Division.
- Reviewing and moderating the 2017 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2017 performance reviews for staff below ELG level and where, necessary, requesting the review of the allocated ratings in divisions.
- Identifying (using the agreed-upon criteria) the staff members, below ELG level, who would form part of the deferred compensation benefit scheme.
- Insourcing of cleaning service workers:
 - Confirming that UJ would insource the 664 cleaning service workers on 1 April 2017.
 - Approving the proposal to use a hybrid model for the insourcing of cleaning service workers. The model to be consulted with the labour unions.
 - Approving the following recommendations relating to the 664 cleaning service workers who will be insourced on 1 April 2017:
 - The remuneration cost.
 - The sick leave benefits, according to UJ's Conditions of Service.
 - Insourced cleaning staff would be required to work a 45-hour work week.
 - The 45-hour work week may include Saturday work.
- While noting that the SAPTU/NTEU alliance was below the previously determined 20% threshold and taking into consideration the nature of the organisation, the anticipated changes, and the interests of the academic employees, approving the following in respect of the Union Threshold Evaluation:
 - That the organisational rights afforded to SAPTU/NTEU should continue.
 - That the current organisational rights to NEHAWU, as the majority trade union, should continue.

- That the current recognition arrangements with organised labour be extended until 31 December 2017, after which the status of the unions would be reviewed.
- Supporting the proposals to provide support to women in the UJ working environment.
- Discussing and noting the Preliminary Report on Factual Findings relating to Temporary Appointments and agreeing on actions to be undertaken to address gaps in the process.
- Discussing and noting subsequent progress reports on temporary appointments.
- Discussing and noting the outcome of the 2017 performance reviews of faculties and divisions.
- Discussing and noting the progress made with recruiting and shortlisting of candidates for vacant ELG positions.
- Discussing and noting the following reports.
 - The bi-annual employment equity reports
 - The quarterly reports on vacancy management
 - The quarterly and annual reports on staff and remuneration management
 - The quarterly and annual reports on non-designated appointments
 - The report on the 360-degree leadership development assessment project
 - The report on the review of the 2016 performance management process
 - The annual and quarterly reports on academic promotions
 - The annual and quarterly reports on absenteeism management
 - The bi-annual reports on the ELG leave status
 - The annual and quarterly reports on Peromnes 5 and Peromnes 6 support and service appointments
 - The staff establishment figures
 - The report on the management of leave
 - The report on the unpacking of the Culture Survey

Student related matters

- Privately owned student accommodation (POSA):
 - Agreeing to the principle that UJ would not consider new applications for accreditation of POSAs (received after the closing date for submission of applications), but that consideration would be given to accrediting some of the service providers with which UJ had been in discussion during 2016.
 - Supporting the following principles relating to POSAs:
 - POSA should be an integral part of student accommodation as opposed to an alternative accommodation to on-campus student accommodation. However, prioritising ways of admitting or taking in students in residences and POSA should be done pragmatically to ensure no income was lost for UJ.
 - The accreditation process should create a platform for valuable and sustainable partnerships, e.g. providers with good record should apply for accreditation once in three years (monitoring should be enhanced in-between the accreditation periods), systems and structures should be established to enhance student life and elevate it to the level of UJ's residence life, etc.
- Agreeing that residences should be vacated during recess periods and that, in exceptional cases, where UJ students wanted to remain in residences beyond the agreed period, the following would be applicable:
 - If a UJ student remained in a residence during recess period for valid academic purposes for a defined period of time, the Faculty concerned, through the academic staff member and confirmed by the Executive Dean concerned, should submit a motivation to the Student Affairs Division. If approved, the student would be allowed to stay in the residence free of charge for the defined period of time.
 - If a UJ student remained in a residence during the recess period for a reason other than an academic purposes, however, for a reason deemed acceptable and for a defined period of time, he/she would be charged a daily residence fee of R70.
 - There should be no expectation from a student that he/she would reside in the same room for the defined period during the recess period, as they might be moved to another residence for this period to allow scheduled maintenance to proceed.
- Approving the UJ Sport Transformation Plan.

- Supporting the GES Flagship Marketing Campaign.
- Recommending the draft GES Dashboard to the FSCC, for discussion and noting.
- SRC-related matters:
 - Supporting the establishment of an Interim SRC, consisting of the campus SRC presidents and secretary-generals.
 - Supporting the proposal of the Interim SRC that efforts to constitute the CSRC continue while the Interim CSRC was in place, subject to the process being finalised by Friday, 18 August 2017, failing which, a by-election would be held in October 2017.
 - Recommending the following in respect of the constituting of the CSRC to the Council Exco for approval and Council for ratification:
 - That the constituting of the Interim Central SRC be approved retrospectively.
 - That the constituting of the Central SRC be approved.
- Agreeing as follows, Categories A to C relating to the list of student disciplinary cases:
 - Category A, Academic Exclusions: Their sanctions should not be reviewed.
 - Category B, Expelled Students:
 - Communicate the academic and disciplinary records across the higher education system. No engagement should take place with Registrars of peer universities to enrol the expelled students.
 - The following to be taken into account when considering their registration upon conclusion of their expulsions, to be considered on a case-by-case basis (restorative justice): (1) the seriousness of the offence, (2) the student's academic record and level of study, (3) conditions for registering at UJ upon concluding expulsion, e.g. no leadership positions, mandatory community service, and (4) limitations, where UJ would not consider their registration upon conclusion of their expulsion, e.g. damage to property, harm to persons, and physical violence (including discharging fire extinguishers and pepper spray).
 - Category C, pending cases but no suspension (the students allegedly involved in the Auditorium arson): Prof Marwala to engage with his contacts in SAPS in and attempt to expedite the forensic investigation into the cellular phone records.
- Reviewing the student disciplinary cases, in line with the categories listed above and agreeing on the changes to the sanction of expelled students. The following principles were agreed upon:
 - That the status quo would be maintained in respect of the sanctions imposed on the student concerned if he/she did not agree to the conditions of the revised sanctions.
 - That if a student had signed an agreement on the revised sanctions and was subsequently found to be in breach of the signed agreement, his/her previous sanction would come into effect and additional sanctions might be added.
- Discussing and noting the feedback from the engagement with the UJSRC and other student bodies.
- Discussing and noting the annual and quarterly reports on student disciplinary cases.
- Reviewing student related issues at each of the special MEC meetings to proactively address any issues before they escalated to protest action.
- Agreeing on the manner in which to deal with any protest action.
- Revising the operating hours for the Library and the study areas during the protest action.
- Reviewing the progress being made with the mid-year as well as the year-end exams and addressing any potential risks relating to them.
- Reviewing the Higher Education National Convention held on 18 and 19 March 2017.

Other matters

- Approving the remodelling of health services offered by Primary Healthcare Service.
- Discussing the quarterly GES project progress reports.
- Discussing and noting the quarterly reports on marketing and communication activities.

- Discussing and noting the quarterly reports on alumni relations activities.
- Discussing and noting the annual and quarterly reports on the following:
 - Occupational Health Practice
 - Primary Health Care
 - Institutional Office for HIV and AIDS



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal
Chairperson Senate

Student Representative Council (SRC) Report

OVERVIEW

The 2017/2018 Student Representative Council (SRC) was elected during the SRC elections of 29 to 31 March 2017. In total, 47 SRC members were elected: 10 members per campus with the exception of DFC SRC with nine members – the position of Transformation, Gender and Policy Officer not being contested – and eight members for the central SRC. Of these, 43% were females and 57% males. The term of office of the 2017/2018 SRC would be twelve months, from 1 May 2017 to 30 April 2018.

For a variety of reasons, two of the 47 SRC members were subsequently replaced by their respective organisations. However, the UJSRC continued across all campuses to advocate for the interests and rights of students. In light of the call for free quality tertiary education, the SRC supported the initiatives of the University in providing support to deserving students with tuition fees and meals.

ACTIVITIES OF THE SRC

■ SRC induction and training

- Members of the SRC attended the Induction Programme from 19 to 21 June 2017.
- The Induction Programme introduced the SRC members to UJ policies and procedures and the structures of the University, including governance processes, reporting on essential standing decisions, professional etiquette, and the development of a programme of action.

■ SRC Trust Fund

- The SRC Trust Fund assisted deserving students with only the initial first payment (generally known as the registration fee).
- 4 437 students were assisted through the SRC Trust Fund.

■ Student Meal Assistance Programme

- The Student Meal Assistance Programme for 2017 started on 1 February 2017. Gift of the Givers was contracted to provide two meals a day to 4 000 deserving students for 279 days. However, the number of students approved and receiving meals stood at 8 314 by the end of the year. The value of the contract was R13.2 million.
- In total, 12 014 students benefited from the Student Meal Assistance Programme in 2017. As indicated above, 8 314 deserving students received two cooked meals a day. An additional 3 700 students benefited from meal packs provided by Tiger Brands, Lotto South Africa, the Department of Social Development, Forms Media Independent Africa and Rise Against Hunger Africa.

■ SRC Leadership Development and Training

- A number of student leadership and development opportunities were made available to student leaders. These were available to students in the elected positions in the SRC, and to those in the executive leadership positions in recognised student organisations.

- A Leadership Skills Development Programme for the SRC included good citizenship, conflict resolution and negotiation conducted by the National Student Leadership Academy from 12 to 14 July 2017.
- On 26 July 2017, student leaders from house committees, SRC, RAG and societies held a life skills development meeting with the former US Ambassador, Delano Lewis.

2017 SRC ELECTIONS

- The 2017 SRC elections were planned and organised according to the amended SRC Constitution and Electoral Policy, in terms of the decision of the Council meeting of 17 September 2015, and with pending matters arising from the amended SRC Constitution and Electoral Policy still to be resolved with SRC.
- Voting took place from 29 to 31 April 2017, and the elected SRC took office from the beginning of May 2017, with the exception of the central SRC, which was only constituted on 14 August 2017 after eleven unsuccessful attempts to constitute this earlier.

CONCLUSION

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

Tumi Mketi (Ms)

DVC: Employees and Student Affairs

Student Services Council (SSC) Report

OVERVIEW

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

The SSC was expected to meet at least quarterly; however, in 2017 not all meetings were able to take place, as the quorum, as set in the SSC Charter of 50% plus one member, and subject to the majority of members present being student members, could not be reached. Only two meetings were held on 8 March 2017 and 3 August 2017, respectively.

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

MATTERS CONSIDERED OR NOTED BY THE SSC

The Student Services Council considered a number of governance projects, including the plan and the process of the 2017 SRC elections. Furthermore, it considered progress with regard to the interventions aimed at assisting students, namely: allocation of the SRC Trust Fund, the Student Meal Assistance Programme, and progress with regard to the process of accrediting privately owned student accommodation. It also attended to issues of safety and security of students and the maintenance of student residences.

The Student Services Council also took note of the different progress reports as different stakeholders presented them. The reports included the work of the Library, Sport, Operations, Student Affairs and ICS.

CONCLUSION

With only two meetings held in 2017, Student Affairs intends to conduct an awareness programme and impress on the student leaders the importance of attending the governance structure meetings, including

proposing agenda items relating to policies (including review and development of student-related policies). It was felt that the Office of the Senior Director: Student Affairs should continue providing secretariat and administrative support.

A handwritten signature in black ink, featuring a large, stylized initial 'T' followed by a series of loops and a long, horizontal flourish extending to the right.

Tumi Mketi (Ms)

DVC: Employees and Student Affairs

Institutional Forum (IF) Report

OVERVIEW

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute. The IF held four ordinary meetings, as well as three special meetings to consider recommendations from selection committees on senior management appointments, in order to provide advice to Council on such recommended appointments.

The dates of meetings were as follows:

- 23 February 2017
- 27 March 2017 (special meeting)
- 22 May 2017
- 22 June 2017 (special meeting)
- 14 August 2017
- 26 September 2017 (special meeting)
- 30 October 2017

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

- Supporting the proposed Schedule of Business of the IF according to themes.
- Advising the Council on the appointment of the following Executive Leadership Group members:
 - Vice-Chancellor and Principal, for a five-year term of office.
 - Deputy Vice-Chancellor: Research and Internationalisation, for a five-year term of office.
 - Senior Executive Director: Vice-Chancellor's Office, for a five-year term of office.
 - Executive Dean: College of Business and Economics, for a two-year term of office.
 - Executive Director: Operations, for a five-year term of office.
 - Executive Director: Human Resources, for a five-year term of office.
 - Executive Director: Library and Information Centre, for a five-year term of office.
 - Re-appointment of the Executive Dean: Faculty of Art, Design and Architecture, for a second five-year term of office.
 - Re-appointment of the Registrar, for a second five-year term of office.
- Discussing the role of the Institutional Forum.
- Noting the outcomes of the Performance Review of the Institutional Forum for 2016.
- Noting the outcomes of the Performance Review of the MEC Corporate Governance Responsibilities for 2016.
- Noting the appointments and terminations of academic and support staff.
- Noting the staff establishment figures for 2011 to 2017.
- Noting the reports on Employment Relations Case Management Matters.
- Noting the Report on Academic Appointments, Terminations, Retirements, Promotions and Resignations for the period 1 January to 30 June 2017.

- Noting the reports on the Retention Strategies for Black Academics.
- Noting the Establishment Figures 2011-2016.
- Noting the Conditional Appointment Guidelines.
- Noting the 2016 Employment Equity Report.
- Noting reports on Employment Equity for 2017.
- Noting the Report on the Recruitment Strategy for People with Disabilities.
- Noting the Report on the HIV Testing Services for Employees.
- Noting the reports on Student Disciplinary Cases.
- Noting the UJ SRC Constitution.
- Noting the Policy for the Election of the CSRC and Campus SRCs.
- Noting the Progress Report on the 2017 SRC Elections.
- Noting the Benchmarking Report on Academic Transgressions.
- Noting the Overview of Renamed Spaces from 2010 to 2016.
- Noting the Transformation Quarterly reports.
- Noting the Draft Campus Code of Conduct (Ethics).
- Noting the Report on the Institutional Culture Survey for 2016.
- Noting the South African Human Rights Commission Report on Transformation at Public Universities in South Africa.
- Noting the Report on Transformation at Public Universities in South Africa: UJ Improvement Plan.
- Noting the Draft Guiding Principles for Strengthening Institutional Forums.
- Noting the reports from the Multilingual Language Services Office.
- Noting the quarterly reports from the Institutional Office for HIV and AIDS (IOHA).
- Noting the Community of Practice of Institutional Forum Chairpersons.
- Noting the quarterly HIV and AIDS reports for 2017.
- Conducting an online IF performance review for 2017.
- Conducting a performance review of the MEC Corporate Governance Responsibilities.



Kinta Burger (Prof)

Chairperson: Institutional Forum

Convocation Report

OVERVIEW

The Convocation was fairly active again in 2017. The recruitment process for the appointment of the Vice-Chancellor included an engagement between the shortlisted candidates and a stakeholder group. This stakeholder group comprised inter alia representation from twenty external members of the Convocation.

The Convocation Leadership Seminar was hosted on 22 May with prominent speakers that included Pravin Gordhan, Justice Malala and Deborah Patton. There was a waiting list of 81 alumni who could not be accommodated. To accommodate alumni that could not attend, the event was successfully streamed live on both the UJ Alumni and UJ Facebook pages. The event garnered R2 million worth of exposure in traditional and online media.

Table 7: Alumni attendance

ALUMNI ACTIVITY	NO. OF ALUMNI ENGAGING
Seminar attendees	100
Waiting list	81
Facebook followers following the livestream	2 044

The Executive of Convocation met in July and noted that the UJ Statute approved in March 2017 necessitated amendments to the Constitution of Convocation and the Charter for the Executive of Convocation. This included that:

- The President of Convocation served on Council;
- One additional member of Convocation served on Council (originally two additional members served on Council);
- All office bearers of Convocation served for a period of five years.

The Executive of Convocation held a joint meeting with the Alumni Office and the Events Section of the Library to plan the fundraising and other events for 2018. This meeting reported that the alumni database has 53 000 active names and 52 000 active email addresses.

The forensic investigation concerning the Chairperson of Council and the DVC: Finance had negative repercussions for the Convocation. Security reasons thus necessitated the cancellation of the AGM of Convocation scheduled for 27 November. The Deputy President of the Convocation sent an inappropriate email to the Registrar regarding the forensic investigation, which resulted in a disciplinary hearing for the Deputy President.

The fact that the President and the Deputy President of Convocation have been allocated permanent office space at the Doornfontein Campus in close proximity to the Alumni Office ensured close cooperation between the Alumni Office and the Executive of Convocation and has led to enhanced participation of the

Convocation in relevant alumni relations programmes. This has resulted in the creation of a separate web page for the Convocation with a link to the alumni web page. The Convocation newsletter now also forms part of the monthly Alumni Newsletter, and there are regular meetings between the Alumni Office and the President of Convocation.



Kinta Burger (Prof)
Registrar

CONCLUSION AND WAY FORWARD

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

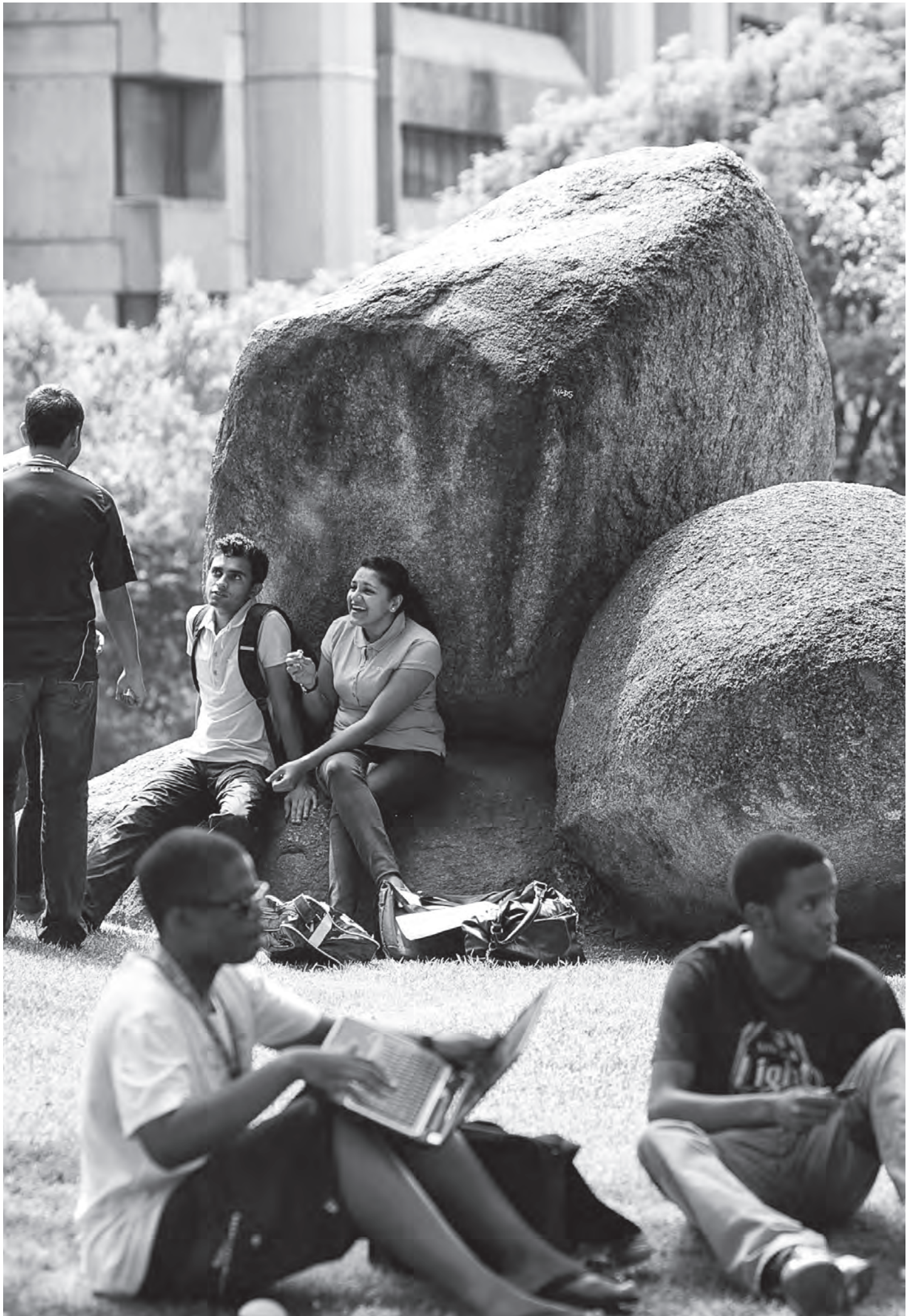


Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council





Statement on Risk Management

OVERVIEW & CONTEXT

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

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

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

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

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

Audit and Risk Committee structure and duties

Mission and goals of the Audit and Risk Committee

The Audit and Risk Committee (ARCC) assists Council in executing its functions 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;

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

- Compliance with applicable legislation and the requirements of regulatory authorities;
- Matters relating to financial and internal control, accounting policies, statutory reporting and disclosure;
- Internal and external audit policies;
- The activities, scope, adequacy and effectiveness of the internal audit function and audit plans;
- The assessment of all areas of financial risk and the management thereof;
- Review/approval of external audit plans, findings, problems, reports and fees;
- Review of the UJ Risk Register, risk management and governance;
- Compliance with the Code of Corporate Practices and Conduct;
- Compliance with the institutional Code of Ethics.

Audit and Risk Committee composition and functions

The Audit and Risk Committee (ARCC) operates in accordance with the authority delegated to it by Council to ensure that internal control systems, information systems, accounting practice, external financial reporting, enterprise risk management and corporate governance of the University are always adequate and effective.

The Audit and Risk Committee:

- Assesses its performance at the last meeting of the year, in accordance with the performance management system approved by Council;
- Considers and monitors the functionality of the ARCC in terms of the following fiduciary directives: policy, strategy, risks, performance, innovation, sustainability and transformation;
- Assesses and advises whether the capacity and the capability in terms of the required skills (including leadership) are adequate to mitigate the risks within the following divisions:
 - Central Academic Administration
 - Finance
 - Information Communication Systems
- Performs other matters delegated to ARCC by Council.

Risk Management Committee

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

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

Integrated assurance

In line with the University's objectives and business strategy, an integrated assurance model was implemented in conjunction with the Risk Management Policy to facilitate optimal assurance coverage obtained from management, corporate functions and independent assurance providers on the risks and exposures affecting the University. Findings, risks and progress updates are presented at the RMC on a quarterly basis.

A robust integrated (combined) assurance model supports the King IV Code on Corporate Governance recommended guidelines to provide appropriate assurance of good corporate governance, and specifically, the introduction and evidencing of integrated assurance. By way of the application of the principles set

out in King IV, with specific regard to the combined assurance model, there is a clear level of risk ownership between the lines of defence within this revised model. The application of this model will ensure the enhanced independence between assurance providers, and will place greater emphasis on providing reliable internal and external reporting.

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

POLICY FRAMEWORK

An updated institutional Risk Management Policy, strategy and methodology have been developed, considered and approved by the MEC and consist of the following:

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

INSTITUTIONAL RISKS

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

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

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

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

Institutional risks identified

The following material institutional risks were listed on the University of Johannesburg's Risk Register for 2017 (with a residual rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

Table 8: Institutional risks and mitigating actions

RISK AREA	RISK DETAILS	MITIGATING ACTIONS
Governance of commercial entities	<ul style="list-style-type: none"> Lack of Governance Framework 	<ul style="list-style-type: none"> Establishment of MEC Commercialisation Committee. Interim Resolution Circle Board established.
Academic risks	<ul style="list-style-type: none"> Inadequate management of research delivery timelines of postgraduate students Postgraduate students' throughput rates Insufficient and appropriate, safe and functional learning and teaching spaces 	<ul style="list-style-type: none"> Regular reporting of time to completion; annual review of overtime students. Comprehensive strategy for supporting students; research capacity building within Postgraduate Centre/School – staff; provide mentoring to inexperienced supervisors by appointing them as co-supervisors together with experienced supervisors. Interim development plan for teaching and learning spaces; student Wi-Fi connection process simplified and connectivity upgraded.
Operational and administration risks	<ul style="list-style-type: none"> Cyber security Contracts not being concluded throughout the University to regulate legal relations and when concluded, not often managed properly Effective responsiveness and the finalisation of issues by the various support departments 	<ul style="list-style-type: none"> Regular institution wide awareness regarding cyber risk and scanning of the environment; password control to access website; update access review on all systems; Network Operating Centre established to monitor network activity. Policies and procedures in place; presenting workshops regarding the governance issues; approved UJ delegation of authority. Continuous engagement with Executive Leadership Group and with affected divisions.
Financial risks	<ul style="list-style-type: none"> Financial sustainability of the University going forward due to the changes in tuition, free landscape and real decline in government subsidies Possible financial loss due to unpaid debt Students not qualifying for NSFAS and not able to afford total cost of study Administration and other support from NSFAS Central could affect the ability of UJ to meet enrolment targets as well the financial sustainability NSFAS shortfall and the shift in the socioeconomic means of the University's students, which may impact financial sustainability over the long term Financial and other uncertainties UJ is facing with the current ineffective administration processes at CoJ 	<ul style="list-style-type: none"> Various strategies developed to reduce and manage operational cost; considerable effort to increase the third-stream income to supplement the decline in subsidy; engagement at Universities South Africa level between VCs, DHET and the Presidency; 5-year financial plan, taking into account declined revenue and subsidies, has been developed. Enforcement of Credit Control Policy; incentives for students on early settlement; fundraising activities; centralised call centre within Student Finance established; automation of accounts delivery system and communication to mobile devices. 'Missing middle' fundraising campaign; continuous engagement with various stakeholders and students. Regular meetings with CoJ; tracking of outstanding issues; installation of own UJ electricity and water meters at certain campuses to track consumption; appointment of external consultants to assist with correct meter readings and to identify missing meters and discrepancies.
Infrastructure and campus facilities	<ul style="list-style-type: none"> Poor indoor air quality at UJ Petty criminal activities Safety and security of life and limb 	<ul style="list-style-type: none"> Installation of electronic security gates (access control); student awareness and education through various student forums. Regular engagement with SAPS and Community Policing Forum; awareness campaigns.

The heat map below indicates the overall evaluation of the institutional risks identified during 2017, the inherent risk identified and the potential impact prior to the implementation of the necessary controls and mitigating action plans.

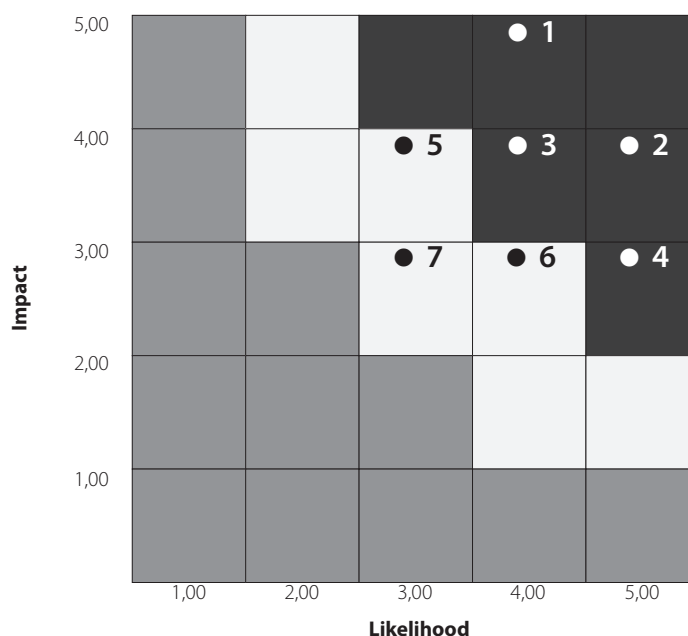


Figure 1: Evaluation of institutional risks

Point 1: Cyber security, Governance of commercial entities

Point 2: Financial sustainability and student funding

Point 3: NSFAS administration, contract management, enrolment targets, research challenges, environmental and other safety concerns and student throughput rates

Point 4: Efficiency of support departments, functionality of learning spaces

Point 5: Business continuity and EE targets

Point 6: Business intelligence, student protest and student dropout rates

Point 7: Insourcing, transformation culture, skills shortages in support divisions, postgraduate enrolment targets, talent management (recruitment and retention of staff), student accommodation, reliability of power and water supply

Internal administrative and operational controls

The system of internal controls at the University of Johannesburg consists of a number of policies and procedures, 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 Code of Corporate Practices and Conduct and institutional Code of Ethics.

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

The Audit and Risk Committee is 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, but 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 audit 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. All policies are approved by Council and made available on the intranet to employees of the University.

An evaluation of the 2017 internal controls reflected that many areas are only partially effective. However, follow-up and corrective actions are being taken to address control deficiencies, and improvements pertaining to systems have been implemented where identified.

Potential risks and areas of improvement related to internal controls are managed on an ongoing basis in the form of reports and reviews. The University maintains risk registers for both institutional and fraud risks, which are updated and maintained on regular intervals, with feedback requested from executive managers and various operational managers.

Internal audits are performed in various faculties and departments throughout the year to examine the systems, procedures and controls and identify those areas considered as high risk. The Audit and Risk Committee reviews these reports as part of the oversight role in terms of evaluating the effectiveness of processes and controls.

Management of risk

Management of academic risks

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

Management of other risks

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

Ensuring business continuity

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

Business continuity plans have been further refined and updated during 2017, with 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 to ensure capability and capacity to deal with disasters or major disruption to business activities.

Fraud prevention

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

The independently managed UJ Ethics Hotline was established in 2013 with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices

to the attention of management. The hotline operates 24 hours a day for 365 days a year. The University receives regular analysis of the calls, and investigations are launched where necessary.

During 2017, the University continued with the implementation of a Fraud Prevention Strategy, which outlines the University's focus and commitment to the reduction and possible eradication of incidences of fraud and misconduct. It also confirms UJ's commitment to legal and regulatory compliance.

The Fraud Prevention Strategy includes the formalisation of a Fraud Risk Register to assess and report on potential fraud risks, mitigating controls as well as action plans. In addition, Fraud Risk Assessment Workshops are held to identify the different types of fraud that could occur within the University and assess the likelihood of these fraudulent activities occurring.

Insurance

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

Internal audit

The University makes use of an outsourced internal audit function that complies with the principles of King III (and which will be further developed to align with King IV). The internal audit function provides independent, objective assurance designed to add value and improve the University's operations.

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

External audit

The University appointed PricewaterhouseCoopers (PwC) as its external auditors for the next three years, commencing January 2018. Both management and the Audit and Risk Committee of Council approved the client service plan for the year ending 31 December 2017.

Succession planning

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

Financial risks

In addition to the annual external audits, the ARCC is assisted in its oversight role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the ARCC.

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

Operational risks

The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and the ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified.

Mitigating controls pertaining to governance

In the area of governance, a roadmap for a revised strategy and structure for Commercialisation has been compiled. In addition, research and benchmarking were conducted, legislation and current policies reviewed and proposed structures and guidelines drafted.

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

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

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

- Supporting and recommending to the MEC a proposal that an instruction for an unscheduled event to proceed should be considered and approved by the relevant MEC member. The MEC did not subsequently support this proposal.
- Supporting and recommending to the MEC the Risk Management Implementation Plan 2018, for discussion and recommendation to the Audit and Risk Committee of Council (ARCC), for consideration and recommendation to the Council, for approval.
- Supporting the Proposed UJ Disaster/Emergency Management Plan.
- Supporting the Risks in Respect of Litigation, for submission to the ARCC, for consideration.
- Recommending to the MEC that an Unscheduled/Unplanned Events Subcommittee should be established for a period of between three to six months as a trial; for monthly/weekly dashboard reports to be provided to the MEC members, and to review the UJ Event Risk Standard Operating Procedure.
- Adding the following risks to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the Audit and Risk Committee of Council (ARCC), for consideration and recommendation to the Council, for approval:
 - Difficulties experienced in staff attraction and retention due to the role that private providers played in making more attractive offers to academic staff.
 - Lack of space to accommodate staff members within faculties.
 - Effective responsiveness and the finalisation of issues by the various support departments.
 - Administration and other support from NSFAS Central could affect the liability of UJ to meet enrolment targets as well as the financial sustainability.
 - Cyber security.
 - Governance of commercial entities.
- Removing the following risks from the Institutional Risk Register:
 - Impact of load shedding.
 - Sustainability of power supply.
 - The use of off-campus immovable property contrary to the use as approved by the CoJ.
 - The quality and quantity of water supply to the UJ campuses.
 - All risks with a residual rating of 9 and below.
- Adding the following risk to the risk register of faculties: "The monitoring of postgraduate students".
- Adding the following risk to the risk register of the Faculty of Art, Design and Architecture: "Poor indoor air quality".
- Adding the following risks to the risk register of the Faculty of Education:
 - Safety and security of staff.
 - Equity appointments, especially in terms of senior staff.
 - Lack of assistance from support services divisions.
- Adding the following risks to the risk register of the Directorate: Operations:
 - Sustainability of power supply.
 - The use of off-campus immovable property contrary to the use as approved by the CoJ.
 - The quality and quantity of water supply to the UJ campuses.
- Resolving that the Acting Executive Director: Operations should be engaged to obtain an understanding of the total cost required for the complete refurbishment of the FADA Building at APB, focusing on the subsidence and air ventilation problems experienced.
- Resolving that the temperatures within the offices situated at the Faculty of Health Sciences (DFC) should be measured, for the finalisation of a report in this regard.
- Resolving that it should be established what had transpired regarding the tender for the construction of the various sport facilities at DFC and for the determination of a way for it to be resolved.
- Resolving that measures to improve the security at the Faculty of Humanities, especially regarding access control, should be investigated.
- Resolving that attention should be given to the faulty boom leading to the parking area for lecturers on APK.
- Resolving that it should be ensured that the back doors for the larger lecturing venues on APK were locked

and unlocked at the appropriate times to minimise a possible health and safety risk.

- Resolving that a summary report on whistle-blowing at UJ should be submitted to the meeting on an annual basis and that the nature of the incidents where no UJ feedback had been provided should be established.
- Resolving that the newly appointed Chairperson of the ARCC should be engaged on the submission of an independent and objective report regarding whistle-blowing at UJ.
- Resolving that consideration should be given to a process for managing the high number of claims for vehicle fleet accidents and the claims for vehicle rentals (accidents or stolen).
- Resolving that a plan to address the high number of vehicle accidents caused by students who required transport should be drafted.
- Resolving that the reasons for the number of vehicle fleet accidents that had escalated considerably during 2017 should be determined.
- Resolving that the Plan to Mitigate the High Rate of Vehicle Accidents should be submitted to the MEC for support.
- Resolving that attention should be given to the proposed procedural steps to be followed regarding transport for students as set out in the Plan to Mitigate the High Rate of Vehicle Accidents.
- Resolving that the radius around the campuses for which UJ was responsible for safety and security should be determined.
- Resolving that poorly managed scheduled events should be communicated to the respective MEC member.
- Resolving that the UJ community should be continuously reminded about the steps to be taken while organising an event.
- Resolving that a mechanism be determined to extract operational risks to enable the RMC to focus on its role, yet to ensure that incumbents were held accountable.
- Resolving that the executive deans should be requested to advise the MEC, via the MECA, of the risks that existed as a result of the introduction of postgraduate diplomas that replaced honours degrees and the effect it would have on the tertiary landscape, enrolment figures and product delivery.
- Resolving that Marsh should be requested to furnish UJ with insurance claim statistics that would enable the University to compare itself to other universities of a similar size.
- Resolving that universities of a similar size should be engaged to establish whether they used a fleet of own motor vehicles, in order to determine why UJ's claims regarding own damage caused to motor vehicles that had not been caused by a third party were noticeably higher when compared to the previous year.
- Resolving that a communiqué should be forwarded to academic staff members informing them about the actions to be taken in the event of an emergency.
- Resolving that the responsible ELG members should be engaged to ensure that the Fraud Risk Register was taken with the same level of seriousness as the operational risk registers.
- Resolving that the Fraud Risk Register should be aligned with the Risk Profile to the Internal Audit Plan.
- Resolving that access to the Electronic Document and Records Management System (EDRMS) should be provided to the ELG members to search, manage and add contracts on the system.
- Resolving that existing research contracts should be incorporated into the EDRMS.
- Resolving that executive deans should be provided bi-annually with pointers on the publishing in predatory journals, for re-distribution to academic staff members.
- Resolving that the MEC should be advised to consider adding the "Fourth Industrial Revolution" to the Institutional Risk Register, with special focus on UJ's readiness in terms of its curriculum, facilities and activities.
- Resolving that the contracts that had been concluded with the food service providers should be reviewed to ensure that they clearly indicate that their spaces should be kept clean according to certain standards, supported by controls to ensure that it was achieved.
- Resolving that a report on food outlets on all the campuses should be submitted.
- Resolving that a report should be submitted on the food hygiene audit process focusing on what transpired after an audit had taken place.
- Discussing and noting the insurance risk profile (annual and to date) and subsequently resolving that a process for reducing rental vehicle claims should be submitted for consideration.
- Noting the Insurance Claim Statistics on a quarterly basis, which included a motor claims analysis, an analysis for portable electronic devices, a non-motor property claims analysis, and a report on repudiated claims.
- Noting the UJ Insurance Policy, for submission to the MECA and the MECO, for comment, and to the MEC, for approval.

- Noting the Business Continuity Programme Phase 4 – Project Status Update.
- Noting the Business Continuity Programme Project Status Update Phase 5 – Emergency Response.
- Noting the Fire Hydrant Reticulation System Flow and Pressure Test Report for APK and SWC.
- Noting the Fire Risk Assessment for DFC.
- Noting the Business Continuity Management – Status Update.
- Noting the Business Continuity Programme Test Report.
- Noting the Business Continuity Management Policy, for submission to the MECA and MECO for comment and the MEC for approval.
- Noting the Management/Executive Business Continuity Plan.
- Noting the Emergency Response Plans for APK, APB, DFC and SWC.
- Noting the UJ Crisis Management Plan.
- Noting the UJ Finance Business Continuity Plan.
- Noting the UJ IT Disaster Recovery Plan.
- Discussing and noting the Emergency Operations Plan.
- Noting the Emergency Response Plan for APK.
- Noting the Institutional Heat Map Report (quarterly).
- Noting the Institutional Action Plan Summary Report (quarterly).
- Noting the Institutional Overdue Action Plan Report (quarterly).
- Noting the Institutional Risk Register Additions, Assessment Changes and Parked Risks (quarterly).
- Noting the 2017 Risk Landscape, Local and International.
- Noting Global vs UJ risks.
- Noting the Risk Management Implementation Plan 2017.
- Noting the progress against the 2017 Risk Management Implementation Plan.
- Discussing and noting the results of the Food Hygiene Audits.
- Noting some of the non-complying events for 2016 for submission to the MEC.
- Noting the Action Plan for the Approval of Unplanned/Unscheduled Events at UJ, for submission to the MEC.
- Noting the Audit Committee Challenges and Priorities.
- Noting the Fraud Risk Register and resolving that fraud risk should be placed on the agenda of future RMC meetings as a standing item.
- Noting a presentation on uninsured and uninsurable risks.
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Directorate: Advancement
 - Directorate: Expenditure
 - Directorate: Information and Communication Systems (quarterly)
 - Directorate: Internationalisation
 - Directorate: Research and Innovation
 - Directorate: Operations
 - Directorate: Student Affairs
 - Directorate: UJ Sport
 - Faculty of Art, Design and Architecture
 - Faculty of Education
 - Faculty of Health Sciences
 - Faculty of Humanities
 - Faculty of Law
 - Office of the General Counsel
 - Registrar
- Noting the Internal Audit Progress Report (quarterly).
- Noting the Integrated Risk and Assurance Risk Register.
- Noting the following Internal Audit Reports:
 - Assessments and Certification
 - Cyber Maturity
 - Human Resources Operations
 - Internal Financial Controls Review as at October 2016

- IT Third Party Management Review
- Manage Projects Review as at October 2016
- Network Design and Security Review as at October 2016
- Research and Sponsorships
- Conducting an online MEC RMC performance review for 2017.
- Noting the outcome of the 2016 Performance Review.

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

Composition

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

- Chairperson of Council (ex officio).
- Chairperson: an external Council member with proven financial expertise is appointed by Council as the Chairperson of the Audit and Risk Committee.
- At least three additional external members of Council, of whom at least one has proven expertise in Information Technology governance, who are appointed by Council.
- The Vice-Chancellor and Principal.
- An external expert that is not a current member of Council, may be co-opted to the Audit and Risk Committee as approved by Council.
- Invitees:
 - Deputy Vice-Chancellor: Finance
 - One additional Deputy Vice-Chancellor nominated by the MEC
 - The Registrar
 - External auditors
 - Internal auditors
 - Auditors appointed for the agreed-upon procedures
 - Executive Director: Financial Governance and Revenue
 - Executive Director: Expenditure
 - Executive Director: Operations
 - Representative from the Office of the Auditor-General of South Africa
 - Deputy Vice-Chancellor: Employees and Student Affairs
 - UJ General Counsel

Meeting dates

Audit and Risk Committee of Council meetings were held on 19 April 2017, 8 August 2017 and 11 October 2017.

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

- Supporting and recommending to the Council, for consideration, the Audited Financial Statements for 2016.
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register.
- Supporting and recommending to the Council, for consideration, the Going Concern Consideration for 2016.
- Supporting and recommending to the Council, for consideration, the UJ Annual Performance Plan for 2016.
- Approving the ARCC Annual Performance Plan 2017, for submission to the Council, for noting.
- Approving the PwC Client Service Plan for the year ending 31 December 2017.
- Approving the proposed PwC audit fees for 2017.
- Approving the PwC's offer to provide management advisory services regarding the application and implementation of the revised accounting standards.
- Approving the proposed KPMG audit fees for 2018.
- Approving the Three-Year Rolling Strategic Internal Audit Plan for 2018-2020.
- Approving the External Audit Plan for the UJ Subsidiaries and Agreed Upon Procedure Audits.
- Approving the proposed SNG audit fees for 2018.
- Approving the Policy on Integrated Assurance.

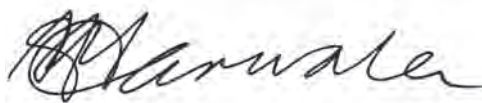
- Requesting that the internal auditors should review the forthcoming relevant legislation applicable to the function of the ARCC to allow UJ to discharge its responsibility.
- Requesting that the ARCC should be notified of the drastic changes in the income statement that were anticipated by the application of the accounting standard.
- Requesting that the ARCC and the FSCC should be provided with a three- to five-year outlook on the real cost for the insourcing of contract workers after the contracts had been concluded, augmented by the risks and controls to mitigate the risks.
- Resolving that the review of the relevant legislation applicable to the functions of the ARCC should be included in the scope of engagement of the internal audit.
- Resolving that an annual summary of the reports on whistle-blowing should be submitted to the ARCC for noting.
- Resolving that an annual summary of frauds discovered and pending litigation should be submitted to the ARCC for noting.
- Resolving that permission should be granted to engage with PwC for the determination of a reasonable budget for the implementation of the IFRS 9, 15 and 16 accounting standards at UJ.
- Resolving that a proposal should be submitted, informed by a comparison with peer institutions, on the available options going forward for the remaining members on the Post-Retirement Medical Aid Fund, taking into consideration the moral and ethical responsibility that UJ carried.
- Resolving that a further evaluation should be performed, in conjunction with the Division: Human Resources on ways to reduce the liability of the Post-Retirement Medical Aid Fund.
- Resolving that a progress report on the projected cost for 2018 for the insourcing of gardening, protection and cleaning services at UJ should be submitted for discussion and noting.
- Resolving that consideration should be given to include the external audit findings in the tracker to provide a consolidated picture in the Internal Audit Progress Report.
- Resolving that a benchmarking exercise should be undertaken to establish how UJ compared to other higher education institutions regarding outstanding student fees.
- Resolving that a special meeting of the ARCC should be scheduled once the report on the proposed governance structure for commercial entities from SNG had been received and consolidated with the UJ report on the same matter to discuss the following:
 - Reviewing the report that had identified the procedural gaps in the governance of the commercial activities.
 - Determining ways in which the governance framework could strengthen the commercialisation process.
 - Determining the best practice to govern commercial entities in order to achieve the best results.
 - Identifying lessons learnt from the historic way in which commercial entities had been governed.
 - Drafting the mandates of the commercial entities and considering whether they should have their own oversight body.
 - Identifying the risk process for commercial entities.
 - Considering sufficient representation for UJ on the Commercial Investment Committee.
 - Considering whether the minutes/reports of the Commercial Investment Committee should serve at the ARCC.
- Resolving that the investigation report from the SNG forensic investigation into the alleged irregularities in the commercialisation domain of UJ should be availed to PwC, Nkonki and KPMG to identify gaps in the process and to inform their respective audit scopes for 2018.
- Resolving that consideration should be given to include a corporate governance review for legal entities into the respective audit scopes of the internal and external auditors once the SNG report on the proposed governance structure for commercial entities had been availed.
- Resolving that Management should be engaged in a project to commence early in 2018 on the reliance on the ITS system (access to the system and the embedded controls).
- Resolving that written commitment should be obtained from PwC that their independence would continue regarding the implementation of the IFRS 9, 15 and 16 accounting standards and on the way in which it would be approached.
- Resolving that the assessment of the capacity and capability of the MEC member concerned should be

held in abeyance until the outcome of an investigation relating to potential irregularities relating to UJ's commercial entities had been resolved.

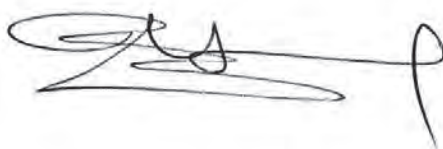
- Noting the PwC's Management Letter to ARCC.
- Noting the Consolidated and Separate Statement of Comprehensive Income for the Year Ended 31 December 2016.
- Noting the Status Report on Agreed-upon Procedures.
- Noting the Institutional Risk Register Additions, Changes and Parked Risks.
- Noting the Institutional Heat Map Report.
- Noting the Statement on Risk Management for 2016.
- Noting the Audit Committee Challenges and Priorities.
- Noting, on a quarterly basis, the Overview of the DVC: Finance.
- Noting the Information Technology Governance Update.
- Noting the HEMIS Audit Report – Reporting Year 2016.
- Noting the Report of the Factual Findings to Members of Council of UJ with respect to Student and Staff Statistics for the year ended 31 December 2016.
- Noting the presentation on the IFRS 9, 15 and 16 on the new accounting standards.
- Noting the outcome of the 2016 Performance Review of ARCC.
- Noting the outcome of the 2016 Performance Review of the MEC Corporate Governance Responsibilities.
- Noting the UJ Defined Benefit Pension Fund Administration Report.
- Noting the UJ Defined Pension Fund Age Profile of Active Members.
- Noting the Cost of Insourcing coupled with the Insourcing Costs and Projections.
- Noting the Report on the KPMG relationship and the written representation by KPMG.
- Discussing and noting the following internal audit management reports:
 - Human Resources Operations
 - Cyber Maturity Assessment
 - Research and Sponsorships
 - IT – Third-party Management Review
- Discussing and noting the Internal Audit Progress Report.
- Discussing and noting the reports of the MEC Risk Management Committee meetings.
- Conducting a performance review of MEC Corporate Governance Responsibilities for 2017.
- Conducting an ARCC Performance Review for 2017.



Nolwazi Mamorare (Ms)
Deputy Vice-Chancellor: Finance (Acting)



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



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



Mike Teke (Mr)
Chairperson of Council



Transformation

OVERVIEW

During 2017, the University responded and operated within the challenges of the broader higher education landscape and the aftermath of the #FeesMustFall Campaign. As a sector, we were unsure if the protests and disruption would end. It was therefore imperative for UJ to understand the challenges we were faced with in terms of the broader context nationally and globally.

Within the South African context, widening inequality and significant unemployment, in particular of youth and women, are increasing alienation and widening the gap between the poor and mainstream society. Expanding access to students who come from informal settlements, public housing and poor rural communities impacts on how our students experience our institutional culture and how they react to this. The focus in 2017 was on enhancing our relationships with our students, by improving services to our students, improving our communication with our students and, most importantly, by addressing student hunger as a priority.

A strong institutional culture remains essential for the University's long-term success and for sound stakeholder relationships. The approach to strengthening the University's culture has been multi-pronged. In addition to a clear tone from the top, the University has focused on actively engaging employees, anchoring UJ values and beliefs in all people processes, and embedding UJ values in business processes, practices and policies. To support this emphasis, during 2017, the institution underwent a rigorous process of unpacking UJ culture as perceived by staff members. Substantial quantitative data had been obtained from a survey conducted in 2016, and in 2017, sessions were held with faculties and divisions to gather qualitative data to further support the findings of the 2016 survey. A report was submitted to the MEC at the end of 2017 and recommendations were made in terms of interventions to be done during 2018.

Decolonisation also remained a priority area in 2017, and following on the in-depth work done by the project team responsible for the Decolonisation of the Curriculum Project, a UJ Decolonisation Charter was developed and approved by Senate in June 2017. Faculties will be required to report bi-annually on progress made; a template for this reporting will enable the University to track and report on developments in relation to decolonisation.

To further support the Decolonisation Project, the *African Insights* module was launched in 2017. This was in response to the question whether our students are familiar with intellectual, cultural, socio-political and literary traditions and practices in Africa. The module has a broad and dynamic focus, and is a gateway to the rich intellectual and creative African traditions and practices.

The Transformation Unit is responsible for coordinating and facilitating transformation at the University. The Unit reports to the Executive Director: Human Resources and Transformation. This report presents our 2017 institutional activities and is structured according to the themes contained in the Institutional Transformation Plan.

INSTITUTIONAL TRANSFORMATION PLAN

The Institutional Transformation Plan (ITP) was revised during 2016 to take into account the changing higher education landscape and the impact of the #FeesMustFall protests. The revised ITP was approved by Council on 30 March 2017. The revised themes are as follows:

1. **Institutional culture** – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven.
2. **Employment equity** – An employment strategy that ensures representivity of the country's population groups, genders and people with disabilities.
3. **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".
4. **Governance and management** – Systems, procedures and structures – efficiency and effectiveness in terms of people, processes and systems and technology.
5. **Teaching, learning and knowledge production** – Colonialism, curriculum reform and mode of delivery.
6. **Relationships with students** – Improving services to students, effective communication with students and addressing student hunger.
7. **Financial sustainability** – Securing financial sustainability of UJ.

Various initiatives took place in terms of culture improvement and leadership development during 2017. The Executive Leadership Group (ELG) were requested to complete faculty and divisional transformation plans and to include their culture improvement plans and leadership interventions for 2018.

THE TRANSFORMATION UNIT

The Transformation Unit was clustered with Human Resources (HR) in 2017. The Unit's strategic objective is to facilitate the implementation of the Institutional Transformation Plan (ITP), which is aligned to the UJ Strategic Plan 2025. To this end, the Unit navigated cultural transformation by focusing on inclusivity that adheres to the principles of human rights and in terms of which people from all over the world, from diverse cultures, perceptions, convictions and opinions, interact in a spirit of mutual understanding and trust. Leadership culture plays a significant role, and therefore the crafting of an enabling leadership culture is key. To enable a positive leadership culture, the focus was on creating a shared direction, shared values and alignment and commitment to transforming the institutional culture in support of global excellence and stature (GES).

To enable the strategic objectives and advance the transformation agenda, awareness was created in support of projects of the Department of Higher Education and Training (DHET) and Universities South Africa (USAf), by celebrating significant days and events to promote social cohesion and inclusion, and human rights. In 2017, a wide range of projects was administered, including cross-functioning programmes between staff and students. The Unit interacted with the Commission for Gender Equality and worked on the Implementation Plan for the Human Rights Commission.

Purpose

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

Strategic objectives

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

- Facilitating the implementation of the Institutional Transformation Plan (which is aligned to the UJ Strategic Objectives 2025);

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

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

THEME ONE: **INSTITUTIONAL CULTURE**

The UJ Institutional Culture and the improvement thereof have remained a priority for the institution since it conducted its first culture survey in 2008, shortly after completing the renewal and integration process of a very extensive and complex merger between the former Rand Afrikaans University (RAU), Technikon Witwatersrand (TWR) and two campuses of Vista University. Due to the results, a Cultural Integration and Change Management Project was launched at UJ, chaired by the then Pro Vice-Chancellor and reporting directly to the Management Executive Committee. The culture audit that was conducted highlighted a number of areas of concern, and based on these results, the institution launched a series of transformation interventions that sought to address the concerns highlighted and to achieve a deeper understanding of cultural differences in the institution and, in so doing, to improve the integration of these different cultures. This process has been repeated biennially, and following on the survey done in 2016, in-depth unpacking of the results happened during 2017.

Institutional surveys

Institutional Culture Survey

In 2017, the Transformation Unit identified key themes that were common across the institution. These themes had been identified on the basis of the quantitative results of the Culture Survey; these results were then deepened qualitatively by means of cultural unpacking sessions.

The findings of the 2016 Culture Survey indicated that employees experienced various forms of victimisation. The Transformation Unit interacted with the different faculties and divisions to analyse the meaning behind the results. Feedback from employees confirmed that there were employees who experienced violence in the form of being victimised by their managers, such as verbal abuse, a culture of back-stabbing and lack of trust between different groups. Improvement plans, which will be monitored and evaluated, must now be infused into the Transformation Plans of all faculties and divisions.

The Transformation Unit concluded the unpacking of the survey results at the end of November 2017. The following were key findings:

- The Strategic Objectives 2025, vision, mission and values need to be communicated and engaged with consistently within divisions and faculties. There were many instances where participants were not aware of the strategic plans of their own faculty or division.
- Employees constantly need to be acknowledged and their efforts recognised in order for UJ to continue to grow.
- The institution still has individuals who identify themselves as either RAU, TWR or Vista employees.
- Racial tensions are still perceived to exist within the institution.
- Fear and a lack of trust remain obstacles standing in the way of meaningful conversations.
- The institution needs to improve on succession plans.

A report with recommendations was submitted to the MEC on 28 November 2017.

Student Satisfaction Surveys

The Institutional Research and Planning Unit within the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) annually conducts both undergraduate and postgraduate student experience surveys to provide insight into how students experience a range of aspects of student life (both academic and otherwise). Analyses of responses help to pinpoint processes, services and performance in both academic and service or support domains where intervention is called for. Future actions in this regard are proposed, and faculties, divisions and the broader UJ community are asked for feedback about actions implemented in response to issues raised by students.

The 2017 Undergraduate Experience Survey findings indicate that respondents are satisfied with their overall experience, even though approval rates seem to be lower than in 2016. Financial resources, 24-hour study spaces, and intercampus transportation remained the biggest areas of concern for the students. It seemed that the overall sentiment towards UJ was lower, and that respondents were less satisfied with the efficiency of faculty-based administration staff, campus security at night time, and the cleanliness of the toilets (especially in the residences). Ninety-three per cent of the respondents agreed that UJ was tolerant of all forms of diversity.

In the case of the Postgraduate Student Experience Survey, a general decline in the level of satisfaction with the quality of the services and support that they had received from UJ was reported. In terms of supportive supervision, it was indicated that careful planning must be done by departments/faculties when allocating supervisors – it is a restraining factor on students' study progress when supervisors are (repeatedly) changed. It seems that supervisors are mainly changed because they retire or resign, or at the respondents' request.

Creating a University that is characterised by dialogue

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

USAf Campaign on Typologies of Violence

An overarching campaign during the year was the USAf Campaign on Typologies of Violence in Higher Education. According to the *World Report on Violence and Health (WRVH)*, this typology includes four different modes of violence: physical; sexual; psychological attack; and deprivation.

Through various projects, UJ endeavours to address violence at all levels, and awareness and training will continue as part of the annual programmes facilitated by the Transformation Unit, and in collaboration with various other internal and external partners.

15 August 2017: Typologies of violence in higher education and the impact they have on culture

Prof Chris Landsberg was the facilitator for this dialogue and the panel consisted of Mr David Maimela, Researcher at Mapungubwe Institute for Strategic Reflection (MISTRA); Dr Corné Davis, Senior Lecturer, Department of Strategic Communication, University of Johannesburg and social and gender-based violence activist; Ms Philile Ntuli, Communications Officer at the Department of Public Service and Administration, ?Ministry for Public Service and Administration. The event was well attended and students participated enthusiastically during the discussion time.

16 October 2017: Typologies of violence with special emphasis on femicide (held during Diversity Week at UJ)

According to statistics, South Africa has the highest rate of women murdered by their partners in the world, a femicide rate five times higher than the global average. In view of that, we decided to have a follow-up dialogue session during Diversity Week to focus specifically on this topic.

During this session, Adv Praise Kambula, Chief Director: Promotion of the Rights of Vulnerable Groups (Department of Justice and Constitutional Development), Ms Davlynne Lidbetter, consultant in Business Development, and Ms Alison Westner, entrepreneur and widow of former golfing star Wayne Westner participated. The dialogue was facilitated by Dr Corné Davis from Strategic Communications in the Faculty of Humanities.

The Unit also hosted two other events that addressed issue of diversity and inclusion:

27 September 2017

The Division of Internationalisation together with the Transformation Unit hosted a dialogue on the topic: 'Current relationship between Nigerian and South African women and steps to bring both together'. Dr Pinkie Mekgwe was the facilitator. The panel consisted of Ndileka Mandela, Founder and President of the Thembekile Mandela Foundation; Nano Gassenewe, CEO Towela Investments; Bukky Enuha, CEO MJF TRAVELS; and Nonye Mpho, Business Director Africa, Vuma Reputation Management.

13 November 2017

The Unit hosted a dialogue on diversity and inclusion. The speakers were Prof Salim Vally, Director of the Centre for Education Rights and Transformation, and Ms Nene Molefi, President of Mandate Molefi Consultants and author of *A journey of diversity and inclusion in South Africa*. This session was facilitated by Prof Theo Veldsman.

Workshops

Social, sexual and gender-based violence (SSGBV) workshops

14-15 June 2017

Groups of students and staff at the University of Johannesburg (UJ), representing IOHA, Campus Health, Strategic Communication and Transformation, completed GBV training with the Foundation for Professional Development, which was funded by USAID and endorsed by the South African Medical Research Council.

The key message was that every person could make a difference. It is generally known that people are passive bystanders who do not want to get involved in domestic or intimate partner violence, but as has been shown in the recent news about femicide in South Africa, this has dire consequences. We need to teach our students how to recognise any kind of abuse, how to address it and how to say 'Enuf' when they witness it.

This first SSGBV workshop hosted together with Kwanele-Enuf, aimed to encourage students to participate actively in the elimination of all kinds of SSGBV through building their understanding of the many kinds of SSGBV and sensitising them to the consequences and effects of SSGBV.

10-11 August 2017

The second SSGBV workshop focused on the training of Community Engagement student volunteers. The volunteer programme aims to develop students to meet the needs of communities and organisations and thereby become responsible citizens and make lifelong contributions to their communities and the country.

Training them to understand SSGBV seeks to infuse students with a sense of civic responsibility towards promoting social justice, thereby capacitating them to make a difference in their communities.

Conferences

8 September 2017 – 5th Annual Neville Alexander Commemorative Conference

The Centre for Education Rights and Transformation (CERT) in partnership with UJ's Transformation Unit held their 5th Annual Neville Alexander Commemorative Conference at UJ's Hockey Club on 8 September. The programme included a presentation by UCT's archivist, Andre Landman, who had compiled ? over a period of nine months – the Neville Alexander Papers comprising 240 archival boxes. The Papers afford the public a glimpse into the mind and the praxis of arguably one of South Africa's key intellectuals. New acquisitions include a fascinating handwritten 55page essay, 'A note on beauty', which Alexander wrote on Robben Island, examining the notion through socio-historical, psychological and philological dimensions.

Significant days/months

The following programmes took place in celebration of significant days.

International Mother Language Day – 21 February 2017

The Unit collaborated with the UJ Language Unit, the Department of Arts, Culture and Recreation and the Nama

First Nation in hosting an event on 'Towards sustainable future through multilingual education'. The focus was on preserving indigenous languages and their importance to our culture. Delegates were entertained by various dance groups that included the Nama dancers.

Human Rights Day – 21 March 2017

The Unit collaborated with Student Affairs and UJFM to host a conversation on radio. Dr Wynoma Michaels, who has been involved with the Change Management Project in the UJ residences, was interviewed, together with the Primarius from Oppierif, Andisani Mbenzi. The conversation focused on human rights and the process that had taken place in the residences.

Staff Day 2017 – May 2017

The eighth annual Staff Day took place at the West Sport facilities on 26 May. The intention of Staff Day is to create an opportunity for cultural integration and the promotion of diversity among UJ staff, and also to create an atmosphere where every member of staff (regardless of position) experiences a sense of belonging in the wider UJ context.

More than 2 700 staff members attended the event. The increase in participation was due to the insourcing project, and for the attendees, the event was a great success with some minor gaps. More games were offered to staff, and the level of participation means the Transformation Unit needs to prepare early for 2018 Staff Day, so that employees can start training earlier in the year. Prior to the 2018 Staff Day, a short survey will be conducted to receive feedback and recommendations from all employees.

National Women's Day – Mzansi Women's Film Festival – 9 August 2017

The Mzansi Women's Film Festival took place on the Bunting Road Campus from 3 to 6 August. The Unit collaborated with the Department of Journalism, Film and Television (Faculty of Humanities) to host the Festival. Various film screenings and dialogue sessions formed part of the three-day programme. The event was well attended by staff, students and members of the community.

Heritage Month – September

Annually, the Transformation Unit hosts Diversity Week during September for stakeholders to commemorate Heritage Day. Due to changes in the academic calendar, the dates for Diversity Week had to be changed to 16 to 20 October 2017. To celebrate Heritage Month, the Transformation Unit collaborated with IOHA, Student Affairs and Internationalisation to present various programmes during the month of September. The theme chosen for Heritage Month and Diversity Week was: 'Inclusion and decolonisation within a Pan-African university; reimaged'.

The following activities were coordinated during Heritage Month (September):

- Walk in support of diversity and inclusion
On 20 September, UJ students and employees participated in a walk aimed at celebrating diversity and inclusion at UJ, from the Auckland Park Bunting Road Campus (APB) to the Auckland Park Kingsway Campus (APK). The walk was a pledge that the University supports its students and employees, irrespective of their skin colour, disability, religion, gender or sexuality. Furthermore, the walk highlighted the importance of the recently launched gender-neutral bathrooms, and shared educational content in line with LGBTI+ and SGBV.
- Car wash activity and sanitary towels campaign and comedy session
The Institute of HIV and AIDS (IOHA) coordinated these two campaigns on the APK Campus on 21 September to assist with raising funds for students.

Diversity Week – October 2017

In celebration of Heritage Month, the four campuses of UJ reverberated with lively music, dance and various other forms of celebration. The Transformation Unit collaborated with various internal UJ stakeholders to coordinate the annual UJ Diversity Week across the four UJ campuses, with activities in both September and October in 2017, due to the date changes occasioned by the 2017 academic calendar.

The following campus-specific programmes were coordinated from 16 to 20 October 2017:

Doornfontein Campus (DFC)

DFC hosted a queer (gay) wedding at its Student Centre on 17 October, with the theme, 'Breaking out of the norm'. The wedding focused on various other aspects of diversity (e.g. gender, sexual orientation, disability, culture). As reported below, similar weddings were conducted on each campus during Diversity Week, but on DFC Campus the main event was the wedding.

Auckland Park Bunting Road Campus (APB)

Staff members were invited to a 'Celebration of diversity and inclusion', hosted at the Campus Director's office on 18 October 2017. Divisions were encouraged to enter a team and to participate in a traditional attire and cuisine competition followed by a spit braai.

Soweto Campus (SWC)

The SWC coordinated a recycling project as part of the campus clean-up and recycling campaign, wherein staff members were invited to experience a burst of colour by participating in the 'Crafty Colour Drop', which took place at the sports fields on 19 October 2017.

Auckland Park Kingsway Campus (APK)

In the spirit of sharing, faculties and divisions were invited to a picnic at the Fountain Court (grass area) on 20 October 2017 to share their light (based on Diwali traditions) as they interacted with other colleagues from other environments. The picnic themed 'The Festival of Lights' coincided with the annual UJ International Day hosted by the Division of Internationalisation, and was attended by thousands of students and staff members.

The following crosscutting campus activities were also coordinated from 16 to 20 October 2017:

Emerging Arts Activist Programme Exhibition

The exhibition opened to the internal UJ community on 16 October 2017 and ran throughout UJ Diversity Week at the respective UJ libraries. The work on display (themed 'Aluta Continua: Protest and resistance in a historical context') was done by learners from surrounding schools as part of a community engagement outreach programme run by the Transformation Unit and Ms Farieda Nazier from FADA, in collaboration with the Apartheid Museum.

Symbolic queer (same-sex) weddings

In recognition of diversity as well as the South African Constitution, which makes provision for same-sex marriages, the Transformation Unit coordinated symbolic same-sex weddings on each of the UJ campuses from 17 to 20 October 2017.

The weddings were a success, with occasional challenges experienced as some employees and students were not entirely open to the idea of the queer weddings. This became evident when the various campus coordinating teams, during the planning stages, shared information that there was dissatisfaction from the broader UJ community relating to perceptions of the weddings as promoting LGBTI+ activities within the institution.

There were also some negative reactions in the media, relating to the introduction of gender-neutral bathrooms, as these were assumed to be spaces allocated for persons that identify as LGBTI+ and/or spaces that would provide an opportunity for malicious activities or misconduct.

In ensuring that the objective of hosting the weddings was achieved, the Transformation Unit collaborated with members of the LGBTI and LIBERATI student societies, inviting them to be part of the bridal party, as well as asking academic staff from the Faculty of Education to act as the officiators of the ceremonies. This was extremely helpful in introducing and implementing the weddings in a sensitive, yet constructive manner.

Contrary to the initial uncertainties and expressions detailed above, the weddings attracted big crowds and were positively received. However, attendance from UJ employees remained at a minimum, with some employees continuing with their daily work commitments during the ceremonies.

The weddings also attracted positive media coverage and made it to the *Huffington Post*, thus starting the conversations that were envisaged, changing mindsets and facilitating a positive response to some of the issues facing the institution with regard to LGBTI+ issues (e.g. gender-neutral spaces).

Woema on Wheels (Wheelchair) Race

Since its introduction, the wheelchair race has always been run on the APK Campus only. However, a recommendation was made by the Registrar that it be run on all UJ campuses. This was the case this year, where the race was extended to the other UJ campuses during UJ Diversity Week on the respective campus-specific dates (17-20 October 2017).

FADA-IOHA HIV/AIDS Awareness Exhibition

The Faculty of Art, Design and Architecture (FADA) and IOHA ran a design competition exhibition at the FADA Atrium on APB from 19 to 26 October 2017. Works on display were by Graphic Design, Interior Design, Visual Arts, and Industrial Design students.

Yiba Nolwazi – Crime Awareness Campaign

Protection Services, in collaboration with the South African Police Services and other internal stakeholders, coordinated a two-day crime awareness campaign at the APK and APB Student Centres on 18 October and 20 October 2017, respectively.

UJ Gay Pride & Colour Run Festival

Student societies (LIBERATI and LGBTI) joined forces to coordinate a UJ Gay Pride & Colour Run Festival, an event that they hope will be celebrated annually at UJ in recognition of diversity and inclusion as well as advocacy for the rights of members of the LGBTI+ community at UJ. The event took place on APK on 27 October 2017.

Projects

Naming and renaming of UJ spaces

The unveiling of the Qoboza/Klaaste (QK) Building on the DFC Campus took place on 2 March 2017, and a call for nominations for the renaming of the Madibeng facilities was developed. However, the recommendation was not to consider final names at this point, but rather to include these again in a broader process that will take place in the first quarter of 2018.

South African Human Rights Report on transformation at public universities in South Africa

In 2014, the South African Human Rights Commission (SAHRC) conducted a public national hearing to investigate more broadly issues regarding racial integration and transformation at South African public universities. In particular, the Commission sought to determine whether institutions of higher learning have sufficiently transformed.

The report was finalised by the Commission and was submitted to the Department of Higher Education and Training for consideration and action. Universities were requested to study the report and the recommendations made, and to submit an Improvement Plan to be approved by Council. The UJ Improvement Plan served at the Management Executive Committee (MEC) on 25 April 2017.

Commission for Gender Equality (CGE)

The Transformation Unit, with input from internal stakeholders, completed a questionnaire that was submitted to the CGE on 21 August 2017. The Unit also prepared the presentation that was presented by the Vice-Chancellor and the members of the MEC to the CGE on 10 October 2017. The University received feedback from the CGE and is taking action on the recommendations made by the CGE.

Community engagements projects

The Emerging Arts Activist (EAA) Project

The Transformation Unit collaborates with Ms Farieda Nazier from the Faculty of Art, Design and Architecture and the Apartheid Museum to conduct an annual workshop for schoolchildren (during the July recess) from

previously disadvantaged communities. The EAA model is an art-based variant of Paulo Freire and Steve Bantu Biko's revolutionary praxis, which constitutes a cycle of theory, application, evaluation, reflection, and finally a return to theory can lead to conscientisation and the knowledge to act against oppression. The EAA model applies the original praxis criteria but extends the idea towards socio-political art processes and civic engagement by employing critical arts practices to elicit critical dialogue among South African youth.

The theme was 'Aluta Continua: Protest and Resistance in a Historical Context', which focused on the Apartheid Museum's collection as a stimulus for the artworks. The work created by the students during the July recess was exhibited first at the Apartheid Museum and then in the Library at the University of Johannesburg from August to October 2017.

Change Management Project with UJ residences

From 12-14 January 2017, workshops were conducted by Dr Wynoma Michaels with new residence house committees and with house wardens regarding human rights and initiation practices as part of the continued change management process for residences. Also during January, similar workshops were held with first-year residence students to educate them on human rights and their rights in terms of initiation within residences.

UJ Code of Conduct

A draft UJ Code of Conduct with recommendations was drafted for consideration by the MEC at the meeting on 28 November 2017, for implementation in 2018. The Unit recommended that the Ethics Institute assist with this process to ensure inclusivity and buy-in from all constituencies.

Relationships and collaboration

The Transformation Unit and the Transformation Office at Wits University met for the second time on 17 August 2017 to do benchmarking and to look at ways of collaborating in future.

The Dean of Student Affairs from the University of the Free State visited the Unit on 12 July 2017 to benchmark in terms of the Renaming, Rebranding and Change Management Project; there was also a discussion on student leadership and gender-neutral facilities.

Gender equity

To ensure that the University is free of sexual and gender-based violence (SGBV), the Transformation Unit collaborates with all internal stakeholders. The Transformation Unit was involved in the SGBV project and will take responsibility for the project going forward.

A brainstorming session was held on 30 November 2017 with internal stakeholders to ascertain the way forward in terms of addressing gender issues and compliance in a constructive and well-coordinated manner in the institution. A proposal will be submitted to the MEC in 2018.

Social media

Transformation Unit newspaper – The Transformer

The Transformer is published annually and from 2018 will be published twice a year. *The Transformer* is also available online.

Transformation Unit Facebook page

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

Transformation web page

During 2017, discussions to integrate the web page with Facebook, Twitter and Instagram were initiated with the Information and Communication Services Division. Much attention was given to Facebook to make it more user-friendly and to ensure that all activities are posted and audiovisual material shared with a much broader audience.

THEME TWO: **EMPLOYMENT EQUITY**

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

Progress in achieving EE targets is monitored on a quarterly basis and submitted to various oversight governance committees: the Institutional Forum (IF), the Management Executive Committee (MEC), and the Human Resources and Social Ethics Committee of Council (HRSEC).

The UJ workforce has increased from 3 029 to 4 370 over the past five years. Significant growth was recorded in 2016 when 388 protection services and 33 gardens and grounds staff were insourced. In 2017, an additional 650 cleaning staff were insourced, which led to a 35,9% increase in support staff between 2015 and 2017. At the same time, the academic and research workforce grew by 2,59% in 2016 and by 2,36% in 2017. The ratio of academic and research staff to support staff was impacted significantly with the insourcing of support staff. In 2015, the ratio was 1:1.78, which shifted to 1:2.67 in 2017.

The focus on achieving targets for a representative academic workforce yielded good results. Even though the academic headcount increased from 1 024 in 2013 to 1 186 in 2017, and the University increases the EE targets annually, most targets were achieved in 2017. The black staff component increased from 33,69% in 2013 to 41,82% in 2017, females increased from 44,33% to 47,72%, international staff from 11,52% to 15,26% and female associate professors and professors from 33,78% in 2013 to 38,41% in 2017. The staff turnover is of concern, but proactive measures are in place to keep the turnover below 7%.

Fifty-six promotions were approved by Senex in 2017, compared to the 49 promotions approved in 2016. Of the 56 promotions, 34 (60,71%) were female and 22 (39,29%) were male, which is a move in the right direction as far as the gender profile of the University is concerned. Also to be noted is that 36 promotions are from the non-designated groups in comparison with the 20 from the designated groups. To achieve a more balanced profile, attention must be given to ensuring that more designated staff are prepared for promotion.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has decreased from 51,8% in 2015 and 56% in 2016 to 50% in 2017. At present, the overall profile reflects 50% black, 40% white and 10% international.

The ELG black gender profile shifted marginally from 2016 to 2017. Black female representation was 29,6% in 2016 compared to 30% in 2017. Black male representation decreased from 22,2% in 2016 to 20% in 2017.

Global excellence and stature (GES)

Human Resources and Transformation (HR&T) continues to play a pivotal role in the recruitment and coordination of the GES programme. The overall growth during the past three years included the appointment of directors of institutes, distinguished visiting professors and GES tutors. Since the inception of the GES project in 2014, the MEC has approved a total of 62 applications, resulting in 50 illustrious appointments being made.

THEME THREE: **STAFFING AND LEADERSHIP PROFILE**

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

Within the talent management sphere, the focus is also on succession planning. As an integral part of succession planning, workforce plans were developed in 2017 for a three-year period, until 2019. In this process, executive deans/executive directors identified critical positions and nominated staff with potential as part of the succession planning programme. Furthermore, EE targets were also used in each environment as part of this planning process, which were incorporated into the University's Employment Equity Plan. The purpose of succession

planning is not only to replace staff who exit UJ, but also to develop, motivate and encourage the engagement of existing staff. Staff must also be able to visualise their career growth within the University.

360-degree Senior Management Leadership Development Assessment

The 360-degree assessment process was finalised in March 2017. Individual feedback sessions with the Senior Leadership Group were completed. Feedback to line managers on their respective domains were also completed. A final report with recommendations on the way forward was submitted to the MEC on 25 April 2017.

The tender process for the coaching project linked to the outcomes of the 360degree Leadership Assessment Project is on hold; however, the project scope and specifications have been developed. Participants will be identified as part of the personal development process linked to the final performance management process.

UJ Women Leadership Development Programme (UJWLDP)

The programme commenced on 10 July 2017 with the Sensing Journey, and two workshops were completed in July and September 2017. All 20 women are now fully engaged and positive about their participation in the programme. Line managers of participants have been very responsive to emails and requests for telephonic check-ins regarding the Programme. The communication channel between participants through WhatsApp and involvement in each other's projects has already been successful, with networking between women leaders taking good shape between sessions. The participants are also actively participating in their coaching sessions.

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

The Transformation Unit attended the SRC training workshop on 12 to 14 July 2017 and agreed to the roll-out of the UJ Young Leaders Development Programme, which was launched in November, with the formal programme running from February 2018 to April 2018. This programme is undertaken in collaboration with the Department of Industrial Psychology and People Movement (IPPM) and the USA-based, Academic Partnerships.

THEME FOUR: GOVERNANCE AND MANAGEMENT

In order for the University of Johannesburg to achieve its 2025 Strategic Plan, it is important to develop and maintain relationships with significant stakeholder groups. Stakeholder engagement impacts on UJ's reputation, both nationally and internationally. It is important to note that on all important UJ committee structures, the SRC and labour unions are represented. Regular engagements have also taken place with student leaders.

All faculties and divisions play a vital role in terms of stakeholder engagement to the benefit of UJ and the communities they work with. During 2017, attention was also given to improving integrated business processes, in order to improve service delivery, through:

- Integration of processes (and systems)
- Life-cycle management
- Record management – across service lines
- Process automation

The following four priority areas were identified for further development:

- Postgraduate processes – throughput
- International student processes
- Online and blended learning tools and support
- Appointment of external examiners

THEME FIVE: TEACHING, LEARNING AND KNOWLEDGE PRODUCTION

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

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

The Division for Academic Planning, Quality Promotion and Academic Staff Development scrutinises all proposed new academic programmes to ensure their quality, relevance and appropriateness. The Division is engaging substantially with a project to transform existing curricula for a postcolonial era and a sustained focus on national and continental priorities. Decolonisation of the curriculum remained a key focus of all the University's activities. In June 2017, Senate approved the University of Johannesburg Decolonisation Charter. A reporting template was developed to enable the University to track and report on developments in relation to decolonisation. Faculties were required to report bi-annually on progress made. Faculty reports on decolonisation initiatives within faculties were perused and analysed. From fundamental adjustments to curriculum focus, to key language changes, each faculty continues to respond to the decolonisation imperatives in its own, unique and often innovative manner. The faculties continue to demonstrate commitment to enriching teaching and learning, adjusting pedagogy, and engaging with their communities in ways that clearly address the decolonisation agenda. Across the faculties, research is a key area in which decolonisation features, with many faculties indicating that staff and postgraduate student research into decolonisation in their disciplines will, in time, feed into undergraduate teaching, ensuring that the curricula are underpinned by solid research initiatives.

An initiative that seeks to give impetus to the transformation of the academic staff profile, in terms of race and gender, is UJ's Accelerated Academic Mentoring Programme (AAMP). This programme provides career development opportunities and inputs with the goal of developing the next cohort of academic leaders. The number of participants in the Programme has stabilised, while new participants continue to request entry, particularly to Level 1 and Level 2. In 2017, there were 224 participants across the three levels of the programme, of which 126 were designated staff and 124 female staff. Since the launch of the AAMP in 2015, 60 participants have made significant progress in terms of promotions and completion of degrees. In 2017, nine academics were promoted to senior lecturer, 18 to associate professor, and three to full professor.

The University was awarded three nGAP positions for Phase 3 and has successfully concluded the appointments process for these positions. Three new appointments were made in the Faculties of Engineering and the Built Environment, Health Sciences and Law. Currently, the University has a total number of 14 nGAP scholars. This initiative is significant as we are committed to growing a new generation of academics.

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

In 2017, there were 64 assistant lecturer positions filled, of which 54 were designated candidates and 33 female candidates. In addition, 15 assistant lecturers had been appointed into permanent positions by the end of 2017. It is important to note that 12 of the 15 assistant lecturers appointed into permanent academic posts were black South Africans.

The Division for Academic Development and Support

The Division for Academic Development and Support (ADS) works closely with the faculties to provide innovative, effective teaching and learning opportunities. During 2017, ADS coordinated a multi-faceted strategy to enhance and enrich teaching and learning with technology. The university strategy to have a strong presence in the domain of online accredited programmes made its first impact in 2017, with the launch of three Master's programmes in Public Management and Governance, in Information and Communication Technology in Education, and in Public Health. A further six programmes were developed during 2017, and will have their first intakes during 2018, including the Master's in Educational Management, the BCom in International Accounting, the Bachelor's in Human Resource Management, and the Advanced Diplomas in Financial Markets, in Logistics, and in Transportation Management. All procedures with regard to application, registration, and fee payment for the six-start carousel model have been developed and are operational.

Progress with regard to on-campus teaching and learning in the digital age has been rapid, with over 300 'blended' modules, 92% of undergraduate students using handheld devices for learning, the widespread use of online assessment and learning collaboration, and the development of contingency plans for digital teaching and learning in the event of campus disruptions. In total, 2 800 tablets were provided free to NSFAS-qualifying students, and 21 000 e-textbooks were provided free to students in selected modules.

Success rates and student success strategy

UJ's objective of giving students access to excellence, no matter what their background, has been enacted through significant investment in a variety of strategies to support students upon entry into the University and throughout their studies. The success of these strategies is borne out by the dramatic increase in module completion rates (success rates) for undergraduate (UG) students from 74,9% in 2009 to 85,6% in 2017. In particular, UJ has committed to giving poor students access to the best possible educational opportunities, and its success in this endeavour is borne out by analyses that show that undergraduate students with NSFAS awards are generally performing at a higher level than all other UG students.

There has recently been an intensified focus on reducing student dropout and increasing the programme completion rate in minimum time. Blackboard Predict has been piloted, to proactively identify students at risk before the fact, by using big data to computationally reveal patterns and trends of behaviour. Priority modules (the 20% of modules that account for 80% of module fails) will receive additional support and resources, and impediments to student progression in all programmes are under review, including a revision of prerequisite modules, assessment and intensive revision opportunities and module-repeat opportunities, both online and by means of SLPs. The newly-formed Student Success Committee, reporting to the Senate Teaching and Learning Committee, directs faculty-specific, programme-specific and module-specific intervention plans.

Further associated interventions include:

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

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 of 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 transforming UJ systems, processes and spaces, UJ endeavours to provide the preferred student experience.

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

Contributions by the Student Affairs Division

In an effort to support the University's transformational agenda, Student Affairs continued to enhance programmes aimed at empowering students for both their academic and personal development. The following initiatives were undertaken to achieve the empowerment and development of students:

Living and learning communities

The initiatives of the 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued to be nurtured in 2017. Academic Excellence was one of the pillars adopted in the Residence Life Programme.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme in which 198 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 445 day students continued to participate in residence life activities, organised by the seven day houses across the University.

Student leadership development and training

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

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

- An induction programme for the Student Representative Council took place on 19 to 21 June 2017.
- A Leadership Skills Development Programme for the Student Representative Council, themed 'Conflict resolution, negotiation and mediation', was conducted by the Department of International Relations and Cooperation from 26 to 30 June 2017.
- A Financial Literacy Programme for student leaders took place across all campuses in May 2017.
- An induction of societies (orientation) was conducted in April 2017.
- From 12 to 14 July 2017, the SRC attended a training workshop focusing on skills development and leadership.

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

Student welfare and support

In total, 12 014 students benefited from the Student Meal Assistance Programme in 2017. A total of 8 314 deserving students received two cooked meals a day. In addition to the cooked meals, 3 700 benefited from the meal packs provided by Tiger Brands, Lotto South Africa, the Department of Social Development, Forms Media Independent Africa, and Rise Against Hunger Africa.

In total, 4 437 students were assisted with registration fees through the SRC Trust Fund. Students assisted through the SRC Trust Fund were those considered to fall within the 'missing middle' category.

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

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

Identification of risks

While some risks had been dealt with in the previous years, Student Affairs had to ensure that these risks were further monitored. Several additional risks related to student life and activities were identified, and mitigating mechanisms were put in place. Student Affairs prioritised dealing with the following risks:

- *Sexual harassment and rape* – Student Affairs facilitated the process of contextualising the institutional policy on sexual harassment to provide specifically for students. The policy was submitted to a number of structures of the University for consideration, support and approval.
- *Squatting and sub-letting* – Regular raids were conducted in UJ residences by Student Accommodation and Residence Life, assisted by Protection Services.
- *Lack of adequate accommodation on campus forcing students to stay in privately owned student accommodation that does not meet UJ standards* – Approval for the construction of another residence at Soweto, beginning in

2018, was obtained and secured. The accreditation process of privately owned student accommodation was conducted according to the newly amended policy.

- *Safety and security of students* – Collaboration with Protection Services and the local police station continued. Regular safety and security awareness campaigns were conducted. In conjunction with Protection Services, the matter of safe corridors was addressed.
- *A call for withdrawal of both criminal and disciplinary cases of students who incited, organised and/or participated in unauthorised protests, which were destructive to the university property and services, and detrimental to individual students, and staff* – Student Affairs, in conjunction with the University stakeholders, proactively reviewed these student cases. The sanctions were reviewed in line with the fair, lawful and reasonably established principles of reviewing and/or reducing the penalties or sanctions.
- *Disregard of legitimate student structures* – The strict application of the SRC Constitution and the SRC Electoral Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.
- *Delay in finalising the operational details of the amended SRC Constitution and Electoral Policy* – The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections and activities. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC; however, the student organisations and SRC continued to contest the amendments that had been approved by the Council, and this delayed the implementation of the revised SRC Constitution and Policy. The amendments were implemented progressively, with two amendments being put in abeyance until management had resolved the matter with the SRC.

The full report of the Student Affairs Division is to be found in Section Thirteen of this Annual Report.

Contributions by UJ Sport

Internal league, sport and recreation days aim at enriching UJ's student-friendly learning and living experience. Several events were coordinated to maximise student participation in 2017. This platform also afforded students an opportunity to be included in the UJ first teams. Activities were implemented to promote mass participation and maximise pleasure for students in their current environment. During 2017, approximately 13 000 students (close to 25% of our student body) took advantage of the various sporting opportunities.

For the internal leagues, the focus was mainly on netball for ladies and men; hockey for ladies and men; and squash. Chess was also included as part of the internal league to enhance inclusion and for social purposes.

Sporting events included the following: First years' athletics was coordinated with the assistance of the athletics club. First-year students represented their residences in this exciting event. Recreation day was celebrated on all four campuses through festivities of recreational games. The UJ DFC sports tournament (with residence participation) was held on 22 April 2017. The sporting codes for the day were netball and various indigenous games (Incuba, Kgati, and Morabaraba). The event was a huge success with seven teams participating in the tournament, and spectators coming to support the event.

UJ Sport's full report is to be found in Section Thirteen of this Annual Report.

Contributions by UJ Arts & Culture

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

Facilities include the UJ Arts Centre located on the Auckland Park Kingsway Campus (APK) comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms; the Experimental Theatre

Space also located on APK; the 180-seater Con Cowan Theatre and dance studios on the Bunting Road Campus and cultural offices on the Soweto and Doornfontein Campuses. Venues are both producing and receiving houses in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. All events (both internal and external) are offered to students either free of charge or at a significantly reduced rate.

In addition to striving to offer platforms for and to engage with issues of transformation through its creative programme, UJ Arts & Culture has made the appointment of permanent as well as temporary and freelance contractors from designated groups a priority. Arts & Culture's Apprenticeship Programme, due to be launched in January 2018, is designed to support career planning, development and growth of young graduates from designated groups. The programme aims to increase their employability by acquiring practical experience and by gaining transferable knowledge and skills.

Decolonisation of art education curricula across disciplines and levels was at the core of the 2017 #CreativeConference, which was presented in partnership with UJ Arts & Culture's diverse network of partners and collaborators including the Arts & Culture Trust (ACT), SAMRO Foundation and Drama for Life. Attended by 297 arts educators, practitioners and artists as well as more than 50 school learners, the conference interrogated South African art education in its current state and looked at imagining the possibilities for its future. Decolonisation, pedagogy, accessibility and technology in relation to South African art education took centre stage at this two-day event.

During the year under review, UJ Arts & Culture presented a robust annual creative programme offering free access to informal arts education to 348 students across all four campuses. The majority of students, at 96%, are from designated groups of which 56% represent participation by female students and 44% by male students.

One of the Division's flagship projects is designed to transform the learning experience. The FADA interdisciplinary collaboration, launched by Prof Federico Freschi in 2017 and spearheaded by UJ Arts & Culture, involves more than 300 second-year students from different departments in the Faculty of Art, Design and Architecture (FADA). Student groups were challenged to design the set, costumes and develop a marketing campaign, together with collateral for a theatre play (Reza de Wet's 'African Gothic') produced with professional performers. In addition to developing unique skills, a valuable outcome of the process is learning how to work collaboratively, which is becoming increasingly important in an environment where more than specialised knowledge is demanded from professionals. Post-performance feedback forms (some overwhelmingly positive, others less so) were completed by 203 audience members, providing UJ Arts & Culture with valuable insights to improve the work before it is presented at the National Arts Festival in 2018.

Other opportunities presented during the year under review include weekly dance classes, drumming and poetry sessions, the presentation of a student theatre production, the UJ Choir, UniJoh Chorale on the Soweto Campus and the UJ Jazz Band.

UJ Arts & Culture presented the annual 'UJ Can You?' talent competition, which culminated in a variety showcase performance in front of a live audience and adjudicated by industry professionals. More than 100 students auditioned during the first round of the programme followed by a boot camp weekend where the 39 candidates who were selected during this first round were whittled down to 18 finalists.

Particularly the 'Can You Slam?' part of this competition offered students a platform to voice their opinions and question social constructs in a constructive environment. The panel of judges included renowned spoken word artist, Lebo Mashile, managing director and partner of 4th Wall Artist Agency, André Dellow, renowned dancer and choreographer, Quintus Jansen, and music mogul, Zano. The final round of the competition was attended by 174 students.

Attended by 132 students in 2017, the Izimbongi Poetry Festival is a platform for students to showcase the material developed during weekly poetry sessions and to engage with students from other campuses and industry professionals. This open and flexible platform is often taken up to address social issues through the arts.

A group of twenty students involved in weekly poetry sessions and the Izimbongi Poetry Festival was given a valuable opportunity to attend Poetry Africa in Durban.

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

Health and wellness

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

Occupational Health Practice

- *Medical surveillance* of at-risk employee groups was completed at a rate of 253% of the scorecard target. (This unusually high rate of completion is ascribed to more than 500 baseline medical assessments that had to be done on insourced cleaning staff – above annual targets. The OHP was able to accommodate these additional requirements despite budgetary constraints.)
- *Health risk assessments*: A total of 87 health risk assessments were carried out by the OHP prompted by existing or emerging risk. The completion rate is at 107% compared to the scorecard target.
- The biennial *Water Quality Audits* (Occupational Hygiene surveys) were conducted, in fulfilment of the Hazardous Biological Agents Regulations under the Occupational Health and Safety Act 85 of 1993.
- *Event medical risk management* was completed for 80 academic and cultural events.
- *Radiation dosimetry results* displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation workers at UJ.
- The *annual Influenza Campaign* reached 503 employees across all campuses.
- The annual *Movember Campaign* aimed at promoting men's health (early detection of prostate cancer) benefitted 94 clients, who each had a complimentary blood test, evaluation and feedback or referral as indicated.
- *Food safety auditing*: The state of food safety at UJ was audited against 90% compliance to HACCP standards, with an annual average total Food Safety score of 87% achieved. This status prompted certification for HACCP compliance (in alignment with the International Standards Certification) at four UJ food vendors. The certification audit took place in September 2017 and full certification was achieved: a first for an HEI in South Africa.

Primary Healthcare Service

- *Clinic performance*: The annual utilisation of services of 27 681 consultations was similar in comparison with 2016. A total of 25 131 patients were students and 2 532 were staff members. This is a 28% decrease in staff consultations in comparison to the previous year, following MEC approval that only students and staff at lower Peromnes level, i.e. P17-P15, should access the clinic services. A client satisfaction of 89% was attained.
- *Reproductive health*: This year was the first of a three-year contract cycle with DOH enabling us to provide family planning at UJ. Various methods of FP were provided to 9 585 clients, which is a 12,7% increase from last year. In total, 1 306 pregnancy tests were done. Of those diagnosed pregnant, 31% (110) opted to be referred for termination of pregnancy (TOP). 169 patients accessed the 'morning after' pill, which is a drop from 2016.
- *Sexually transmitted infections (STIs)*: After a 30% drop in the previous year, there was a 12% increase, to a total of 1 296 in patients treated for various forms of STIs. Although these clients were encouraged to bring their partners for treatment to avoid re-infection and spreading the infection, very few patients actually reported to the clinic with the referral letter.
- *HIV testing services*: A total number of 4 776 clients tested for HIV (a 17% increase), of whom 85 tested positive. The prevalence rate of this group remained constant at 1,7%. This increase is attributed to shortening the testing session to 15 minutes and also using Social Work and Psychology interns in the HIV testing programme.
- *Travel health*: The service was offered to a total of 387 students, which is a very significant increase from the 118 who consulted the previous year. This was as a result of the Internationalisation Office increasing the number of students going on excursions out of the country.

- *Health promotion and campaigns:* A number of campaigns were held during the year. These included: Condom/STI Month, which focused on Sexual Reproductive Health programmes (February); Tuberculosis Awareness Month (March); the Annual Vaccination Drive (April); Drug and alcohol abuse (May); Gender-based violence (August); Breast cancer (October), and Men's health (November). These activities were undertaken in collaboration with the Library, IOHA, Student Affairs, SRC, UJFM, residences and day houses. External partners included DOH, Right to Care-Themba Lethu Clinic, SANCA, City of Johannesburg, Wits HIV Clinical Research Unit, and Foundation for Professional Development.

The Institutional Office for HIV and AIDS (IOHA)

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

- *HIV counselling and testing:* IOHA and the campus clinics collaborated in mobilising for mass testing as an option to test. Mass testing campaigns were successfully undertaken in March, May and August, and during the second semester wellness initiatives were taken to residences and student gyms. In total, 10 879 students and staff were tested compared to 8 847 in 2016, an increase of 22%. 100 clients tested HIV positive. Institutional prevalence remained at 1%. Of those testing positive, 66 consented to join the Care and Support programme, and 47 are on treatment and adhering to it.
- The *condom distribution process* at campuses, residences and Campus Health has been maintained. More than one million male condoms and fifty thousand female condoms were distributed, which is an increase of 4% and 9%, respectively, from 2016.
- To transform and adapt to current trends around the peer educator training, UJ is integrating and implementing the programme into an e-learning platform. A total of 121 students participated in the programme, against a target of 65. The long-term plan is to formalise the programme through the Faculty of Education, i.e. to issue a certificate of competence, instead of attendance, to participants.
- Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sport, HR Wellness and PsyCaD. Campaigns were often linked to international commemorative days and included the following: First Things First Testing Campaigns during February, May and August; TB and HIV screening during March; Zero Discrimination Day; May Care Month; AIDS and LGBT+ candlelight memorial in May (which marked the start of events associated with the Safe Zones project); and the IOHA Annual High Tea for ladies in August. In addition, focused attention was paid to reaching incoming students during first-year orientation.
- New materials relating to the Care and Support programme were made available on the IOHA website. These included educational materials ('Steps to follow when you test positive', 'Disclosure and side effects of ARVs'), and the booklet 'Destined to Survive'. IOHA's Facebook page and Twitter page are attracting increasing numbers of visitors.
- IOHA, in partnership with SAYWHAT Zimbabwe and the University of KwaZulu- Natal (UKZN), hosted a successful second annual Southern African Regional Student Youth Conference on Sexual Reproductive Health and Rights in Gauteng from 13-15 July 2017, under the theme: 'Building a business case for a solid future: Promoting access to youth sexual reproductive health and commodities'.
- IOHA and Campus Health, in partnership with Department of Social Work, provided a mentorship programme for some of their fourth-year students, and assisted the Department in initiating a fourth-year research module on students' safe sex empowerment. IOHA also hosted student interns from the Department of Sociology, Community Development, Social Work and Marketing.
- The HIV/AIDS Committee continued to monitor and supervise the response of University faculties and departments to the HIV pandemic. Additionally, the focus has now shifted to addressing the social determinants of HIV that are fuelling it, such as relationships, gender-based violence (GBV), risky student

behaviour (RSB), and the Sugar Daddy phenomenon. Training and capacity building workshops were facilitated in six faculties, i.e. Education, FADA, FEFS, Health Sciences, Humanities, and Management.

- The overall client satisfaction rate during HCT testing campaigns increased to 95% (from 90% in 2016), while feedback from capacity building workshops and training remained at 85%.

Disability related support and activities

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

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

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

Operating context and governance

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

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

To focus and drive this support, the following established structures directly support the overall strategic commitment towards issues of disability within the University:

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

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

Accessible environment

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

- A full accessibility audit of all campuses, facilitated by experts in Universal Design and submitted to DHET for the provision of funding; the first portion of R1 million from the DHET funding was released to UJ in 2017.
- Collaboration with the Operations Division to prioritise areas that require immediate accessibility adaptations, e.g. adapted residences on all campuses.
- Ergonomic adaptations made in the workplace for staff with disabilities where required.
- Separate funding at campus level for infrastructural adaptations.

- The provision of adapted transport and a dedicated driver for students and staff to meet work and academic commitments.
- Accessible spaces, equipped with assistive devices, in the Library and Information Centres to allow for access to databases/journal articles.
- Awareness created around accessible web design and online activities.

Recruitment and retention of persons with disabilities

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

There was active marketing of disability-related support services to staff, with the aim of increasing uptake and utilisation of the dedicated support structures. Thirteen information sessions and disability sensitisation sessions were held with employees, including one line manager session. Newly insourced cleaners also participated in the induction of new employees.

An annual mock lecture was also organised at DFC where the lecturer interacted with students in a classroom setup. The objective was to prepare the students and the lecturer for real lectures and to ascertain if students would be reasonably accommodated as a result of the lecturer's disability. Five meetings were held with line managers to discuss disability issues related to reasonable accommodation of their direct reports.

The strategy for the recruitment of people with disabilities is in place. The current recruitment service providers on the preferred supplier list of the University are utilised in instances where it is particularly difficult to find people with the requisite skill-sets, as in the Faculties of Engineering and the Built Environment and of Science. The University is also on the Disability Rights Group mailing list and has actively advertised UJ positions on their website. A database of 135 disability staff has been created. The candidate information is utilised when it matches the minimum criteria advertised. These strategies resulted in an increase in the number of employees with disabilities from 36 in 2016 to 40 in 2017.

With regard to access, UJ understands access to include not only infrastructure, but also providing for reasonable accommodation for persons with disabilities. To support this, the assistive device fund is in place. Four employees accessed the fund in 2017 to the amount of R1 16 768.34. The fund was utilised to purchase assistive devices such as Dragon Software, wheelchair, projector, trolley bag and a PC screen.

Promoting disability services and creating awareness around the need for reasonable accommodation resulted in some additional employees disclosing their disability. There were five new cases of disclosure of a disability. Seven cases were managed, and the key issues were:

- Reasonable accommodation on day-to-day issues, such as assistive devices, reasonable working time, and transport requests;
- Dedicated parking bay;
- Prompt reporting of faults on the lifts, making accessibility easier.

While the number of employees with disabilities did increase somewhat during 2017, the attraction and the retention of people with disabilities remain a challenge. The UJ target of 1,5% was not achieved, with an overall value of 0,94%. The national proposed minimum target of 2% is not in immediate reach. To address this, a working document on how to manage this target was presented to MEC.

Support for students with disabilities: PsyCaD

The Disability Services Unit (DU) within PsyCaD concerns itself with the academic, technological, psychosocial and psychological support of students with disabilities. This requires the Unit to be equipped with not only

specialised assistive technologies and devices, but also personnel who are highly skilled and trained in the support that students with disabilities require. There are currently approximately 420 students registered with the DU, namely students who are accommodated for tests and exams. Students who do not require accommodation for tests and exams do not necessarily register with the DU, therefore the exact number of students with disabilities at UJ is unknown.

During this period, 357 students with disabilities were directly supported by the Disability Services Unit in various ways. This amounted to 620 appointment-based, consultative sessions consisting of academic, psychosocial, assistive device, and access-driven support. In addition, 714 walk-in queries were also facilitated.

In addition, PsyCaD offered the following support:

- Extended first-year orientation included 20 assistive device training sessions.
- Concession applications: 362 applications were processed by the UJ Concessions Committee.
- Adapted test support: 413 students were supported in 6 608 test papers and 3 320 exams papers during 2017.

Collaborative projects with other divisions

- Collaborative projects with the Operations Division sought to identify priority areas for infrastructural adaptations and access.
- Given the fact that UJ has multiple campuses, students often have to travel between these campuses on a regular basis. The current intercampus buses/shuttles cannot accommodate students who make use of wheelchairs. In order to accommodate these students, UJ has a vehicle that has been adapted to accommodate students in wheelchairs. Students can book the vehicle to transport them between campuses. Unfortunately, we only have one such a vehicle, and Sport often uses this vehicle to transport students to major sporting events, which means that there are often extended periods where this vehicle is not available for intercampus transport. In total, 202 students were transported in 2017.
- The DARE student society facilitated various disability related projects with the focus on raising awareness.

One of the main achievements in 2016 was a R2.2 million grant that was received from the Fuchs Foundation for a community project in Soweto. With this funding, the infrastructure for a resource centre was completed in 2017. Various assistive devices and software programs were purchased and the resource centre will be able to accommodate and assist learners and educators from the beginning of 2018.

Sport for athletes with disabilities

UJ is among the very few universities that provide organised sport for students with disabilities. In line with the University strategic objective of a student-centred and caring institution, the Sport for Students with Disabilities (SSD) Club provides students with opportunities to participate and compete in all sporting codes.

UJ creates a favourable environment for student athletes with disabilities to participate in sport, ranging from fun games and awareness activities on campus to national, provincial and world level participation. Mass participation programmes are in place to encourage all age groups to participate and are used to identify future talent and Olympians.

UJ provides a support structure to six National Sport Federations for athletes with disabilities, namely Athletics, Basketball, Judo for the Blind, Para-Rowing, Wheelchair Swimming, and Wheelchair Tennis. The Club works closely with the Gauteng Department of Sport, UJ's Committee for People with Disabilities (CPWD), various Sport Federations and the Central Gauteng Sports Association for Physically Disabled (CGSAPD).

The Nedbank/SASAPD National Championships were held from 29 March to 5 April 2017. UJ SSD Athletes (including student athletes, alumni members and Club members) participated in Athletics & Visual Impairment (VI) Judo. Their performance was outstanding, as they collected 12 gold and two silver medals. In preparation for the World Para-Athletics Championships in July 2017, they obtained nine World Qualifying Standards and broke two African records in their respective events.

Sheldon Thomas, a UJ student, progressed to participate in the World Para-Athletics Grand Prix in Berlin, Germany. He participated in the 100 m and 200 m (T13) track events and obtained gold medals in both. Another student, Andrea Dalle Ave, participated in the World Para-Athletics Championships in London, coming fifth in the Long Jump (T37).

Scholarships for student athletes with disabilities

Scholarships worth R230 000 were allocated to 10 student-athletes with disability. Prospective students apply in July/August of each year for funding. Academic performance and sport performance determine the renewal of scholarships on an annual basis. Two student-athletes with disability have been recruited to study at UJ based on their achievements at the national competition for people with disability.

Development projects

Projects coordinated and hosted by the UJ Club SSD were:

- Gauteng SACR Para-Athletics coaches course for teacher and therapists, working with a Gauteng school for the physically disabled;
- Table tennis and cycling classification course;
- Athletics (Adapted) coaches course;
- High Performance Sport Science Testing.

THEME SEVEN: FINANCIAL SUSTAINABILITY

Sound financial management and sustainability are fundamental to ensuring that the University of Johannesburg functions optimally. This is done by ensuring the provision of adequate resources and adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future.

To this regard, the University was faced with some challenges during 2017, such as:

- Changes in leadership roles and the university funding framework.
- Serious challenges during the year regarding irregularities in the commercialisation domain. In this regard, the University is pursuing criminal and civil proceedings against all parties involved to recover losses suffered, and a newly defined governance framework on commercialisation activities has been implemented, which will ensure greater transparency and accountability to Council. This includes new oversight committees, increased scope of internal audit and revision of policies and procedures.
- The significant amount of effort needed to align our procurement practices with best practices to ensure that the sourcing strategy accurately addresses UJ's context, ensures good value for money and contributes towards improving our BBBEE scorecard.

Highlights during the year under review include the achievement of our financial targets, an increase in NSFAS funded students, as well as the significant amount raised for the UJ 'Missing Middle' Campaign. Our financial position remains strong with consolidated net assets of R5.5 billion (2016: R5.1 billion).

CONCLUSION

Transformation has a long history at UJ, from the founding of the merged institution over a decade ago, and has become increasingly embedded in activities across all campuses. Under the leadership of the Vice-Chancellor and the Executive Leadership Team, the University has made enormous progress in transforming itself into a leading South African, Pan-African, and international institution of learning and teaching, open to all.

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

UJ continues to achieve well beyond expectations as a result of the contributions and commitment of our academic and professional support staff, under the leadership of our senior and executive leaders, and of what each brings to UJ. UJ continues to confirm that, in the face of difficulties and uncertainties, we collectively rise to the challenge, by providing a caring, world-class university experience for our students and staff.

A handwritten signature in black ink, appearing to read 'Pindiwe Gida', enclosed within a thin, hand-drawn oval border.

Pindiwe Gida (Ms)

Executive Director: Human Resources and Transformation

A handwritten signature in black ink, appearing to read 'Tumi Mketi', featuring a large, stylized initial 'T' and a circular flourish.

Tumi Mketi (Ms)

Deputy Vice-Chancellor: Employees and Student Affairs



Statement on Environmental Sustainability

OVERVIEW

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

Strategic Objective Six

Fitness for global excellence and stature – *“We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship.”*

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

This report highlights some of the specific focus areas as well as improvement areas during 2017.

ENERGY MANAGEMENT

Carbon footprint

UJ's carbon footprint analysis was based on its 2017 energy consumption. The total carbon footprint for 2017, based on the energy consumption from various sources, is approximately 57 426 tons of CO₂ (see Table 9) compared to 53 164 tons (see Table 2) as reported during 2016. This indicates an increase of about 7,67%. The carbon footprint includes the main UJ campuses where the main sources of energy are consumed.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 8% as from 2013.
- The Auckland Park Kingsway Campus (APK) continued to contribute significantly to the overall carbon footprint with 30 190 tons of CO₂ compared to the overall University footprint of 57 426 tons.
- Infrastructure on the main campuses is included in the consumption figures.
- The methodology of measuring carbon footprint is based on absolute consumption on main campus areas – excluding UJ owned properties that are not part of the main campuses.

Table 9: Carbon footprint based on 2017 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	28 634 639	8 383 161	12 578 456	5 386 570	54 982 826	54 983
Natural gas	1 276 452	439 389	285 329	0	2 001 170	2 001
Catbot	83 487	0	0	0	83 487	83
Petrol (Fleet)	99 231	14 973	30 250	16 568	161 022	161
Diesel (Fleet)	47 900	3 819	16 453	7 389	75 560	76
Diesel generators	48 093	87	2 361	71 246	121 788	122
Total kg of CO₂	30 189 801	8 841 429	12 912 849	5 481 774	57 425 853	57 426
Total Tons of CO₂	30 190	8 841	12 913	5 482	57 426	

This shows an increase of 7,67% as compared to the usage in 2016 (see Table 10).

Table 10: Carbon footprint based on 2016 consumption

EQUIVALENT CO ₂ EMISSIONS						
Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	Total tons of CO ₂
Electricity	27 567 453	8 275 040	8 703 410	5 779 918	50 325 821	50 326
Natural gas	1 100 231	462 328	242 989	0	1 805 548	1 806
Catbot	166 973	0	0	0	166 973	167
Petrol (Fleet)	195 158	26 864	81 481	70 371	373 874	374
Diesel (Fleet)	252 059	7 533	52 974	46 962	359 528	360
Diesel generators	63 824	0	0	68 669	132 493	132
Total kg of CO₂	29 345 699	8 771 765	9 080 854	5 965 920	53 164 238	53 164
Total Tons of CO₂	29 346	8 772	9 081	5 966	53 164	

The 2017 carbon footprint breakdown is as follows:

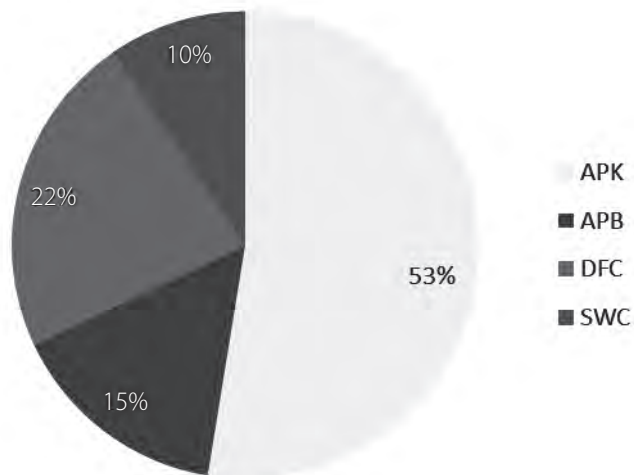


Figure 2: Tons of CO₂ per campus

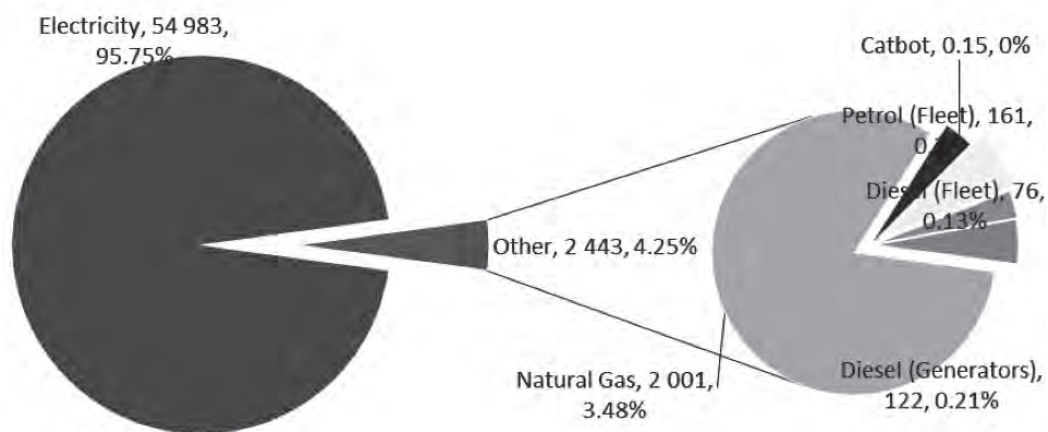


Figure 3: 2017 Jan-Dec YTD tons of CO₂ per emission source

Electricity

For January to December 2017, the University of Johannesburg achieved an electrical energy savings of 6,37% 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, etc. This saving was achieved against an 8% target as set for the 2017 year.

Various energy savings initiatives that were implemented and have started showing positive results are:

- The implementation of energy saving lights (LEDs).
- Occupancy sensors, which is still ongoing.
- The installation of heat pumps.
- The installation of energy efficient shower heads.
- The installation of load control ripple relays.

A continuation of these types of initiatives, including the introduction of photovoltaic (PV) systems and awareness campaigns, will improve on savings. APB is seeing a higher comparative usage due to the unavailability of verified meter readings in 2015. Table 11 identifies the 2017 energy savings as a percentage.

Table 11: Electrical energy savings based on 2017 consumption

2017 ENERGY SAVINGS (%)						
Month	APK	APB	DFC	SWC	UJ Total	UJ Absolute
Jan-17	3,09%	-8,56%	7,77%	6,69%	3,10%	3,10%
Feb-17	7,33%	1,38%	5,22%	14,35%	6,76%	6,76%
Mar-17	5,47%	0,27%	5,45%	4,99%	4,67%	4,67%
Apr-17	0,99%	1,60%	11,05%	9,38%	4,20%	4,20%
May-17	4,86%	-12,83%	2,84%	-8,65%	0,55%	0,55%
Jun-17	15,42%	1,15%	1,58%	10,79%	9,72%	9,72%
Jul-17	19,75%	10,07%	0,61%	27,70%	14,91%	14,91%
Aug-17	8,53%	-9,35%	-0,63%	7,74%	3,77%	3,77%
Sep-17	10,72%	4,96%	11,83%	18,43%	10,99%	10,99%
Oct-17	0,18%	3,07%	11,98%	17,45%	5,20%	5,20%
Nov-17	1,70%	7,21%	3,61%	16,28%	4,53%	4,53%
Dec-17	6,76%	9,41%	1,42%	14,91%	6,60%	6,60%
Totals	6,71%	0,10%	5,41%	11,07%	5,97%	6,37%

The 2017 YTD total electricity consumption is indicated in Table 12.

Table 12: 2017 YTD total electricity consumption

2017 TOTAL ENERGY CONSUMPTION (KWh)					
Month	APK	APB	DFC	SWC	Total
Jan-17	2 002 603	523 398	847 559	352 271	3 725 831
Feb-17	2 226 633	625 617	965 541	406 535	4 224 326
Mar-17	2 576 058	715 693	1 013 469	468 811	4 774 031
Apr-17	2 382 086	640 520	918 789	409 688	4 351 083
May-17	2 613 155	819 284	1 071 081	548 160	5 051 680
Jun-17	2 240 976	723 643	1 132 205	472 815	4 569 639
Jul-17	2 279 443	725 954	1 226 413	439 924	4 671 734
Aug-17	2 512 095	855 876	1 185 346	559 927	5 113 244
Sep-17	2 270 641	679 594	1 023 337	442 588	4 416 160
Oct-17	2 678 731	748 847	1 070 334	462 333	4 960 245
Nov-17	2 432 929	663 419	1 022 928	432 863	4 552 139
Dec-17	1 585 269	417 146	735 091	233 765	2 971 271
Totals	27 800 620	8 138 991	12 212 093	5 229 680	53 381 384

Natural gas

Sasol natural gas (Egoli Gas) contributes only 3,48% 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 a small portion at the laboratories for experiments. The saving that has been achieved on gas reduction for 2017 compared to 2015 is 4,1% (once again it must be noted that the baseline is the 2015 figures for gas consumption).

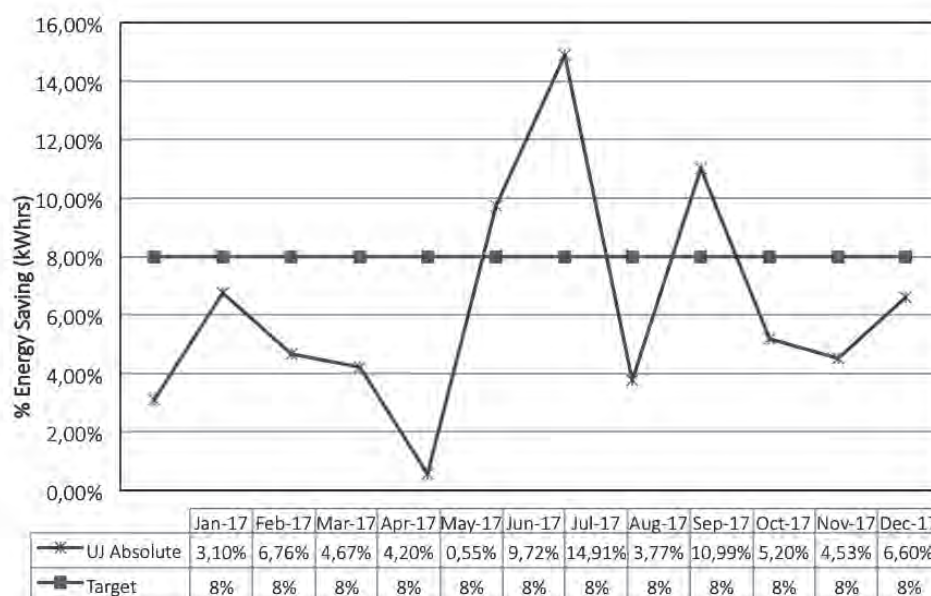


Figure 4: Energy savings in 2017

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 be used at a number of residences for heating water and cooking in future – during 2017, the design for the Habitat Residence at DFC was based on this. The diversification of energy sources will result in a reduction in carbon footprint, especially at the residences from 2018 onwards.

The key focus for the reduction of gas usage for 2018 is to identify and fix all leaks on all four campuses. The consumption is shown in figure 5.

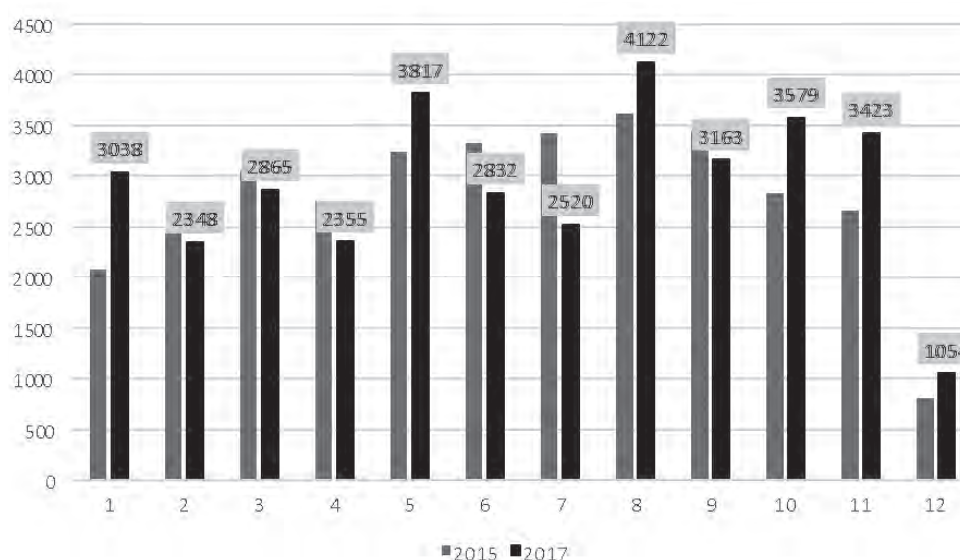


Figure 5: UJ monthly gas consumption 2017 vs 2015

Petrol and diesel

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 58 generators installed at various points within the UJ infrastructure. Petrol and diesel only contribute a very small amount to the total carbon footprint.

Catbot fuel

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

WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. Water savings achieved for 2017 compared to 2015 amounted to 5,73%. This was primarily achieved by ceasing all forms of daytime irrigation where municipal water was used. The municipality has now lifted the water restrictions that have been in place for the last two years. As far as possible, borehole water is used on all campuses. A project is still in progress to harvest the underground water at the DFC Qoboza/Klaaste (QK) Building for the purpose of irrigation.

There are a number of initiatives that will be implemented in 2018 to contribute to water savings. The key focus areas in the reduction of water consumption for 2018 are as follows:

- Harvesting the underground water at the DFC QK Building for the purpose of irrigation. This water will be diverted to the John Orr Building, stored in tanks and used for irrigation.
- Drilling two boreholes at APK for the purpose of using the water for irrigation.
- Harvesting rain water for the purpose of irrigation.
- Rolling out awareness campaigns on campuses and in residences to achieve water savings.
- Continuing with the ongoing installation of water restricting shower heads.

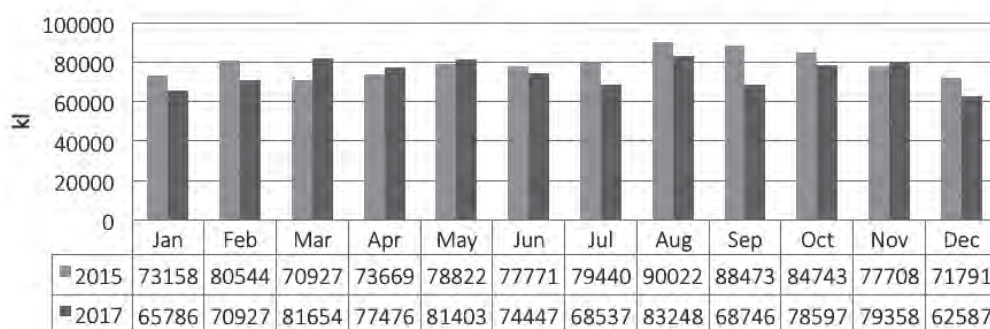


Figure 6: UJ total water consumption comparison between 2015 and 2017

WASTE MANAGEMENT

Table 14: Different types of waste recycled from January 2011 to December 2017

Month	Com Paper	White Paper	Plastic	Cans	E Waste	F Tubes	Card Boxes	Glass	Scrap Metal	Wet Waste	Fat	Garden Refuse	TOTAL	%
Total 2011	22.452T	26.934T	26.689T	13.742T	.135T	0	37.427T	28.740T	29.803T	0	0	0	188.714T	3,90%
Total 2012	42.385T	41.505T	18.797T	9.450T	1.701T	0	56.417T	30.380T	11.108T	0	7.671T	0	288.274T	8,10%
Total 2013	39.460T	40.142T	18.028T	10.005T	1.208T	0	37.805T	18.793T	7.364T	0	14.200T	136.5T	416.635T	17,64%
Total 2014	40.088T	36.855T	19.615T	9.964T	1.445T	0	48.274T	13.930T	6.768T	0	36.220T	325.500T	538.707T	34,75%
Total 2015	31.579T	51.725T	20.335T	7.117T	.174T	0	63.932T	31.521T	4.071T	.460T	13.100T	282.500T	506.514T	28,55%
Total 2016	53.681T	21.877T	34.056T	6.347T	.111T	0	52.574T	16.218T	17.048T	.464T	18.223T	293.000T	513.599T	28,89%
Total 2017	40.667T	17.526T	42.149T	8.189T	.186T	5.976T	59.824T	27.062T	.552T	2.126T	2.485	250.980T	456.661T	19,56%

Table 15: Waste generated versus waste recycled – 2011 to 2017

WASTE GENERATED	WASTE RECYCLED	PERCENTAGE
4 838.48 Ton (2011)	188.714 Ton	3,90%
3 559.188 Ton (2012)	288.274 Ton	8,10%
2 361.88 Ton (2013)	416.64 Ton	17,64%
1 551.27 Ton (2014)	539.707 Ton	34,75%
1 773.805 Ton (2015)	506.515 Ton	28,55%
1 818.893 Ton (2016)	513.599 Ton	28,23%
2 333.524 Ton (2017)	456.661 Ton	19,56%

CONCLUSION AND WAY FORWARD

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

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

The main focus areas for 2018 will be to expedite the sustainability projects identified as high leverage areas. Specific areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with emphasis on renewables as well as on natural gas, and technology advancements within sustainability.



André Nel (Prof)
Executive Director: Operations (Acting)



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council



Statement on Occupational Health and Occupational Safety

OVERVIEW

The purpose of this report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2017. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

THE UJ HEALTH AND SAFETY MODEL

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

Structures at UJ responsible for Occupational Health and Safety

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

Nature and scope of collaboration between OSD and OHP

The independent management of the two divisions at UJ allows for specialised assessment and analyses of risk. Mitigating or eliminating factors are further implemented from a dual perspective. Collaboration between the two divisions in addressing joint themes, however, is entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The 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 governs the practice of the occupational physician. Membership of professional bodies is closely observed to ensure professional accountability, competence and ethics.

Ethical framework

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

Legal framework

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

Occupational Safety Department

Ethical framework

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

Legal framework

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

Occupational safety risks for which certification is required

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

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal prescription and audit findings are managed by the OHP and the OSD as in Figure 7. Risk assessment, disaster risk and event risk appear in both fields, because they are evaluated for risk from both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.



Figure 7: UJ health and safety programmes

AUDIT TYPES AND CYCLES

Occupational Health Practice

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

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

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 14 elements as well as safety meetings, and the risk registers of Operations and the Occupational Safety Department. The Safety Management Programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, and contractor safety. The Safety Management Programme is updated when risk is reported or risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure audit is conducted annually. Ad hoc audits are conducted as risks are identified.

OVERARCHING RISK THEMES AND RISK MITIGATION

Key Occupational Health and Safety risks identified and addressed at UJ

Figure 8 depicts the overarching UJ Occupational Health and Safety risk themes identified by both divisions, for which numerous risk mitigators have been implemented. The risks are aligned with the respective risk registers. It should be noted that the Occupational Health Practice, in the 2016/2017 period, undertook an extensive, renewed qualitative health risk assessment of all UJ premises on all campuses. Detailed reports of such site visits are available from the HOD.

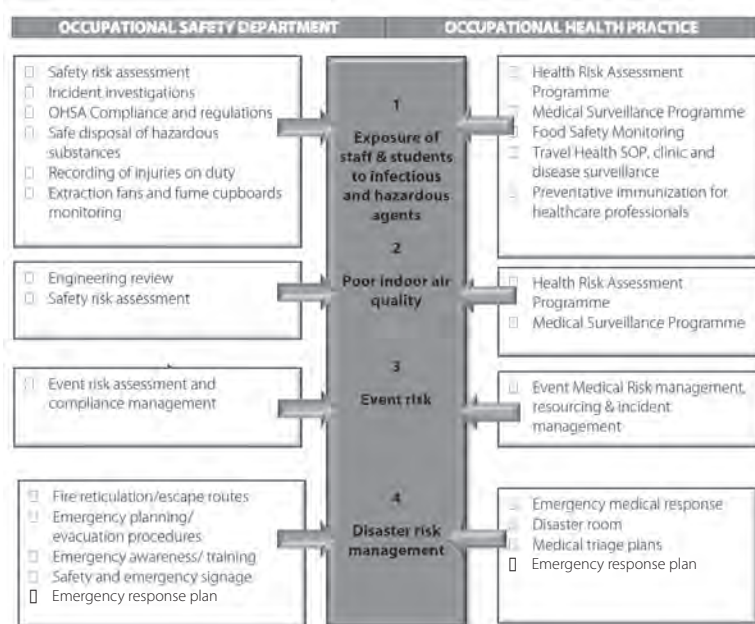


Figure 8: Key OSD and OHS risks identified and addresses at UJ

Occupational Health and Safety risks unpacked

Table 15: Exposure of staff and students to hazardous chemical and biological agents

EXPOSURE TO PHYSICAL AND HEALTH HAZARDS OF CHEMICALS	
RISK TITLE	CONTROL PROCEDURE
1. Hazards of chemicals <ul style="list-style-type: none"> Physical hazards of chemicals may present as explosion, fire, pyrophoric substances. Health hazards of chemicals such as carcinogenicity, mutagenicity and skin corrosion may present at research environments, in painting, carpentry shops, and workshops. 	<ul style="list-style-type: none"> Cyclic Health Risk Assessments in high-risk environments according to legal instruction. Completion rate was 107% of the scorecard target, compared to the 179% in 2016. A comprehensive historical review and analysis of all past health risk audits at the Faculty of Science was commissioned by the OHP and completed in September 2016. Areas of non-compliance are currently being attended to. All staff at risk of exposure are admitted to the UJ Medical Surveillance Programme. Completion rate for baseline medical assessments in 2017, when cleaning staff were insourced: 253%. The 2017 survey at the Faculty of Health Sciences concluded that none of the samples taken to determine personal exposure to hazardous chemicals exceeded the respective Occupational Exposure Limits. Employees generally wore their laboratory coats and gloves, yet not their respiratory protective equipment (not indicated at this time). 0% occupational disease identified in both 2016 and 2017. OSD provides fire safety service.
2. Storage of hazardous chemicals at the following departments within the John Orr Building <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 	<ul style="list-style-type: none"> Occupational Safety Department met with all end users. Following action plans are in place: <ul style="list-style-type: none"> From the comprehensive historical review and analysis of all past health risk audits at Faculty of Science, the following recommendations were made: <ul style="list-style-type: none"> Bulk storage facilities Free standing chemical storage cabinets Free standing chemical storage cabinets with extraction Combination of bulk chemical storage facilities and chemical storage cabinets Based on the recommendations, specific needs, space requirements and cabinet types, specifications and estimated cost were drafted for the free standing cabinets. The project team are in the process of finalising the requirements for the bulk storage facility.
3. Histology lab exposure hazard	<ul style="list-style-type: none"> The laboratory technician preparing samples using formaldehyde should undergo intensive medical surveillance. Sister Langeveldt arranged and performed the medical examinations immediately. OSD is registered with VITAL Link responsible for all updates on material safety data sheets (MSDS). MSDS information is available on the intranet.
4. Non-compliance with the Act and regulations regarding service, upgrade and provision of fume cupboards, ventilation systems and hazardous storage facilities	<ul style="list-style-type: none"> Installation of gas monitoring systems; and design, installation, upgrade of equipment and facilities were completed. Ongoing in 2018. New hazardous storeroom and freestanding cabinets at DFC in planning phase. Current risks <ul style="list-style-type: none"> Fume cupboards used as storage space. Flammable and non-flammable chemicals stored together. Free standing cabinets not connected to the extraction system. Spilling trays not available at all storage spaces.

<p>5. Library and Bindery exposures</p> <ul style="list-style-type: none"> Staff working with benzene, thinners, lacquer spray and glue are also exposed to paper dust, which could lead to respiratory irritation. Occasionally using dust masks. No extractor fans. Emergency exit very close to the DB boards might pose a risk during evacuation in case of a fire when some of the staff members are working on the other side of the department. 	<p>Staff members were included in the Medical Surveillance Programme.</p> <p>Personal Protective Equipment (PPE) issued to staff.</p> <p>Extractor fans to be installed to minimise exposure to chemicals.</p> <p>Safety data sheets (SDS) of all chemicals in use to be readily available at all work stations.</p> <p>Safety representative made aware of the identified risks.</p> <p>Maintenance contract in place for extraction fans and fume cabinets.</p> <p>First aiders trained and equipped with first aid boxes.</p> <p>OSD conducts annual inspection on all first aid boxes issued to trained and appointed first aiders.</p>
<p>6. Recurring chemical hazards at Zoology</p>	<ul style="list-style-type: none"> The historical review in September 2016 of past audits at the Faculty of Science found that the recurring reasons for non-conformance included that the Laboratory Technician at the Zoology Preparation Room was exposed to formaldehyde that exceeded the action level (50% of the Occupational Exposure Level (OEL) and that the Preparation Room of the Zoology Department was not demarcated as a respirator zone during the use of formaldehyde. The incumbent was examined medically to ensure no untoward health effects were contracted. The full report was submitted to the Executive Dean on 7 March 2017 for noting of all identified risks and the need to mitigate such risks.
EXPOSURE TO HAZARDOUS BIOLOGICAL AGENTS	
RISK TITLE	CONTROL PROCEDURE
<ol style="list-style-type: none"> Healthcare workers in clinics exposed to patients with communicable disease such as HIV, Hepatitis B and TB; needle-stick injuries. Students and staff buying food and drinking water on site. Official UJ travellers are at risk of communicable disease. 	<ul style="list-style-type: none"> Food Safety Programme: quarterly audits. Compliance with international Hazard Analysis and Critical Control Point norms at a rate of 85% is expected. The UJ annual average was 88% in 2017 compared to the 92% the previous year. Travel medicine: The OHP is a Travel Clinic, and as such provides vaccines, medical travel bags and screening of emerging disease outbreaks to UJ staff. Water quality audit in 2017 <ol style="list-style-type: none"> Preventative sampling was undertaken at high-risk water sources on each campus to assess and prevent Legionella infestation. The result was clear, similar to 2016. UJ bottled water analyses, as in 2016, indicated its suitability as drinking water. Borehole water in 2016 was found unsuitable as potable water. An extensive survey will be done in 2018, where the DFC groundwater at the Qoboza/Klaaste Building will be added. Municipal water samples collected by occupational hygienists for chemical and bacteriological quality were compared with a full suite of testing against South African National Standards (SANS) 241-2015. The result showed that all samples were deemed fit for human consumption. There were indications of operational shortcomings, however, as found in relevant indicators The full water quality reports were submitted to the ED: Operations in September 2017 for noting. Snakes on the UJ Island: Health Risk Assessments and Safety Risk Assessments were done and a risk mitigation strategy, especially in terms of proximity to emergency healthcare, was designed. In a comprehensive 2017 OHP survey at the Faculty of Health Sciences, microbial activity was investigated through surface swab sampling, mostly in the Food Environmental Health Research Group laboratories – none indicating the presence of harmful microorganisms. Regular, appropriate cleaning was advised, however. Vaccines for healthcare workers: Vaccines were given and blood tests done for professional nurses and administrative staff at clinics, Protection Services staff and sewage workers to prevent diseases. Annual Influenza Campaign: 503 free immunisations were done in 2017, as compared to 496 in 2016. Masks in stock; guidelines developed for clinicians at UJ.

EXPOSURES AT PHOTONICS LABORATORY	
RISK TITLE	CONTROL PROCEDURE
Exposure to laser rays, fluorine gas and hydrofluoric acid	<ul style="list-style-type: none"> Photonics health risk assessment conducted in 2009. Fluorine gas cylinder placed outside the facility; gas monitoring installed.
EXPOSURE TO X-RADIATION AND RADIO-NUCLIDES	
RISK TITLE	CONTROL PROCEDURE
Overexposure to radiation from XRDs and isotopes	<ul style="list-style-type: none"> Radiation medicals are conducted annually on all radiation workers, and registered with the Department of Health. Dosimetry disks were issued to radiation workers and SABS readings interpreted for overexposure. Radiation HAZMAT procedure written. Investigations of overexposures. Annual radiation source audit. Radio-active source acquisition, licensing and waste management in support of the academic process.

Table 16: Poor indoor air quality

POOR INDOOR AIR QUALITY	
RISK TITLE	CONTROL PROCEDURE
<p>1. Building-related Illnesses (BRI)</p> <ul style="list-style-type: none"> Acute phase is linked to Sick Building Syndrome: Headaches, ENT irritation, dry cough, dry/itchy skin; dizziness and nausea; difficulty in concentrating, fatigue, sensitivity to odours; rash. Illness phase: BRI: Cough, chest tightness, fever, chills; muscle aches headaches, allergic conditions; low cognitive focus. 	<ul style="list-style-type: none"> Indoor Air Quality Surveys (including thermal comfort, ventilation rates and build-up of fumes) were conducted at Faculty of Education, FEFS, ICS and the Robert Sobukwe Halls at SWC in 2015. Multiple on-site visits are generally undertaken by the OHP resulting from requests of staff who experience symptoms of poor indoor air quality. The historical review in September 2016 of past audits at the Faculty of Science revealed: <ul style="list-style-type: none"> a) Absence of fresh outside air supply. b) Substandard regulation of indoor air conditions through central ventilation system. c) Absence of mechanical means to regulate indoor air conditions. d) Windows closed. e) Mechanical means to regulate indoor air conditions switched off. All indoor air quality non-compliance matters were collated and handed to the CTS department for noting and inclusion in the Campus Master Plan to systematically address as budgets allow.

<p>2. DFC ventilation problem areas</p>	<p>Reports of indoor air quality surveys conducted at the Faculty of Health Sciences, indicating non-compliance in temperatures in 2015 and 2016 were forwarded to the DVC: Strategic Services and the Executive Director: Operations, for action.</p> <p>In a comprehensive 2017 OHP survey at the Faculty of Health Sciences, the following findings were recorded:</p> <ul style="list-style-type: none"> • Fresh air Seven of the measurement areas included in the survey did not have access to fresh outside air. These areas listed in the results table were not compliant with the requirements with regard to the provision of fresh outside air as set out in the National Building Regulations. • Air velocity Poor linear air velocities in all the measurement areas were observed. The reason for the poor linear air velocities may have been due to the absence of mechanical means to facilitate air movement, air conditioners that were positioned in such a way that they did not facilitate air movement over the workstations of the occupants, or air conditioners that were switched off and not used to facilitate air movement. • Carbon dioxide Carbon dioxide levels in all but three of the measurement areas conformed to the recommended standard of less than 700 ppm in excess of the ambient carbon dioxide level. The reason for the high carbon dioxide levels may be due to the fact that the windows were kept closed and fresh air was not let in to the majority of the areas as well as that a number of the areas did not have access to fresh outside air. • Carbon monoxide Carbon monoxide gas concentrations were below the prescribed limits and did not cause reason for concern during the survey nor indicated a risk to the health and safety of the building occupants. • Relative humidity The relative humidity levels for the majority of the areas did not comply with the recommended standard of 30% to 70% for winter months. The low ambient humidity may have contributed to the readings found on the day of the survey. Dry air can lead to dry skin, irritated sinuses and throat, and itchy eyes. • Temperature Several of the measured indoor air temperature readings did not comply with the recommended guidelines for thermal comfort during winter months. This may be due to the ambient conditions that prevailed on the day of the survey and the absence of mechanical means to regulate indoor air temperature in the many of the measurement areas. Low and high indoor air temperatures may negatively impact productivity of the employees. • Extraction ventilation results As per the results of the Local Extraction Ventilation Survey, it may be concluded that the capture velocities measured at air hood fans in the gluing area of the Podiatry: Orthotics laboratory as well as all the extraction fans measured within the Dissection Hall of the Human Anatomy and Physiology Department were noncompliant with the recommended standard range. The average fume cupboard velocity readings were below the guideline values and were also found to be too slow. It should be noted that where face and capture velocities are above 1 m/s, turbulence may occur, which influences the effective working of extraction hoods.
<p>3. Poor ventilation at the Faculty of Education (FE) and Faculty of Economic and Financial Sciences (FEFS) (now part of the College of Business and Economics)</p>	<ul style="list-style-type: none"> • Past health risk assessments and indoor air quality surveys since 2011 had indicated lack of fresh air intakes, non-conforming temperatures and, in some cases, build-up of carbon dioxide. A 2015 Occupational Hygiene report was forwarded to the Executive Director: Operations. The escape door at the Faculty of Education was repaired and staff members will be able to evacuate. • The FE is subsequently continually visited during annual site visits by the Occupational Health team to ensure compliance.

Table 17: Exposure to noise

EXPOSURE TO NOISE	
RISK TITLE	CONTROL PROCEDURE
Noise exceeds the legal thresholds at the Central Machine Room, Geology; Faculty of Art, Design and Architecture (FADA); some workshops.	<ul style="list-style-type: none"> Audiometry assessments are conducted on staff exposed to noise every two years. Recommendations are sent to HODs to ensure that staff wear hearing protection. Noise surveys for Visual Art and Industrial Design were completed and the extensive report on their findings and recommendations was presented to the FADA Dean in October 2015. OSD has acquired a noise reader that will be used to conduct readings when required. The historical analysis in September 2016 on past health risk audits at the Faculty of Science found noise levels exceeding 85dBA at the Physics Department (bench grinder) and diamond cutting machine area at the Geology Department. Hearing protective equipment was not worn in a number of instances during operation of noise-producing equipment and activities. The full report was submitted to the Executive Dean at the Faculty of Science for risk mitigation measures.

Table 18: Poor illumination

EXPOSURE TO POOR ILLUMINATION	
RISK TITLE	CONTROL PROCEDURE
Poor illumination in selected occupational environments	<p>In a comprehensive 2017 OHP survey at the Faculty of Health Sciences, the following findings were recorded:</p> <ul style="list-style-type: none"> The illumination survey showed that 44% (58/131) of the measurements within the various areas evaluated complied with the OHS Act (Environmental Regulations), whereas 56% (73/131) were found to be of significant priority deviation. The main reasons contributing to the illumination levels not complying with the minimum requirements were depreciated lamps, lamps not located above the computer workstations, not enough lamps present or lamps that were fitted with plastic prismatic covers where aluminium parabolic diffusers would be more effective.

Table 19: Employee mental health

EXPOSURE TO OCCUPATIONAL PSYCHOLOGICAL RISK FACTORS	
RISK TITLE	CONTROL PROCEDURE
Psychological stress following traumatic occupational incidents, especially in Protection Services Division	<ul style="list-style-type: none"> Multiple requests for assistance are treated with debriefing, referrals for counselling and/or medical treatment; or admission to hospital. Advanced cases of psychological stress impact result in an Ill Health Incapacity application to the pension fund.

Table 20: Poor ergonomic practices

SELECTION OF OFFICE FURNITURE	
RISK TITLE	CONTROL PROCEDURE
The historical review in September 2016 on past health risk audits at the Faculty of Science found general non-compliance regarding the ergonomic design of chairs, the placement of fire extinguishers and that display screens of desktop computer screens are mounted too high.	<ul style="list-style-type: none"> Occupational environments, including procurement, were provided with specifications on ergonomically sound equipment and chairs.
POOR POSTURE	
<ul style="list-style-type: none"> Awkward postures Poor orientation to computer workstations Display screen height of laptop monitors too low Arm rests interfered with positioning of chairs 	<ul style="list-style-type: none"> Occupational environments, including procurement, were provided with information on ergonomically sound sitting habits. Ergonomic assessments are conducted by the OHP in individual cases.

Table 21: Event risk

EVENT MEDICAL RISK	
RISK TITLE	CONTROL PROCEDURE
Overcrowding, stampeding, slip and fall injuries, bleeding, suffocation, shock, fatalities, food poisoning, electrocution, insect stings, allergic reactions, fractures, dehydration, and manifestation of unknown pre-existing medical conditions	<ul style="list-style-type: none"> Event medical risk assessment. Allocation and deployment of Emergency Medical Service resources. Medical Operational Plans submitted to City Council. Resource allocation in accordance with SANS 10366. Surveillance and situation reports during high-risk events. Newly gazetted emergency medical response regulations researched and implications extracted for UJ in a strategy.
EVENT SAFETY RISK	
RISK TITLE	CONTROL PROCEDURE
<ul style="list-style-type: none"> Structural collapse Obstructed escape routes Fire risk Interrupted utilities Non-compliant waste management practices Contractor non-compliance Gas leaks Structural failure Inadequate ablution facilities Inadequate lighting 	<ul style="list-style-type: none"> Event safety risk assessment Event safety plans Certificate of Compliance Compliance with electricity and structural regulations Escape routes and fire safety Contractor safety file Waste management

Table 22: Disaster risk management

DISASTER RISK MANAGEMENT	
RISK TITLE	CONTROL PROCEDURE
<ul style="list-style-type: none"> Emergency medical response to all UJ campuses 	<ul style="list-style-type: none"> Health risk assessment conducted in 2016. Medical Triage Plans developed for each campus. First aid room established in QK Building. Contract facilitated with service provider. Quote from Netcare 911 for proposed 24/7 paramedic cover in terms of emergency medical response to all campuses. New draft EMS regulations studied and implications interpreted for UJ.
<ul style="list-style-type: none"> Fire alarm system not working at the QK Building 	<ul style="list-style-type: none"> Lifts do not 'home' under fire alarm conditions.
<ul style="list-style-type: none"> Diesel storeroom at DFC not approved by fire safety 	<ul style="list-style-type: none"> The approval of the diesel storeroom will be completed by end of May 2018.
<ul style="list-style-type: none"> Non-compliance with escape routes standards 	<ul style="list-style-type: none"> As per the building regulations, new escape routes are required at the third floor APK Library. Contractor approved.
<ul style="list-style-type: none"> Evacuation and fire alarms not installed at all identified high risk areas 	<ul style="list-style-type: none"> Two fire alarms and eight evacuation alarms installed. All fire alarms, evacuation alarms, gas monitoring alarms and gas suppression alarms are on a maintenance plan. Safety practitioners are testing all alarms on a monthly basis.
<ul style="list-style-type: none"> Disaster management at UJ not up to standard 	<ul style="list-style-type: none"> Fire drills have been scheduled since 2009 and 60 evacuation drills were conducted in 2017. Ongoing in 2018. A total of 1 124 staff are trained on Health and Safety matters, including emergency procedures. This is 74,93% of the target of 1 500 staff members. Two Health and Safety reps appointed; number of 13 fire marshals appointed; 134 first aiders trained and appointed; four assistant emergency controllers appointed; four co-opted members to the safety committee appointed; one person appointed under General Machinery Regulations 2. Emergency response plan implemented.
<ul style="list-style-type: none"> Lack of fire water pressure on the APK Campus 	<ul style="list-style-type: none"> Booster tanks installed.
<ul style="list-style-type: none"> Distance of clinic from Qoboza/Klaaste (QK) Building yield potentially delayed response to medical emergencies 	<ul style="list-style-type: none"> Room G206 was equipped as first aid room. The ramp for the ambulance has been built. A meeting was held with the HOD from Protection Services. The primary function will be to provide an emergency responder to QK Building, but will also be used on the rest of the campus.
<ul style="list-style-type: none"> Gas leaks in APB and DFC service tunnel 	<ul style="list-style-type: none"> Completed and Certificate of Compliance issued.
<ul style="list-style-type: none"> Gas storeroom at SWC not approved 	<ul style="list-style-type: none"> Contractor appointed.
<ul style="list-style-type: none"> LPG and oxygen lines not compliant at the Jewellery Department 	<ul style="list-style-type: none"> Order numbers received for Studio 166 and 169. Awaiting approval of funds for Studio 167, 168 and 170

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 and risks that cannot be dealt with within the budget are recorded on the monthly safety meeting report and are then controlled on the Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department: Strategic direction, goals and targets

2017 to 2018

- The overall compliance rate has gone down by 0,12%, from 85,92% to 85,8%. The main reason is that the bullnoses at the LPG gas connections were not replaced within the five-year period. The target for 2018 is 85%.
- The total waste generated is 2 333.524T, with a total of 456.661T recycled (19,56%). The total hazardous waste recycled is 5 970 kg. The overall recycling target for 2017/2018 is 20% recycled of all waste generated.
- Staff trained on health and safety matters including emergency procedures totalled 1 124 (74,93%), against a target of 1 500 staff members. The target for 2018 is 500 additional staff members to be trained on safety related matters.
- Install additional emergency flash lamps, fire alarms and evacuation alarms and call points at strategic areas. Installation as per 2018 project budget.
- Equip all buildings utilising gas with gas monitoring systems. Replace all expired gas cells.
- Link all alarms to Protection Services. Ongoing.
- Increase awareness campaigns on emergency procedures catering for all risks. The video on emergency evacuation and earthquakes to be forwarded to all deans and placed on the intranet. Installation ongoing as per 2018 project budget.
- Conduct safety inspections at all off-campus student accommodations. 498 inspections were conducted in 2017. Ongoing in 2018.
- Install freestanding cabinets at the DFC laboratories as per audit report.
- Install additional shelving at the outside chemical storage facility at the Faculty of Science.
- COC certification of the Oxygen and LPG gas lines and connections at the Jewellery Department.

2020

- Overall Occupational Safety Compliance rate 86%.
- Recycling figures – target 20%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection staff on first aid and firefighting.
- Train 500 staff members annually on safety related matters.

2025

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

Occupational Health Practice: Strategic direction, goals and targets

Short- and medium-term initiatives

- Compliance with two legal mandates
 - Health Surveillance of UJ staff to prevent impact of occupational stressors such as chemicals, biological agents, physical stress, noise and radiation on health: 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.
- DFC and APK clinic extensions to be operationalised. This will provide professional space to work in.
- Surveillance for emerging communicable disease, e.g. such as Listeriosis (focus on food safety is therefore underscored).
- Radiation Protection Control System: a survey among UJ stakeholders is planned for February 2018 to assess the current operational system.
- Finalise input by technical team on the Potentially Disrupted Healthcare Services due to Protest Action Document and submit to MEC.
- Centralised Chronic Medicine Dispensing and Distribution (CCMDD): Pilot project to provide chronic medicine and monitoring for employees with chronic conditions at DFC – liaison with the Department of Health.
- Oversee work-integrated learning for Occupational Health and Environmental Health students; liaison with the Dean of the Faculty of Health Sciences (February 2018).
- OHP as a continuous professional development (CPD) service provider: An application will be submitted to the South African Nursing Council to facilitate Portfolios of Evidence for Professional Nurses in the employ of UJ. CPD is compulsory and submission of such a Portfolio will be a prerequisite for annual South African Nursing Council registration to practise as from 1 January 2019.

Long-term initiatives

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

CONCLUSION

Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. It has resulted in a blended overview on Occupational Health and Safety at UJ in the past three years. In addition, the record of achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature divisions with unique roles and responsibilities. The nature of surveillance and documenting is cyclic and comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two divisions assume legal roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence-based and informed.

UJ is maintaining a position of leadership in Occupational Health and Safety among peers in higher education. Given the anticipated future legislative requirement of an integrated reporting system for the institution, this mode of reporting displays UJ's readiness for the future.



Kobus de Bruyn (Mr)

Head: Occupational Safety



Elana Venter (Sr)

Head: Occupational Health Practice



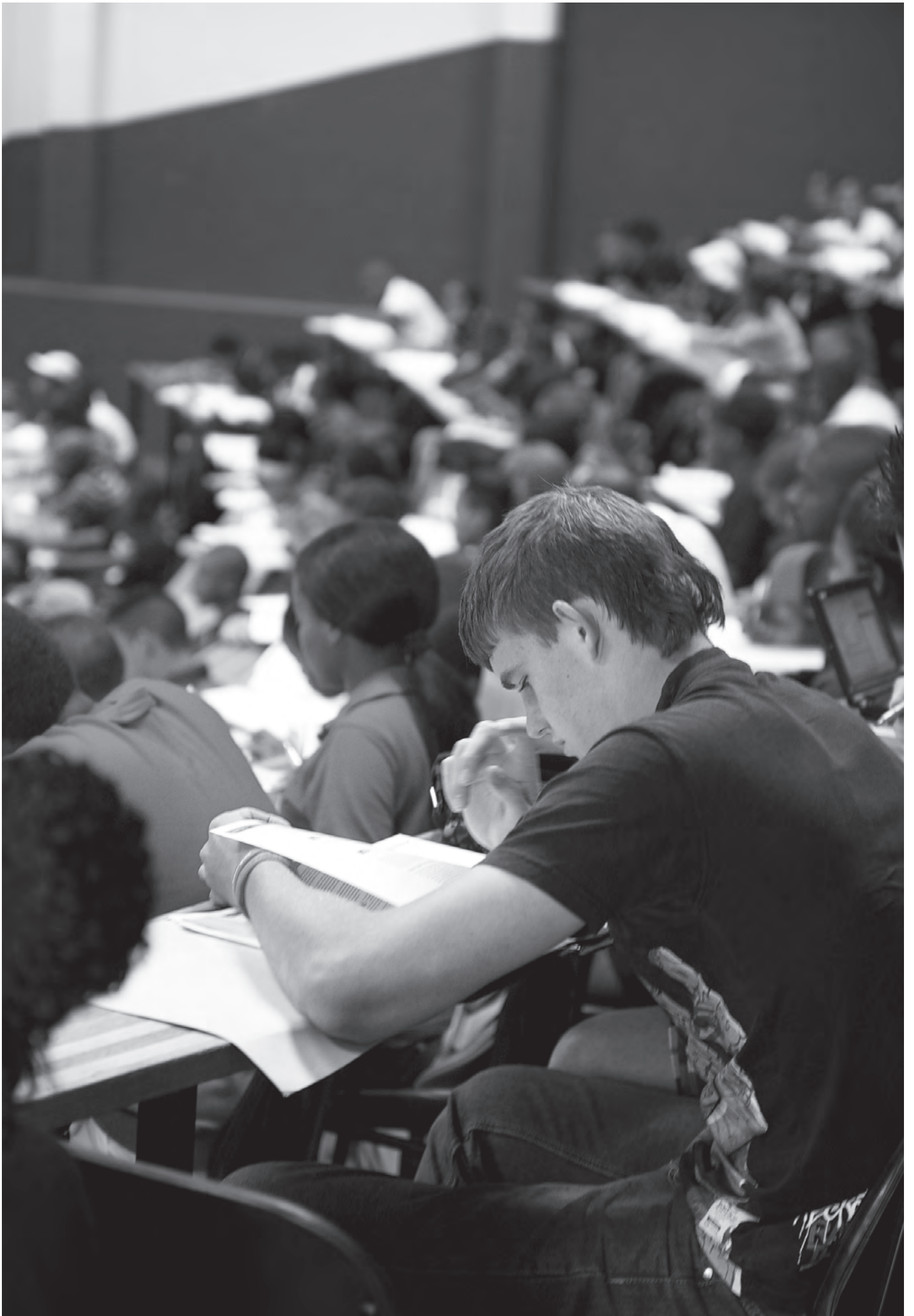
André Nel (Prof)

Executive Director: Operations (Acting)



Kinta Burger (Prof)

Registrar



Academic Teaching and Learning

OVERVIEW

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

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

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020. In this report, the data for 2016 reflect audited figures, while the 2017 data were accessed on 18 February 2018 and are still provisional.

STRATEGIC FOCUS

Indicators related to teaching and learning in the UJ Annual Performance Plan and Strategic Plan reflect the following targets for 2017:

- Honours, PGDip, master's and doctoral enrolments: 7 140;
- Total postgraduate output: 2 700 (2016);
- Undergraduate output: 9 600 (2016);
- Percentage permanent and fixed-term academic staff with doctorates: 46%;
- Percentage first-time entering UG students with APS \geq 35: 3 500;
- Enrolment profile by CESM category: SET at 33%.

TEACHING AND LEARNING STRATEGY AND POLICIES

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

- Admission and Selection Policy
- Academic Regulations
- Faculty Rules and Regulations

- UJ Teaching and Learning Strategy
- Teaching and Learning Policy
- Academic Programme Policy and Guidelines for the Development of Academic Programmes
- Admission and Selection Policy, including related placement tests
- Recognition of Prior Learning Policy
- Assessment Policy
- Policy on Work-integrated Learning
- Policy on Learning Material
- Certification Policy
- Enrolment Management Plan and UJ Enrolment Management Model

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

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

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

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

- Academic architecture
- Distinctive campus programmes
- Enrolment Plan 2017
- Senate and Senate Committees
- Teaching and learning support governance:
 - Academic Development and Support
 - Internationalisation
 - Library and Information Centre

Academic architecture

The following college and seven faculties are operational:

- College of Business and Economics (CBE)
- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science

During 2017, the Faculty of Management and the Faculty of Economic and Financial Sciences merged to become the College of Business and Economics (CBE). The College came into being on 1 July 2017, and contains the following six Schools:

- Johannesburg Business School
- School of Accounting
- School of Consumer Intelligence and Information Systems
- School of Economics
- School of Public Management, Governance and Public Policy
- School of Tourism and Hospitality

Distinctive campus programmes

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

Enrolment Plan 2017

The UJ Enrolment Plan for 2017 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- Total headcount enrolment of 50 139;
- The total target of first-time entering undergraduates: 10 500 to 11 000;
- Percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
 - Undergraduate diplomas: 27,64%
 - Undergraduate degrees: 56,44%
 - Undergraduate total: 84,08%
 - Postgraduate below master's: 8,39%
 - Master's and doctoral enrolments: 7,53%
 - Postgraduate total: 15,92%
- Percentage of headcounts per aggregate Classification of Educational Subject Matter (CESM) category:
 - Business and management: 38,67%
 - Education: 7,63%
 - Science, engineering and technology: 33,32%
 - Other humanities: 20,38%.

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

Senate and Senate Committees

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

The following Senate Committees are operational:

- Senate Executive Committee
- Senate Higher Degrees Committee
- Senate Teaching and Learning Committee
- Senate Research Committee (known as the University Research Committee)
- Senate Academic Freedom Committee.

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

INSTITUTIONAL ACADEMIC PERFORMANCE

Student enrolment profile, performance and graduate output

The planned headcount for 2017 was 50 139, and the achieved headcount enrolment was 50 354, which is 0,44% above the planned target. The University exceeded the planned enrolments by a mere 220 headcounts, with 256 above target at UG level and 41 below target in PG programmes. This was a year of tight enrolment management that shows in this remarkable outcome.

Table 24: Enrolment figures per campus, 2010 to 2017

CAMPUS	2010	2011	2012	2013	2014	2015	2016	2017
APB	10 057	9 201	7 674	6 287	5 474	5 096	5 409	5 333
APK	26 331	27 723	26 685	26 725	26 665	26 648	27 611	26 609
DFC	7 678	8 287	8 972	9 825	11 332	11 665	12 267	12 065
SWC	4 249	5 317	5 438	5 450	6 219	5 946	6 382	6 334
Total	48 315	50 528	48 769	48 287	49 690	49 355	51 669	50 354
Online								13

Faculty enrolments were also extremely close to target, with Humanities showing the greatest divergence of 297 above target and Law slightly under by 72.

Table 25: Headcount enrolment figures per faculty, 2010 to 2017

FACULTY	2010	2011	2012	2013	2014	2015	2016	2017
Art, Design and Architecture	1 112	1 197	1 207	1 257	1 310	1 370	1 358	1 362
Economic and Financial Sciences	10 877	11 330	11 495	11 367	10 868	10 625	11 056	10 706
Education	4 957	5 051	3 886	3 515	3 880	3 957	3 948	3 900
Engineering and the Built Environment	7 871	8 368	8 323	8 352	8 677	9 122	9 628	9 383
Health Sciences	3 537	3 433	3 609	3 662	3 725	3 738	3 952	3 971
Humanities	5 601	5 781	5 738	5 847	5 988	5 666	6 137	6 107
Law	1 517	1 623	1 580	1 699	1 709	1 733	1 775	1 653
Management	9 898	10 195	9 407	8 839	9 538	8 984	9 568	9 029
Science	2 945	3 550	3 524	3 749	3 995	4 160	4 247	4 243
Total	48 315	50 528	48 769	48 287	49 690	49 355	51 669	50 354

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

Table 26: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2017	50 354	38 745.6	0.769
2016	51 669	39 855.379	0.771
2015	49 355	37 985.215	0.770
2014	49 690	38 156.047	0.768
2013	48 287	36 656.076	0.759
2012	48 769	37 348.712	0.766
2011	50 528	38 556.638	0.763
2010	48 315	37 270.580	0.771

UJ has been far more successful in attracting postgraduate students than was projected in initial plans. The target percentage of postgraduate enrolments in 2017 was 15,92%, and the actual achieved was 15,7%. Postgraduate below master's enrolments were below target again, as in 2016, by 359, but master's enrolments were over target by 207 and doctorates by 231.

Table 27: Undergraduate and postgraduate headcount percentage of enrolment figures

ENROLMENT TYPE	2010	2011	2012	2013	2014	2015	2016	2017
Undergraduate	86,9%	86,9%	86,1%	85,7%	85,6%	84,9%	84,1%	84,1%
Postgraduate	12,8%	12,8%	13,6%	14,0%	14,1%	14,9%	15,6%	15,7%
Occasional	0,3%	0,4%	0,3%	0,3%	0,3%	0,2%	0,3%	0,2%

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

Table 28: International enrolments and percentage of total enrolments

2010	2011	2012	2013	2014	2015	2016	2017
2 216	2 351	2 417	2 308	2 342	2 797	3 219	3 343
4,6%	4,7%	5,0%	4,8%	4,7%	5,7%	6,2%	6,6%

In relation to the CESM mix, the SET target for 2017 was 33,3%. The achievement of 33,2% is only marginally below target and a very satisfactory outcome in the context of considerable competition among universities for SET students.

Table 29: CESM mix

CESM Category	2010	2011	2012	2013	2014	2015	2016	2017
Business and Management	41,4%	40,9%	40,3%	39,4%	38,7%	39,1%	40,6%	40,1%
Education	8,6%	8,3%	6,7%	6,2%	6,3%	7,5%	7,2%	7,5%
Humanities/ Law	20,5%	20,9%	22,6%	23,5%	23,3%	20,4%	19,3%	19,2%
SET	29,5%	29,9%	30,4%	30,8%	31,7%	33,0%	32,8%	33,2%

The University seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body. Black enrolment has increased by 0,9% (from 83,6% in 2016 to 84,5% in 2017), and white enrolment has decreased by 0,8% (from 8,7% in 2016 to 7,9% in 2017). Thus, the trends of an increase in black enrolment and a decrease in white enrolment have not yet stabilised.

Table 30: Student profile: Population group distribution*

RACE	2010	2011	2012	2013	2014	2015	2016	2017
Black	73,4%	76,3%	77,9%	79,1%	81,1%	82,1%	83,6%	84,5%
Coloured	3,3%	3,3%	3,1%	3,2%	3,2%	3,3%	3,3%	3,2%
Indian	5,0%	4,7%	4,6%	4,7%	4,6%	4,7%	4,5%	4,4%
White	18,3%	15,8%	14,4%	13,0%	11,1%	9,9%	8,7%	7,9%

* International students excluded

The undergraduate success rate in 2017 is the highest yet recorded at UJ, at 85,6%. This is a fine achievement, and our collective task is to ensure that this high module success rate translates into an improved graduate throughput rate.

Table 31: Undergraduate success rates

UNDERGRADUATE TYPE	2010	2011	2012	2013	2014	2015	2016	2017
Undergraduate diploma and certificate	77,5%	80,9%	81,6%	84,1%	85,0%	85,6%	85,4%	85,2%
Undergraduate degree	78,8%	78,4%	82,4%	82,8%	84,3%	85,4%	85,5%	85,8%
Average undergraduate	78,3%	79,4%	82,1%	83,3%	84,5%	85,5%	85,4%	85,6%

In terms of graduate outputs, the 2017 results are provisional, and are likely to rise.

Table 32: Graduate output subsidised qualifications

QUALIFICATION TYPE	2010	2011	2012	2013	2014	2015	2016	2017
Undergraduate: three years and less	7 518	8 147	8 203	8 068	8 496	8 458	8 400	7 661
Undergraduate: four years	516	637	682	850	1 078	1 094	1 082	1 108
Undergraduate Total	8 034	8 784	8 885	8 918	9 574	9 552	9 791	8 769
Postgraduate (pre-master's)	1 830	1 983	1 986	2 066	2 127	1 991	2 178	2 012
Master's	369	394	430	514	527	501	682	393
Doctoral	51	68	109	78	106	105	119	90
Postgraduate Total	2 250	2 445	2 525	2 658	2 760	2 597	2 979	2 495
Total	10 284	11 229	11 410	11 576	12 334	12 149	12 770	11 264

Undergraduate applications and admissions

Table 33: Number of new applicants at undergraduate level (including BTech)

FACULTY	2013	2014	2015	2016	2017	2018
Art, Design and Architecture	1 950	2 593	4 000	3 097	3 572	4 130
Economic and Financial Sciences	8 334	11 892	15 672	12 748	13 493	14 582
Education	3 326	7 556	12 853	10 704	13 735	17 478
Engineering and the Built Environment	7 025	9 824	16 827	13 970	13 502	16 389
Health Sciences	4 670	9 847	12 719	10 683	14 521	17 767

Humanities	7 546	12 368	19 574	17 654	17 172	19 198
Law	4 587	6 218	12 956	8 229	10 675	11 237
Management	6 238	8 153	13 941	11 794	13 120	15 763
Science	4 512	6 455	9 736	7 053	7 259	8 034
Grand Total	48 188	74 906	118 278	95 932	107 049	124 581

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

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



Angina Parekh (Prof)

Deputy Vice-Chancellor: Academic

Academic Development and Support

OVERVIEW

The Division of Academic Development and Support (ADS) comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently of maximising retention, success and throughput. Our ultimate focus is thus on contributing substantially to the reduction of dropouts, and to improvements in the module pass rate and the degree throughput rate. The intellectual, professional and personal development of our students is entrusted into our care, and it is our responsibility to provide cutting-edge interventions, including psycho-social support initiatives to stabilise and enrich the personal environment of the student, academic support initiatives to maximise learning opportunities, and initiatives to deepen and broaden the pervasive and sophisticated use of academic technologies, as we strive to become a leader and pioneer of the Fourth Industrial Revolution in terms of teaching and learning. Our collective institutional goal is to develop graduates who are confident and passionate, as intellectuals, professionals, ethical and responsible citizens, and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, has made slight gains during 2017, and may have now stabilised around the 85%-86% mark. The undergraduate degree credit success rate, over six years, has been as follows:

Table 34: Undergraduate degree credit success rate

2012	2013	2014	2015	2016	2017
82,1%	83,3%	84,5%	85,5%	85,4%	85,6%

This achievement is considerable, especially when viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational backgrounds, and their effective transition into university studies is paramount in our learning strategies. Crucial to our success is to engage our first-year students from their first day on campus, by means of the intensive First Year Experience, comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform and the inculcation of a high degree of digital literacy in teaching and learning, to maximise the accessibility of learning materials, student support, and information exchange.

The Senior Student Experience, a coordinated set of initiatives focused on career planning, work readiness, resilience and academic success, addresses the needs of senior undergraduate students and prepares them for postgraduate studies or employment.

The dropout rate is the answer to the question: Did the student return in the following year? The first-year dropout rate (that is, those that did not return in Year 2) has stabilised in the last three years at 15,3%-15,8%, which is positive. For the past decade, dropout rates have never been this consistently low at UJ.

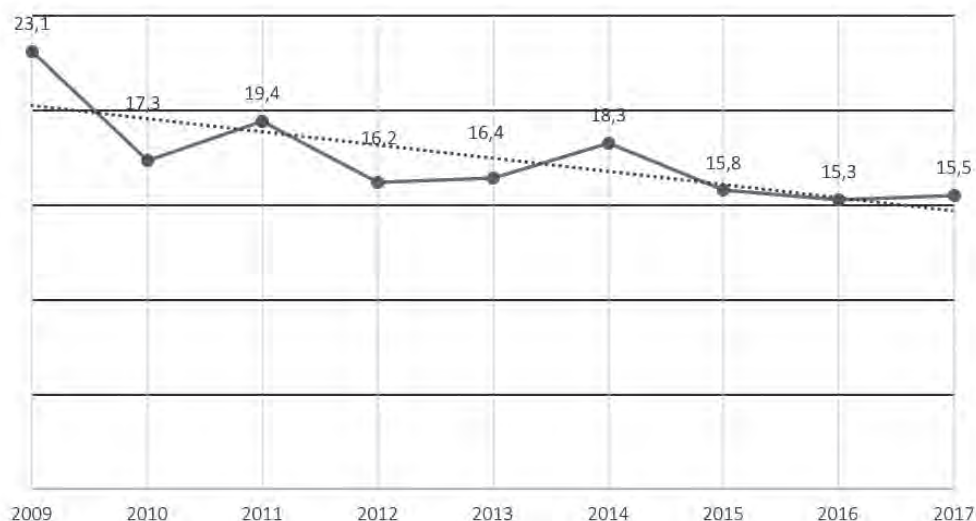


Figure 9: Dropout rate

However, our intention is to reduce dropout dramatically, by means of the implementation of Blackboard Predict, to pro-actively identify students at risk by using big data to computationally reveal patterns and trends of behaviour.

Table 35: Cohort analysis by year of first registration

	2010	2011	2012	2013	2014
Graduation rate in minimum time	30%	30%	33%	38%	35%
Graduation rate in the year after minimum time	18%	20%	18%	17%	15%
Cumulative graduation rate after four years	48%	50%	52%	54%	51%

After four years, the cumulative graduation rate for three-year qualifications is generally more than half of the initial cohort. Our efforts to achieve a better graduation rate in minimum time have recently received a new focus and intensity. Priority modules (the 20% of modules that account for 80% of module fails) will receive additional support and resources. Impediments to student progression in all programmes are under review, including a revision of prerequisite modules, the provision of additional assessment and intensive revision opportunities and module-repeat opportunities, both online and by means of SLPs. The newly formed Student Success Committee, reporting to the STLC, directs faculty-specific, programme-specific and module-specific intervention plans.

The university strategy to have a strong presence in the domain of online accredited programmes made its first impact in 2017, with the launch of three Master's programmes in Public Management and Governance, in Information and Communication Technology in Education, and in Public Health. A further six programmes have been developed during 2017, and will have their first intakes during 2018, including the Master's in Educational Management, the BCom in International Accounting, the Bachelor's in Human Resource Management, and the Advanced Diplomas in Financial Markets, in Logistics, and in Transportation Management. All procedures

with regard to application, registration, and fee payment for the six-start carousel model have been developed and are operational. In terms of on-campus programmes, progress with regard to teaching and learning in the digital age has been rapid, with over 300 blended modules, 92% of undergraduate students using handheld devices for learning, the widespread use of online assessment and learning collaboration, and the development of contingency plans for digital teaching and learning in the event of campus disruptions. A total of 2 800 tablets were provided free to NSFAS-qualifying students, and 21 000 e-textbooks were provided free to students in selected modules.

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

CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies supports the provision and development of innovative and evolving technologies for teaching and learning to foster 21st-century skilled academia through the smart use of academic technologies.

CAT used 2017 to rethink strategies for training and support to staff and students, developing and designing the first fully online modules, and integrating different IT and LMS systems to support online and blended teaching and learning. CAT staff also worked on a predictive analytics model and a readiness strategy with the international team from Blackboard Predict. In addition CAT's IT staff started a 'grade's journey' to integrate the LMS grade centre with ITS in collaboration with ICS and CAA, and supported by Eiffel Corp (this project will only be completed in 2018). The CAT IT team reconfigured the Gradnet/VitalSource interface on uLink in January 2017 and then collaborated with Remagine Africa to integrate the new e-textbook platform with uLink in November and December 2017. CAT's instructional designers and developers all completed Levels 1 and 2 of the Blackboard Teaching and Learning International Certification training to improve and expand their skills, knowledge, and use of innovative academic technologies.

Networking and research

In 2017, CAT continued to network locally, regionally and internationally by giving academic and technical papers at conferences and workshops, as well as participating in activities of professional bodies. CAT collaborated on two research projects: (a) an ongoing investigation of handheld devices for teaching and learning (T&L) at UJ, UCT, Wits, UFS and Sol Plaatje, and (b) an ESRC/Newton funded project – Southern African Rurality in Higher Education (<http://sarihe.org.za>) with Bristol University, the UJ Chair for T&L, Rhodes and Fort Hare on 'rurality': How do rural students transition to university, and what skills and ways of knowing do they bring?

Online programme and module development

Towards the end of 2017, CAT became an integral part of the UJ strategic initiative to develop and offer wholly online programmes. In partnership with academic departments, CAT is well equipped to do the development of innovative and exemplary online curricula. During 2017, three dedicated instructional designers from CAT were involved in the development of ten online programmes, and this will rapidly expand in 2018. CAT also supported the development and pilot phase of the African Insights module that aims to introduce all UJ students to African intellectuals and their thoughts.

Learning and teaching with tablets

According to the 2017 student e-learning survey, more than 90% of UJ undergraduate students use a variety of devices (laptops, tablets and smartphones) in and out of lectures for learning. 2017 was the third year of distributing iPads to qualifying NSFAS first-year students with a total of 2 904 iPads handed out. All students received basic instructions in the iStore on how to use the iPad, while a series of training events were organised by the iStore for staff and students. New streamlined processes for iPad distribution were put in place: (a) sourcing of an accurate first-time list of eligible students from Student Finance, (b) and notification by bulk SMS

and email, as well as a popup on uLink, to alert students that they are eligible for an iPad. Eighty per cent of the iPads were distributed in the first six weeks.

Staff and student support

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

During the First Year Seminar, CAT staff introduced over 3 000 students to uLink and the Blackboard LMS through training sessions on all four campuses. The CAT help desk staff process and manage staff and student enquiries. An osTicket system is used to keep records of the 3 500+ queries annually. The majority of these were student requests for support with access to Blackboard modules. Large TV screens on all four campuses display information slides directing students to CAT, ADC and PsyCaD services. Riaan Loots, CAT's IT Manager, worked on the modelling of Blackboard Predict, an evidence-based data-driven intervention system to identify, inform and retain students at risk of dropping out. Pilot projects in two faculties will be initiated in 2018 with full roll-out in 2019.

Teaching and learning professional development

Staff training sessions offered by CAT in 2017 did not only focus on technical training, but also included pedagogical direction to staff for blended teaching and learning. CAT promoted and supported the use of more Blackboard functionalities during training, including online assessments, assignments, and using the Blackboard Grade Centre. CAT is in the process of designing a professional development module to assist academic staff with the integration of tablet use in their classroom teaching. A paper-to-online workshop was developed to prepare staff to move to fully online programmes. Over 300 academic staff members attended staff development workshops in 2017, either one-on-one or in groups. During 2017, Eiffel Corp trained an additional 200 staff members from the College of Business and Economics (CBE) (the former Faculties of Economics and Financial Sciences, and Management) for Levels 1 and 2 of Blackboard Teaching and Learning Certification. The training had a considerable impact on the blended T&L strategy of the College.

Technical support and development: uLink and Blackboard

CAT is responsible for the development and upkeep of uLink, UJ's single sign-on access to a student and staff portal. During 2017, the uLink functionality was increased, adding features such as links to Gradnet and VitalSource to ensure that students can download their e-books in simpler ways. Regarding uLink use, there were over 10 million individual logins in 2017; during the core ten academic months in 2017 uLink had approximately 33 000 daily individual student logins. In the 2017 Undergraduate Student Survey, almost 82% of the respondents indicated that they use the Blackboard/uLink service daily. More than 95% of the respondents feel that the uLink services provide sufficient user support, excellent information resources, and a user-friendly login procedure.

There has been a significant increase in the number of modules that have been registered on Blackboard Learn. In 2017, there were 2 250 (81,7%) of a possible 2 755 undergraduate modules on Blackboard. The module registration process on Blackboard is being automated for 2018. In 2017, we had a total of 5.6 million individual logins to Blackboard. During the core months of each semester in 2017, we had over 650 000 unique logins to Blackboard per month, thus almost 22 000 different logins per day.

CAT Lab: Supporting innovation in teaching and learning

The CAT Lab (UJ's Teaching and Learning Innovation Laboratory) became fully functional in January 2017 with three staff members. Plans are in place to appoint two interns for 2018. The CAT Studio (for the collaborative development of online learning products) has also been refined and customised for UJ needs within e-learning development. The CAT Lab has been instrumental in building a contingency plan for UJ to move entirely online, in the event of disruptions to the academic programme.

E-textbooks facilitated by Gradnet for UJ students

In 2017, UJ made R18 million available for e-textbooks to first-year students across faculties. A total of 12 500 students qualified to receive a total of 62 different e-textbooks; 75% of the students redeemed their books.

Publishers have indicated that UJ's e-textbook project involved the most downloads of all academic e-textbooks in South Africa.

ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC is a Centre consisting of two departments, namely ADC Access and Academic Development Innovation (ADI). In addition to these units, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordinator is located in ADC. The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), which is an independent entity, is also housed in and managed by ADC. During 2017, a number of important structural changes were initiated in ADC. This included the removal of Professional Academic Staff Development (PASD) from ADC to form part of a new division as a Centre in its own right, as well as the initiation of a restructuring process of ADI to better support the new student success initiatives at UJ.

ADC was able to increase its impact within the institution during the year by leading, driving and supporting the establishment of a newly devised Integrated Student Success Initiative (ISSI) for the institution. ISSI proposed the establishment of an institutional Student Success Committee reporting to STLC and a data informed approach to interventions aimed at improving student success. The successful Intensive Revision Programme (IRP) also continued during 2017, but has been incorporated into the ISSI planning regime. The other strategic focus of ADC includes the widening and the deepening of the Centre's impact on student success through integrated programmes. ADC contributes to all the UJ strategic objectives by supporting undergraduate student success in a variety of ways. It specifically contributed towards UJ's Strategic Objective Two (Excellence in teaching and learning) as this relates directly to the core business of ADC. Significant contributions were also made to Strategic Objective Three (International profile) through the English Language Programme (UJELP) as well as the work of the SANRC.

ADC Access, responsible for ADC's extended diploma programmes, continued its excellent work in 2017. The work was focused mainly on the Doornfontein Campus, but also extended to the Soweto and the Bunting Road Campuses. During the year, ADC Access taught approximately 739 first-year students registered in FEBE, Humanities and Management. The module success rates of 13 of the 15 extended diploma groups were above 90%, with five of them performing at 95% and above. Three major additional highlights in 2017 were the following. First, the success rates of extended diploma offerings were found to be at their highest level (87,5%) since 2009, and those of the FEBE extended degree offerings in their first year of implementation were 90,2%, in spite of these students registered for extended qualifications not meeting the regular entry requirements. Second, ADC Access secured bursaries to the value of R1 601 076.72 for extended diploma students who did not qualify for NSFAS funding. Third, ADC Access also worked closely with FEBE to successfully implement the new FEBE extended qualifications for the Faculty.

Academic Development and Innovation (ADI) comprises three components: the University of Johannesburg English Language Programme (UJELP), the Learning Development (LD) Unit, and the Academic Literacies Development (ALD) Unit. The latter two are proportionally, but equitably, represented across the four UJ campuses. During 2017, ADI continued to embed itself into the academic fabric of UJ through a variety of initiatives. ADI staff taught in five credit-bearing modules, including a number of customised faculty-based language courses and the module, Mastering Academic and Professional Skills (MAPS). A large number of UJ students continued to use the writing centres and structured literacy development modules. ADI continued with collaborative offerings to ensure the maximisation of its contribution to student success efforts at UJ.

A particular highlight in ADI was that the UJELP programme grew steadily during 2017, both in terms of number of students completing the Placement Test as well as those participating in UJELP as a short learning programme (SLP). The testing component of UJELP evaluated 178 international students in terms of their language proficiency and reported on this to their prospective faculties during the year. By the end of 2017, the first group of students completed the UJELP programme from A1 to C2 level, resulting in the first ever UJELP awards ceremony being held at the end of November with 26 students receiving UJELP certificates.

ADI through its Learning Development Unit continued to facilitate two credit-bearing modules, the Mastering of Academic and Professional Skills (MAPS) modules, in the Faculty of Humanities and the College of Business and Economics (CBE). A total number of 580 extended degree students attended classes in these modules. The Academic Literacies Development (ALD) Unit continued to strengthen its contribution to teaching and learning with three key modules. English for Law (EFL) attained an increase in the pass rate from 93% in 2016, to 99% in 2017. Similarly, Language and Skills for Science (LSS) also increased its pass rate from 71% in 2016 to 81% in 2017. Language for the Economic Sciences continued to perform very well with a success rate of above 90%. Another highlight for ALD involved the Writing Centre team, which published two chapters in the book *Writing Centres in Higher Education: Working in and across the disciplines*.

It was decided to intensify the UJ FYE and SSE efforts, and plans to that effect have been included in the ISSI. In 2017, FYE implemented efforts in four additional focus areas (peer mentoring; developing first-year lecturers; student tracking systems, and the more extensive use of Blackboard for first-year teaching). The UJ Senior Student Experience (SSE) in 2017 continued to create a more favourable environment, preparing students for the world of work or postgraduate studies. The FYE/SSE intensification plan served at the Student Success Committee meeting held in November 2017 and will be implemented during 2018. The leading role of the UJ FYE efforts in South Africa was recognised again throughout the year with the UJ First Year Experience coordinator taking part in the National Orientation Summit as well as being asked to facilitate a First Year Experience workshop at the University of Western Cape to assist them with the establishment of an FYE office.

In 2017, the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC) hosted its third annual conference for South Africa's FYE community. The conference attracted a record number of both national and international participants, including a 30+ student delegation from the School of Education at the University of Michigan in the USA. In 2017, SANRC was again tasked with guest editing an FYE-focused special edition of the DHET accredited *Journal of Student Affairs in Africa (JSAA)* for release in mid-2018. The national value and recognition of the work of SANRC was also confirmed by being one of only two national projects that continued to receive DHET funding beyond the originally agreed to three-year period. To this end, SANRC was awarded a further R4 million of DHET funding to continue its work for at least another two years.

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

PsyCaD is mindful of the pressures students are facing as they negotiate the demands of their academic and personal lives, and recognises the value of affording students the opportunity to develop skills and strengths to improve self-regulatory behaviour, emotional regulation, coping behaviour and resilience. Although there is a strong need for individual, problem-focused interventions, we do offer interventions and programmes that focus on the holistic development of our students. In order to achieve these goals, we reflect on best practice models in order to increase our efficiency, also using online platforms to reach and serve as many students as possible.

On an organisational level, the structure of teams was changed, which resulted in streamlining of psychologically related services and elimination of the duplication of projects. Throughout this process, the focus is on the needs of students, faculties and residences, ensuring that through emotional wellness, student retention and output are prioritised. The structural changes also brought about functional changes, because focus areas were reprioritised with a focus on service delivery via the advisory, therapy and workshop processes.

In addition, a move was made towards an online environment where students could access some of PsyCaD's services when and where they choose. The strategy to develop a PsyCaD online resource presence arose primarily due to the need to enhance and improve student accessibility and engagement with PsyCaD services. The UJ Blackboard Learning Management System (LMS) is the ideal medium for engaging with students. Students are becoming increasingly more familiar with, and regularly access and use Blackboard as a medium of learning and communication. PsyCaD created a uLink module on Blackboard and this is

supplemented by other social media platforms, such as the PsyCaD Facebook and Twitter pages. In addition, the PsyCaD website was made more user-friendly. All of this reflected the PsyCaD rebranding move to make it more easily accessible to the University community.

As far as individual interventions are concerned, PsyCaD provided services to 11 889 students. This number can be broken down as follows:

- Advisory/walk-in service: 5 475 students
- Counselling/therapy: 5 437 students
- Psychometric assessments: 174 students
- Career-related counselling: 626 students
- Students with disabilities: 137 first-year students
- Course cancellations: 40 students

Collaboration with the residences and faculties remains a priority, with many therapy and workshop referrals stemming from the collaboration between PsyCaD and other role players in UJ. The advisory process continued in 2017 with a focus on both screening and immediate resolution of any emotional, academic or psycho-social issues that students and staff were experiencing. Many of these sessions resulted in further therapy sessions, which allowed many of our students and staff to function at their optimal potential. For those students who were battling academically, F5 and F7 assessments were undertaken to establish both academic and career paths, and goals to provide academic success.

In addition to the online and individual processes, PsyCaD is also involved in other projects where services and interventions are delivered to larger groups of students. These include:

- First Year Seminar (FYS) presentations and the First Year Extended (FYE) programme
- Faculty liaison process (FLP)
- Academically underperforming student support initiatives
- Evaluation and placement assessments
- Peer buddy mentoring programme
- A wide range of workshops on request from departments, faculties and residences
- Orange Carpet student support
- Residence support

One area of focus in 2017 was the employability of our graduates. The Career Services Unit provides a range of career development and graduate recruitment services that support students in their career planning and transition to the workplace upon graduation. The career guidance, assessment and counselling programme interventions offered by the Unit span a diverse range of career development support modalities and approaches. These range from career guidance programmes, designed to assist learners and prospective students to explore career and study options in the Career Resource Centre as well as through online applications, to quality career assessment and counselling interventions for individuals, prospective students, current students and adults in career transition.

In order to achieve these goals, and in addition to individual counselling, the Unit:

- designed and published a career workbook to assist students in making the right career decisions;
- designed and published a recruitment guide, which provides students with guidelines and tips related to writing a CV, writing a cover letter, interview skills, etc.;
- organised law, commerce and general fairs;
- presented career education programmes;
- contributed to the Senior Student Experience (SSE) programmes;
- established a Career Services Mentorship Group;
- improved employer engagement by building strategic partnerships and alliances with employers and by increasing services and supporting potential employers.

Another area that requires intensive attention is the services provided to students with disabilities (SWD). In 2017, approximately 362 students registered with the Disability Unit (DU) to be accommodated for tests and exams. The services of the DU, however, extend beyond accommodations, and include a wide range of services. These include:

- Computer laboratories that SWD in all the PsyCaD offices on all campuses can use for academic purposes. These venues have computers with assistive software and assistive devices.
- Assessment rooms: These venues are used for formal assessments for SWD who have concessions.
- Library venues: In each of the libraries there are separate venues for exclusive use by SWD. These venues also have computers with assistive software and assistive devices.
- A total of 3 535 pages were brailled for blind students.

In 2018, PsyCaD intends to expand its online support to students and will be focusing on the employability of our students. We also want to invest more in our students with disabilities, particularly with regard to preparing them for the world of work.

SPECIAL PROJECTS

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

DHET Teaching Development Grant and the Foundation Grant (2015-2017 cycle) and the University Capacity Development Grant

ADS was responsible for DHET reporting and audits for the Teaching Development Grant (TDG) teach-out plan of R36 888 000 and the Foundation Grant of R38 117 000 for the period, receiving clean audits for both grants. No refunds were due to DHET for unspent funds; rather, UJ's commitment to the development of its students and staff is evident in that the University made available additional funds for some of the projects. Specific examples are the tablets UJ purchased for its NSFAS first-year students to ensure that they are able to learn with technology and also the additional budget allocated to tutors, senior tutors and the Assistant Lecturer Programme.

The TDG and Research Development Grant (RDG) will be replaced by an integrated University Capacity Development Grant (UCDP) during 2018. ADC played a leading role in developing and submitting the integrated UJ UCDP grant proposal, which was approved for a three-year period consisting of R150 914 336 over the period with R49 480 200 made available to UJ during 2018.

UJenius Club

The UJenius Club encourages undergraduate students to strive for excellent academic success, while offering a variety of intellectual, social, professional and career development opportunities. The aims of the UJenius Club are achieved in partnership with ADS, the nine faculties and other divisions within UJ. Since 2012, the UJenius Club has celebrated the best and brightest young minds, who have achieved an annual average of 75% with no module below 70% in the year preceding their membership. In 2017, 536 students were accepted into the UJenius Club. This is the third year in a row that more than 500 students achieved membership status. Of the 2017 members, 70,1% were enrolled for degrees, while 29,9% were enrolled for diplomas.

In 2017, UJenius participated in the Undergraduate Awards for the second year running. Undergraduate students all over the world were invited to submit research to an international judging panel. Rezvan Gharehbaghi in the Faculty of Engineering and the Built Environment was lauded as a 'Highly Commended Entrant' and attended an awards ceremony held in Dublin, Ireland. The University of Johannesburg is the only institution in Africa to participate in this internationally acclaimed initiative that includes most of the top-ranking universities globally.

African Insights

African Insights, a fully online module, was launched in April 2017. This NQF Level 5 (15-credit) module is compulsory for all first-time entering first-year UJ students. The purpose of the module is to expose students to the great works of African literature and the progressive democratic ideals of the Freedom Charter and the South

African Constitution. The module explores the South African contribution to the struggle for gay rights and the crucial work done by African women in literature and art. The module ends with a discussion of the history of African slavery and political exile, and explores the way forward by interrogating the African Renaissance.

Initially, 1 170 students were enrolled to participate in a pilot offering and at the end of June 2017 an additional 9 120 students were enrolled in the main module – a total therefore of 10 290 students. By the end of January 2018, 3 010 students had completed the module, while the remaining 7 280 have been re-enrolled to complete the module in 2018. The Faculty of Engineering and the Built Environment has included the module in a number of their qualifications for 2018, the first faculty at UJ to do so.

UJ Winter School

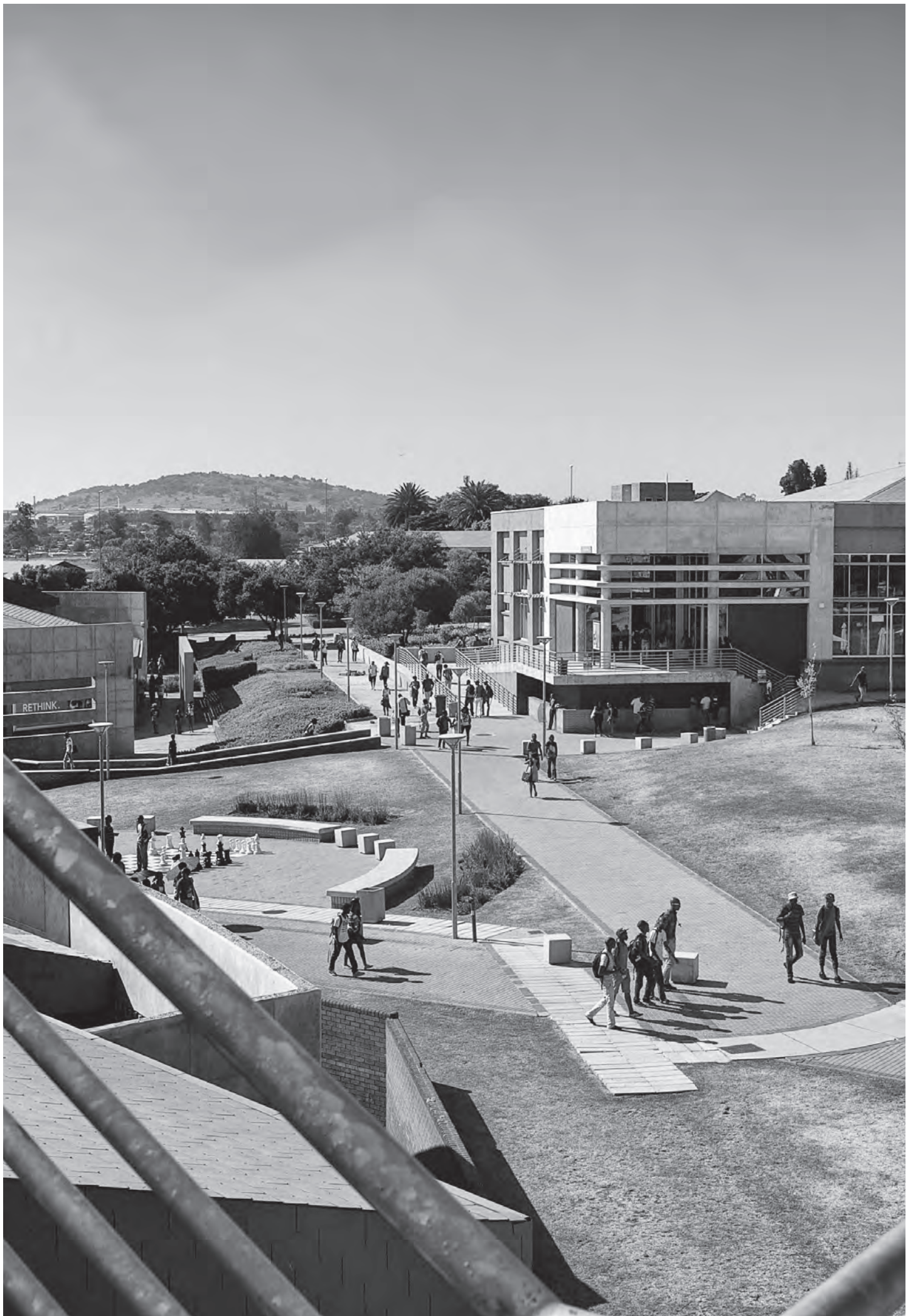
UJ hosted its third successful 'Enriching Minds' Winter School during the first week of the University's three-week enrichment period, from 11 to 13 July 2017. Attendance was very good with more than 900 bookings made to attend sessions presented across three campuses. Participants provided very positive feedback with 85% of students indicating that they would like to attend another Winter School in future. The final UJ Winter School Programme consisted of 31 unique presentations of which some were repeated more than once on different campuses. The three best attended topics were: Gene in a Bottle, Social Media, and Money Matters.



Rory Ryan (Prof)

Executive Director: Academic Development and Support



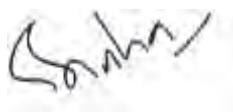


Research and Postgraduate Studies, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

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

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



Saurabh Sinha (Prof)

Deputy Vice-Chancellor: Research and Internationalisation

Research and Postgraduate Studies

OVERVIEW

The Research and Postgraduate Studies Division expanded with the addition of the UJ Technology Transfer Office during the course of 2017, which brought innovation and entrepreneurship closer to research and postgraduate training.

Research publication outputs

The 2017 DHET report on the evaluation of the University's 2016 research output, as submitted in May 2017 for accreditation, revealed that 1 560 units were approved for subsidy to the University. This represents a 21,9% increase over the previous year, and is by far the highest number awarded to UJ to date. It is important to note that 78% of the publications submitted for accreditation were in internationally (ISI, IBSS, Norwegian and Scopus) indexed journals. The high proportion of UJ authored or co-authored journal articles in international journals contributes to our vision of global excellence and stature. Books and book chapters authored by UJ academics and researchers grew by more than 147%.

Analysis of the UJ authored and co-authored articles between 2013 and 2017 in the Scopus database (sourced on 19 January 2018) shows that 7 622 articles have authors affiliated with UJ over this five-year period. There is a 73,2% increase, from the 1 059 UJ authored articles in 2012, to the 1 834 by the end of 2016. In terms of visibility, the impact of field-weighted views over a five-year period (2012-2017) was 2.13, indicating that UJ's publications were viewed more than twice as many times when compared to other institutions with similar publication profiles.

Focusing on quality versus quantity, the Field-weighted Citation Impact (FwCI) can be used as a proxy for measuring quality. The FwCI is the percentage by which institutions' citations are being cited above or below the Scopus world average for similar types of publications over the same period. UJ's Scopus-listed publications achieved an FwCI of 1.35, indicating that UJ had 35% more citations compared to other institutions with similar publication profiles over the same period. While both the quantity and quality of UJ's publications continue to increase each year, the figures for quantity are growing faster than those for citations or quality. However, this is to be expected, as citations lag in the initial period after publication and then increase over time.

The prominent areas or disciplines in which UJ has authored research articles as per the Scopus All Science Journal Classification (ASJC) system show that the top 10 areas are agricultural and biological sciences, arts and humanities, business, management and accounting, chemistry, computer science, earth and planetary sciences, engineering, material science, physics and astronomy, and social sciences.

Between 2012 and 2017, UJ has co-authored 4 895 publications with international collaborators at 1 960 institutions across the globe. When comparing the percentage of UJ's internationally co-authored publications to the average of internationally co-authored publications in key national and international groupings, UJ, at 55%, had more international collaborative publication outputs than the average of all benchmark groupings, except the SADC nations as a collective.

Profile of UJ researchers

NRF ratings are an indication of research productivity and excellence. The number of NRF-rated researchers at the University of Johannesburg increased to 189 by the end January 2018, from 142 in 2014. Most important is the growth of UJ researchers with international standing as is seen by the addition of three new A-rated researchers or world leaders, two new B-rated with considerable international standing, and our maintaining the number of emerging researchers, as we now have 32 Y-rated researchers (see Table xx). This bodes well for efforts to have a balanced sustainable research community with regard to age, research productivity, and national and international recognition.

Table 36: UJ's NRF-rated researchers per category

YEAR	RATING CATEGORY					Total
	A	B	C	P	Y	
2014	6	32	77	1	26	142
2015	6	33	86	1	30	156
2016	6	38	97	1	34	176
2017/2018 (provisional)	9	40	107	1	32	189

UJ also succeeded in its application to host one of three new South African Research Chair Initiative (SARChI) Chairs, more specifically a SARChI Chair in Teaching and Learning, with Prof Brenda Leibowitz as the Chair holder. This brings the total number of prestigious SARChI Chairs at the University to 13, more than double the number of such Chairs prior to 2015.

UJ researchers continue to be recognised for their excellent research and training in South Africa. Awards and prestigious recognition increased from 24 in 2016 to 31 in 2017. Among the prestigious awards bestowed on UJ's researchers is the National Science and Technology Lifetime Achievement Award to Prof Nic Beukes. Another notable award in 2017 was the young Women in Science Award in the category Physical and Natural Sciences by the Minister of Science and Technology to Prof Philiswa Nomngongo from the Faculty of Science. Prof Akinlabi in the Faculty of Engineering and the Built Environment was the recipient in 2016 and therefore for two consecutive years, UJ female researchers have been recognised nationally for their scientific contributions and their visibility as role models in South Africa.

Innovation portfolio

The UJ intellectual property portfolio is modest. Between January to December 2017 24 invention disclosures had been submitted; eight provisional patents had been filed; and one PCT application had been received. To date, 19 national patents have been processed.

External research funding

The University and its researchers continued to grow and increase external research funding, which was at approximately R197 million for 2017. Most pleasing is the increasing diversity of external funders. The Technology Transfer Office facilitated the review and processing of UJ applications for Technology Innovation Agency Seed Fund grants. In 2017, six projects were successful, and the total seed funding for the year received by the University was R3.3 million.

GLOBAL EXCELLENCE AND STATURE INITIATIVE

The Global Excellence and Stature (GES) Initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's mission and administration support functions. The ultimate goal of the initiative is to support the University in sustaining academic excellence for global competitiveness and prominence, while remaining relevant to the Pan-African project.

The GES Initiative has interlinked catalytic interventions, whose objectives are aligned with and support the goals of the Strategic Plan 2025. In particular, these interventions are aimed at strengthening academic and research capacity within the University, with an ultimate goal of increasing research outputs and impact.

Hereunder are GES catalytic interventions:

- Flagship institutes and programmes;
- Distinguished professors and distinguished visiting professors programmes (DPs and DVPs);
- Postdoctoral research fellows (PDRFs); and
- Postgraduate students (master's and doctoral).

Performance of GES catalytic interventions

In assessing performance of various catalytic interventions, it should be noted that, while the GES Initiative was established in 2014, the implementation of interventions has faced practical hurdles, for instance, the recruitment of distinguished professors from overseas as well as visa-related delays.

As to be expected, flagship programmes that emerged from existing collaborations had a head start and are already yielding positive outcomes. These include the flagship programmes in Earth Sciences, International Commercial Law, and Childhood Education. The newly established institutes are emerging incrementally and will achieve their high potential over the coming few years, although much progress in this regard has already been demonstrated.

Furthermore, considerable time is involved in the appointment of international staff, given that some international staff require a work visa. This can be illustrated through progress with the DVPs. While initial appointments were made in 2015, it was during 2016 that momentum picked up, with 31 appointments in place. Of the 47 DVPs appointed to date, 14 started work in 2015, with an additional 14 and 12 starting in 2016 and 2017, respectively, while the remaining seven are yet to start. As such, productivity levels have started picking up in the reporting year and are expected to continue going forward, as the DVPs settle in their positions. However, in some cases, where there had been collaboration, at times extending over years prior to the appointment of the DVP, existing work has continued, and is also being extended by new projects. Such appointments are generally immediately productive, in terms of publications, co-supervision of students, etc.

RESEARCH PERFORMANCE

Research publications

The number of DHET accredited units generated from the catalytic interventions is on the rise, in line with the increasing number of appointments and enrolments. Units generated increased from 43.5 in 2015 to 118.78 in 2016, while in the reporting year, the number of submitted units is at 145.29 (as at 21 February 2018). However, when taking into consideration contributions by both GES incumbents and their UJ co-authors, the total number of accredited units increased from 76.82 in 2015 and 257.85 in 2016 with a slight decline to 256.13 units submitted in 2017 for accreditation. These figures can be expected to increase further, as more DVPs start their work at UJ and new collaborative research initiatives begin generating publications.

Especially noteworthy is the substantial increase in accredited publications by GES postdoctoral research fellows (PDRFs). The total number of accredited units generated by PDRFs increased from 20.4 in 2015 to 49.9 units in 2016, with 60.4 units submitted in 2017. However, taking into consideration contributions by both PDRFs and their UJ co-authors, the total number of accredited units was 144.32 and 221.53 units in 2015 and 2016, respectively. The provisional number of generated units in 2017 stands at 300.23 units.

Collectively, DPs and DVPs generated a total number of 121 accredited publications, 80% of which are journal articles. Although most publications are single authored, there is evidence of gradually increasing co-authorship with UJ academics and students. The DVPs not only contribute to elevating the University's reputation and stature, but also present an important opportunity to expand the University's international networks and collaborations.

Postgraduate output

A substantial number of postgraduate students are being supervised across various flagship programmes. In 2017, 14 students were registered for the flagship LLM programme in International Commercial Law (with 35% international enrolment). The flagship programme in Earth Sciences had 34 master's and 24 doctoral students registered. Numbers in the Graduate School of Architecture have increased incrementally, with 85 full-time master's students registered in 2017. The Research Chair, which is part of the Childhood Education Programme, has a total of five master's students and seven doctoral candidates registered. The two distinguished professors based in the Faculty of Humanities are supervising a total of ten doctoral students and five master's students.

In 2017, flagship institutes and programmes hosting postgraduate students reported the following graduations. The flagship programme in Earth Sciences graduated nine master's candidates and five doctorates. The Graduate School of Architecture graduated all 85 master's candidates, and 14 students graduated from the Master's programme in International Commercial Law. The Research Chair in Primary Education has graduated one master's student. One distinguished professor in the Faculty of Humanities has graduated three master's and one doctoral student – the latter being the first black woman from South Africa to obtain a doctorate in Philosophy. This is a total of six doctorates (which by their nature take a number of years to complete), and 116 master's qualifications – a substantial increase on the 2016 numbers of two doctoral and 64 master's graduates.

DVPs are also contributing through postgraduate co-supervision and mentoring of postdoctoral fellows and academics. According to 27 out of 40 DVP reports submitted, 36 doctoral students and 23 master's students are being co-supervised. Graduation of one doctoral and one master's student is reported. At the same time, there is mention of informal consultations with graduate students. Some DVPs are involved in teaching of postgraduate modules that are rarely available elsewhere in South Africa. Others are playing a valuable advisory role, meeting with and mentoring staff and PDRFs.

It should be noted that, apart from co-supervision, postgraduate students benefit in other ways from the activities of distinguished visiting professors. Their presence undoubtedly ensures rich intellectual discussions in the department, the introduction of new perspectives and approaches, and the availability of new contacts and collaborations, which feed through more or less directly into the research output of postgraduates.

In addition, the number of graduations from postgraduate students funded through GES scholarships is gradually increasing. Since inception of the two programmes (GES master's and doctoral) in 2014, a total of 25 master's and 12 doctoral candidates have completed their studies.

Credentialing of academic staff

Over the past three years, the University has seen a remarkable improvement in the number of UJ academic staff with doctoral qualifications. The proportion has increased from 43,6% in 2015 to 46,48% in 2016 and by the end of the reporting year was at 47,4% (*extracted from HEMIS on 28 February 2018*). Although there has been evident improvement over the past three years, it is a balancing act to retain, attract and replace qualified staff members, in light of resignations and retirements of highly qualified academic staff.

The Department of Higher Education and Training (DHET) research development grant contributes significantly in supporting staff members studying towards a doctoral degree. The support is in the form of funding for teaching assistance, teaching relief and research related activities necessary for completing a degree and submitting a dissertation.

In 2017, the DHET Phase-out Research Development Grant supported six projects, some of which were offered through the Research Capacity Development Unit of the Postgraduate School. The six projects included programmes for emerging supervisor training; emerging researcher development; postgraduate study support for staff; research development capacity – active researchers; academic exchange and mobility; and electronic learning platform and online content development for research staff. Over 100 applications were supported under the six projects, resulting in full expenditure of the awarded R6 006 000.

Research productivity of postdoctoral research fellows

The number of PDRFs administered by the UJ Postgraduate School increased from 173 in 2014 to 266 in 2017. The number of generated accredited publications continues to increase, moving from 154 in 2014 to 379 in 2016, with 431 publications submitted in 2017. The proportion of publishing PDRFs has increased from 42% in 2014 to 62,8% in 2016, and for 2017, it is currently recorded at 53,76%.

THE YOUTH DEVELOPMENT INSTITUTE OF SOUTH AFRICA

The Youth Development Institute of South Africa (YDISA), established in 2014 and the ensuing years, focused on appointment of the managing director, laying the necessary foundation for full operationalisation of the Institute.

Despite challenges with key staffing, progress was made against some of the flagship projects, such as the book project, and the state of youth report. Going forward, the primary focus will be on fundraising and strengthening of delivery capacity, through increasing internal human capacity and strengthening strategic collaborations to ensure delivery of outcomes as expected.

UJ POSTGRADUATE SCHOOL

The University of Johannesburg Postgraduate School (UJPS) was approved by Senate in 2015 and the School was launched on 25 May 2016. The vision of the UJPS is to be 'a school of excellence dedicated to UJ postgraduate development and performance'. It complements and enhances the activities of faculties in order to ensure that the institutional strategic aims within the postgraduate portfolio are met.

The UJPS plays an important role in the advancement of the postgraduate portfolio at UJ, and in growing intellectual currency. An enabling environment is one of the core elements of ensuring postgraduate success and of attracting excellent postgraduate students and postdoctoral fellows. This enabling environment is achieved through the provision of a consistent and transparent regulatory environment, enabling systems and processes, the provision of postgraduate funding, research capacity development and an excellent postgraduate experience.

Postgraduate performance

Postgraduate enrolment and success

Postgraduate performance includes doctoral, master's, honours and other qualifications below master's level. Graduation numbers reported are the 2016 (n-1) figures. Postgraduate enrolments in 2017 were 7 942 and reflected a negative growth of -1,42% from 2016 and 2017. In 2016, 2 979 postgraduate students graduated and this was an increase of 14,71% from the 2015 graduations.

Honours enrolment, graduation and completion rate

Change in qualifications offered in 2017 resulted in a reduction in honours enrolments by -28,43%. The reduction in 948 students was partially compensated for by an increase in other postgraduate qualifications below master's of 678 students, but there was still an overall reduction in honours and other postgraduate registration below master's of -6,55%, from 2016 and 2017.

Honours graduations in 2016 were 13,18% higher than in 2015, with 1 983 students graduating. The average time to completion for the 2016 graduating class was 1.395 years, which is slightly higher (1,35% increase) when compared to 2015.

Master's enrolment, graduation and completion rate

The headcounts for master's degrees have increased steadily over the last years, with 3 014 master's students in 2017. This is an increase of 2,24% from the previous year. The coursework master's numbers increased most, with a 5,39% increase to 1 820 students in 2017. There was a reduction in registrations for research master's of 2,21%, with 1 194 students in 2017.

The overall student success at master's level has continued to improve, while the number of master's students has increased. An evaluation of the cohorts that have been registered for more than three years (the UJ maximum time for master's registration) shows an increase in the percentage of the cohort that graduated and a decrease in the percentage that dropped out after the third year of registration. The master's graduations for 2016 improved by 36,13% in 2016, with a total of 682 students graduating (432 coursework and 250 research). The improvement in graduations was much higher for the coursework master's at 43,52%, compared to the 25% increase in the research master's programmes. The average time taken to complete a qualification for the 2016 master's graduating class was 3.26 years, a reduction of 2,6%. For the coursework master's programmes, the time to completion was 3.22 years (-0,5%), and for the research master's 3.33 years (-5,2%).

Doctoral enrolment and success

Doctoral enrolments and success have also continued to improve over the last year. Doctoral enrolments have grown by 9,11% from 2016 to 2017, with the 2017 headcount at 1 078. The number of international students at doctoral level has increased from 321 (32,6%) in 2016 to 377 (35%) in 2017. Doctoral graduates in 2016 were at 119, which is an increase of 13,3% from 2015.

Doctoral success looks at graduations, time to completion and the percentage of cohorts that complete or drop out by a certain time. The percentage of cohorts that have completed after four years (the maximum allowed time for full-time doctoral students) is increasing, and the percentage that has dropped out by that time is decreasing. The average time to completion for the 2016 graduating class was 5.01 years, which is a reduction of 4,2% when compared to 2015.

Postgraduate funding

Postgraduate funding is a key enabler of postgraduate success, and the amount of funding available to postgraduate students and PDRFs continued to grow and increased by 22% from 2016 to 2017. NRF funding has increased by 8,3% between 2016 and 2017, despite the national constraints experienced by NRF. University Research Committee funds have increased by 5,8%, and the GES funding by 94,4%. Other external postgraduate funding increased by 71,4%. University funds now form 51,1% of all postgraduate funding. There is a focus on improving the amount of competitive funding from external sources, and support is provided to postgraduate students when applying for this.

A transparent and equitable process was put in place for the allocation of university funds to the various faculties. This process is based on past performance and the planned headcount within the specific category.

During 2017, PFM facilitated and administrated funding calls from NRF, Mandela Rhodes, ETC (Electronic Toll Collection), Reatile, Claude Leon, CSIR, First Rand Bank and the Rhodes Foundation. Workshops were held to support candidates in the application processes, and electronic application stations with support were initiated at the UJPS to enable the electronic application processes.

Postdoctoral fellows

The number of postdoctoral research fellows (PDRFs) administered by the UJ Postgraduate School has increased from 126 in 2012 to 266 in 2017. The GES funding has played a major role in the increase in PDRF numbers, with 36,4% of all PDRFs being funded by GES. The total PDRF funding in 2017 was at R34 054 174.10, of which R5 021 167 was funded by the NRF, R10 517 869.81 was funded through the URC and R17 663 456.17 was funded through the GES Programme. Claude Leon funded three PDRFs at R851 681.12.

RESEARCH CAPACITY DEVELOPMENT AND STATKON

Research capacity development (RCD)

There were 35 RCD workshops, with a total of 599 participants, of whom 259 were staff members and 340 were postgraduate students. A total of 403 workshop evaluations were completed, with 391 participants rating the workshop as either 'very useful' or 'useful', and only 12 rating the workshop 'of limited use'. Two inter-faculty events were organised to give postgraduates the opportunity to report on their research. In September, over 40

spectators watched 13 PhD candidates from five faculties compete in the UJ Three-Minute Thesis Competition, and there were over a 100 participants at the Postgraduate Symposium held in October.

Over the course of the year, seven blended learning short courses on aspects of postgraduate supervision were piloted. Of the 58 staff members who registered, 39 completed their courses and passed. Participant feedback on the courses was overwhelmingly positive – the only cause of dissatisfaction being technical problems with online course delivery. The two international experts on postgraduate supervision, Prof Gina Wisker from the UK and Prof Margaret Kiley from Australia, who reviewed the courses, also gave favourable reviews.

A total of 101 individual coaching sessions were offered to staff members registered for doctoral studies. Feedback on this initiative was very positive, with many of the participants requesting that the coaching sessions be offered again in 2018.

Two research writing specialists had 52 consultations with UJ staff members between May and November. A total of 228 writing consultations were booked by master's students and doctoral candidates. According to a survey conducted in July after the first four months of provision (31 responses from a possible 75), the vast majority (93%) of respondents reported that they feel more confident about their writing abilities as a result of the consultation. Furthermore, there was unanimous endorsement of the value of the service, with 100% stating that they would recommend it to a friend or colleague. Forty-five people had only one consultation, while the others returned anywhere from twice to nine times over the course of a number of months.

Statistical Consultation Services (Statkon)

During 2017, Statkon consultants contributed to excellence in research and increase in research output and throughput of students by providing support for 340 projects, specifically providing research design support for 230 projects and analysis support for 257 projects. This support was predominantly requisitioned from the Faculties of Engineering and the Built Environment, Health Sciences, and Management, and from honours, master's and doctoral students and staff members.

An additional activity contributing to the UJ objectives to increase research output and improve student throughput was support provided by Statkon for data capture, either by demonstrating the data capture procedure to individual students or facilitating data capture internally. Statkon facilitated data capture for 49 projects during 2017.

Statkon consultants contributed to development of staff and postgraduate research skills through the facilitation of workshops on research design (including sampling methods and questionnaire design) and statistical analysis (including descriptive and summary statistics, statistical techniques for comparing groups, and statistical techniques for examining relationships). These workshops are done through RCD, and also made specifically for particular departments. Statkon staff facilitated 23 workshops during 2017.

TECHNOLOGY TRANSFER OFFICE

The UJ Technology Transfer Office (TTO) was formally established in 2010 in accordance with the Intellectual Property Rights from Publicly Financed Research and Development Act No. 51 of 2008. This Office is responsible for managing the University's intellectual property portfolio and technology transfer, guiding opportunities as they progress towards commercialisation, accessing development and commercialisation funding, and brokering local and international commercial partnerships. The TTO formally moved from the Finance to the Research and Innovation Division in 2017, as the University moved to revitalise innovation and entrepreneurship across faculties, departments and campuses.

The TTO is a member of the World Intellectual Property Organisation's Technology and Innovation Support Centres programme, which provides innovators in developing countries with access to locally based, quality technology information and related services that advance innovations. TTO staff members have also received training through distance learning courses offered by the World Intellectual Property Organisation's Academy. With the TTO playing an active role in the International Organization for Standardisation (ISO) Technical Committee

279 Work Group 1, alongside industry, national organisations and other higher education institutions, UJ has contributed to the development of Guidelines and Standards for Innovation Management Systems through the South African Bureau of Standards. The TTO is also an active member of the Gauteng Technology Transfer Forum, which includes members of TTO's located in research institutions in the Gauteng, North West, Limpopo and Mpumalanga provinces.

External funding for innovation

The Technology Innovation Agency (TIA) Seed Fund Management Committee was established in 2017, and in addition to reviewing and approving research and development and pre-commercialisation projects, which meet the technology ready levelness and innovation criteria of the Seed Fund, the Committee is also instrumental in monitoring progress. In 2017, six projects were funded bringing the total amount of TIA seed funding for the year received by the University to R3 300 000. There is now focus on progressing projects to the next level of multimillion TIA funding per project.

Intellectual Property (IP) awareness and showcasing of UJ innovations

The National Intellectual Property Management Office also funds capacity development and a position in the TTO. This grant supports workshops, resource material development, networking opportunities, and showcasing of UJ's innovations at regional and national events. The workshops and events focus on topics and activities that raise awareness of the regulations for intellectual property generated from research, innovation and commercialisation; they encourage innovation, creativity and entrepreneurship, and interactions with development and commercial partners.

The UJ TTO took part in the DST Innovation Bridge exhibition and showcased three UJ projects, namely:

- Symba – a paediatric hospital bed;
- Jazlo – a shower valve that redirects cold water for water saving and re-use;
- Research Go – an innovative survey platform.

All projects were well received, in particular the Jazlo project, in light of the water crisis in the Cape Town region.

The TTO moved to new premises on Plantation Road at the Auckland Park Kingsway Campus. The design of the venues and areas provides an environment that stimulates interaction, innovation and nurturing of ideas. The iLounge provides a space for out-of-the-box thinkers to freely think and share their ideas, problems and solutions with diverse and like-minded individuals. The UJ TTO successfully hosted four i-Sessions in the second semester of 2017, which covered innovation, creativity, out-of-the-box thinking and business development.

Invention disclosures and patents

In the course of 2017, the TTO received 24 new invention disclosures through its Inteum online system. Following initial review, of these seven were explored, five returned to the inventors with the advice to carry out further research, and eleven were not further pursued as they lacked the inventiveness and novelty requirements.

There were new IP filings in 2017, which included patents, trademarks and designs. Eight provisional South African patents, four South African patents and three European patents were filed. In addition, 19 design applications and two trademarks were filed.

Project pipeline

There are a number of innovative products and processes in the pipeline and a few of these projects are highlighted.

Mineral Positron Emission Tomography (Mineral PET)

This is a novel application of medical scanning technology to detect diamonds within diamond-bearing rock ore. The diamonds are irradiated to extremely low levels, and the ore is then screened and images taken to check for the presence of diamonds in samples. The relevant ore samples can then be retained for further processing

without crushing large diamonds. This patented technology is a result of research carried out by inventors at UJ and the University of Witwatersrand. Engagements with a potential commercial partner have commenced.

Accelerated plant growth

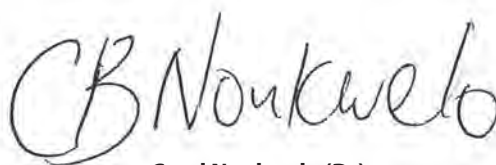
This unique invention by an academic researcher in the Department of Botany and Plant Biotechnology in the Faculty of Science enhances the growth rate of crops by spraying the plants with CO₂ loaded water at regular intervals. A potential commercial partner was identified in 2015 and a new company, The Big Green Lettuce Company, was formed during 2017. A new prototype was built and installed in 2017 and two trials conducted on the Jomajoco Farm to show the effect of the carbon enrichment procedure on stimulating growth of different types of fresh produce. The first trial took place during the autumn months, from March to June 2017, and tested the technology on the growth of butter lettuce, cos lettuce, celery and bok choy. The second trial was conducted during spring months, from October to November 2017, with focus on only butter and cos lettuce. The results showed that plants sprayed with the treated water grew significantly faster than control plants.

Symba paediatric hospital bed

A true UJ commercialisation success story is that of the paediatric hospital bed designed by a former student in the Department of Industrial Design in the Faculty of Arts, Design and Architecture. Sixty paediatric hospital beds were delivered to the Nelson Mandela Children's Hospital and are currently being used with considerable success. The entrepreneur showcased the product at the 2017 Department of Science and Technology Innovation Bridge Exhibition and received interest from investors. Partnerships have been established with players in the medical industry. The product will be exhibited at the Arab Health and Africa Health trade shows in 2018 to broaden the client and partner base.

Silver anti-cancer compounds

This exciting invention has received a lot of attention. This invention involves the chemical synthesis of novel classes of silver complexes that target specific forms of cancer, with demonstrable targeted anti-cancer activity in vitro. The compounds were tested against additional specific cancer cell lines at a facility at the Nelson Mandela Metropolitan University, and further specificity tests are planned. Patents have been granted in Australia, South Africa and the USA, and applications for protection in additional territories are under way, more specifically in the Canada, Europe and India.



Carol Nonkwelo (Dr)

Executive Director: Research and Innovation

Internationalisation

OVERVIEW

Through the Internationalisation Division, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, as well as to position the University on the global higher education landscape.

The reporting year proved to be another successful year for Internationalisation at UJ. Particularly significant in 2017 was the continued work with Times Higher Education (THE), Universitas 21 and BRICS networks, which further elevated UJ's global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa. Also significant in 2017 was the international recognition of UJ through its inclusion in the top 200 universities listed in THE Young University Rankings 2017 results. Within THE Millennials, UJ is ranked in the top 18.

INTERNATIONALISATION POLICY AND STRATEGY

The Internationalisation strategy was revised to project new initiatives at a strategic level, for the next phase of internationalisation – the five years to come.

International staff, student recruitment and admissions

Together with the Division for Human Resources and Transformation, a draft Policy for Recruitment of International Staff was finalised. As at 31 December 2017, our international academic and research staff headcount was at 15,26% (181/1 186) of total academic and research staff, with 124 from the rest of the African continent and 57 from outside of Africa.

The International Recruitment and Admissions Office conducted international student recruitment drives in 11 countries. This helped increase registrations to meet and exceed targets:

- Postgraduate at 989
- Undergraduate at 2 355

With one of UJ Internationalisation's Directors elected onto the Management Council, UJ is represented at the International Education Association of South Africa (IEASA). UJ is further represented at BRICS (Brazil, Russia, India, China, South Africa), Times Higher Education (THE), Universitas 21 (U21), Going Global, the Association of International Educators (NAFSA), the European Association for International Education (EAIE), and at recruitment platforms in Brazil, Ghana, India, Indonesia, Lesotho, Namibia, Nepal, Nigeria, Singapore, Swaziland and Thailand.

In order to improve service provision to applicants, the Division improved international admissions processes, shortening turnaround times on applications to five days from receipt to finalisation.

We strengthened collaboration with the Visa Facilitation Service (VFS), which operates on the APK Campus, to facilitate new and renewal of visa applications for both students and staff. UJ was the only University granted

credentials to a special application portal. This relationship will continue in 2018 going forward, saving students and staff time in that they can complete their applications on campus.

Study abroad and short learning programmes (SLPs)

The Division supported inbound and outbound student mobility to meet and exceed targets. By December 2017, a total of 1 600 for inbound and outbound mobility had been reached.

The Division facilitated and supported 14 Erasmus+ agreements, which led to student and staff mobility, both inbound and outbound. Most of the inbound staff mobility will take place in the first half of 2018. We continued our engagement with the International Student Exchange Programs (ISEP), and new activity with Study Abroad to Africa increased the number of short-term mobility and internships.

The Division sustained strong programmes with the following faculties:

- Health Sciences at Appalachian State University
- Science at Hong Kong University (Science)
- Health Sciences at the World Health Organisation's Podiatry Programme
- Law at Cornell University

The Faculty of Engineering and the Built Environment offered a Short Learning Programme on Mineral Policy in Dakar, in collaboration with the African Institute for Economic Development and Planning (IDEP).

The most exciting development for 2017 in this area was the new relationship with two study abroad providers, coming out of our NAFSA engagements. International Studies Abroad (ISA) sent us 40 students: 20 from Pittsburgh University and 20 from Towson University. International Education Studies (IES) sent us 30 students from Michigan State University. Additionally, a new reciprocal programme with Tennessee State University has resulted in a total mobility of 19 students and one UJ staff member.

The launch of the FADA-anchored short learning programme, Ukuluka, with David Tlale, funded by U21, brings to effect the target of running at least one new SLP in 2017. The launch of the 'Leading like Mandela' Programme featured 50 students and offered an opportunity for the University to collaborate with four local universities on an internationalisation project; and the new 'Africa by Bus' initiative took us above the Division's study abroad target.

We have strengthened our relationship in Indonesia, resulting in the first set of exchange students being sent to UJ from Binus University.

Partnerships

Engagement continued with the government of Zimbabwe. Ten UJ scholarships were extended to the Presidential Scholarship Fund. A new partnership was initiated with the government of Equatorial Guinea, primarily for student funding purposes in the area of Energy Studies. New African university agreements were concluded with Botho University in Botswana and the University of Botswana (UB). The University of Botswana partnership saw the hosting of two master's students from UB at UJ, and UB assisting with the hosting of UJ students during the 'Africa by Bus' programme.

Executive leadership visits to the University of the West Indies (UWI) and Harvard were successfully concluded. A joint UJ-UWI Institute for Global African Studies was set up out of this engagement, giving UJ its first physical presence in the Caribbean. This relationship also saw reciprocal student leadership visits exchanged in 2017.

GLOBAL REPUTATION (MARKETING, EVENTS AND VISITS)

Global advertising for 2017 was registered in the IEASA booklet 'Study Abroad in South Africa'; Quacquarelli Symonds (QS) Top Universities Guide; and WOW News; and the partnership with The Conversation was continued.

UJ is at its best position in global rankings since the University was established:

- UJ climbed in the Quacquarelli Symonds World University Rankings and placed among the top 23% globally;

- The Shanghai Rankings 2017 Global Ranking of Academic Subjects recognised UJ research in Geology, Physics, and Tourism and Hospitality;
- UJ debuted in the top 500 universities in the Academic Ranking of World Universities (ARWU).

The Division for Internationalisation brokered the relationship that enlisted the first Nobel Laureate Distinguished Visiting Professor at UJ, Prof Wole Soyinka, which included securing the hosting of the Soyinka Foundation at UJ. Prof Wole Soyinka delivered his inaugural lecture in September and will be returning in 2018 to launch a book and commemorate '55 Years after Makerere'. Plans are advanced towards setting up a Wole Soyinka Creative Learning Programme, to be launched in 2018.

We hosted seminars in collaboration with the Library, New York University and Rutgers Business School. The relationship with Rutgers is now leveraged for a funding application with the Faculty of Education.

Over 25 delegations were hosted, including the Minister of Education of Finland on the Soweto Campus.

We are continually improving the Division's website to reflect international visits and global reputation activities. This included increasing visibility on YouTube for public lectures, talks and academic engagements.

UJ has joined some of the best universities in the world (including U21 partners) on the digital marketing platform, Keystone Academic Solutions, to market all postgraduate programmes.



Lebethe Malefo (Mr)

Senior Director: Internationalisation (Acting)

Library and Information Centre

OPERATING CONTEXT AND GOVERNANCE

The UJ Library is well positioned to fulfil its mandate to support teaching, learning and research at UJ by providing sustainable access to information in electronic and print format, excellent client service, and innovative learning spaces, through its network of campus libraries and through its central administrative and management services based on the Auckland Park Kingsway Campus (APK).

The UJ Library reports to the Deputy Vice-Chancellor: Research and Internationalisation. The Executive Director of the Library is a member of the University Executive Leadership Group as well as of Senate.

There are two levels of management in the Library:

- The Management Committee, consisting of the Executive Director, Directors and Managers.
- The Consultative Strategy Group, consisting of the Management Committee plus all team leaders and specialist staff working across campuses.

Library management held consultative meetings with the following stakeholders to promote open communication, partnerships and smooth running of the library services during 2017:

- Student Representative Council (SRC)
- Information Communication Systems (ICS)
- The UJ Union representatives
- Safety and Security representatives
- The Cleaning Services managers
- Maintenance
- The UJ Postgraduate School
- Minolta

RISK MANAGEMENT

The UJ Library was faced with a number of internal and external risks that, if not well managed, could have had an impact on the ability of the library to achieve its goals and the institutional mandate. During 2017, risks for the Library were related to:

- maintenance of buildings;
- occupational safety and security;
- increased demands (online courses and UJ Medical School) as well as annual increases that had an impact on collection development;
- Library information systems.

Mitigating strategies and achievements are discussed in detail below.

Maintenance of buildings

A committee comprising the Executive Director: Operations, Central Technical Services (CTS), Maintenance and Library staff was created to resolve ongoing matters relating to maintenance and projects at the four campus libraries.

Projects completed include the installation of water fountains at the entrances to all libraries and the 24-hour study areas, and the completion of the second phase of the heating, ventilation, and air conditioning system (HVAC) at the Bunting Road Library.

Flooding

Severe flooding in the DFC and SWC libraries on 9 October and 27 November, respectively, due to heavy rains, caused damage to property. In both instances, part of the ceiling collapsed damaging computers, books, furniture and carpets. The waterproofing on the roofs was temporarily fixed as a protective measure against the summer rains. However, a more permanent solution will have to be sought in 2018.

Water leaks

Since the collapse of the APK ceiling in 2014, a decision on corrective action has not yet been finalised. As such, the APK Library experienced continuous leaks in several areas of the library including Levels 1 and 2, and one of these leaks caused a ceiling panel to fall. During the year, there were several suggestions as to a permanent and best solution to these problems, which included the following:

- Replacing the APK HVAC;
- Replacing the ceiling and waterproofing;
- Adding an additional level, which will prevent the leaking and also help create more seating space in the Library.

As of November 2017, there has been no final approval regarding the above, and the discussions will continue in 2018.

Bathrooms

The APK Library bathrooms received a much-needed revamp during the winter holiday. The overhaul of the bathrooms from Level 1 to 5 included brand-new flooring, toilets, basins and stalls to match the current look and feel of the reimagined Library.

Occupational safety and security

This year, the Library developed a close relationship with Protection Services. This resulted in the Library completing a Standard Operating Procedure document for implementation in 2018.

Below are specific achievements relating to Occupational Safety and Security:

- A camera audit project was initiated across all libraries and will be completed in 2018.
- Seven security 3M gates were installed at critical emergency exits in the APK, DFC and SWC libraries. These are critical during emergency evacuation situations.
- Fire drills were held across campuses twice during the year, both during the evenings and on Saturdays, to test staff reaction. As a result, corrective measures were put in place to meet compliancy requirements.
- Library Protection Services staff were trained to perform seamless evacuation of the Library in an emergency.
- The Library appointed student assistants in an effort to mitigate risks related to the Library evacuation as required by the UJ Occupational Safety and Security.
- The Library took part in the health and safety benchmarking visits in order to improve on overall library health and safety measures. Ideas gained from the visits will be explored in 2018. However, the overall impression is that the UJ Library maintains a high standard in health and safety.

Financial risks

The annual increases in the information resources subscriptions and the need to meet compliancy standards

and regulations continue to pose a financial risk to the Library. Below are details of the specific risks and the achievements made in spite of the constraints:

- The database subscription cuts allowed the Library to manage with the allocated information resources budget in 2017. However, the annual increases of various information resources pose a financial risk for 2018. The Library was fortunate to get a 10% increase in the information budget for 2018. It must be noted that this increase will be used largely for the annual increase in subscriptions. Additional funding will have to be sourced for information resources for the new UJ Medical School. Of importance is the fact that no additional funding was allocated for the UJ online courses. The 2018 budget will have to be used to accommodate these additional resources.
- The Library failed the fire drills and was therefore required to source extra funds to pay for additional student assistance so as to meet the compliancy requirement in the evenings and on Saturdays. As such, the Library appointed additional student assistants in an effort to mitigate risks related to the Library evacuation process as required by UJ Occupational Safety and Security.

Library Information Systems

There are inherent risks within the Library Information Systems. The information services tools that we use, require, among other things, that users be authenticated in order to protect the Library from unsolicited conduct. On the other hand, these systems have to be configured in such a way that library users are also protected. A backup of the library systems is of the utmost importance.

Below are specific information technology related risks and the steps taken to reduce them:

- The Library has put plans in place to provide for a fully-fledged disaster recovery system for its Integrated Library Management System. It is envisaged that the DR server and backup facility will be fully operational in mid-2018. In the same vein, the Library has also implemented a backup system for the Sierra and Vital Production Systems.
- A Wildcard Security Certificate was implemented so that only one SSL Certificate (instead of individual ones per database) caters for all library resources domains that require a secure (https) connection.
- The new patron identification process will increase circulation security. This secure identification process has been considered and will be implemented from January 2018.
- The Library acquired the Student Patron Record Interface. This system makes it possible to automatically create and update the biographical data of students from the ITS system to the Library-integrated system, Sierra.
- The staff access audit of the Library-integrated system (Sierra) was completed.

STRATEGIC FOCUS AND TARGETS

The University set six strategic objectives to drive global excellence and stature (GES). These were: excellence in research and innovation; excellence in teaching and learning; international profile for global excellence and stature; enriching student-friendly learning and living experience; national and global reputation management; and fitness for global excellence.

In support of the above strategic thrusts, the Library developed a strategy that was based on the following focus areas:

- Supporting teaching and learning for undergraduate students – the main focus being on blended learning (incorporating new learning ways driven by technology);
- Providing digital support for teaching and learning, and research;
- Providing research support for postgraduate students and researchers;
- Growing the Library's electronic resources;
- Contributing towards development of a rounded student by hosting seminars and workshops.

The main highlight for 2017 was the progress made in blended learning and digital support for teaching and learning, and research. Below are the specific details of the achievements.

Teaching and learning support

First Year Seminar (FYS)

In 2017, 30 Library orientation sessions were conducted during the FYS period at various venues on all four campuses. The Library orientation programme comprised a presentation entitled 'Introduction to the UJ Library Services' and a Library tour.

Undergraduate training

The information literacy training sessions commenced on 6 February 2017 and continued up to 26 October 2017. The programme is divided into the following themes: library organisation and access to the library; information sources; plagiarism; copyright and referencing skills; applying research; and search strategies.

Each theme encompassed a set of tutorials, step-by-step guides and multimedia resources. The training sessions were posted on the Library website and on Blackboard's Teaching and Learning Community. Students were able to book training sessions electronically via the student portal.

In total, 21 666 first-year students were trained, and 764 training sessions were conducted across the four campuses.

Digital support for teaching and learning, and research

In response to the University's plan to offer online courses and to meet the requirements of the Fourth Industrial Revolution, the Library worked on a number of projects to the benefit of students. Below are details of achievements in this regard.

Pilot study: Library Online Information Literacy module

A pilot study was conducted in February 2017 to evaluate the information literacy skills of UJ first-year students and whether the level of the Library online information literacy module was appropriate or not for first-year students. The pre-test evaluation showed that the information literacy competencies of the participants were not up to standard for higher education learning. The post-test evaluation showed that the online information literacy module was effective and helped in improving participants' information literacy skills. The average score improved from 45% pre-test to 65% post-test. The findings of the study helped to identify the areas that the Library needed to focus on.

The Library Online Information Literacy module uptake

The Library Online Information Literacy module has drawn the attention of various academic faculties. These faculties made the module a requirement for their students. More than 9 000 first-year students completed the module's Blackboard assessments in 2017. On the other hand, the Library's first-year information literacy library guide had 95 882 views.

Digital instructional tutorials

The Library created a set of digital instructional tutorials. The tutorials are displayed on the libraries' big screens to guide students on how to use information resources.

Assignment support

The Library continued to provide assignment support to students through many platforms. However, the appointment of Library tutors and the use of Library LibGuides proved to be the most effective platforms to support undergraduate students.

- **LibGuides:** This is a platform for the Faculty and Information Librarians to provide subject-specific guidance to students, or to create guides on specific topics, e.g. information literacy, research support, and plagiarism. Access to the LibGuides increases exponentially every year. In 2017, access to LibGuides increased by 123% with 379 285 visits as opposed to 169 960 in 2016.
- **Library tutors:** The Library appointed 14 tutors who started on 1 March 2017. Four of these were appointed to support the PWD students. Their role was to provide

assignment support to undergraduate students. This worked well, as the tutors are better placed to understand how students learn.

Technology support for teaching and learning

The Library continued to maintain and update library technologies to bring a quality service experience to library users. To that effect, a number of Library processes were automated to provide a seamless experience to the user. The following value-added enhancements were completed in 2017:

- **Course reserves (print and electronic) – Interface between Blackboard and Sierra.** The Library and CAT investigated and launched the project to populate library resources within Blackboard automatically, so as to create a one-stop shop to access Library resources. Only courses for 2017 first-year students and those of the UJ online students formed part of the project. Students could view the availability of print material on the reserve shelf and could also access the Library's electronic course reserves via Blackboard.
- **WAM – Authenticated online forms:** The Library developed online authentication forms to ensure that a library user can be contacted when necessary. These are some of the online forms:
 - Complete and submit an Interlibrary Loan (ILL) request
 - Complete and submit an Inter-Campus Loan request
 - Give compliments or suggestions
 - Report a missing item
- **The College of Business and Economics:** The codes on the Sierra system were aligned and updated to reflect the departments of the College of Business and Economics according to the official codes used on ITS.
- **Time management system (TMS) for student PCs – Phase III:** The Library continued to find ways to improve user experience on the Library PCs. Therefore, during Phase III, the TMS at the Learning and Research Commons operated from a single server. Each domain has its own configurations, e.g. time allocated for use of the Learning Commons PCs is 45 minutes and for use in the Research Commons is 120 minutes.
- **Audio-video conference facility:** A full audio-video conference facility has been installed in the APK Allan Paton Auditorium to save cost of travelling to meetings and to be able to reach out to distant stakeholders, such as our remote library counterparts.
- **Systems and servers:** All existing systems have been upgraded on both the back and the front end pertaining to software versions, Operating System patches and security advisories.

The Makerspace facility at the UJ Library

The UJ Library, in partnership with FEBE, opened the Makerspace facility at the Doornfontein Campus Library in November 2017. The UJ Makerspace is the first step to bringing students closer to the University's drive and vision towards the Fourth Industrial Revolution. It is an international concept that allows students space to think three-dimensionally and to share thoughts, ideas, questions and projects around specific topics of interest. The space allows students to work across different disciplines, ranging from science, technology, engineering and health sciences to hobbies and crafts and many more.

Research support

Library Research Commons spaces

The UJ Library Research Commons spaces support the research endeavours of the University throughout all stages of the research life cycle. These spaces provide easy access to the physical as well as the online research resources to academic and research staff, postdoctoral fellows, and students at master's and doctoral level. All four campus libraries have these inspiring spaces that are equipped with:

- wireless access;
- high-speed computers loaded with specialist research software;
- discussion rooms;
- soft furniture for comfort sitting;
- photocopying and printing machines.

The Research Commons features a mix of skills and services offered by librarians in order to assist and train postgraduates in using the Library resources and the research tools.

Postgraduate research orientation and training

The training and orientation sessions offered through the scheduled programme provided hands-on experience, creating a sense of empowerment. Special postgraduate training focused on the new web-based version reference management tool, known as RefWorks. A total of 3 109 postgraduate students were trained in 2017.

Postgraduate workshops and seminar series

To extend the research support available from the Library, the Research Commons, together with other UJ stakeholders, hosted a series of seminars and workshops targeted at postgraduates, researchers and specialists in various fields. The research seminars and workshops took place across all campuses throughout the year. In total, 60 workshops and seminars were conducted in 2017.

Institutional Repository's (IR) Google Scholar inclusion

In September 2017, the UJ IR was harvested and indexed by Google Scholar. This achievement will impact positively on our IR ranking in the webometrics rankings of repositories. Going forward, researchers will benefit tremendously from this development.

UJ Library archives and special collections

The Archives and Special Collections continued to provide research support services to researchers, while also focusing on preserving research material by digitising collections for future accessibility.

A record number of five new special collections were added during 2017.

- The Allister Sparks collection;
- The Art collection on Power, Gender & Community Art;
- The Westbury Florrie Daniels collection;
- Jörg Jung's digital construction and architectural photographs.

UJ Library's Special Collections continued with the project of digitising archival material in support of the Fourth Industrial Revolution. The digital archives had over 52 000 hits during 2017, a sign that the service is valuable to researchers.

Building the digital library collection

The development of a strong collection of digital information sources remained a priority for the UJ Library as part of the UJ 2025 vision. In 2017, the total electronic collection comprised 34%, while 66% of the total collection was available in print.

Library Online Expo

The Online Expo is an annual event organised by the Library to encourage the purchasing of relevant information sources for the UJ Library at cheaper prices negotiated with the suppliers. In total, R13.4 million was spent during this Expo. The Online Expo generated an income of R60 000 for the Library.

Statistical snapshot

The compilation and the analysis of library statistics are done to:

- describe and monitor the collections and use of services in the Library;
- determine trends and development areas through analysis of the statistics;
- demonstrate the impact of the library services on the University.

Collection development

The focus was on growing the electronic collection in support of the University's strategic thrust to increase teaching and learning with technology.

The Library was fortunate that with the information budget provided, it could maintain all current subscriptions and increase the holdings with 21 363 titles. This is a 2% increase when compared with 2016.

Table 37: Growth trends of the print and electronic collections

ITEM	2016	2017	TREND	
Print volumes	587 746	595 991	1%	↑
Print journals	504	522	4%	↑
Individual e-journals	1 103	1 133	3%	↑
e-Journal titles in databases	106 508	105 235	-1%	↓
Individual e-book titles	33 394	37 732	13%	↑
e-Book titles on subscription	157 292	167 315	6%	↑
Databases	230	217	-6 %	↓

The decline in the database collection and in the e-journal titles within databases is due to the cancellation of some databases in 2016.

Use of the library spaces and services

The UJ Library tracked both physical and virtual use of its services. The statistics indicate that the Library is still a preferred space for users and that our resources continue to be utilised (both print and electronic). Reference queries and the number of students trained are down. This indicates that the library's digital resources and platforms are becoming the preferred method of information access for most of our users. For instance, in 2017 access to LibGuides increased by 123% with 379 285 visits as opposed to the 169 960 visits in 2016.

Table 38: Use of the Library

ITEM	2016	2017	TREND	
Gate count (physical library visits)	3 711 617	3 713 922	0,06%	↑
Virtual Library visits (web access and LibGuides)	1 306 410	1 320 352	1%	↑
Print books used	428 764	431 945	1%	↑
Interlibrary loans	11 472	10 891	- 5%	↓
Intercampus loans	1 440	1 676	16%	↑
Database searches	4 387 672	4 612 511	5%	↑
Reference consultations	45 643	39 552	-13%	↓
Library training attendees	29 391	24 026	-18%	↓

EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and one contract position. On 31 December 2017, 141 of these positions were filled, six vacancies remained. In March 2017, Dr Bawa resigned as Executive Director of the Library and for the rest of the year the Library was headed by the Acting Executive Director, Ms Moipone Qhomane-Goliath.

A total of 11 appointments were made in 2017 and of these, 10 were from the designated groups. The majority (54%) of permanent staff (all campus libraries) is between the Peromnes Levels 11 and 8 with 58% of the staff component being female. The equity profile is as follows: 69% black, 5% coloured, 3% Indian and 24% white.

COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library provided a stimulating environment for debate and engagement with topical issues to both students and staff. All Library events and seminars were presented in partnership with the faculties or support

Table 39: Equity profile – Race

CATEGORY	2014	%	2015	%	2016	%	2017	%	TREND
Black	91	67%	95	68%	96	68%	97	69%	↑
Coloured	6	4%	7	5%	7	5%	7	5%	=
Indian	4	3%	4	3%	4	3%	3	2%	↓
White	34	25%	34	24%	34	24%	34	24%	=
Total	135	100%	140	100%	141	100%	141	100%	

Table 40: Equity profile – Gender

Gender	2014		2015		2016		2017		Trend
	N	%	N	%	N	%	N	%	
Female	86	64%	85	61%	82	58%	82	58%	=
Male	49	36%	55	39%	59	42%	59	42%	=
Total	135	100%	140	100%	141	100%	141	100%	

departments within UJ. All the campus libraries provided numerous activities, which ranged from book discussions to movie nights.

The 2017 programme consisted of:

- 34 book discussions;
- 64 public lectures;
- 13 movie screenings;
- the UJ Women's Day celebrations;
- a UJ men's event in October, in support of the national Movember initiative.

UJ TALKS at the Gcina Mhlophe Amphitheatre

The UJ Library launched its first UJ TALKS series on Friday 24 March with Prof Ylva Rodny-Gumede. Her talk was entitled 'Fake News'. The UJ TALKS lecture series continues to be one of the most exciting platforms for inspiring, topical talks. The Library hosted nine UJ TALKS in 2017.

RESOURCE MANAGEMENT AND SUSTAINABILITY

The budget allocated to the Library was fully spent in the course of the year.

LEADERSHIP

The UJ Library is one of the leading academic libraries in the country in many areas. A number of visitors continued to visit in order to benchmark against the Library in various areas. The Library staff also displayed special leadership and talent in various aspects. Details are listed below:

- The UJ Library is the first higher education library to implement a wildcard (*) SSL Certificate. This is a new technology within the WAM configuration.
- The UJ Library is one of the few university libraries countrywide that can boast plans to provide a fully-fledged disaster recovery system for their integrated Library Management System.
- Mr Molefi Nyofane, Faculty Librarian for the UJ College of Business and Economics, was chosen to join the Mandela Washington Fellowship for Young African Leaders.
- The UJ Library's UJ TALKS series (based on the Ted Talks model) is unique among South African libraries across the country.

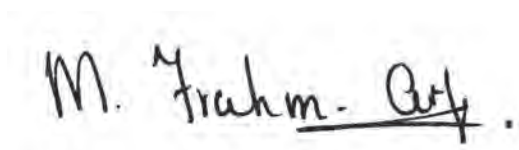
- The Library Online Information Literacy module is one of the best in South African higher education libraries and it is among a very few that are accredited.
- The University of Johannesburg was requested to do a presentation on the development of its e-book collection in Mauritius, as many suppliers noted that UJ purchases more e-books than any other library in South Africa. The UJ Library was represented by Janina van der Westhuizen.
- Claudia Reynolds is nationally recognised as one of the Resource Description and Access (RDA) specialists in South Africa. RDA is the new guide used by cataloguers. It standardises the bibliographic records of information resources, which ensures that users are provided with bibliographic data of a high quality.
- The establishment of the Makerspace facility at the Doornfontein Campus puts the UJ Library among the leading libraries in the country and in the world.
- Ms Nomoya Mahlangu's book, entitled *No chains around my feet: Running as a metaphor for life*, was published by Author-house (UK) in November 2017.

CONCLUSION AND WAY FORWARD

2017 is the year in which the UJ Library made great strides towards support of online teaching and learning and sharpened its information technology support in line with digital library trends. The Online Literacy Module, the continuous increase in electronic collections and the integration of technology to support library services are some of its achievements.

To support the University's Global Excellence and Stature programme further, UJ Library will focus on the following strategic areas in 2018:

- Support University research projects through an enabling library environment and activities;
- Develop the institutional repository to host media and research data;
- Promote the use of the library spaces and services to ensure return on investment;
- Support blended online modules;
- Establish multi- and cross-disciplinary conversation series;
- Continue to implement relevant technology to enhance library services;
- Promote collaborations and partnerships to share experiences;
- Promote the Library through digital marketing;
- Implement staff development programmes in line with the principles of the Fourth Industrial Revolution;
- Prepare for the implementation of the UJ Medical School on DFC.



Maria Frahm-Arp (Prof)

Executive Director: Library and Information Centre





Faculty Performance

OVERVIEW AND GOVERNANCE

The review reports of the one College and seven faculties are reflected in this section, the latter 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, the CBE has merged most of the policies, governance structures and procedures, and the entire process will be completed by the end of the first semester 2018. Thus, the CBE follows the same rules that apply to the seven faculties.

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.

A handwritten signature in black ink, appearing to read 'Angina Parekh', with a horizontal line underneath.

Angina Parekh (Prof)

Deputy Vice-Chancellor: Academic

Faculty of Art, Design and Architecture

OVERVIEW

2017 saw further consolidation of many of the strategic initiatives that have been implemented in the Faculty of Art, Design and Architecture over the preceding five years. The Faculty also continued to meet most of its performance targets, and indeed exceeded its own expectations in some areas, particularly in research output. At the same time, it remained responsive to the changing strategic imperatives of the University and was well aligned with the Strategic Plan 2025. It also focused further on pedagogical imperatives emerging from the student movement of 2015-2016, and its call for quality, free, decolonised education.

In June 2017, all academic staff came together for a fifth time as a group to discuss the Faculty's vision, mission and strategy. The topic of the 2017 discussion was informed by the 2016 Faculty Review, in particular, the review panel's recommendation regarding the strengthening of the Faculty's mission and vision by better communication internally and externally, as well as the need to facilitate cross-disciplinary work and social relevance strengthened by communication with UJ and the external community. Led by a team of branding experts from Breinstorm Brand Architects, this meeting was well attended by academic staff, and was characterised by intense and robust discussion on questions of what it is the Faculty does, why it does it, and for whom. The ideas that emerged from this discussion were taken up in a further conversation at the end of the academic year and will be operationalised in terms of Faculty marketing material going forward, as well as informing our strategic plan.

STUDENT ENROLMENT, PROFILE AND PERFORMANCE

The Faculty met its enrolment targets for 2017, with a total headcount of 1 362 full-time students, a planned increase (largely of postgraduate enrolments) on 2016's enrolment of 1 357. In keeping with the Faculty's evolving Programme Qualification Mix (PQM), which has focused on a shift to a majority of degree programmes over the past five years, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 700 (up from 559 in 2016), and a concomitant decrease in undergraduate diploma enrolment of 471 (down from 634 in 2016). The total undergraduate enrolment in 2017 was 1 171 (down from 1 193 in 2016).

At the same time, in keeping with the strategic emphasis on growing our postgraduate programmes, there was a marked increase in the enrolment in master's programmes in the Faculty, from 125 students in 2016 to 146 in 2017. This was due to a further increase in the MA Design programme launched in 2015, as well as the enrolment of 82 students in the Graduate School of Architecture. The number of postgraduate students from other institutions increased from 39 in 2016 to 46 in 2017. The international student headcount in the Faculty increased marginally from 71 students in 2016 to 73 in 2017. The headcount of honours enrolments increased

marginally from 33 students in 2016 to 36 in 2017. With the CHE's approval of the PhD in Art and Design, in addition to the PhD in Art History available on the Faculty's PQM since 2016, doctoral enrolment increased from six students in 2016 to nine in 2017. Presenting doctoral qualifications represents a substantial leap forward in terms of the Faculty's strategic growth.

The enrolment of three occasional students (undergraduate exchange students from Germany) made up the final headcount total of 1 366.

The trend towards increasing enrolments of black students continued, with total enrolment rising marginally in 2017 to 58% from 54,9% in 2016, 53% in 2015, 52% in 2014, and 48% in 2013. The number of first-time entering black students (excluding transfer students) increased slightly from 2016, with a total headcount of 205 compared with 200 in 2016. The headcount of first-time entering white students in 2017 was 101, a reduction from 120 in 2016.

The academic performance of students in the Faculty remained relatively stable in 2017, with an overall positive success rate of 88,3%, compared with 89,6% in 2016. Overall dropout rates, which have been an ongoing source of concern, increased somewhat to 18,2%. Although this was an increase on the record low of 13,5% in 2016, it was still an improvement on the average dropout rate of 23,3% in the preceding three years.

Total graduation output declined marginally from 443 in 2016 to 441 in 2017. The graduation rate of master's students, which had more than doubled in 2016, stabilised with a marginal increase from 44 graduates in 2016 (compared with 18 graduates in 2015) to 45 graduates in 2017. These outputs equate to a graduation rate of 32,3% overall (compared with 32,6% in 2016). The postgraduate graduation rate was 39,8% in 2017, down from 46,3%.

The overall success rate remained relatively stable in 2017 at 88,3%, marginally lower than the 89,6% reported in 2016. The overall first-year success rate in 2017 was 82%, slightly lower than the 84,6% reported in 2016. First-year black student success rates declined somewhat from the record high of 83,1% in 2016 to 78,5% (although this was still higher than the average of 74,5% over the period 2013-2015).

The Faculty continued to provide support to its students through ongoing initiatives, such as the First Year Seminar; an extended system of tutors for first-year students; special assistance to at-risk students; the First Year Experience (FYE) and Senior Student Experience (SSE) programmes; on-site writing tutors; and special recognition of students' achievements. Tutoring was successfully augmented by the deployment of additional tutors funded by the MEC Strategic Fund, as well as by the continued deployment of three assistant lecturers in the Departments of Architecture and of Industrial Design. The Fashion Department once again hosted a Winter School that aimed to consolidate and strengthen the practical skills of pattern-making and sewing that were taught in the first semester. Where necessary, students in the Faculty were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre.

Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary third-year project, formerly entitled Green Design Week, but in 2017 renamed the Tlhakantsha Week project. Tlhakantsha ('to make, to put together') is a term that was coined to describe the participatory nature of making, working and living towards a more equitable and ethical shared urban future. During the course of the week, students from all the FADA departments collaborated on designing an intervention that would make the FADA building a more welcoming space for its students.

In an attempt to encourage further cross- and interdisciplinary work, second- year students collaborated on designing the production of UJ Arts & Culture's play, African Gothic. The collaboration extended beyond FADA to include performance design expert, Prof Sarah Roberts from Wits University, who consulted with the students on the particular requirements of designing for the theatre. Students were rewarded by seeing the winning designs being implemented for the production, which was staged at the Con Cowan Theatre, and which will tour to the Grahamstown National Arts Festival in 2018. In addition, there was an ongoing schedule of lectures and

presentations in the departments by both members of staff and guest speakers from industry and academia, aimed at exposing students to wider socioeconomic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year, through the many awards and prizes they continued to garner in competitions. Competitions in which FADA students won awards in 2017 included the following.

- In the Graduate School of Architecture (GSA), two final-year students, Ms Aissata Balde and Mr Ogundare Olawale Israel, won Grand Prizes in the Emerging Voices and Speculative Design categories of the Africa Architecture Awards.
- Ms Binayka Rama won the Co-ARC Scholarship Fund for 2018, and three students were invited to present papers at the 7th European Conference on African Studies in Basel, Switzerland.
- A recent GSA graduate, Mr Mxolisi Makhubo, and Ms Sumayya Vally, Unit 12 Co-Leader, were shortlisted for the highly prestigious Rolex Foundation Mentor & Protégé Award and in December were flown to London to meet Sir David Adjaye.
- In the Department of Architecture, students did well in the South African Institute of Architectural Technologists (SAIAT) awards for the best housing project, as well as the Multi-Comfort Sustainability Project, with the winning students being flown to Spain to compete internationally.
- In Industrial Design, students performed well in the Festool Industrial Design competition; the Cobra Tap Design Competition; Mema Designs; the 100% Design Exhibition Stand Project; the Association of Rotational Moulders of Southern Africa (ARMSA) Student Design Award 2017; and the Plastics Institute of South Africa (PISA) Student Design Award 2017: Gas lighter, where four of the top five positions, including the first place, went to UJ students. The Nimble Bee-Samsonite Challenge 2017 was won by Andrew Hendricks, with Eben Myburgh also being one of the top ten finalists. The UJ Technology Transfer Office (TTO) is currently engaged with Samsonite in Belgium with an exclusive licensing agreement to commercialise the designs.
- In Visual Art, three students were finalists in the Barclays l'Atelier Awards, and ten students had work accepted for Thame Nyele Awards; two were awarded half fellowships to the Ampersand Foundation; and Mr Richard Specs Ndimande (BTech Fine Art 2017) was awarded the 2017 Cassirer Welz Award. In addition to being the department's top-performing student, Ms Alexa Pienaar was crowned UJ Sportswoman of the Year and also received the Student-Athlete Award for Excelling in Sport and Academics.

In addition, students in the Faculty were finalists, or received awards, in the MTN Challenge around Fraud Awareness; the Pendoring Awards; the Institute of Packaging South Africa (IPSA) Student Gold Pack Awards; the prestigious AdFocus Student Award; and the Thuthuka Jewellery Awards.

Ms Kuenia Moshoeshe, an alumna of the Fashion Department, and winner of the Dean's Award in 2016, was the winner of the televised competition, The Intern, presented by David Tlale.

Top-performing students who earned a place on the Dean's Merit List were celebrated at a gala dinner. The Dean's Award at the end-of-year exhibition was won by Ms Pia Findlay, an Industrial Design Honours student, for her final project 'A Reusable Sanitary Pad for South African Women'. Ms Findlay received coverage of her project on 702 Talk Radio, and together with the TTO, provisionally patented her product.

Student interests were addressed in departmental representatives' meetings. The Bunting Road SRC also made a commitment to increased visibility and student engagement in FADA, which was helped by the presence of FADA students as members of the SRC.

ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS

The introduction of a degree track – which sees all FADA departments offering degree programmes at either undergraduate or postgraduate level – was completed in 2017. Decolonisation and transformation remain key curricular issues and enjoyed priority in all departments.

In 2017, the GSA, under the leadership of Prof Lesley Lokko, contributed significantly to the Faculty's strategic plan by making enormous strides in the areas of increased enrolment, curriculum transformation, industry sponsorship and engagement, international outbound student exchange, and national and international

visibility. The School increased the number of units on offer in 2017 to six, and also finalised two new programme offerings in the professional and post-professional programmes.

As in previous years, the theme of citizenship was entrenched and evaluated as an integral component of identified modules in all undergraduate programmes in the Faculty. Other mechanisms to ensure the relevance of curricular content in module offerings in the Faculty were: teaching collaborations with industry; the ongoing revision of modules within departments; engagement with international benchmarks and precedents; and the ongoing completion of teaching and module evaluations conducted by the Centre for Academic Staff Development (CASD). As detailed in its report, the Department of Industrial Design was reviewed by a panel of national and international experts in 2017, receiving several positive commendations. The panel's recommendations are being addressed by the Department in its improvement plan.

In keeping with the University-wide emphasis on promoting the use of handheld technology for teaching and learning, the Faculty continued to promote the use of technology in all departments in 2017. This was supported by the increased use of e-books and other electronic resources, as well as the increased implementation of Blackboard usage in the Faculty.

Under the guidance of Mr Brenden Gray, the Faculty's community of practice on teaching and learning, STAND (Scholarly Teaching and Art, Architecture and Design), continued to host seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. Furthermore, STAND also supports the Faculty's engagement with the University's First Year Experience (FYE) and Senior Student Experience (SSE) initiatives, as well as leading various initiatives relating to decolonising of the curriculum. This included the FADA curriculum change mini-conference in October, with keynote speakers Prof Rajendra Chetty (CPUT), Dr Kasturi Behari-Leak (UCT), and Prof Nyasha Mboti (School of Communication, Humanities Faculty, UJ). The aim of the conference was to provide an opportunity for academic staff and alumni, as well as present and past students, to collaborate on re-curriculation projects; to deepen understanding in the Faculty around the concepts of transformation and decolonisation; and to develop a vision and initiatives for each department and the Faculty as a whole, in order to decolonise and transform the academic project.

RESEARCH AND CREATIVE PRODUCTION

Preliminary (unaudited) figures indicate that the Faculty set a new record for research output in 2017, producing 77.4 DHET subsidy units. This is a 221% increase on the 2016 return of 35.08, and substantially exceeds the previous record of 50.75 units in 2015.

Table 41: FADA research units submitted to DHET for accreditation 2011-2017, showing percentage of contributions to international journals

YEAR	2011	2012	2013	2014	2015	2016	2017
Total outputs	41.4	33.53	45.74	34.02	50.75	35.08	77.4
% International articles	0%	32%	29%	26%	70%	45,9%	60,6%

The 2017 submissions comprised 26.4 units from journal articles (from 16.33 in 2016, recalling the previous high of 24.83 in 2015) and 7.5 conference proceeding units (from 2.25 in 2016). There was a substantial increase in book and book chapter units, with 26 units from book submissions (up from 13 in 2016), and 17.5 units from book chapter submissions (up from 6.5 in 2016). Although publication in international journals increased to 60,6% in 2017 from 45,9% in 2016, this was still somewhat lower than the record of 70% achieved in 2015. There was also an increase in the number of research-active staff in the Faculty.

The number of NRF-rated staff remained stable at eight (from six in 2015) despite the resignation of Prof Amira Osman, as Prof Caroline Kihato (C2) was appointed as a Visiting Associate Professor in the GSA. The rated researchers in the Faculty are now Prof Kim Berman (C2), Prof Leora Farber (C2), Prof Federico Freschi (C1), Prof

Caroline Kihato (C2), Prof Anitra Nettleton (B1), Mr Alexander Oppen (C2), Prof Brenda Schmähmann (B3), and Prof Karen von Veh (C2).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority among the artists, designers and architects on the academic staff. Although two projects for the recognition of creative-work-as-research underwent a peer review process, only one was approved for subsidy. In 2017, the GSA also secured recognition of alternative forms of research from the University Research Council (URC) for the very specific and poorly understood nature of architectural research within South Africa. This paves the way for more research-related support from URC and increased appreciation of the research outputs of the GSA's staff members, much of which has historically been discounted.

As detailed in the departmental reports, in addition to the project that was officially recognised by the ad hoc committee of the URC, members of staff participated in numerous solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally, and completed several design projects. Participation in national and international conferences included the following:

- Mr Denver Hendricks (HOD Architecture) was invited to present a paper at De Montfort University, Leicester, UK.
- Prof Lesley Lokko (HOS, GSA) was an invited speaker at various international institutions, including the fifth All-Ireland Architectural Research Group (AIARG), Cork, Eire; as keynote speaker at the Women in Architecture International Conference, Virginia Tech University, Roanoke, USA; the Bartlett International Lecture Series, University College London, London, UK; the African Architecture & Pedagogy: Conversations on Health, Education and Shelter, Kigali, Rwanda; the UMA International Lecture Series at the University of Umeå, Sweden; Media & Modernity, Princeton University, USA; and the University of Applied Art, Vienna, Austria.
- Prof Christo Vosloo (GSA) presented a paper at a conference in Hong Kong.
- Thiresh Govender (GSA) also presented a paper at the tenth Conference of the International Forum on Urbanism, Hong Kong.
- Dr Desiree Smal (HOD Fashion Design) presented a paper at the Cumulus Conference in Kolding, Denmark. She also presented a paper, with colleagues Ms Jacky Lucking, Ms Neshane Harvey and Ms Lee de Wet, at the 2017 Design Education Forum (DEFSA) Conference, and Prof Thea Tselepis (Fashion Design) presented a paper at the Mixed Methods International Research Association Conference.
- Prof Deirdre Pretorius (Graphic Design) was invited to present seminars to postdoctoral students at Goethe University, Frankfurt. Mr Brenden Gray (HOD Graphic Design) presented papers at two conferences including the International SOTL in the South Conference held at UJ. Ms Zamasele Nsele (Graphic Design) chaired a panel at the Arts Council of the African Studies Association (ACASA) 17th Triennial on African Arts in Ghana, and Dr Adrie le Roux (Graphic Design) presented a paper at the *International Journal of Art & Design Education (iJADE)* Conference at the National College for Art and Design, in Dublin, Ireland.
- Mr Angus Campbell (HOD Industrial Design) was invited to represent the Design Society Development (DSD) DESIS Lab as one of the forty international social innovation organisations to attend the Global Summit on Social Innovation in Bogotá, Colombia.
- Ms Amanda Breytenbach (HOD Interior Design) presented two papers at the Cumulus Conference in India entitled 'Letters to the Future', and also presented a paper at the conference 'Postgraduate supervision: Spaces, journeys and new horizons' in Stellenbosch. Interior Design colleagues, Ms Giovanna Di Monte-Milner and Ms Ilse Prinsloo, presented papers at the 14th National Design Education Conference at the Tshwane University of Technology.
- Mr Terence Fenn and Mr Jason Hobbs (Multimedia) presented papers at the Design Management Academy 2017 International Conference in Hong Kong; at the International Conference on Research into Design in Guwahati, India; and at the Information Architecture and the Philosophy of Information Conference in Oxford. Dr Ruth Lipschitz (Multimedia) presented a paper at the New Directions in Humanities Conference in London.
- Mr David Paton (Visual Art) convened an international conference entitled 'Booknesses', which was accompanied by two prestigious exhibitions that he curated. He was invited to present a lecture at the Center for Book Arts in New York, and was the keynote speaker at a Rhodes University conference and workshop. Prof Karen von Veh (HOD Visual Art) was awarded a fellowship at the Clark Foundation in the

United States, and was invited to give public lectures at Hartford University and at Macalester College in the USA. Prof Kim Berman (Visual Art) contributed to a research project on symbolic reparations using the arts with the University of British Columbia, Canada and the UJ Law Faculty, and was invited (with Visual Arts colleague Mr Gordon Froud) to attend a printmaking residency at Cill Railig project in Ballinskellig, Ireland. Mr Froud was also invited to be a resident artist at the Nirox Sculpture Park.

- Prof Federico Freschi (Executive Dean) was invited to present public lectures at the Wits Art Museum, the University of the Third Age (Johannesburg), the KwaZulu-Natal Decorative Arts Society, and at Stanford University in the USA.

DSD DESIS Lab

The Design Society Development (DSD) Design for Social Innovation and Sustainability Lab met for five seminar sessions and one special panel debate in 2017, involving a diverse range of speakers. The DSD continued with the important collaborative research project, Researching Architecture as Urban Method (RAUM), which began in 2016. This was continued in the Erasmus+ teaching exchange programme (2016-2018), which was awarded to the Faculty. In April, Dr Tatjana Schneider (University of Sheffield) visited FADA where she gave a number of lectures and presentations. In May, FADA staff members, Mr Terence Fenn and Mr Jhono Bennett, made a reciprocal visit to Sheffield where they participated in a number of workshops, teaching activities and planning meetings with staff from the University of Sheffield, as well as from the Centre for Environmental Planning and Technology in Ahmedabad and Nanjing University's School of Architecture and Urban Planning. A direct result of the teaching exchange programme is the development of a new niche theme within the DSD DESIS Lab focusing on spatial interaction design in urban African contexts (SIX-D).

The DSD Lab also administers a Leverhulme Trust grant focused on scaling up participation in urban planning, hosted by the Global Development Institute at the Manchester University (2017-2019). The aim of the grant is to facilitate a network with the intention of developing the knowledge required to move from participatory community-led neighbourhood planning to city-scale planning processes. In 2017, the grant facilitated the inclusion of several grassroots development practitioners who joined the tail end of the GSA's Alternative Practice Module.

As noted above, Mr Angus Campbell represented the DSD DESIS Lab at the Global Summit on Social Innovation, in Bogotá, Columbia. The Lab was one of a select group of key actors, stakeholders, and practitioners in the social innovation space from around the world that were identified as being able to help drive truly systemic social change. In 2017, the Lab also facilitated the planning and teaching of the inaugural Tlhakantsha Week third-year integrated design project.

NRF SARCHI Chair in South African Art and Visual Culture

The key public event for the year held by Prof Brenda Schmahmann (NRF SARCHI Chair) was an international conference, 'Troubling Histories: Public Art and Prejudice', 15-18 November. The conference coincided with the launch of *Public Art in South Africa: Bronze Warriors and Plastic Presidents*, co-edited by the conference organisers, Prof Schmahmann and Prof Kim Miller of Wheaton College, United States. The acclaimed scholar, Prof Erika Doss, was the keynote speaker. The conference included speakers from the Australia, Brazil, Sweden, the United Kingdom and the United States.

Other public events included an evening reception and lecture on the art of the book, along with an exhibition of three artists' books, as part of the Booknesses conference. An exhibition of works by South African artist, Joachim Schönfeldt, was held in the gallery at the SARCHI offices in August. In September, the SARCHI Chair, in collaboration with the Visual Identities in Art and Design (VIAD) Research Centre, hosted the launch of Prof Juliet Leeb-du Toit's book on *ishweshwe* cloth and a small accompanying exhibition. In October, the exhibition of an MTech candidate in the centre, Ms Lisa Linossi, opened in the gallery. These events were additional to the Friday afternoon seminars run in the SARCHI offices, which provide postdoctoral fellows and postgraduates with an opportunity to test their work, and which are also available to staff members in FADA.

Access to all events at SARCHI conferences is automatic and fully subsidised for postgraduates receiving scholarships from the Chair, or whose studies are supervised by the Chair incumbent. In 2017, the Troubling Histories Conference also indirectly involved some undergraduates – in this case, first-year students in the Fashion Department. During the Winter School, the students were asked to look closely at two examples of public art, and then to use this in designing a conference bag for delegates.

Ms Philippa Hobbs, PhD candidate, secured two major collections of historical material in Sweden. Now the Peder and Ulla Gowenius Collection and the Ola and Lillemor Granath Collection are founding donations of a new archive, Power, Gender and Community Art, at the University of Johannesburg. The donations consist of photographs, slides, negatives, documents, letters, clippings and other material from the 1960s. Approximately half of this material has been repatriated. Ms Hobbs worked with the UJ Special Collections to establish the collection and, by the end of 2017, the bulk of the negatives had been described, digitised and accessioned.

Following the Intertextual Textiles: Parodies and Quotations in Cloth Conference held at the SARCHI premises in December 2016, Prof Schmahmann edited a special edition of the international journal, *Textile: Cloth and Culture*, which developed selected papers from the conference and which came out in 2017.

Prof Schmahmann offered a number of guest lectures and seminars during the year, including a lecture at the University of Cape Town Summer School; a public lecture at Stellenbosch University; a seminar on public art at the University of the Witwatersrand; and an academic response to a talk at the Johannesburg Institute for Advanced Studies. Prof Schmahmann and postdoctoral research fellow, Dr Malcolm Corrigan, both presented papers and chaired or co-chaired panels at the Triennial Conference of the Arts Council of the African Studies Association (ACASA) in Ghana. Other international conferences in which staff and fellows participated were in Geneva (Prof Schmahmann), the United Kingdom (Dr Corrigan) and New York (PhD candidate, Mr Thabang Monoo). Prof Schmahmann is the current president of the South African Visual Arts Historians, and she as well as three PhD candidates presented papers at its 2017 conference at the Tshwane University of Technology.

Visual Identities in Art and Design (VIAD) Research Centre

The Centre produced a record number of 42.5 research outputs in 2017, doubling its usual target figure of 20 units. This figure includes two solo-authored books. VIAD's two core exhibitions for 2017 dealt with timeous and politically relevant subject matter, and both attracted an unprecedented amount of media coverage. The 'Promises and Lies' premiere and exhibition attracted the presence of prominent dignitaries, politicians and public figures. Public and peer recognition of the quality of these exhibitions has led to VIAD receiving several proposals for high-level international and local exhibition opportunities for 2018 and 2019.

Through its exhibitions, colloquia, public programme events, seminars and publications, VIAD deepened work that it has been developing since 2014. In keeping with its *modus operandi* of interlinking exhibitions, conversational forums and publications, its publications – which included one edited volume and two special editions of subsidy-bearing journals – functioned as textual outputs derived from work done in 2015 and 2016.

In 2017, VIAD hosted the following conferences, colloquia and exhibitions:

- 'Priya Ramrakha: A Pan-African Perspective, 1950-1968', which comprised the first comprehensive survey of images by Indian-Kenyan photojournalist, Priya Ramrakha, particularly his chronicling of anti-colonial and post-independence struggles in Africa, the Middle East and the United States.
- 'Inhabiting The Frame | Documentary & Subjectivity in the Anti / Post / Colonial Visual Archive', an intimate colloquium in response to the exhibition, 'Priya Ramrakha: A Pan-African Perspective, 1950-1968'. Conversations in the colloquium engaged with questions of agency, subjectivity and the implicit politics and 'ethical demands' of photo documentary, in relation to anticolonial and postcolonial struggles in Africa, and drew national and international speakers.
- 'Promises and Lies – The ANC, Exile & The Project of Freedom', in which curator Siona O'Connell represented a recently uncovered archive of photographs by British photographer, Laurie Sparham, chronicling the experience of ANC exiles living in Tanzania and Zambia from 1989-1990. The exhibition was accompanied

by the premiere of a documentary film by O'Connell, entitled *Promises and Lies: Fault Lines in the ANC*, and was attended by high-ranking members of the ANC, including former President Kgalema Motlanthe, Dr Mathews Posa, and Mr Praveen Gordhan.

- As noted above, an exhibition, in collaboration with the NRF SARCHI Chair in South African Art and Visual Culture, in response to Juliette Leeb du Toit's *isishweshwe: A history of the Indigenisation of Blueprint in South Africa* (Pietermaritzburg: UKZN Press).

In addition to its ongoing public programme, the Centre has reinforced and grown its public presence through the introduction of new programmes and initiatives. An example of this is the artists' conversation on 'Less violence: performing responses to gendered violence', convened by VIAD curator and researcher, Ms Amie Soudien.

All of VIAD's public programme events in 2017 were well attended; elicited positive feedback from attendees and participants; comprised a broad range of international and national presenters from Art and Design disciplines, as well as disciplines across the Humanities; included contributions, not only from academics, but also from visual/cultural practitioners; gave rise to conceptually strong, dynamic and relevant presentations; and elicited challenging and robust conversation and debate.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, AND INTERNATIONALISATION

The Faculty hosted several international researchers or academics from institutions in Africa, Europe and the United States. The International Lecture Series of the GSA saw leading figures, such as Sir David Adjaye, listed as one of Time Magazine's '100 Most Influential People in the World', and Bjarke Ingels, widely considered the world's leading architect, hosted at the GSA's review space at MOAD in Maboneng, downtown Johannesburg. These lectures were presented to capacity crowds of between 500-750 people.

The two-year Erasmus+ exchange programme with the University of Sheffield, as well as a student exchange programme with the Ostbayerische Technische Hochschule (OTH) Regensburg, Germany, which were both signed in 2016, came into effect in 2017.

As regards outbound student mobility, four fourth-year architecture students who won the Multi-Comfort Sustainability Project were flown to Spain to compete internationally; three students from the GSA presented papers at the Seventh European Conference on African Studies in Basel, Switzerland, and two presented papers at the International Forum on Urbanism at the Hong Kong Polytechnic University; a second-year student spent her second semester at Arkansas State University in the USA; three BA Industrial Design students had the opportunity to study abroad for a semester at the Ostbayerische Technische Hochschule (OTH), Regensburg, Germany; four Jewellery Design students attended a skills-based short learning programme at the Jewellery Art Institute in New York City, USA; and three were involved in the Africa by Bus initiative, traveling to the Namibia Fashion Week, where they participated in David Tlale's 'Intern' programme; and a Visual Arts BTech student had a three-month exchange to the United States.

The Jewellery Design Department presented a short learning programme entitled 'Ukuluka: Artisanal weaving techniques in Contemporary African Jewellery Design'. The course was run in collaboration with internationally renowned South African designer, David Tlale, and included seven students from Universitas 21 institutions, and three FADA BTech students.

In addition, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Pretoria, the University of Cape Town, the University of Stellenbosch, the Tshwane University of Technology, the Central University of Technology, and the Cape Peninsula University of Technology. Faculty staff at all levels were well represented on national and international professional forums, and served the national academic community in the capacity of assessors, moderators and external examiners.

Community engagement

Working with communities is core to understanding the complexity of our local contexts. The principles of community service and good citizenship thus remain an integral part of the Faculty's teaching programmes.

As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2017, as well as being encouraged to work on multidisciplinary projects with a community focus. A project entitled 'Designing for and with local communities' involved third-year students from Multimedia and Graphic Design and was organised and facilitated in collaboration with the Centre for Education Rights and Transformation (CERT), the DSD Lab, and STAND. Through partnering with community organisations from Westbury, student design teams were exposed to community-oriented participatory design.

Architecture and Visual Arts students were involved in a collaboration with two distinguished alumni, Ms Lerato Shadi (Visual Art, Dignitas award winner 2016) and Kgosi Seatlholo, Paramount Chief and UJ alumnus in Lotlhakane, North West province, around the Shadi family's NGO, Lebogang Thuso Kopano (LTK). This is a long-term community-engaged project (from 2017-2021) to co-design and co-build a home-based Communal Care Centre at Lotlhakane with the local community. This will be executed in partnership with LTK. In 2017, the first stage of the project, viz. scoping of site and feasibility study, was undertaken.

The Architecture first-year students worked on the Vrededorp Vision Project, in which they were briefed to develop a vision for Vrededorp. The students spent time engaging with the community on ideas about the history and future of the community, and how these can be understood through design projects.

Two of the GSA's units were particularly engaged and involved at the community level, with students embarking on projects centred on urban informality. Units 14 and 16 worked closely with the Johannesburg Development Agency and the City of Johannesburg in the areas of low-cost housing, urban infrastructural upgrading and community engagement. Unit 13 continued its research-led project with the Gauteng City Region Observatory and the Community Organisation Resource Centre. Prof Lokko collaborated with Deputy Minister, Andries Nel, of the Ministry of Cooperative Governance and Traditional Affairs, to develop City TALKS, a series of five public seminars/round tables to be offered in 2018.

Second-year Fashion Production students worked on a community engagement project involving Golang Education Outreach, which supports underprivileged and vulnerable children. The Outreach is based in the Emthonjeni Community Centre in Honeydew.

Second-year Communication Design students collaborated with students from UJ's Department of Strategic Communication to produce a campaign for the International Office of Migration (IOM), linked to the United Nations. Five of the best projects were presented to the IOM and the Direct Marketing Association of South Africa. Of the five, one campaign was chosen as the 2017 Golden Assegai student award winner.

Honours students in Graphic Design worked with UJ Engineering and the Built Environment, UJ Enactus, Farm This City and a proposed community centre in the Lenasia wetlands, named Desiderata Village.

Industrial Design students, in collaboration with the DSD DESIS Lab, worked on various community projects relating to urban farming, including small-scale agricultural products, the Beegin Beehive Project, the human-powered shredder, and off-grid food processing.

Second-year Interior Design students participated in a guerrilla marketing campaign as part of the broader IOHA/FADA curriculum integration project to promote HIV/AIDS awareness.

Third-year Jewellery Design students worked with the UJ Women in Community Engagement Empowerment Project (WiCEEP), and were assigned to design and manufacture jewellery pieces as awards for women who have been identified as leaders in their communities. The Jewellery Design Department collaborated again with the Thuthuka Jewellery Awards, which offer young jewellery students from community schools across South Africa a unique opportunity to be mentored by accomplished designers.

For their annual Mandela Day project, a mural was painted by the third-year painting students from the Visual Arts Department at the Tshepo Themba Hospital in Dobsonville, Soweto.

In 2017, the FADA HIV/AIDS Curriculum Integration research project continued for the third year of the grant from HEAIDS. Seven FADA departments were engaged in finding appropriate means through which aspects of HIV/AIDS education could be infused into their curricula.

As regards student recruitment initiatives, FADA representatives at school visits succeeded in providing both information and career counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. In addition, industry stakeholders were invited to student exhibitions, and to other events throughout the year.

All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The FADA Facebook page gained 3 511 subscribers (compared with 2 879 in 2016), while the FADA Twitter account became increasingly active, with 2 436 followers by the end of 2017 (compared with 2 222 followers by the end of 2016).

UJ Arts & Culture and FADA Gallery

The Division of Arts and Culture continued to enhance the excellence and stature of the Faculty and the University in 2017 under the direction of the new Head of Division, Mr Pieter Jacobs. The Division contributes significantly to offering an enriching student learning and living experience, as well as raising the University's national and global profile and reputation. During 2017, UJ Arts & Culture offered 348 students opportunities to participate in arts and culture activities, while also hosting 79 different projects, performances, concerts, exhibitions, conferences, and other cultural activities, which were attended by 58 426 students, alumni, staff members and the public. In addition to this public-facing programme, a robust range of arts platforms was offered on all four UJ campuses.

Two professional theatre collaborations between German and South African artists, which went on to perform at the National Arts Festival in Grahamstown, were in residence. The Division also hosted a collaborative performance between South African composers and musicians from China, sponsored by the Chinese Embassy. Additionally, UJ Arts & Culture presented international internships that saw the Division host two students from Norfolk University. The UJ Choir performed with the Yale Glee Club in May, and a group of UJ choristers performed at a high-profile event at the Heritage Museum in London and at Harvard University. Additionally, Ms Renette Bouwer, the Choir Master, attended the 11th World Symposium for Choral Music in Barcelona in July, presented choral workshops, and travelled to Zhangjiajie City in China in August where she presented the Huanglong Art Award.

Other opportunities in 2017 included weekly dance classes, drumming and poetry sessions, the presentation of a student theatre production, the UniJoh Chorale on the Soweto Campus and the UJ Jazz Band. UJ Arts & Culture presented the annual 'UJ Can You?' talent competition, which culminated in a showcase performance in front of a live audience and was adjudicated by industry professionals.

Attended by 132 students in 2017, the Izimbongi Poetry Festival is a platform for students to showcase the material developed during weekly poetry sessions, and to engage with students from other campuses and industry professionals.

The 2017 student theatre production, Roald Dahl's *James and the Giant Peach*, performed to sold-out audiences at the National Arts Festival and returned to Johannesburg for a run at the Con Cowan Theatre, as well as at the Market Theatre. Audience figures for the three different runs of the production totalled 2 353.

The 56-strong UniJoh Chorale presented eight concerts during 2017, attended by more than 14 000 students, University staff and the public. The Chorale attended South African Tertiary Institutions' Choral Association (SATICA) workshops and the Choral Eisteddfod, where they scooped three awards.

The UJ Choir presented 43 concerts during 2017, attended by 25 200 students, University staff and members of the public. Of these performances, 18 were at the University's graduation ceremonies. One of the highlights of the year was the UJ Choir's performance with the King's Singers at the Linder Auditorium in April. Following the Choir's participation in the Kuesta Choir Festival in Stellenbosch in September, they also undertook a local tour that included five additional concerts.

2017 saw the series of classical music concerts offered to the public being augmented by the inclusion of jazz concerts. The classical music series culminated once again with the Dean's Concert in November, featuring South African pianist, Christopher Duigan, soprano Noluvuyo Mpofo from Cape Town, the clarinetist Junnan

Sun from KwaZulu-Natal, and the UJ Choir, hosted by the Dean. Proceeds from this concert went towards the Dean's Bursary Fund that supports academically deserving FADA students with financial difficulties.

UJ Arts & Culture hosted the fifth instalment of the Arts and Culture Trust (ACT)/ UJ Creative Conference entitled #CreativeUprising. The conference interrogated decolonisation, pedagogy, accessibility and technology in relation to South African art education. Industry professionals from local and continental arts and culture organisations represented 37% of the total number of 347 delegates, followed by 28% representing a tertiary institution, 21% from schools and 14% attending from an art centre.

The exhibition programme of the UJ Art Gallery on the Auckland Park Kingsway Campus (APK) included four exhibitions (of which two were fully sponsored), and 28 workshops, walkabouts and lectures. Exhibitions included the high-profile 'Booknesses' exhibition of artists' books between March and May 2017; the 'PPC Imaginarium 2017' competition; and 'Rethinking Kakotopia', with guest curator, Derek Zietsman, reflecting on the ability of South Africans to move from kakotopia to utopia. 'Shifting Conversations', fully sponsored by MTN and guest curated by Johan Myburg and Melissa Goba, explored binaries, such as 'colonised' and 'coloniser', that are prevalent within the collections of both UJ and MTN.

The FADA Gallery on the Auckland Park Bunting Road Campus (APB) also continued to make a valuable contribution to the public life of the Faculty under the directorship of Mr Eugene Hön. The Gallery hosted nine exhibitions in the Gallery and the Atrium. Organised walkabouts, workshops and associated events continued to provide staff, students and the community with interactive platforms for engagements with the Gallery's exhibitions.

RESOURCE MANAGEMENT

With the incorporation of UJ Arts & Culture, the Faculty had a total of 90 permanent and full-time contract members of staff in 2017. In addition to the Executive Dean, this comprised 57 academic staff and 32 administrative and support staff. The academic staff comprised three assistant lecturers, 28 lecturers, 17 senior lecturers, 7 associate professors and 2 professors (excluding the Dean). The number of associate professors increased by one with the promotion of Dr Thea Tselepis from senior lecturer to associate professor. Mr Terence Fenn and Dr Anthony Ambala, both from Multimedia, were promoted to senior lecturer.

Of the academic staff, 33% were from designated groups and 5,2% were foreign nationals. Sixty-six per cent of the administrative and support staff members were from designated groups, and the Faculty Management Committee remained at 33% designated and 67% non-designated members.

Nine new appointments were made in the academic staff, viz. Ms Zamasele Nsele (Lecturer, Graphic Design); Ms Tebogo Ramatlo (Assistant Lecturer, Architecture); Mr Eric Wright (Senior Lecturer, GSA), Mr Thabang Monoa (Assistant Lecturer, Visual Art); Ms Leago Madumo (Lecturer, Architecture); Dr Adrie le Roux (Lecturer, Graphic Design); Ms Boitumelo Kembo (Lecturer, Multimedia); Mr Bongani Khoza (Lecturer, Multimedia); and Mr Thato Radebe (Lecturer, Jewellery Design).

Dr Anthony Ambala was awarded his PhD from Wits University, which, with the appointment of Dr Adrie le Roux, brought the number of staff with doctorates to 14 (although Prof Osman's resignation in August reduced this to 13 by the end of the year, one up from 12 staff with doctorates in 2016). Several staff members are engaged in their doctoral studies, due for completion in the next two years.

There were two resignations of academic staff, namely, Prof Amira Osman (AP Architecture), and Mr Eric Wright (SL GSA).

Staff training and development focused on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, scholarship of teaching and learning, and leadership development. The latter included a 360 Leadership appraisal conducted by external consultants. Academic staff members across all levels were nominated for the Accelerated Academic Mentoring Programme overseen by the Senior Director of the Division for Academic Planning, Quality Promotion and Academic Staff

Development. As noted above, the diversified strategy aimed at developing different areas of research competence among academic staff was actively promoted, to address the need to grow research capacity and output.

While the Campus Director's efforts over the past few years to upgrade ventilation and temperature control in the building have afforded some relief in parts of the building, problems with ventilation and temperature control persist, particularly in the staff offices and common rooms on the first floor of the building. This remains a source of frustration for staff and students alike.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Building and facilities maintenance was ensured by means of meetings with, and the ongoing reporting of matters requiring attention to, the Office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the use of recycling bins and the continued drive towards paperless meeting environments throughout the Faculty.

The Faculty managed its financial expenditure within budget, although additional pressure continued to be placed on the Faculty reserves by the running of the Graduate School of Architecture.

GOVERNANCE AND QUALITY ASSURANCE

All departments continued to have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued to devote a great deal of time to ensuring that all new academic offerings met requisite standards. The APQC also dealt successfully with the review of re-admissions, F7 exclusions, and recommendations for granting credits and status, before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

The BA Industrial Design programme was reviewed in September 2017. The external panel identified nine commendations, two affirmations and eight recommendations. The majority of the recommendations were technical in nature, but there were two that highlighted key challenges. The high commendation regarding the quality of the programme notwithstanding, the panel noted that more focused student recruitment needs to be undertaken to ensure that the Department meets its enrolment targets with suitably qualified students. The second concern was focused on the recommendation that the Department should engage with a professional body. The Department's view, however, is that this had already been tried in the past, and due to the diversity of the profession, had always proved problematic. The Department currently engages with industry through student work experience reporting, hiring of part-time staff and moderators from industry, and through professionally direct student projects.

Student and academic data continued to be well managed, and Academic Administration maintained its excellent record under the headship of Ms Neeradevi Chinnah and her team of administrators. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The risk register was updated as required. Appropriate actions were taken, where possible, in mitigating these risks. The Faculty experienced an increase in incidents of theft, both of portable electronic equipment from locked office spaces, and fixtures, such as air conditioning units. This led to the installation of security cameras and the general upgrading of security service provision in the building. While ongoing work on the upgrading of the heating, ventilation and air conditioning (HVAC) system has brought some relief to teaching and public spaces in the building, as noted above, issues of poor ventilation and temperature control in the staff offices continue to have a negative impact on the perception of the working environment. The lack of studio and workshop space for the Graduate School of Architecture (GSA), identified in the 2016 report, has been addressed by the upgrading of the existing facilities, which will be ready for occupation in 2018. A master plan for the redesign of the building to create additional capacity both for studio and workshop space, as well as increased staff office accommodation, has been drawn up and submitted to the Office of the Campus Director for approval.

LOOKING FORWARD

As regards enrolment and curriculum development, key priorities in 2018 include a focus on increased postgraduate enrolment, not least into the GSA, and a concomitant focus on ensuring that the GSA is adequately

resourced to take advantage of the considerable interest that has been shown in it. In addition, alterations will continue to be made to existing facilities, to accommodate increased enrolment in the MA Design and in other departments. The Faculty will continue to support Prof Brenda Schmahmann's NRF SARCHI Chair in South African Art History and Visual Culture and Prof Leora Farber's VIAD Research Centre, both of which are important players in continuing to develop and grow the Faculty's research culture. At the undergraduate level, we will closely monitor the intake into the new degree programmes in Fashion Design and Visual Arts.

FADA remains committed to maintaining its strategic momentum in terms of curriculum development, research development, internationalisation, an enhanced student experience, community engagement, transformation and a significant public profile. We will continue to focus in 2018 on coming to terms with the question of decolonising the curriculum and the implications of this for the creative disciplines.

The continued integration of UJ Arts & Culture into the Faculty will enjoy specific focus in 2018, not least in terms of continuing the multidisciplinary theatre design project involving second-year students collaborating on the design of a UJ Arts & Culture theatre production. The longer-term vision is ultimately to see how this kind of project can be extended dynamically into postgraduate studies.

CONCLUSION

In the final analysis, 2017 was a good year for FADA in terms of its greatly increased research output; increased postgraduate enrolment; growth in international linkages and collaborations; positive student experience; and increasingly enhanced public profile. While challenges remain – particularly relating to stabilising undergraduate success and throughput rates; transformation; staff qualifications; and the provision of studio and workshop space for the growing demands of the Faculty – FADA is increasingly realising its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg and beyond. It remains a dynamic and active contributor to the University's ambitions to attain global excellence and stature.

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

Federico Freschi (Prof)

Executive Dean: Faculty of Art, Design and Architecture

College of Business and Economics

OVERVIEW

Africa's aim to achieve 5% economic growth by 2021 depends on connecting African economies to one another, and to those of Asia, Europe and the rest of the world.

The fact is that Africa needs more trade than aid, and consequently needs more competent managers to manage and lead the flow of goods and services. In this context, flow means regional integration, realised in the form of international trade; financial integration via the movement of capital; the flow of knowledge and information; and the flow of movement of people, inclusive of tourists, international students, and highly skilled workers.

UJ, as a new-generation university of choice anchored in Africa, seeks to continuously deliver its strengths in serving Pan-African ideals, among which is its footprint in management education. As one aspect of the UJ pursuit of greater global stature and excellence, between 2013 and 2016, all nine faculties were intensively reviewed by panels of international academic luminaries in their fields. In 2014, panels convened for the Faculty of Management and the Faculty of Economic and Financial Sciences. In the report pertaining to the Faculty of Management, two important recommendations were made, namely, the proposal for the formation of a Johannesburg Business School, and the importance of a closer connection between the disciplines in the two faculties.

This saw UJ embarking on a collective dream: the creation of an entirely new formation at UJ, in the form of a College of Business and Economics, one that would effectively merge two of the largest faculties at UJ into a single, integrated mega-entity that will lead the African continent into a new era of academic and professional knowledge production and professional expertise.

In addition, a study was conducted into what it would take to reposition commerce education, asking the question as to how quality educational offerings would influence an increasingly competitive environment, especially given the flow of management postgraduates out of the continent to international destinations.

Benchmark providers of commerce higher education that house a business school in various organisational configurations were purposefully sampled from the global population of 12 623 providers of higher education management, finance and economics. Attention was given to providing a balanced perspective aligned with, and within reasonable reach of, the UJ strategic intent towards global excellence and stature by 2025. The sample also covered economies in different stages of economic development, the impact of the number of years in existence, and Quacquarelli Symonds rankings comparable to or better than UJ.

From the kernel of an idea planted by International Faculty Reviews in 2014, the fully-fledged College of Business and Economics (CBE) came into being on 1 July 2017. The CBE contains the following six Schools:

1. The Johannesburg Business School (JBS), including the Departments of Business Management, Finance, Transport and Supply Chain Management, and Industrial Psychology and People Management;
2. The School of Accounting (SoA), including the Department of Accountancy and the Department of Commercial Accounting;
3. The School of Consumer Intelligence and Information Systems (SCiIS), including the Departments of Applied Information Systems, Information Knowledge Management, and Marketing Management;

4. The School of Economics (SoE), including the Department of Economics and Econometrics;
5. The School of Public Management, Governance and Public Policy (SPMG), including the Department of Public Management and Governance, and the School of Leadership;
6. The School of Tourism and Hospitality (STH).

Within these Schools are located a broad array of academic departments, centres and an institute, diverse in their disciplines and aligned in their vision. With a current enrolment of 20 000 full-time students, a further 7 000 students enrolled in continuing education programmes, and over 500 academic, professional support and administrative staff, the College is well positioned to contribute significantly to Pan-African ideals.

The CBE was recognised by Quacquarelli Symonds (QS) for its consummate global academic and research performance in the recent 2018 QS World University Rankings, which saw more than 4 500 institutions in 151 countries evaluated across 48 subjects. Among the only 1 130 institutions featuring in this year's subject rankings, Social Sciences & Management ranked globally (401-450). In 2017, the College ranked fourth in the continent in Business and Management Studies, fourth in Economics and Econometrics, and first in the field of Tourism and Hospitality (and 37th in the Shanghai Ranking).

Some of the highlights from change targets driven during the course of 2017 are discussed below.

Major improvement in the quality of knowledge creation

- By end 2017, CBE investment in global and continental partnerships stood at R9.1 million and had yielded 389 books, chapters, conference proceedings and journal articles, representing 14% of UJ output.
- Some 72% of research output was listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals.
- Exceptional contributions were made by the School of Tourism and Hospitality (19% of total contribution), the Public and Environmental Economics Research Centre (16%), the Department of Industrial Psychology and People Management (12%), the Centre for Public Management and Governance (12%), and the Department of Business Management (11%).
- In the course of 2017, the CBE hosted eight distinguished visiting professors, one emeritus professor, six professors of practice, 15 visiting professors, five senior research associates, 17 senior research fellows, eight research associates and seven research fellows.
- The CBE Knowledge Creation Policy Framework was entirely revised to support future endeavours.

Alignment of teaching and learning with global best practice

The Programme and Qualification Mix reimaged

Since 2011, extensive reviews have included the International Reviews of the CBE legacy faculties in 2014, international postgraduate governance reviews in 2013 and 2015, and a total of 138 academic programmes reviewed by a total of 258 national industry leaders and academic peers from Southern African industries and universities. Consequently, the quality of the Programme and Qualification Mix (PQM) has continuously improved, by combining internal quality and external market response data.

Catalysing undergraduate socioeconomic transformation

From 2013 to 2017, CBE undergraduate enrolment has decreased, by institutional design, from a headcount of 17 658 to 16 859 (-5%). Over the same time, given the decrease in enrolment, UG output has decreased comparably from 4 017 to 3 834 graduates (-5%).

Over the last five years, continuous investment into innovative teaching and learning practices has returned a gradual, credible improvement of module success rates from 79% to 86%, supported by an extensive tutor system equivalent to an investment of R8 million per year.

In response to the #FeesMustFall campaign, the College has contributed over R15 million to the UJ drive in support of the 'missing middle' (students above the National Student Financial Aid Scheme threshold, but for whom university education is unaffordable).

Diplomas and degree minimum time graduation rates were on the 25% benchmark, while graduation rates within five years increased from 60% to 70%. Study interruption is occasioned by students who often work for a year to generate funds and then continue their studies.

Catalysing socioeconomic transformation at the postgraduate level

From 2013 to 2017, PG enrolment has increased, by institutional design, from a headcount of 2 505 to 3 015 (+20%), while PG output has grown from 1 172 to 1 387 (+18%). The honours graduation rate is 21% above the 60% benchmark and the master's graduation rate is 5% above the 33% benchmark. Improvement of the doctoral graduation rate (5% below the 20% benchmark) is imperative.

Incorporating the power of Artificial Intelligence

Major shifts in the college business model, framed by the impact of the Fourth Industrial Revolution, are accomplished through enrolment planning and the application of technology in teaching and learning. In 2017, nine new online programmes were developed; while the first two programmes were implemented in September 2017, the others await national approval.

Regeneration of products and services

Since 2012, new markets for quality continuing education programmes (CEP) have been explored. Showing 50% growth, the CEP portfolio now enrolls close to 6 000 students. Consequently, third-stream revenue derived from CEPs has grown since 2011, from R48 million to R112 million (+133%) in 2017.

An unintended spinoff was that industry trust grew, leading to an increase in industry sponsorships and commissioned research from R6 million in 2011 to R20 million in 2017.

Thought leadership and entrepreneurial action

- Enactus UJ, a student organisation that promotes community service learning, continues as the CBE major mode of community engagement.
- Our Digital Pilot Project identifies, showcases and connects community-driven social impact solutions. The project, managed by Ms Adelaide Sheik (UJ) and Ms Julie Adair (Glasgow Caledonian University, Scotland), also qualified for substantial funding by the Erasmus+ Fund (EU) to set up hubs in three provinces in South Africa.
- Our footprint extends beyond Gauteng through the Pfunanani Entrepreneurship Development Project, a rural entrepreneurship development programme in Mpumalanga, where we boost 60 local businesses in collaboration with the Jobs Fund, Sabi Sand Pfunanani Trust, and the Buffelshoek Trust.
- The UJ Centre for Entrepreneurship (UJCE), led by Ms Moipone Molotsi, hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates in 2017.

Growing staff capabilities to be responsible citizens and to cope with disruptive change

- Prof Fiona Tregenna (SARCHI Chair: Industrial Development, School of Economics) has been awarded inaugural Community of Practice (CoP) Funding from the NRF, of up to R7 million over an initial two-year period. This is for leading a CoP on innovation and industrial development, which will be driven primarily by Prof Erika Kraemer-Mbula. The funding will cover some new positions (both research and support), bursaries, conference and meeting costs, research expenses, etc., with a particular focus on collaboration with national and international partners and on making research relevant and accessible to policymakers.
- Prof Kelvin Bwalya was appointed to the National Committee of Experts of the Higher Education Authority in Zambia. This committee is mandated to shape the direction of tertiary education in Zambia and to coordinate quality assurance implementation for competitiveness, and it provides the CBE with a considerable presence.
- Prof Tankiso Moloi (Research Professor: School of Accounting) has received the Education Category Award from the Institute of Risk Management South Africa (IRMSA). He was acknowledged by IRMSA for his project *The State on Risk Management in the Public Service* – in collaboration with the National Treasury.
- Mr Guy Stehlik, CEO and Founder BON Hotels, was awarded the STH 2017 Golden Circle Alumnus Award.
- Mr Zafeer Nagdee (Senior Lecturer: School of Accounting) was awarded the 2017 Dean's Talent Development Award in support of his professional development.

- Ms Naiefa Rashied (Lecturer: School of Economics) was awarded the VC's Distinguished Award: Most Promising Young Teacher.
- Ms Stella Bvuma (Lecturer: SCiS) was appointed to the Council of the South African Institute of Computer Scientists and Information Technologists.
- Three CAs(SA) were nominated by SAICA as finalists in the Top 35 CAs under 35 years of age. They were Husain Coovadia, Jonathan Streng and Monique Keevy, all senior lecturers within the School of Accounting.
- Seven academic staff members were promoted.
- Six lecturers achieved their doctorates in 2017. A total of 44 academics continued to develop their leadership potential through the UJ Accelerated Academic Mentoring Programme.
- The Annual Report of the Institute of Internal Auditors' CEO and Policy Committee reflects the views of 281 chief audit executives, and therefore presents an impartial view of the state of corporate governance in South Africa, across industries and economic sectors. The 2017 CGI Survey Questionnaire was revised to include the new King IV Code of Governance Principles. This Annual Report was developed through research by the Department of Commercial Accounting, CBE School of Accounting, under the project leadership of Dr Christo Ackermann.

Enlargement of our intellectual footprint on our continent

Our growing intellectual footprint in Africa is demonstrated by the project, led by Dr Sydney Mufamadi, on the war on terror in the Horn of Africa, which entailed interviews with peacemaking practitioners from the African Union (AU) and AU-accredited diplomats from China, France, Kenya, and the USA.

The Centre for Public Management and Governance, led by Prof Christelle Auriacombe, has achieved national recognition as a local government advisory and training institution. Productive collaborators include the Institute of Local Government Studies of Ghana, the Uganda Local Government Association, the Rwanda Association of Local Government Authorities, and the City of Johannesburg.

New partnerships were formalised with the HO Polytechnique Ghana, the University of Botswana, the University of Mauritius and the University of Zimbabwe.

OPERATING CONTEXT

Our mission

The CBE envisages combining the innovative strengths of its legacy faculties in pursuit of a globally competitive Pan-African agenda.

Our operating environment

Unemployment is the most pressing socioeconomic problem facing South Africa. About 75% of potentially economically active South Africans under 24 are faced with a life of continued poverty and despair. It is against this backdrop that the CBE enables and empowers 5 664 enrolments in continuous education programmes, 16 796 residential undergraduates, and 5 664 postgraduate enrolments to forge a desirable future. Table xx (below) provides a snapshot of the overall CBE profile.

EMPLOYEE PROFILE

Stakeholders include all who have an interest in and are affected by the College. Key internal stakeholders are staff who are pivotal in conveying the College brand. Therefore, the management of talented academic, administrative and support staff is the Dean's first priority.

College staff profile

The CBE consists of 332 academic members of staff among whom 151 lecturers, 124 senior lecturers, 28 associate professors and 29 professors. There are also 94 academic administrators, and 52 operational staff. Academic staff include 45% academics from designated groups and 19 international members of staff from African origin. Some 39% of academic staff hold doctorates.

Academic staff development

Six lecturers achieved their doctorates and seven were promoted in 2017. Colleagues continued to contribute as editors of journals, serve on ministerial committees, and receive awards for best papers, lifetime achievements and fellowships for intellectual contributions. A total of 44 academics participated in the Accelerated Academic Mentorship Programme. From 2013 to 2017, the number of National Research Foundation (NRF) rated researchers increased from 3 to 17.

Visiting scholars

Six distinguished visiting professors added substantial weight to producing and disseminating knowledge and best practice. These scholars are Prof Arnold Bakker (Erasmus University of Rotterdam, Work and Organisational Psychology), Prof Eva Demerouti (Eindhoven University of Technology, Organisational Behaviour and Human Decision Making), Prof Naresh Malhotra (Georgia Institute of Technology, Marketing Research and Consumer Behaviour), Prof Maureen Pirog (Indiana University, Public Management and Leadership), Prof Jarkko Saarinen (University Oulu, Sustainability Management), and Prof Howard Thomas (Singapore Management University, Strategic Management).

College administration

The College would not function without committed, hardworking administrators who take a broad view of the University, the College and our students' best interests.

During the transition period, the Head of Faculty Administration of the Faculty of Management, Ms Lee-Anne Govender, led the Faculty of Management office team, including four senior faculty officers, five faculty officers and five administrative assistants.

During the transition period, the Head of Faculty Administration of the Faculty of Economic and Financial Sciences (FEFS), Ms Maria Motaung, led the FEFS office team, including three senior faculty officers, five faculty officers and 15 administrative assistants.

These teams provided indispensable support to the Directors of School, Heads of Departments, the Vice-Deans and Dean in managing admissions, registrations, examinations and graduations, and working closely with other UJ student services. College Administration offered a one-stop shop to some 25 000 enrolments, ranging from certificate up to PhD level.

Mitigating risk in talent management

In mitigating talent retention risk, the College Task Team on Talent Management revised the entire CBE Talent Management Portfolio. Multi-disciplinary team research promoted job satisfaction and work identity among academics involved in designing innovative organisational solutions. Major investment was directed towards the development of the teaching and learning competence of academics.

Long-service awards

The College acknowledges our long-serving and dedicated staff members who have helped build up UJ, brick by brick, student by student, and day by day. Their efforts reflect passion, dedication and perseverance inspiring us all.

STUDENT PROFILE

Our undergraduate footprint represents 86% of total enrolment. Vice-Dean Prof Jane Spowart (Faculty of Management) and Vice-Dean Prof Sivan Chetty (Faculty of Economic and Financial Sciences) led this portfolio up to the end of June 2017, in collaboration with the Faculty Academic Committee and various other legacy faculty committees on student support.

From a student management system point of view, the CBE has moved over to a new academic structure on the MAMS, HEDA and ITS systems for the new cohort of students registering in January 2018. Central Academic

Table 42: Snapshot of the CBE operational profile

INPUT		OUTPUT	
ENROLMENT PROFILE		GRADUATE OUTPUT	
Total enrolment	25 382	UG output	3 910
Undergraduate diploma headcount	6 433	PG below M	1212
Undergraduate degree headcount	10 363	Master's graduates	164
Total undergraduate headcount	16 796	Doctoral graduates	11
Postgraduate diploma headcount	807	Total graduate output (n)	5 286
Honours headcount	1 276	Total undergraduate output (%)	74%
Master's headcount	659	Total postgraduate output (%)	26%
Doctoral headcount	180	STUDENT PROGRESS MEASURES	
Total postgraduate headcount	2 922	Module success rate	87%
Total continuous programme enrolment	5 664	First-year dropout rate	19%
International enrolment (UG)	907	Throughput: Undergraduates	23%
International enrolment (PG)	242	Throughput: Honours & postgrad diplomas	58%
International enrolment (% of UG)	5%	Throughput: Master's	25%
International enrolment (% of PG)	8%	Throughput: Doctorates	6%
International enrolment (%)	6%	RESEARCH OUTPUT	
Full-time equivalents	15 564	Research output (DHET credits)	268
STUDENT PROFILE		International articles	63%
Recruitment from Quintile 1 and 2 schools	26%	PRODUCTIVITY MEASURES	
Admission Point Score > 35	36%	Research credits per senior lecturer unit	0.93
TALENT		International ranking in the continent	4
Total number of staff	478	Workload per senior lecturer unit	54
Professors (9% of 332 academic staff)	29	UG output per senior lecturer unit	13.48
Associate Professors (8% of 332 academic staff)	28	Hons and PGDip output per senior lecturer unit	4.18
Senior Lecturers (37% of 332 academic staff)	124	Master's output per senior lecturer unit	0.57
Lecturers (46% of 332 academic staff)	151	Doctoral output per senior lecturer unit	0.04
Number of academic administrators	94	Overall graduates per senior lecturer unit	18.23
Number of operational staff	52	Budget intensity/full-time student equivalent	R25 580
Senior lecturer units	290		
Academics from designated groups	45%		
Academic women	49%		
Full-time equivalent/support staff	166		
International staff	19%		
Presence of academics holding doctorates	39%		
2017 operations budget (Rm)	R314		

Administration aligned the 2018 academic structure according to the merged college model, during the second semester of 2017.

Student empowerment and accomplishments

Every year, aspiring Chartered Accountants have two opportunities to pass the first qualifying examination, the Initial Test of Competence (ITC) – one sitting in January, the other in June. The results of the SAICA June Initial Test of Competence exam were released on 18 August 2017. UJ first-time candidates achieved a first-time pass rate of 69% in the June ITC, compared to the national average of 66%. The final result brings UJ to a total 268 successful candidates, that is, a total of 95% of UJ candidates having passed this strenuous exam.

In this age of high youth unemployment, universities have a critical role to play in enabling students' entrepreneurial abilities. The School of Consumer Intelligence and Information Systems, through the Department of Marketing Management, takes pride in leading this endeavour. Collaborative effort by the 2017 Direct Selling Association and the School of Consumer Intelligence and Information Systems resulted in sales turnover of R3 million with 405 students benefitting from R750 000 in commission.

The Chartered Financial Analyst (CFA) Programme is a professional credential, which hosts the CFA Institute Research Challenge – an annual global competition that provides university students with hands-on mentoring and intensive training in financial analysis. The CFA and the Financial Planning Institute teams of the JBS, and the Department of Finance and Investment Management won the South African legs of industry specific challenges.

Four BCom (Hons) Marketing students qualified as semi-finalists in the 10th Global 2017 Google Online Marketing Challenge. Three- to six-member student teams from 100 countries compete by designing, implementing and evaluating the effectiveness of an AdWord campaign for a business or a non-profit organisation.

Second-year Gastronomy students at the STH brought one of South Africa's greatest exports, Michelin Star Chef Jan Hendrik van der Westhuizen, to the UJ School of Tourism and Hospitality.

Employability

The employability of our students and their impact on their organisations are strategic imperatives. We have learnt that talented academics are the source of excellent programmes, which in turn improve market reputation that then draws quality students and ultimately boosts graduate throughput and employability.

New subsidised programmes

Fourteen new programmes have been submitted and are at various stages of approval within SAQA, DHET and the CHE.

Service learning

Collaborative service learning was experienced by students who leveraged the benefits of the flipped classroom and blended learning. Students worked in multicultural teams and shared their experiences to find solutions to the problems experienced by co-operatives.

Work-integrated learning

Work-integrated learning (WIL) continued to be a strategic strength of diploma programmes, and included all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

Non-subsidised academic programme enrolment

A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner, for example, the partnership between the Department of Transport and Supply Chain Management, Transnet and the Glasgow Caledonian University in delivering a BSc in Railway Operations. Partnerships also led to consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes.

Student success and experience

Employer engagement is essential to ensure the academic relevance of college programmes. College initiatives are especially aimed at exposing our students to prospective employers or opportunities for self-employment. Our sincere appreciation to the private and public sector organisations for their generous contribution of opportunities to enrich our students.

Programme improvements

All UG programmes have been reviewed over the last three years, and improvement plans are being implemented to ensure that programmes are differentiated, employer-orientated, and curriculum coherent.

We have invested in deepening our understanding of the meaning of decolonisation in applications of management science by tapping into the intellectual thrusts found among the leaders of competitive industries, visiting scholars, our students and our research. It is clear that people who honour their indigenous ways of knowing can make original contributions to the body of knowledge. Global business respects and trusts those who are inspired, directed and energised by their cultural heritage. Culture is a determinant of mind-set and, therefore, determines the behaviour required to achieve success, peace, conceptualising futuristic innovations and a sound moral code. Therefore, we argue in favour of a cultural revolution, championed by the peoples of Africa, aimed at upping our ability to generate new ideas and to combine these with technology.

Programme improvement also centres on the impact of the Fourth Industrial Revolution, and, more specifically, on the future of management education in an era of uncertainty. Online learning has fully emerged as a strategic driver, evidenced by the number of universities ramping up online offerings. In 2017, two new online programmes were implemented and a further seven await national approval.

Undergraduate employability

The 2017 Undergraduate Employability Survey revealed that respondents were on average 25 years old, with 81% having had part-time jobs during their studies. After graduation, 67% were employed within three months and 93% within 12 months. Employment resulted from student networking opportunities (20%); exposure during work-integrated learning (13%), web applications (10%), and recruitment agencies (9%). Overall, 89% of respondents indicated that a UJ qualification helped them to be employed.

Mitigating the risk of first-year dropout rate

Passing the first year remains a major hurdle for university entrants. Up to 60% of first-year students at South African universities drop out, and of the remaining students, fewer than 50% graduate. The dropout rate of first-year students in the CBE has slowly come down since 2011 to 21% in 2017. Initiatives have included a First Year Seminar, a peer mentoring programme, substantial tutoring, and intensive revision sessions.

Student volunteering

Student volunteering in support of communities flourished with projects such as blanket knitting, the Tops and Tags Initiative in collaboration with Interwaste Environmental Solutions, online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment, and business plans for NGOs. Over 250 senior students volunteered and were trained to support first-year students.

RESEARCH FOOTPRINT AND IMPACT

Postgraduate enrolment and research output serve as a pull factor in the College's future-fit strategy. Vice-Dean, Prof Gert Roodt, led the Faculty of Management postgraduate and research portfolio until the end of June 2017, and was succeeded by Prof Llewellyn Leonard.

Postgraduate programmes

College postgraduate programmes are outlined at <https://www.uj.ac.za/faculties/cbe/Pages/Postgraduate.aspx>

Table 43: Snapshot of knowledge creation

KPA2: KNOWLEDGE CREATION	2017
Investment (R million) in research support	R634 657
Appointment of Distinguished Visiting Professors	8
Emeritus Professor	1
Professors of Practice	6
Research Associates	8
Research Fellows	7
Senior Research Associates	5
Senior Research Fellows	17
Visiting Associate Professors	2
Visiting Lecturers	1
Visiting Professors	15
Postdoctoral Research Fellows	9
Number of NRF-rated Researchers	13
Attraction of postgraduates from other universities	336
Research output (DHET credits)	389
Research output per senior lecturer unit	0.93

Postgraduate output

Since 2013, the CBE has conferred 6 446 postgraduate degrees, among which were 5 724 honours degrees (90% of total output), 642 master's degrees (8%) and 80 doctorates (2%).

Postgraduate output grew from 1 204 degrees in 2013 to 1 324 in 2017 (+35 postgraduates YOY) and represented about 22% of university postgraduate output. Since 2013, growth has been seen for honours (38 graduates YOY) and doctoral output by 1 doctorate YOY.

Postgraduate recruitment

Ten international doctoral students were recruited from universities in Ghana, Rwanda, Uganda and Zimbabwe with bursaries as a result of the Dean's Senior Leadership Development Programme. The School of Leadership grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Swaziland and Zambia.

Research output

Since 2013, the College has contributed a total of 1 878 accredited publications, worth 1140 subsidised research credits.

Emphasising quality research

An internal review of postgraduate programme efficiency in 2015 identified substantial variation among postgraduate programmes. This prompted a closer strategic review of the postgraduate portfolio, focusing on international and national competition, benchmarking and positioning. In response, the College Higher Degrees Committee tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

Annual honours poster competition

The Annual Honours Poster Competition is an example of developing student interest in postgraduate studies. This competition also serves as a research methodology benchmark across disciplines in the College. The first prize entails cash (R10 000) and sponsored attendance of an international conference.

What our researchers write about

An analysis of research titles showed that College researchers' intellectual pursuit has shifted since 2011 from general business dynamics to South African and continental business challenges, notably in the field of market intelligence.

INTERNATIONALISATION

Staff exchanges

Professors Roberts-Lombard, De Meyer-Heydenrych and Mpinganjira were appointed as visiting professors and Dr Wait as visiting lecturer in the School of Business and Management at the Uganda Technology and Management University.

Global stakeholder engagement

The College developed active relationships with the following institutions:

- Civil Service College Uganda (Jinja Municipality, Uganda)
- Dar es Salaam University (Dar es Salaam, Tanzania)
- Ghana Institute of Management and Public Administration (Accra, Ghana)
- Institute of Local Government Studies (Accra, Ghana)
- International Swedish Governmental Agency (Stockholm, Sweden)
- Jamhuriya University of Science and Technology (Mogadishu, Somalia)
- Jimma University (Jimma, Ethiopia)
- Lagos Business School, Pan-Atlantic University (Lagos, Nigeria)
- Mount Crest University (Accra, Ghana)
- Riara University School of Business (Nairobi, Kenya)
- Rwanda Association of Local Governments (Kigali, Rwanda),
- Uganda Local Governments Association (Kampala, Uganda)
- Uganda Technology and Management University (Kampala, Uganda)
- University Cheikh Anta Diop De Dakar (Dakar, Senegal)
- University of Development Studies (Tamale, Ghana)
- University of Ghana Business School (Accra, Ghana)

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Public lectures

Forty public lectures included topics such as 'African Leadership: Rediscovering and re-internalising the practice of humanity' by Vusi Vilakati; 'The Game of Change: New industries and the new skills to drive these industries' by Dion Chang; A Pan-African thought leadership conversation on 'Decolonising management studies and fostering critical management studies in South Africa' and 'Publishing of scholarly open access books – Following the NSBPF process of peer review'.

CONCLUSION AND WAY FORWARD

In reflecting on new beginnings, attention is drawn to President Cyril Ramaphosa, who in delivering his first State of the Nation Address, touched our hearts by quoting the late and great Hugh Masekela's song 'Thuma Mina':

*"I wanna be there when the people start to turn it around
When they triumph over poverty
I wanna be there when the people win the battle against AIDS
I wanna lend a hand
I wanna be there for the alcoholic
I wanna be there for the drug addict*

*I wanna be there for the victims of violence and abuse
I wanna lend a hand
Send me."*

President Ramaphosa concluded: "We are at a moment in the history of our nation when the people, through their determination, have started to turn the country around. We can envisage the triumph over poverty, we can see the end of the battle against AIDS. Now is the time to lend a hand. Now is the time for each of us to say 'send me'. Now is the time for all of us to work together, in honour of Nelson Mandela, to build a new, better South Africa for all."

In lending a hand, the CBE will remain fleet of foot, responding efficiently and effectively to the changing needs of society and the economy. In responding to this call, 10 CBE-levelled task teams, with their respective mandates related to the UJ 2025 Strategy, were led by senior CBE academics and professional support services administrators who have guided the transition of the legacy faculties into the CBE. These task teams focused on knowledge creation, teaching and learning, decolonisation, talent management, internationalisation and stakeholder management, college academic administration, APB reimagined, online programmes, continuing education programmes, and branding and marketing. The Dean and Vice-Deans synchronised the efforts of these task teams.

Underpinning the mind-set of all the staff in the College is the theme of connectedness, of productive and active interdisciplinary connections within the College, as well as a vast set of continental and international connections, to ensure that globally, the UJ College of Business and Economics is top of mind and top of class.

The first Annual Report of the College of Business and Economics is dedicated to the multitude of private and public stakeholders with whom we have been exploring solutions to daunting continental challenges. This report explicates how our members of staff, the broader UJ community, the private and public sector are best serving close to 25 000 students in the diverse field of business and economics. We express our deep appreciation for individual and collective commitment to our future impact.

A handwritten signature in black ink, appearing to read 'Daneel van Lill', is centered on the page. The signature is stylized with large, sweeping loops and a horizontal line extending to the right.

Daneel van Lill (Prof)

Executive Dean: College of Business and Economics

Faculty of Education

STRATEGIC DIRECTION

The strategic direction discussions in 2017 addressed the recommendations of the Faculty Review, which took place in September 2016. The main research initiatives emanating from the Faculty Review related to capacity building of inactive researchers. This was done departmentally and through workshops and a writing retreat facilitated by the Vice-Dean: Research and Internationalisation. Another research related initiative involved the groundwork for the development of a professional doctoral programme that focuses on teacher education.

An important teaching and learning initiative saw the conducting of an assessment audit in the Faculty aimed at establishing a more efficient assessment of learning system, i.e. one that maintains quality and rigour while reducing quantity.

A governance and management recommendation was addressed in November 2017, which concerned creating a position to promote greater coherence, coordination and curriculum integration for the Initial Teacher Education (ITE), Senior and FET programmes. This was done by creating a programme manager position. The programme manager will take up the position in February 2018.

Some of the recommendations require curriculum changes in the ITE programmes (Senior and FET phase) and changes to the way in which the work-integrated learning is organised. The work on this started in 2017, but will receive dedicated attention in 2018 under the leadership of the programme manager.

In the second half of 2017, centres, departments and chairs embarked on compiling strategic plans for the next four years. The plans addressed strengths and challenges, strategic direction, key strategies and milestones. The initial plans were discussed at a breakaway in November and thereafter refined. In addition to providing input on how to improve the strategic plans, conversation at the strategic committee breakaway inter alia foregrounded the following: transformation; completion time of students in undergraduate degrees; online and blended learning; teacher education for 21st century education; third-stream income generation; throughput of postgraduate students; inactive researchers and research output; the Faculty's footprint in the rest of Africa; and the role of distinguished visiting professors in the Faculty.

OPERATING CONTEXT

Campuses

The Faculty offers academic programmes on two campuses, namely the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK). The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road Campus (APB).

Soweto Campus

Three academic departments are housed on SWC, namely Educational Psychology, Education Leadership and Management, and Childhood Education. The Campus is also home to the Centre for Education Practice Research (CEPR) and two National Research Foundation (SARChI) chairs, namely the Chair in Education and Care in Childhood (chair holder – Prof Jace Pillay) and the Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School (chair holder – Prof Elizabeth Henning).

A core characteristic of the postgraduate Educational Psychology programmes offered at SWC is their focus on community psychology. These programmes attract large numbers of high calibre students. Another prominent focus of this Department is special needs education with specific reference to neurodevelopmental learning needs. The Department received a grant from the DHET (European Union funding) in the Teacher Education for Inclusive Teaching Project to pursue research in this area and to develop an open access virtual centre to disseminate the work done. The Department also has a strong footprint in the professional development of teachers in relation to curriculum differentiation and remedial education.

Childhood Education was identified as a UJ flagship programme area in 2014. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The Funda UJabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of childhood education. It is a public school, but also a research and teaching school and an 'education laboratory'. The students in the BEd in Foundation Phase (FP) Teaching and Intermediate Phase (IP) Teaching participate in classroom activities, learning about children and their development and the practice of teaching in the school. The school also serves as one of the main research sites of the CEPR. The CEPR has four main areas of work, namely research, journal publication, teacher development, and research capacity development.

The Department of Education Leadership and Management offers postgraduate programmes at SWC. These programmes are particularly popular with school leaders (heads of departments, deputy principals and principals). This Department is also actively involved in the continuous professional development of school leaders.

Auckland Park Kingsway Campus (APK)

Though the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, these departments also have staff members on APK. Two departments are situated on APK, namely Education and Curriculum Studies, and Science and Technology Education. The focus of the undergraduate programmes at APK is mainly secondary school teacher education. Postgraduate programmes straddle many areas of learning and research. Science education is one of the strongest programmes at this site. Higher education as a field of study has also been gaining prominence with foci on higher education policy and leadership and the scholarship of teaching and learning. In 2017, the Faculty was awarded an NRF Chair in Teaching and Learning in PSET (post-school education and training), with Prof Brenda Leibowitz as chair holder. In addition, the Ali Mazrui Centre for Higher Education Studies was officially launched in 2017. The research, training and networking agenda of this centre is located within UJ's Pan-Africanist ambition.

Another area that has been gaining prominence is learning technologies. The Learning Technologies Unit in the Department of Science and Technology Education has taken leadership in the Faculty to support technology enriched learning, and to ensure that student teachers are prepared to design and develop learning experiences and assessments fit for the digital age. In addition, the Learning Technologies Unit started offering an online Master's degree in Information and Communication Technology in 2017.

Auckland Park Bunting Road Campus (APB)

The Centre for Education Rights and Transformation (CERT) is housed in the research village on APB. The imperative of CERT, as stated in its charter, is to "make a positive contribution to knowledge creation and social transformation" and to create synergy between scholarship, social action and community outreach.

FACULTY GOVERNANCE AND QUALITY ASSURANCE

The Faculty of Education Leadership and Management Committee (FELMC), consisting of the Executive Dean, Vice-Dean, Heads of Department and Head of Faculty Administration, met once every three weeks during 2017. The main purpose of the FELMC is to provide leadership and management with regard to the execution of the Faculty's vision, values and strategy, as well as to oversee quality assurance measures.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks be coordinated cross-functionally. Consequently, Faculty focus groups and committees play an important role. The purpose of the focus groups is to oversee quality enhancement in matters related to teaching and learning in the Faculty's ITE programmes (BEd and PGCE). These programmes are offered cross-departmentally. The focus groups report to the Teaching and Learning Committee. In addition, the following committees were functional in 2017: Academic Ethics Committee; Research Funding Committee; Higher Degrees Committee; Teaching and Learning Committee; Transformation Committee; and Strategic Planning Committee.

The main risk identified previously, namely enrolment planning and management, remained in 2017. This is due to the phasing out of existing education qualifications, and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment. Another looming risk is the forthcoming retirement of senior academics within the next four years.

STAFF PROFILE

In 2017, the Faculty had 76 full-time permanent academic staff members (including the Executive Dean), compared to 73 in 2016. The number of administration and support staff was 24 in 2017, compared to 20 in 2016. In 2017, 69% of academic staff held doctoral degrees. The profile in terms of equity reporting for academic staff was 57% designated (excluding white women) and 43% non-designated, including international staff. The gender profile in 2017 was male 45% and female 55%.

The profile in terms of equity reporting for administration and support staff was 58% designated (excluding white women) and 42% non-designated. The gender profile in 2017 was male 13% and female 87%.

STUDENT PROFILE, STUDENT SUPPORT AND SUCCESS

Student profile

A total of 3 901 students were enrolled in 2017 of whom 3 211 were undergraduates (82%) and 691 were postgraduate students (18%), compared to the 2016 enrolment of 3 217 (81%) undergraduates and 725 (19%) postgraduates.

Enrolments in the master's degrees increased slightly from 195 in 2016 to 218 in 2017, and doctoral degree numbers decreased from 120 in 2016 to 116 in 2017.

First-time entering undergraduate degree enrolments were 622 in 2017 compared to 730 in 2016. The decrease was planned to enable the Faculty to enrol students in its qualifications for professional development of in-service educators, which will be rolled out in the future. Enrolments in the ITE programmes, namely the BEd and the PGCE, decreased slightly in 2017 (n=3 211) compared to 2016 (n=3 217).

In 2017, the student profile in terms of demographics was: black 82% (n=3 185); white 8% (n=316); Indian 4% (n=157); coloured 4% (n=171) and international 2% (n=7), compared to the 2016 profile of black 81%; white 9%; Indian 4%; coloured 4%; and international 2%.

Student performance and support to students

The academic performance of students was generally satisfactory. The course success rate for the BEd (four-year undergraduate degree) remained stable at 91% in 2016 and 93,7% in 2017.

A comprehensive tutor system supports students in the Faculty's ITE programmes. In 2017, the Faculty appointed two tutor coordinators to assist with the overseeing of the tutors on APK and SWC. On APK, a total of 20 senior tutors and 178 tutors provided learning support to students in 64 modules in the ITE programmes. On SWC, five senior tutors and 126 tutors provided support in 67 modules of the ITE programmes. Three senior tutors were appointed to support students in the APK and SWC libraries.

Tutors attended various training sessions to equip them with the required skills to assist students with writing support and study skills and to provide additional support to at-risk students. These training sessions also served to enable tutors to cope with their own studies, while they were tending to the various needs of students that they tutor. The tutor coordinator tabled a monthly report at focus group meetings, providing feedback on all aspects pertaining to tutor support.

Tutors work closely with the module lecturers in coordinating and managing modules with large student numbers. They also assist with identifying and supporting underperforming students, and they provide web-based learning support.

The Faculty has a strong First Year Experience (FYE) programme. As from 2016, the FYE programme was integrated into the BEd Focus Group and formed part of the discussions in the focus group meetings.

The commitment of the Faculty to support the academic progress and well-being of students is also evident in the annual excursion component in the BEd and PGCE programme. The first-year excursion has a strong social justice underpinning. It also aims at improving socialisation of students into the university culture. It affords students the opportunity to form support groups, and staff interact with students on a more personal level in an informal environment. The PGCE excursion aims at the professional development of student teachers.

Enriching the student experience through international exposure

The Memorandum of Understanding between UJ and Georgia State University (GSU), Atlanta in the USA affords fourth-year BEd and PGCE students the opportunity to observe teaching and learning in schools in Atlanta as part fulfilment of the school experience (practicum) requirements of the programme. Nineteen students and one staff member spent two weeks in Atlanta in 2017. In addition to the school visits, they were exposed to an extensive academic programme, which included lectures, presentations, panel discussions and demonstrations.

TEACHING AND LEARNING

Teaching with technology

The first fully online master's programme at UJ was launched in October 2017 – a Master's in Information and Communication Technology (ICT).

Teaching with technology (blended learning) was a major focus in 2017 under the leadership of the blended learning task team. The expectation was that all modules in the ITE programmes would be offered via blended learning.

The blend for each department varied depending on the nature of the disciplines, profile and context of the students, type of learning materials, level of interaction required, and technology solutions available to complement face-to-face teaching. Consultations were held with departments to map the development needs of staff. In addition, learning design workshops were conducted. During these workshops, attention was given to design principles, while considering aspects of curriculum content and expected learning experience, the nature of guidance and support, communication and collaboration mechanisms, and instances of reflection and demonstration. Development foci included enhanced assessment practices via the use of online rubrics in assignments, the use of feedback options in assignments, plagiarism tool software usage for developmental purposes (SafeAssign and Turnitin), and setting of tests, surveys and quizzes.

Fourth-year students in the Faculty who studied ICT support were assigned to act as consultants to departments. Staff consulted with them in selecting appropriate technology tools and services, while considering interactive

pedagogies to enhance the student learning experiences. As a Faculty, we are in the midst of our three-year development plan towards capacitating staff in becoming fully conversant and confident with the various affordances of blended learning and in manifesting these new learnings in our dynamic curricula. Early in 2018, a customised training programme for staff will be made available, focusing on the more effective use of Blackboard as well as associated learning technologies and applications.

Decolonisation of the curriculum

At the onset of 2017, a committee was established in the Faculty to steer the decolonisation of the curriculum conversations. General discussions were held on the concept of decolonisation and on how departments planned to address the identified issues.

Though many in the Faculty were of the view that typical decolonisation issues had been addressed in Education curricula, curriculum changes were nevertheless made to all programmes by all departments. Social constructions of identity, gender, class, race, and religion received attention. The notions of power and privilege were used to debate anti-oppressive education. The need was confirmed to embed student learning and teaching in African epistemologies, African law and values such as ubuntu in the curriculum. Where possible, indigenous knowledge systems (such as in Science) were also taken up in the modules. In all, changes were made to over 50 modules across all areas of delivery.

Service learning as community engagement

The Faculty defines community engagement as initiatives through which the expertise of the Faculty (both staff and students) in relation to teaching, learning, and/or research is employed to address issues relevant to the community, in a reciprocally beneficial partnership. Students are required to engage in service learning with a view to fostering a sense of social responsibility.

In the BEd Senior and FET phase programmes, service learning is infused into the third year. Students enact 45 hours of service through one-to-one learning mediation – the students tutor learners in their area of specialisation. Students reflect in writing on the development of the learners' content knowledge as well as on their own development. A total of 459 students completed this service-learning project.

Service learning also forms an integral part of the PGCE programme and is dealt with by students engaging with literature on service learning through a social justice lens before they enact their services. The prime focus of the literature is on agency and empowerment. Students complete a minimum of 46 hours of service learning in a community setting where the needs are identified by the community. Students keep a journal in which they reflect on what they experienced, as well as on what they have learnt through their service to the community.

The inclusion of service learning continues to grow in both the FP and IP teacher education programmes on SWC, linked to the Funda UJabule School. In addition to the annual sporting event and the food gardening project, the IP now also includes a service learning gallery walk for the social sciences. This project, which focuses on the subjects of history and geography, addresses the decolonisation of knowledge in the students' academic curriculum and in the IP school curriculum and is held at UJ in the second semester.

At postgraduate level, the MEd Educational Psychology students are involved in service learning through the first-year excursion. They provide support to first-year students at the excursion.

NEW ACADEMIC PROGRAMMES

The following programmes were offered for the first time in 2017:

- Bachelor of Education Honours in Curriculum Studies
- Bachelor of Education Honours in Language Literacies and Literature
- Postgraduate Diploma in Inclusive Education
- Bachelor of Education Honours in Education Leadership and Management
- The online Master's of Education in ICT

The Bachelor of Education Honours in STEM Education with endorsements in Mathematics, Science, Technology and Information Computer Technology Education was approved and accredited by the Higher Education Qualifications Committee (HEQC) of the Council for Higher Education (CHE).

In line with the Faculty's drive to offer selected programmes online, in 2017, the following programmes were submitted to the HEQC for approval for online delivery:

- Advanced Diploma in School Management and Leadership
- BEd in Foundation Phase Teaching
- Postgraduate Diploma in Senior Phase and Further Education and Training Teaching
- Postgraduate Diploma in Further Education and Training Teaching
- MEd in Childhood Education (Professional)
- Advanced Diploma in Technical and Vocational Teaching

Continuous professional development for educators

The Faculty is actively involved in the professional development of educators. Some of the 2017 highlights are mentioned below.

In 2016, the Department of Science and Technology Education initiated a short learning programme (SLP) on *Managing and Leading with Digital Technologies*. This SLP involved Department of Basic Education (DBE) managers of District Teacher Development Centres and Provincial Teacher Development Institutes, which are collectively called Teacher Centres, as well as e-Learning Specialist Trainers who serve on the DBE's National Core ICT Training Team from all Provincial Education Departments. A highpoint of 2017 was the national celebration ceremony with 159 successful candidates from all provinces receiving their certificates. The major partners were Microsoft, UNICEF, Vodacom, and the Department of Basic Education (DBE) and Provincial Education Departments (PEDs).

SLPs in remedial education offered by the Department of Educational Psychology were again sought after. Various SLPs were presented during 2017 for the Mpumalanga and Eastern Cape Departments of Education.

The Department of Education Leadership and Management and the Gauteng Department of Education (GDE) offered a Curriculum Leadership Development Programme focusing on developing the practice of leadership among curriculum managers with the aim of systemic improvement in schools. This programme was intended to provide curriculum managers with the necessary skills and strategies to enable them to effectively deal with the challenges of curriculum implementation and to understand and influence the change process with the view of bringing about positive learner performance. This programme was highly successful and received numerous accolades across the spectrum of education.

RESEARCH

The Faculty's research, conducted by academic departments, the CEPR, the CERT and NRF Chairs, is aimed ultimately at enriching and transforming the practice of education.

The programme of activities in the broad area of education in childhood is a strength of the Faculty. The two NRF Chairs on the Soweto Campus are both related to the area of education in childhood, though with distinct foci. The bulk of the funded research projects of the Faculty is located in the CEPR and the Department of Childhood Education. These research projects involve postgraduate students, postdoctoral research fellows and staff, and they are conducted generally with international collaboration. The Faculty is a leader in the country in research on primary school teacher education with the 'teaching school' initiative on SWC a unique example of practice-based teacher education.

Science education and research in educational support for children and youth who struggle are other prominent research areas in the Faculty. Research into higher education as a field of study is another prominent research area as is evident from the work of the Ali Mazrui Centre in Higher Education Studies and the NRF chair Teaching and Learning in PSET, which was awarded to the Faculty.

The Faculty's research output, comprising articles in accredited journals, research based books and conference proceedings, increased notably during the past few years, though there was a decrease from 100.11 units in 2015 to 87.6 research units in 2016. The research output units generated in 2017 again showed an increase amounted to 119.73 units. Fourteen of the sixteen professors in the Faculty contributed significantly to the output of 45.75 units. Publications of books and chapters in books increased considerably.

Even though the output generated in 2017 is pleasing, the number of research-inactive staff, particularly at senior lecturer level, remains a concern. In addition, the output of postdoctoral research fellows was not satisfactory. The numerous externally funded research (and development) projects bear further testimony to the vibrant research culture that has developed in the Faculty.

In 2017, the following academics were NRF-rated researchers in the field of education: C-rated (established researchers): Professors Jace Pillay, Chris Myburgh, Brenda Leibowitz, Raj Mestry, Umesh Ramnarain, Shireen Motala, Juliet Perumal, Gert van der Westhuizen, Nadine Petersen, Piet Ankiewicz and Salim Vally. B-rated (internationally acclaimed) researchers were Professors Elizabeth Henning and Linda Chisholm. In addition, two distinguished visiting professors were rated – Prof Kerry Kennedy received a B-rating and Prof Tony Onwuegbuzie was awarded an A-rating (leading international researcher).

The Faculty serves the education research community through two accredited research journals, namely *Education as Change* (linked to the CERT) and the *SA Journal of Childhood Education* (linked to the CEPR).

INTERNATIONALISATION

Distinguished visiting professors

The Faculty has been able to attract eminent scholars as distinguished visiting professors. These distinguished visiting professors could play an important role in the Faculty's push towards global excellence. However, it is incumbent on the Faculty to ensure that their strengths are harnessed optimally, not only in terms of research, but also in relation to the mentoring of staff.

The majority started work in the Faculty in the second half of 2016.

Table 44: Distinguished visiting professors

NAME	INSTITUTION	AREA/DEPARTMENT
Annemarie-Fritz Stratmann	University of Duisberg-Essen	Childhood Education/CEPR
Catherine Snow	Harvard University	Childhood Education/CEPR
Bruce MacFarlane	University of Southampton	Ali Mazrui Centre for Higher Education Studies
N'Dri Thérèse Assié-Lumumba	Cornel University	Ali Mazrui Centre for Higher Education Studies
Elias Mpofu	University of Sydney	Educational Psychology
Jari Lavonen	University of Helsinki	Childhood Education/CEPR
Phillip Hallinger	Chulalongkorn University, Thailand	Education Leadership and Management
Hsin-Kai Wu	National Taiwan Normal University	Science Education
Kerry Kennedy	Hong Kong Institute of Education	Curriculum Studies
Carmel Mcnaught	Chinese University of Hong Kong	ICT in Education
Tony Onwuegbuzie	Sam Houston University	Education Leadership and Management and Educational Psychology
Imanol Ordorika	Instituto de Investigaciones Económicas, Universidad Nacional Autónoma de México	Ali Mazrui Centre for Higher Education Studies

Education leadership and management academics from 12 African nations participated in the second Africa Leadership Roundtable, hosted by the Faculty. Distinguished visiting professor (DVP), Phillip Hallinger, played a leading role in this initiative. Another major initiative spearheaded by a DVP, Prof Kerry Kennedy, is a book series *Perspectives on Education in Africa*. The groundwork for the series was done in 2017.

COMMUNITY AND PUBLIC ENGAGEMENTS

UJ associated schools

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). The school again attained excellent matric results – 100% pass rate (95 matriculants), with 85% learners achieving bachelor's endorsement. Two learners attained seven distinctions, and six attained six distinctions. A total of 125 distinctions was attained.

The Faculty is involved in several ways at UJMA. BEd and PGCE students do work- integrated and service learning at the school. Postgraduate students in Educational Psychology assisted the school with the selection of learners into Grade 8 who have the potential to excel in mathematics and science. The students also assisted with the career assessment of Grade 11 learners in the school.

The Funda UJabule School on the Soweto Campus not only is a teaching school, but also serves the surrounding community in terms of childhood education and as a development hub. Partnerships were established with JS Mpanza Primary School, Entandweni Primary School, Winnie Ngekwazi Primary School, and Naturena Primary School No 2. Work was done in these schools to develop the school management teams. In addition, teachers from the Funda UJabule School and the partner schools were trained in early mathematics conceptual development and mathematical content knowledge for teaching mathematics in a primary school classroom. To assist the staff at Funda UJabule and the partner schools in establishing and maintaining a school based support team, further content knowledge development sessions were conducted in science teaching, lesson delivery strategies were explored, and a series of workshops was conducted. This was necessary to refer learners correctly to the UJabule Learning Centre, which was established to offer psychological services to the five schools in partnership with the Department of Educational Psychology. This work was mainly funded through a grant from USAID and the Elma Foundation and was coordinated by a school development practitioner based at the Funda UJabule School.

The work done by Childhood Education with and through the Funda UJabule School received international recognition at the Universitas 21 Presidential Symposium, which took place at the University of Nottingham in 2017. The theme of the symposium was '21st Century Global Anchor Institutions: universities, cities and the international talent economy'. The case study of the work done by the Faculty of Education on its Soweto Campus was one of six case studies selected to be presented at the symposium. The case describes a teacher education/development/research network in Soweto, South Africa, comprising the Faculty of Education, the four public primary schools mentioned above, and community partners, with the Funda UJabule School serving as anchor institution.

Using technology as a community engagement tool

The Faculty of Education launched a new website to make research available to those interested in childhood education. This innovation, known as the Knowledge for Action website <https://knowledgeforaction.co.za>, was launched in November. The website aims at providing actionable knowledge to educators to enable research-informed decision making and teaching practice. It also provides educators with downloadable research-based tools.

Public engagements

Numerous public lectures, seminars and workshops were hosted by the Faculty, Departments, Centres and Chairs. The distinguished visiting professors in the Faculty were all involved in public engagements. In addition, the Faculty hosted a series of public engagements, in collaboration with Kagiso Trust (Education Conversations) and Bridge (Teachers Upfront) to stimulate public dialogue and high-level debate around various issues about the education system.

Some of the public engagement highpoints were the following:

- A Finnish delegation, including the Finnish Minister of Education, Her Excellency Ms Sanni Grahn-Laasonen, visited SWC. During this visit, Ms Grahn-Laasonen delivered the keynote address of a seminar entitled, *'Competent teachers as keys to our success in education'*. The audience also had an opportunity to listen to three panel presentations: one on the Finnish education system, a second on STEAM education, and a third, in which the National Research Funded collaborative research between the childhood education flagship and the University of Helsinki was presented.
- The Ali Mazrui Centre for Higher Education Studies was launched officially in August. The Chancellor of UJ, Prof Njabulo Ndebele, delivered the keynote address at the event. The key message of his address was that we are challenged to become subjects rather than objects of history, and that we carry immense responsibility to ensure that we harness the Fourth Industrial Revolution for Global Africa's inclusive development and global influence.
- Prof Ihron Rensburg delivered the SAERA Nelson Mandela Education Legacy Lecture on the topic, 'The meaning of decolonising knowledge and universities – problems and opportunities'.
- The Second Annual Eric Molobi Memorial Lecture was delivered by Prof Trevor Manuel on the topic, 'Leadership, ethics and change – reflections on the Molobi legacy'. Prof Manuel is an honorary professor at UJ.

The Faculty newsletter, Edubrief, was published four times. Faculty staff regularly commented in the media – newspapers, radio and television – on education issues, and Faculty achievements were reported widely in newspapers and other forums.

CONCLUSION AND WAY FORWARD

2017 was by and large a successful year for the Faculty. Many successes were experienced and no major problems were encountered. The Faculty is driven by its ambition to make a distinct impact in the field of education for the greater good. It also wishes to maintain an upward trajectory in line with the University's global excellence and Pan-African drive. This relates to all areas of functioning, but in particular to teaching, research and internationalisation.



Sarah Gravett (Prof)

Executive Dean: Faculty of Education

Faculty of Engineering and the Built Environment

OPERATING CONTEXT, GOVERNANCE & RISK MANAGEMENT

Operating context

The Faculty of Engineering and the Built Environment (FEBE) remains housed on three University of Johannesburg campuses, namely the Auckland Park Kingsway (APK), Auckland Park Bunting Road (APB) and Doornfontein (DFC) campuses. The Faculty consists of 12 individual academic departments, one postgraduate school, six research centres, two technology stations and one institute.

The Faculty's pool of comprehensive academic programmes is grouped into engineering science programmes, engineering technology programmes, and built environment and management related programmes. Operationally, each group is generally located on the same campus, which allows room for inter-departmental support and resource sharing. Further to this, the Faculty also benefits from an over-arching School structure. The School structure allows for greater collaboration and resource sharing between departments that are across campuses, but within the same School. These groupings are the School of Electrical and Electronic Engineering; the School of Mechanical and Industrial Engineering; the School of Mining Metallurgy and Chemical Engineering; and the School of Civil Engineering and the Built Environment.

These academic structures are operationally supported by undergraduate faculty offices based on both the Auckland Park Kingsway and Doornfontein Campuses. A postgraduate faculty office is located on APK, offering postgraduate administrative support.

Governance structures

Four Faculty committees govern the departments. The Technology Programme Committee caters for undergraduate technology, built environment and management programmes, while the Engineering Science Programme Committee caters for the undergraduate engineering science related programmes. Further to this, the Faculty Higher Degrees Committee caters for postgraduate programmes and the Faculty Research Committee caters for all research related items. School research committees were also constituted in 2017, allowing for a ground-level focus on research related matters and strategic initiatives.

Critical issues, decisions and interventions are debated at these fora, and fed into the Faculty Board. In addition, there is a top-down filtering of high-level university decisions and actions to individual departments via these same committees, through departmental representatives. This bottom-up and top-down approach allows for the continuous flow of communication and feedback.

At the helm of Faculty governance is the Executive Dean of the Faculty, supported by the Vice-Dean of Teaching and Learning, Prof E Akinlabi, and the Vice-Dean of Postgraduate Studies, Research and Innovation, Prof C Aigbavboa. The 2017 year saw the smooth transition of two staff members into these pivotal Vice-Dean roles.

Quality management

The quality governance structures described above are additionally endorsed by the following five professional accreditation bodies: 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). These affiliations have enhanced the national and international quality, integrity and standard of the Faculty's programme offerings.

In May 2017, the Department of Construction Management and Quantity Surveying underwent an accreditation visit by the South African Council for Project and Construction Management Professions (SACPCMP). Full accreditation until 2022 was received for the National Diploma in Building and the Bachelor of Technology programmes.

During October 2017, FEBE also underwent a re-accreditation visit by ECSA. The suite of undergraduate engineering technology programmes reviewed by ECSA included the Bachelor of Technology in Civil Engineering (Construction Management), the Bachelor of Technology in Civil Engineering (Transportation Engineering), the Bachelor of Technology in Civil Engineering (Structural Engineering), the Bachelor of Technology in Civil Engineering (Water Engineering), the Bachelor of Technology in Electrical Engineering, the Bachelor of Technology in Industrial Engineering, and the National Diploma in Mechanical Engineering.

Internal mock accreditation exercises, chaired by the relevant Heads of Schools, took place in August 2017 and helped ensure that all deficiencies and concerns were aptly addressed prior to the actual visit. As a result, all programmes were fully accredited until 2020 by the ECSA panel.

Faculty Risk Register

Faculty risks are controlled and monitored by placing the Faculty's Risk Register as a standing item on the Faculty Exco agenda. Significant risks are then raised at the Risk Management Committee.

In 2017, high priority risks identified included the Faculty's challenge to attract and retain equity academic staff, the management of poor staff performance, ineffective succession planning and transition for management roles within the Faculty. The loss of professional accreditation, especially in the year of the accreditation re-visits, featured significantly and was therefore actively controlled and monitored.

Selected individuals ensure accountability for the implementation of key actions and thus seek to minimise risk for the Faculty. This process allows for high-level monitoring of detailed on-the-ground interventions, solutions and challenges in managing risk.

STRATEGIC FOCUS AND TARGETS

Objective 1: Excellence in research and innovation

In 2017, the Faculty was home to 62 postdoctoral research fellows. In addition to this, FEBE also houses six active research centres, one institute and two technology stations, which assisted the Faculty in striving towards enhancing its research and innovation profile. The Faculty is also home to approximately 91 permanent academic staff who hold a doctoral qualification, (HRIS, 31 Dec 2017). In extending its research portfolio further, the Faculty will also graduate an estimated 103 postgraduate students (unaudited HEDA Data, as at 5 March 2018).

Objective 2: Excellence in teaching and learning

The Faculty of Engineering and the Built Environment has instituted a number of strategic initiatives aimed at holistically supporting student success. 2017 saw FEBE continue to run its own First Year Seminar (FYS) with new first-year students registered within the Faculty. The FYS not only allowed for interaction between staff and students within the Faculty, but also fostered close linkages between the FYS and the formal engineering curricula. During the FYS, students were engaged in various activities, broadly grouped into three categories (literacy, mathematics and computer skills), and these activities were directly related to aspects that would be covered in subsequent modules. The FYS served to introduce students to their chosen engineering programme, while simultaneously assisting with the development of the academic practices necessary for success in higher education. Students were also engaged in engineering related activities to further motivate them.

Over 250 tutors were appointed across the Faculty to assist in teaching and learning. The majority of these were appointed to work with students in particular modules. However, in addition, the Faculty initiated a number of other strategic tutor initiatives aimed at supporting students. Further to this, on both the Auckland Park Kingsway

Campus and Doornfontein Campus, all first-year students within the Faculty were able to receive additional tutoring assistance on any of their first-year modules. This was offered through the FEBE First Year Tutor Centre on each campus. These Centres are run by a team of postgraduate and senior undergraduate student-mentors, drawn from various subfields of engineering. All first-year students are able to visit these Centres to obtain individual or small-group tutoring on any of their generic first-year modules.

Much of the formal engineering curricula is quantitative in nature. However, engineering students do write a significant amount, across a wide array of genres, including laboratory reports, project reports, and research reports and so on. Writing is accepted as being intricately tied to the content of disciplines, and students' ability to write well is not only a reflection of their thinking within the discipline but also a marketable skill that can set graduates apart in the workplace. As such, FEBE continued to operate the FEBE Writing Centre in 2017. This Centre offers individualised support and instruction regarding all aspects of academic writing in engineering.

The FEBE Writing Centre offered two writing workshops within the first-year module, Introduction to Engineering Design, which is a module common to all the programmes offered on APK. In addition, it ran a series of 10 workshops for fourth-year students undertaking their final-year research and/or design projects. These workshops were formally integrated into the final-year capstone module undertaken by the electrical and mechanical engineering students. The FEBE Writing Centre also continued to pilot a writing support initiative where the writing consultant was partnered with several undergraduate research project supervisors and offered intensive, and continuous writing support to final-year students during their research project. This included offering regular individual supervision of the entire research report writing process.

2017 also marked the phasing out of Diploma students and the phasing in of the new Bachelor of Technology and Bachelor degrees on the Doornfontein Campus. Logistically, this process has made room for blended-learning initiatives and out-of-the-box teaching strategies to ensure students complete their qualifications timeously. 2017 saw the first roll-out and implementation of the new Bachelor and Bachelor of Engineering Technology programmes, in tandem. Being the first in the country to roll out the Bachelor of Engineering Technology programmes, enrolment intake proved lower than initially anticipated. Medium- to long-term marketing interventions were planned to ensure greater public awareness of the new programmes, and the career pathways associated with them, especially when these are endorsed by a professional body. This process is ongoing, with different levels of strategic marketing campaigns to be implemented on an annual basis.

Objective 3: International profile for GES

The Faculty's international profile was enhanced in 2017 with a total of 919 international students in the Faculty, and a total of 135 international students graduating (HEDA: Faculty International Profile, 4 Feb. 2018). In addition to this, the Faculty has initiated a number of international collaborations to further cement its international profile. Such collaborations include the Department of Electrical Engineering Technology, which hosted delegates from Romania; the Executive Dean's visit to Ravensburg-Weingarten University of Applied Sciences; and Professor Wan, Director of the Institute of Nuclear Energy Science and Engineering Management of the Department of Engineering Physics, Tsinghua University, Beijing, China, who led a delegation of academics on a visit to the University of Johannesburg. The delegates from China were received by the Heads of Departments of Mechanical Engineering Science and Electrical Engineering Science. The other participants included UJ's A-rated Distinguished Professor of Intelligent Systems, UJ's Co-Director of the Confucius Institute and academic staff members. It was established that there exist opportunities for mutual cooperation and joint sharing of knowledge and experience. The visit therefore concluded with the intent to formalise a working agreement between the universities. Forging such global collaborations and agreements remains critical to the Faculty's attempt to enhance its international profile for global excellence.

Objective 4: Student-friendly living and learning environment

In preparation for the ECSA Accreditation visit and the impending programme phase-in and phase-out project in 2017, the Faculty endeavoured to upgrade its undergraduate teaching laboratories and audio-visual equipment. Particularly, the upgrading of civil engineering technology venues on the Doornfontein Campus was successfully concluded in September 2017, in time for the ECSA accreditation visit.

Creative engineering, technology, science and craft students at UJ received a massive boost in skills development when the University launched its first Makerspace at the Doornfontein Campus Library and Information Centre on Wednesday, 8 November 2017. The new laboratory, filled with 3D printing and scanning facilities, robots (created from scratch by UJ engineering students), and smart computer technologies, was opened to staff and students for the first time. Pioneering initiatives such as these have successfully enhanced the student learning environment, paving the way for innovative enterprises to follow.

Objective 5: National and global reputation management

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in the knowledge networks both within and external to the continent. Enhancing the Faculty's national and global reputation management, Executive Dean, Prof Sinha, received the Joint Distinguished Award from the Institute of Electrical and Electronics Engineers (IEEE) and the South African Institute of Electrical Engineers (SAIEE), in October 2017. Prof Saurabh Sinha was recognised for having continued to serve IEEE in various ways, including as a past Vice-President: Educational Activities (member of the IEEE Educational Activities Board (EAB)). In the history of IEEE, over 130 years, this is noted to be the first time for a South African to be elected and to serve on the IEEE Board in this significant manner.

During the Fourth Annual Africa Engineering Week 2017, Prof Saurabh Sinha presented a seminar on the Decolonisation of Knowledge in Engineering and the Built Environment. During this Engineering Week, FEBE presented alongside industry. This event was hosted by the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the Department of Science and Technology (DST), the Engineering Council of South Africa (ECSA) and the Central University of Technology (CUT).

Prof Yanxia Sun, Head of Department of Electrical and Electronic Engineering Science, was inaugurated into South African Young Academy of Science (SAYAS) in October 2017. The South African Institution of Civil Engineering (SAICE) awarded its prestigious President's Award to the Faculty's compassionate and committed senior lecturer, Mr Deon Kruger. This accolade ushered in worldwide congratulatory messages from colleagues and professional bodies in the engineering field, further enhancing the global reputation of the Faculty.

Objective 6: Fitness for global excellence and stature (GES)

Enhancing the Faculty's fitness for global excellence and stature, the Makerspace initiative takes an international concept that allows students the space to think and create 3D objects, sharing thoughts, ideas, and questioning specific topics of interest in using technology. The UJ Makerspace on the Doornfontein Campus is part of the steps taken to bring students closer to the University's drive and vision towards the Fourth Industrial Revolution.

The Faculty has made strides with its online presence, especially with regard to the online delivery of short learning programmes. In addition, during 2017, online delivery was explored to assist with the teaching load of modules to be phased out. These interventions have allowed FEBE to benchmark module delivery with global online initiatives, raising its fitness for GES.

EMPLOYEE PROFILE

As at 31 Dec 2017, the Faculty employed approximately 275 staff members in total; 178 were academic employees, 95 support and 2 research staff. In 2017, the Faculty also appointed 29 new staff members and experienced 27 terminations, and 14 promotions took place (HRIS, Dec 2017). FEBE is proud to note that 17 members of staff received long-term service awards in 2017, bearing testament to the Faculty's pool of dedicated staff members.

STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCE AND IMPACT OF ACADEMIC PROGRAMMES

Student profile in subsidised academic programmes

FEBE's total student enrolment for 2017 was 9 383, with 30% female and 70% male students (HEDA Faculty Profile, Dec 2017). 2017 saw the first year of implementation for the new bachelor's degrees on the Doornfontein

Campus. This suite of programmes included Bachelor of Engineering Technology programmes and Bachelor programmes in Construction, and Town and Regional Planning. The implementation of these programmes marked a strategic shift in the student profile of the Faculty, which is now catering to degree students to a larger extent, with only the Department of Quality and Operations Management catering to diploma students from 2017 onwards.

Student success and experience

At this point in time, the FEBE graduation count sits at 1 759 (HEDA, as at 5 Feb. 2018). Student success forms a key aspect of the Faculty's focus. In 2017, priority modules were identified and initiatives put into place to ensure that throughput and quality are enhanced for the students' benefit. To enhance student success, an intense evaluation of prerequisites took place in 2017. This assisted the Faculty in clearing unnecessary hurdles impeding student completion, without compromising the integrity of the programmes.

In addition, the student experience was enhanced by the efforts of a dedicated Faculty Student Advisor, who dealt with challenges with student accommodation and subsistence. Student success stories have been numerous in 2017, an example of which is Mr Sibusiso Reuben Bakana, a Master of Technology: Electrical Engineering graduate, who acquired a presidential scholarship in China for having excelled academically. Mr Bakana was awarded the Jiangsu University Presidential Scholarship and was admitted to the School of Computer Science and Telecommunications Engineering in Jiangsu University, China.

Relevance and impact of subsidised academic programmes

The Faculty undertook two major new programme development projects in 2017. The first focused on the development and approval of 16 honours programmes, creating an articulation pathway for the graduates of the new bachelor's programmes introduced in 2017. The second project dealt with the development of 19 new master's programmes, designed to accommodate the Master of Technology phase-out scheduled for December 2019. The Faculty hopes to offer these programmes in 2020, allowing for the Faculty's full alignment to the Higher Education Qualification Sub-Framework (HEQSF).

Non-subsidised academic programmes

The Faculty does not offer non-subsidised academic programmes, but does provide short leaning programmes (SLPs). In 2017, 23 SLPs were developed and approved at Senate. The Faculty intends to focus on this area in more detail in 2018. Discussions regarding an SLP review, to be undertaken in 2018, also commenced during the course of 2017. Most of the new SLPs will be activated in 2018.

RESEARCH FOOTPRINT AND IMPACT

FEBE's drive towards research excellence is evident by the Faculty's actively robust research profile. During 2017, FEBE's research portfolio included 24 authored books, 65 book chapters, 1 234 conference contributions and 432 journal articles (unaudited RIMS data, as at 9 Feb. 2018). These account for about 460 units, projecting the Faculty as the leading faculty/entity, in terms of research publication output units.

FEBE academics have also actively participated in various conference panels, as reviewers, session chairs and organising committees of local and international conferences. FEBE Schools have successfully hosted international peer-reviewed conferences, extending the Faculty's research footprint and impact globally.

INTERNATIONALISATION

The Faculty's strong international profile is enhanced by the number of international students and members of staff that call FEBE home. Academic staff are constantly encouraged to form networks with the international communities in their disciplines.

FEBE has continued to play host to a number of international guests and visitors. In 2017, a public lecture was presented by Prof John Kao, Vice-President and Pro Vice-Chancellor of Hong Kong University. This event was jointly hosted by FEBE, the Faculty of Health Sciences and the UJ Division of Internationalisation.

In support of the institution's six strategic objectives, but mainly focusing on excellence in research and innovation, and an international profile for global excellence and stature, the Faculty of Engineering and the Built Environment, with assistance from the Internationalisation Office, successfully completed its first Africa by Bus excursion for 2017, which took place in November 2017. Thirty-nine postgraduate students took part in an all-expenses paid academic and cultural excursion to Lusaka, Zambia. The students visited the University of Zambia to contextualise and benchmark their research areas against those of their hosts.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The Faculty has continued to enthusiastically adopt and utilise social media platforms as these allow for targeted and insight-driven promotional strategies. In an effort to increase FEBE's online presence, a YouTube channel has been created with 15 video uploads to date. Followers on Facebook have grown from 3 000 reaches in 2016 to approximately 3 819 in 2017. All social media activity undertaken complies with the institution's social media guidelines. Insights indicate increased engagement levels with a niche user profile ranging from varying engineering disciplines, industry practitioners, sponsors, partners, students and staff.

The University of Johannesburg's Faculty of Engineering and the Built Environment, in partnership with the Engineering Council of South Africa (ECSA), presented an Engenius workshop at the Lepono Primary School in Mathibestad, North West province. The workshop attracted 250 learners from ten poorly resourced and underserved primary schools in and around the village. The learners were presented with an enriching programme of activities, which commenced with a visual and engaging presentation on the engineering profession. Further engagement involved an official from the Johannesburg Roads Agency speaking on road safety.

A presentation on Robotics made the learners aware of the roles played by technology and innovation in the country's economy. Learners were encouraged to explore robots through basic training on how to build and program robots. The learners further participated in the bloodhound car challenge as well as the civil engineering competitions with commitment, vigour and enthusiasm. The materials provided for the competitions included toothpicks, balloons, jelly tots as well as car model instructional paperboards. A diverse and dynamic team of 44 delegates from the University of Johannesburg, galvanised by the FEBE Vice-Dean in Teaching and Learning, Prof Esther Akinlabi, guided and motivated the learners throughout the activities.

In October 2017, Shell South Africa, in conjunction with the UJ School of Electrical and Electronic Engineering led by Professor Johan Meyer, hosted the fourth Shell Eco-marathon in Africa. The event was held at Zwartkops Raceway, Pretoria West. The Shell Eco-marathon is a global competition that challenges high school and university students to design, build, test and drive the most energy-efficient vehicle.

FEBE Marketing also participated at the Eskom Expo for Young Scientists exhibition for Grade 4 to 12 learners in the Kenneth Kaunda District. Eskom Expo is South Africa's primary and biggest existing science fair for school students and is endorsed by the Department of Science and Technology. It has established itself as a perfect vehicle for South African youth to demonstrate their inventiveness and innovation in science and technology.

Furthermore, FEBE Marketing participated in the Fourth Annual Green Youth Indaba at the SciBono Centre from 28-29 June 2017, where the engagement was with 600 young ecopreneurs. The objective of the Green Youth Indaba (GYI) is to go beyond exploring opportunities for youth within the green economy; the Indaba seeks to unpack strategies that can create easy access to supporting the green innovations and skills development programmes needed to eradicate youth unemployment and poverty. Participation at additional events organised by external and internal parties and affiliates, including Go for Gold, National Science Week as well as the Rural2Rural project, focused on STEM.

The TechnoLab was utilised strategically with workshops held every month. In addition, FEBE's Gwakani Project is set to grow and expand, with plans put in place to take on additional projects. This project attends to Sustainable Development Goals by providing solar power and stimulating microeconomic activities in rural areas. FEBE remains firmly committed to community engagement and its many stakeholders.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Within the wider UJ financial landscape, activities of the Faculty contributed towards an approximate revenue of R189 million excluding government subsidy (unaudited as at 6 March 2018). Through the annual budgeting process, the Faculty receives part of this funding towards managing its expenditure.

Tuition fees for 2017 represented R177 million; revenue generated from research productivity grew significantly to approximately R10.2 million. Income from research productivity is primarily ploughed back into the research and innovation enterprise. It is also noted that SLPs presented by the Faculty steadily grew and, in this way, served the South African public and private sector landscape.

Once again, in terms of expenditure, salaries featured as the largest expense, at R220 million, which indicates a 6% increase from the 2016 total of R149 million. Full-time permanent or fixed-term contracted staff accounted for 88% of the expenditure on salaries (R135 million), while temporary staff accounted for 12% (R18 million).

The Faculty once again scrutinised monthly budget expenditure, specifically managing line items not supporting the core business functions, such as functions, entertainment and telephone costs. Operating expenses amounted to R15.6 million (5% of revenue) in line with the budget allocation of R17.6 million. In light of the current economic landscape, both internal and external to UJ, the Faculty has therefore also continued to pursue external funding and strategic partnerships.

LEADERSHIP

The 2017 academic year saw the appointment of two new Vice-Deans to the posts of Vice-Dean: Postgraduate Studies, Research and Innovation, and Vice-Dean: Teaching and Learning. The smooth transition has helped the Faculty maintain stability and momentum. The year also ended with the exit of the Executive Dean of the Faculty, Prof Saurabh Sinha, who took up the position of Deputy Vice-Chancellor: Research and Internationalisation of the University. While his direct absence will be missed, the leadership skills he helped develop within the Faculty have helped the Faculty maintain its strategic trajectory and stability. Prof Charles Mbohwa, former Vice-Dean: Postgraduate Studies, Research and Innovation, serves as Acting Executive Dean until a permanent appointment is made in 2018.

In addition, the year also saw further staff members take up the mantle of Head of Department. Dr Mashinini Madindwa now serves as HOD of the Department of Mechanical and Industrial Engineering on the Doornfontein Campus. Prof Jalama Kalala heads up the Department of Chemical Engineering Technology, also on Doornfontein. Constant coaching and monitoring have ensured relatively smooth transitions, with support from the FEBE Executive.

CONCLUSION AND WAY FORWARD

Mapping the way forward, the Faculty is committed to strategic renewal, the decolonisation of knowledge, new innovative research centres, as well as joint international research centres, book incentives, focused mentorship, strategic leadership rejuvenation and a focus on a higher quality of publications.

A key focus area for the future of FEBE remains the Faculty's growth and sustainability, given the new pool of undergraduate programmes. In addition, the Faculty has made strides to implement the University's postgraduate growth strategy and it is intended that the undergraduate pool of offerings will follow.

Given the external professional body accreditation of 17 programmes in the Faculty scheduled for 2018, it is intended that these intensive, developmental exercises will solidify the integrity and quality of programmes. This will then place FEBE in the ideal position from which to expand, develop and grow the science and technology sector and contribute to the Sustainable Development Goals.



Charles Mbohwa (Prof)

Executive Dean: Faculty of Engineering
and the Built Environment (Acting)

Faculty of Health Sciences

OVERVIEW

The University of Johannesburg's (UJ's) overarching vision of "an international University of choice, anchored in Africa, dynamically shaping the future" remains the Faculty's strategic focus, which in turn guided the Faculty's strategic initiatives and performance in 2017.

Excellence in research and innovation

Attracting outstanding students, engaging with outstanding academics, including eminent visiting professors, research fellows, and accessing external funding have enabled the Faculty to enhance its excellence in research and innovation.

The Laser Research Centre (LRC) achieved its target for research excellence and innovation. It hosted 18 postgraduate students and six international postdoctoral fellows. It contributed to the Faculty's research output by producing four book chapters and 21 articles in peer reviewed accredited journals, and co-authored a book with Prof Hamblin, visiting professor from Harvard Medical School.

The Water and Health Research Centre's (WHRC) BIUJoy brand was trademarked by the UJ Technology Transfer Office and with the new focus on innovation will start working on the patented and licensed products in 2018 to see if these products can be commercialised in the future.

One of the highlights for 2017 in terms of innovation was the grant received from the Technology Innovation Agency (TIA) for the development of a mobile laboratory concept and business plan. With commencement of the project, it was found a solar powered version of the laboratory and TIA could be built, and subsequently a change to the proposal to build the first mobile laboratory of this kind was approved.

The research target set for the Faculty in 2017 was 75 accredited units. The Faculty submitted 71.34 units for auditing purposes, with 64.84 units related to journal articles and 6.5 units for book chapters. This is a 5,1% increase compared to the final audited figure of 67.82 units for 2016.

External funding for research was obtained from the NRF, African Laser Centre, SA-India, CSIR/NLC, Water Research Commission RC, UNICEF, Million-Gauteng Sport, CATHSSETA, Johannesburg Water, Eskom, University of Venda, Knowledge, Interchange and Collaboration (KIC) and the South African Research Chairs Initiative (SARChI):

- The Laser Research Centre and the Water and Health Research Centre generated R2 292 000 and R1 261 247.94, respectively, a total of R3 553 247.94, which translates to an increase of R125 996.
- Sport and Movement Studies received funding of R14.4 million ongoing from 2016, plus R720 000 generated from the UJSportslab, thus a total of R15.12 million.
- Human Anatomy and Physiology (HA&P) and Optometry received Thuthuka funding of R53 400 (50% NRF and 50% UJ), and Medical Imaging and Radiation Sciences (MIRS) and HA&P received DHET funding of R468 841, which resulted in additional external funding in 2017 of R19 195 488.94, which was an increase of R675 237 compared to 2016.

The Faculty continued to participate in the following national and international collaborative research projects as a drive to generate multi-disciplinary research with other universities:

- Collaboration by the Department of Emergency Medical Care (EMC) with Western Sydney University (WSU) on a study on student burnout; while a project initiated in 2016 on success and harms in pre-hospital rapid sequence intubation (RSI) (meta-analysis) with collaborators at Monash University continued into 2017.
- The WHRC's collaboration in the development of water filter discs, with nanoparticle drops, for the water bottle developed and patented by the Centre (via UJ Commercialisation) continued with the University of Rhodes Island (USA).
- Sequencing and identification of amoebae and amoeba resistant bacteria (ARB) isolated from South African water sources – this WHRC project is ongoing and done in collaboration with Ruhr University (Germany).
- Clinical Anatomy Research is a member of an International Cervical Vertebrae Research Group with the Department of Anatomy and Human Embryology of the Faculty of Medicine, University of Valencia, and the University of Murcia, Spain.
- A national research project in collaboration with the National Department of Basic Education on the 'Status of physical education and school sport in South African public schools' conducted in 2016 by the Department of Sport and Movement Studies continued into 2017.
- The LRC has collaborative research projects with Bharathiar University, India; Harvard Medical School, USA; the Russian Academy of Science, St Petersburg; and the University of Cairo, Egypt.

The appointments continued of 16 visiting professors and four research fellows attached to the Departments of Biomedical Technology, Emergency Medical Care, Nursing, the WHRC, the LRC, Environmental Health, and Sport and Movement Studies. In 2017, the Departments of Chiropractic and Homoeopathy, for the first time appointed one visiting professor each, and MIRS appointed one visiting professor and a research fellow from the University of Dublin, a Universitas 21 (U21) partner. All these appointees contributed to the Faculty's research output. The six rated researchers in the A, B, C and Y categories continued to significantly contribute to the Faculty's research output.

An external audit of all the Faculty's master's and doctoral research programmes was done in 2017. The Faculty considered the number of commendations and some recommendations made and developed an improvement plan as applicable.

International profile for global excellence and stature

To enhance the Faculty's international profile for global excellence and stature, the Faculty has embarked on various strategies:

- Hosting the U21 Annual Health Sciences Conference and the U21 Health Sciences Summer School;
- Enabling departmental staff to visit universities abroad that can add value to their specific strategic objectives;
- Appointing international visiting professors of stature as well as research and postdoctoral fellows;
- Making structured inbound study abroad programmes a significant feature of its offerings and increasing the number of international students participating in these programmes;
- Partnering with international institutions offering relevant structured study abroad programmes for outbound students; and
- Increasing the number and stature of its partnerships with universities.

The Faculty hosted the U21 Health Sciences Summer School (16-22 July 2017) with 36 international delegates and eight local delegates. This was the most successful international student delegation to a U21 Health Sciences Summer School with the previous highest student delegation being 24. The annual U21 Health Sciences Meeting and Conference, also hosted by the Faculty (18-22 September 2017), attracted 88 internal delegates and 46 national delegates.

Two colleagues from Sport and Movement Studies completed their studies at the German Sport University towards an MA in Olympic Studies. This initiative is linked to the development of the Olympic Study Centre and the MOA signed between UJ and German Sport University of Cologne, Germany. A staff member from the

MIRS Department went on a two-week Erasmus+ mobility visit to Lund University (LU), Sweden, (this university is also a U21 partner) and another staff member visited Trinity College in Ireland where formal engagements with colleagues from the Radiotherapy Department culminated in an MOA that is currently being negotiated for finalisation.

It is noted that depreciation of the local currency and associated costs of international travel pose a significant challenge to continued work in this area. Similarly, financial constraints will negatively impact on the feasibility of outbound staff and student exchanges.

The LRC hosted seven international postgraduate students, six of whom were from Pan-Africa while one was from India. The LRC also hosted six international postdoctoral fellows and, together with Prof Hamblin from Harvard University, has contributed to the LRC research output and capacity.

The MIRS Department hosted a delegation from Evelyn Hone College, Zambia, Lusaka.

The WHRC focused on the development, testing and implementation of cost-effective methods to analyse samples for the presence of various bacterial pathogens. Access to fast molecular analysis of these samples via international collaboration has assisted the process, and the Faculty looks forward to further strengthening ties with the Ruhr University (Bochum, Germany) and the University of Rhode Island (USA).

The Department of EMC was again a recipient of Erasmus+ funding, resulting in an inbound and outbound exchange of students between UJ and Saimaa University of Applied Sciences in Finland. Four students from Western Sydney University were engaged in clinical practice in Gauteng under the auspices of UJ. Two students from Saimaa University were engaged in a four-month exchange and five students from Edge Hill University participated in a medical rescue exercise. The MIRS Department had an outbound student who was awarded the Abbey Bailey Travel Fund. Two outbound Biokinetics students spent the second semester of 2017 at Vermont State University as part of a student exchange programme in collaboration with UJ's International Office.

Seven MOUs and MOAs are in place between the LRC and Biophotonics (NLC, CSIR), Biochemtech (CSIR), the National Taiwan University of Science and Technology, University of Wisconsin, University of Sao Paulo, Brazil, Tshwane University of Technology, and Bharathiar University, India. The LRC has 10 collaborators and advisors, of which four are international. Several publications emanated in 2017 as a result of these collaborations.

The MOAs were renewed with the Department of Sport and Movement Studies and the University of Utrecht on the Global Master's degree; with the German Sport University Cologne (Olympic Studies Centre); with Gauteng Sport, Arts, Culture and Recreation (GSACR); and with CATHSSETA. An MOA was also signed with Karate SA.

The MOUs, signed in 2016 by MIRS, continued with the University College Dublin (a U21 partner), Karary University (Sudan, Khartoum), Alzaiem Alazhari University (Sudan, Khartoum), Canterbury Christ Church University, United Kingdom, and the University of Medical Sciences and Technology (UMST), Sudan (Khartoum). In addition, an MOA with the University of Namibia was signed in 2017.

The Department of Homoeopathy negotiated a letter of intention between UJ and Beijing Tong Ren Tang (Pty) Ltd., with the aim of entering into further discussions to investigate the feasibility of the possible establishment of a Beijing Tong Ren Tang Traditional Chinese Medicine Museum at the University and the possible allocation of a Traditional Chinese Medicine and Acupuncture (TCM&A) consultation room at the existing Faculty's Health Training Centre.

Excellence in teaching and learning

Excellence in teaching and learning encompasses, but is not restricted to, the enrolment of outstanding students from diverse backgrounds; maintaining excellent success rates and standards; curricula that are current and quality reviewed; students who are prepared for the world of work; and staff who are well qualified and valued and are encouraged to be life-long learners. The successes, which the Faculty believes it has achieved, are outlined below.

A complement of 104 full-time academics (including fixed-term contract appointments), eight postdoctoral fellows and two researchers, supported by 65 academic support staff, who include clinic staff, clinical training grant appointees, assistant lecturers, faculty administration staff, administrative assistants, secretaries and laboratory technicians, provided service during 2017 to 3 971 students, including 208 international students.

Five assistant lecturers have been appointed on fixed-term contracts within MIRS, Sport and Movement Studies, Optometry, Biomedical Technology, and Human Anatomy and Physiology, in a bid to develop capacity within these departments.

Regarding staff qualifications, 96% of staff have at least a master's qualification; this includes one nGAP and two fixed-term contract appointees, but excludes clinical training grant, contract and assistant lecturer appointees. 33% of staff hold a doctoral qualification and 25 are currently registered for a doctoral degree. The five staff members who do not have a master's degree are registered for such and are nearing completion.

The enrolment target set for the Faculty was 3 814 students, and the Faculty registered 3 971 students, including international students, which is a slight over enrolment. This is attributed to an increase in PG enrolments. The undergraduate enrolment was 2 811 (2 812 in 2016) with postgraduates totalling 1 160 compared to 1 090 during 2016. Of the latter, the Faculty's registrations for master's qualifications increased to 284 from 235 in 2016, while doctorate registrations increased from 61 to 73 in 2017, resulting in an increase of 61 enrolments in these two domains compared to 2016.

The gender distribution for 2017 enrolments was 1 763 female undergraduate and 942 female postgraduate students, compared to 1 763 and 887, respectively, for 2016, indicating an increase of 15 male postgraduate enrolments. The total non-designated enrolment was 677 compared to 714 in 2016, which translates to 2 644 black (2 583 in 2016), 158 coloured (150 in 2016) and 284 Indian students (265 in 2016). The above numbers exclude occasional registrations and international students. The enrolment of international students increased from 190 to 208, a slight increase in 2017.

Student numbers funded through NFSAS increased from 438 in 2016 to 863 in 2017.

The Faculty has maintained an overall success rate of above 85% since 2015, achieving 89,2% compared to 88,9% in 2016 and 88,4% in 2015. Undergraduate (UG) success rates have steadily increased to 90,8% in 2017 from 89,8% in 2016 and 90,3% in 2015, with the postgraduate success rate indicating a slight decrease at 85,9% in 2017 (86,8% in 2016 and 87,5% in 2015). The appointment of strategic/senior tutors and assistant lecturers within the Faculty continued in 2017.

The success of students in the field of Health Sciences is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC). This Centre afforded students a wide range of opportunities to participate in work-integrated learning. A total of 31 814 patients (consultations and treatments) were seen in HTC clinics and satellite clinics in 2017, compared to 30 957 during 2016, an increase of 2,7%. Over and above these figures, students screened 3 000 patients in various locations, which is an additional 1 000 patients compared to 2016. The Riverlea Community Project screened and consulted 1 004 patients during 2017. Funding of R260 000 for the Riverlea Project was received from the Discovery Fund, specifically for use by Optometry and Nursing in 2015/2016. A proposal for Discovery funding was submitted in 2017 and funding of R350 000 per annum was provisionally granted for a period of three years.

With technological advances, e-learning is a reality acknowledged and encouraged by the Faculty. To this end, the following has been introduced.

- Many departments are using a blended learning approach and numerous staff members have attended workshops on blended learning. Most departments have modules on Blackboard, which is used for various activities that are aligned to teaching, learning and assessment (TL&A). These include the use of the platform for summative assessments (written tests [e-testing] and assignments).
- The MIRS Department also continued to effectively use the software purchased through the Clinical Training Grant (CTG). The software used include the Shaderware, Therapy Eclipse and the Ziltron. The Department

also used the CTG to purchase the MyProgress software, which is a tool used for the digital/online monitoring of work-integrated learning. Once comprehensively implemented, these software packages could be rolled out to other departments, where relevant.

- The use of e-books and textbooks for first years in some departments, purchased through UJ central funding, is continuing, although there was mixed student feedback regarding the provision of e-textbooks.
- The successful launch of the Master in Public Health online programme, the first online programme in the Faculty, which will be internationally accessible, has continued to position the Faculty globally.

Quality assurance of teaching and learning

A strategic imperative of UJ is to ensure decolonisation is embedded into the curriculum of all programmes. Examples of how this has been implemented follow.

A workshop on Social Determinants of Health initiated by the Faculty was attended by all staff. The Social Determinants of Health have been incorporated into most professional practice modules, by using case studies, national legislation and group discussions as applicable to each programme offering, and, where relevant, integrated into assessments. A concerted effort to incorporate context, content and discussions around indigenous African knowledge, as appropriate, has been made.

Examples of topics included in line with specific programmes are:

- How health, well-being and illness are experienced, understood, and responded to by people as social beings coming from various groups, communities, and societies;
- How critical factors such as education, social class, gender, ethnicity and culture as well as social practices, positions, and processes influence access to and use of healthcare resources and well-being;
- Nutrition and diets related to chronic diseases in relation to different population groups;
- African healing and the social determinants of health.

The Faculty's quality plan as approved by the Faculty Board and the programme review schedule for the period 2012-2017 continued. Feedback following the MIRS's comments on the Health Professions Council of South Africa's (HPCSA) audit is awaited. The HPCSA audits for the Biokinetics, Optometry and Biomedical Technology programmes were finalised and full accreditation was given.

In line with the re-curriculation of programmes by the Professional Boards and relevant Councils, the following new programmes were submitted in 2016/2017 to the Department of Higher Education and Training (DHET) and/or Council for Higher Education (CHE) for consideration and/or approval:

- Three Professional Bachelor's degrees in Chiropractic, Complementary Medicine, and Podiatry;
- A Bachelor of Health Sciences in Sport and Exercise Sciences;
- Professional Master's degrees in Chiropractic and Complementary Medicine;
- A Professional Doctorate of Nursing;
- A PhD in Health Sciences;
- Postgraduate Diplomas in Acupuncture and in Phytotherapy;
- A Higher Certificate in Emergency Medical Care and an Advanced Certificate in Medical Rescue;
- A Bachelor of Medical Laboratory Sciences; and
- A Master's in both Chiropractic and Complementary Medicine.

All these programmes are waiting either DHET approval or final approval from CHE.

Higher Certificates in Sport Coaching and Exercise Science and in Sport Administration are to be submitted as online offerings, in line with e-learning and national and international accessibility.

The Short Learning Programme Office registered 967 students, an increase of 422 compared to 2016. The number of SLPs presented increased from 42 to 67. The SLP Office, as an HPCSA affiliated service provider and accreditor for continuous professional development (CPD) activities, accredited 46 CPD activities from various service providers in South Africa. These offer alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of lifelong learning according to the requirements of regulatory bodies.

Student-friendly learning environment

An enriched student-friendly learning environment that is conducive to learning is a strategic imperative for both UJ and the Faculty. The University aims “to ensure that all first-time entering students have access to portable electronic devices that are loaded with appropriate applications to enrich their learning. A further objective is to provide students with leadership development opportunities and the chance to contribute to surrounding communities through volunteer work”.

The consolidation of all programmes at the Doornfontein Campus (DFC), together with funding from the Department of Higher Education and Training (Clinical Training Grant), as reported in 2016, have allowed the establishment of a state-of-the-art clinical simulation laboratory, a Human Anatomy and Physiology complex as well as a virtual teaching platform.

The Simulation Assessment Tool to Limit Assessor Bias (SATLAB) system developed by UJ was profiled in the U21 simulation learning field guidebook developed by the EMC and other U21 colleagues, with funding from U21. This exciting project was completed in September 2017.

Students have taken up leadership development opportunities, inter alia, by organising a dignity box that continued from 2015 in which personal hygiene items were donated to fellow students; establishing a thrift shop where graduating EMC students donated uniforms and related equipment to needy students; and developing a responsible and respectful student culture and ethos through student bodies established in departments.

In addition to the e-learning initiatives already alluded to, all departments have adopted the use of technology and handheld devices to enhance teaching and learning, depending on practicality and the availability of infrastructure. Various strategies are used, such as posting lecture notes and announcements (Blackboard, uLink, and email); enabling online access to e-learning guides; displaying web content/videos/DVDs; using uJooble/Google to find information; exploring institutional research databases during class; and communicating with students via the use of email, calendar and online group discussions.

A 60-seat learning laboratory with high definition interactive screens allows for technology assisted learning based on sessions in the form of interactive workshops, enhanced by online monitoring and virtual lecturer contact.

The major challenges, expressed by numerous departments, are a lack of handheld devices for students, upgrading of staff computers, lack of laptops and hardware, lack of fast Wi-Fi access and difficulties with the scheduling of assessments, as there is often insufficient access to computers.

The Faculty has successfully marketed and branded its vision and mission and as a result registered 330 (231 in 2016) students with an APS of 35 and above as well as 15 Orange Carpet students. The percentage of entrants from Quintile 1 and 2 schools was 22%, compared to 31,3% in 2016, and from Quintile 5 was 40,4%, compared to 35,7% in 2016.

Global excellence and stature

Fitness for global excellence and stature requires the Faculty to be financially stable, generate external income, 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.

Although the Faculty's third-stream income has increased by R468 285 compared to 2016, more SLPs would need to be offered if this income is to increase further.

Academic staff from designated groups is at 46,15% compared to 45,29% in 2016, and thus equity targets set by the University have been met. The percentage of designated appointments for the clinical training grant non-academic and assistant lecturer appointments is 66,66%. Designated staff in the academic support component are at 80,85%, an increase from 71% in 2016.

To address the national call for promotion of designated candidates, 13 female and four male designated academic staff members are participating in the Accelerated Academic Mentorship Programme (AAMP) of the

University, an increase of two from 2016. A further 14 colleagues are also participating in AAMP, including two international appointees.

The Faculty had four academic staff and one clinical grant resignations, four retirements and the resignation of one academic support staff member. Three academic staff members were promoted, two to associate professor and one to senior lecturer.

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. Contributions are ongoing to minimise our carbon footprint with specific reference to energy saving, recycling and waste management.

National and global reputation management

In terms of international reputation management, the following list highlights some of these accomplishments in addition to those already cited in the narratives above:

- Preparations are well on track for the hosting of an International Sixth Global Congress for Qualitative Health Research 2018, which was awarded to the Department of Nursing during 2016.
- Through EMC's ongoing engagements with Saaimaa University in Finland, Edgehill University in the UK and the University of Queensland in Australia, the UJ EMC Department has become known as a global centre of excellence for the education of paramedics.
- A staff member in MIRS contributed a chapter in the book, *New Innovations in Teaching and Learning in Higher Education*, published by Libri Publishing (Oxfordshire, UK), which was a first for the Department.
- Homoeopathy staff members will begin planning for their interaction with the Liga Medicorum Homoeopathica Internationalis (LMHI) international annual conference in order to provide a greater exposure of the work done by the Department, as well as in preparation of South Africa's hosting of the LMHI 2018 Conference in Cape Town.
- The Olympic Study Centre staff, in collaboration with the University of Utrecht and Tsukuba, developed a Global Master's programme. The first intake will be in February 2018.
- An exchange programme was established between the Department of Sport and Movement Studies and Palacky University, Czech Republic.
- Prof Burnett was honoured with the G-Award for Excellence in Research and Serving SA Sport and she also received the Universitas 21: Recognition for Internationalisation.
- With reference to citations, the following are examples of staff achievements: Professor Abrahamse has attained H-index 16; Prof Houreld H-index 16; Prof Harris H-index 28; Prof Burnett H-index 14; and Prof Shaw H-index 16.

With regard to national reputation management, in addition to those initiatives already cited in the above narratives, the following are highlighted:

- The EMC's good standing within the profession has been recognised by the National Department of Health as well as the Department of Higher Education and Training, both of which have requested the assistance of UJ during 2017 to guide and support other role players in cases where the programme was not accredited by the HPCSA.
- A staff member was appointed as academic representative for the National Council of the South African Institute of Environmental Health (SAIEH) and as editor for the SAIEH quarterly newsletter, which is distributed nationally and with recognition by the International Federation of Environmental Health.
- Joint activities with City of Johannesburg in the area of diabetes screening are used or capitalised upon to build and enhance national reputation for the Podiatry Department.
- A Memorandum of Agreement was signed between Khula Natural Health Centre (KNHC) NPO and UJ. KNHC is a community upliftment project, registered as a non-profit organisation in South Africa.
- The Human Anatomy and Physiology Department was requested to host the 2018 ASSA (Anatomical Society of Southern Africa) conference.

- All departments within the Faculty have representation at executive level on their respective professional boards, councils or associations.
- Staff continue to act as external examiners/moderators at almost all South African universities that offer related programmes.
- Staff presented 63 research papers at international conferences and 44 at national conferences.
- The Faculty held two public lectures and six Faculty based lectures.
- Prof Quarraisha Abdool Karim was awarded an Honorary Doctorate and delivered an address.
- Prof Wang Xudong from China made a presentation on the 'Cultural values of Chinese medicine and health preservation'.

The Faculty, in line with its strategic imperative of ensuring sustainable community engagement activities, reports that departments engaged in many such activities. The Riverlea Project continues, which includes health promotion, early childhood interventions, ultrasound obstetric and primary healthcare screening; a total of 1 004 patients were screened. Further initiatives included free and subsidised screening for indigent and community members at different clinics both off-campus and at the various HTC clinics. Various departments are involved in community outreach programmes in the Soweto Clinic, the Lenasia Clinic, the IH Harris and Tarlton Schools, Riverlea crèches, at Child and Welfare Centres, and the Airforce Base. There was faculty participation on Breast Cancer Awareness Day and at many sporting events and during Mandela Day activities.

The following staff members' achievements and public leadership appointments and participation are worthy of noting:

- Prof C Stein was appointed the Editor-in-Chief of the *South African Journal of Pre-hospital Emergency Care* and as peer reviewer for *African Journal of Emergency Medicine (AfJEM)* and *African Journal of Health Professions Education*.
- During 2017, Prof C Lambert continued to function as a member of the advisory committee of the Namibian University of Science and Technology.
- Mr A Senekal and Prof Lambert have been involved in securing an MOA with Wits University to coordinate and facilitate the Emergency Medicine Registrars during their EMS rotational block.
- Prof C Burnett, as the Director of the now vibrant UJ Olympic Studies Centre (OSC), obtained a contract from UNICEF South Africa.
- Prof C Roux wrote a chapter on 'Teaching of Games' for a Physical Education textbook for student-teachers.
- Ms J Mthombeni was interviewed by three radio stations, *Times Magazine* and appeared on Special Assignment, a television programme.
- Prof A Rubin is the Chief-Editor of *African Vision and Eye Health* (the only official Optometry peer reviewed journal in South Africa).
- Dr C Yelverton was elected as the Vice-President of the European Council on Chiropractic Education.
- Mr T Nyakudya won the Young Researcher Award Travel Grant to the International Union of Physiological Sciences (IUPS) Conference Brazil 2017.
- Dr Gower was the representative of the National Department of Health at the 10th annual meeting of International Regulatory Cooperation for Herbal Medicines (IRCH) of the World Health Organization (WHO) in Bonn, Germany.
- Prof H Abrahamse is an honorary member of the board of directors for the World Academy of Laser Applications (WALA), and serves on the board for the European Medical Laser Association (EMLA), the Indian Association of Laser Therapy (IALT) International Board of Advisors, and the African Laser Centre (ALC).
- Mr S Mdletshe was a member and co-chair of the International Developers of the U21 Health Sciences Group.
- Dr G Ndawo was invited to Cologne, Germany, to attend a German Academic Exchange Service (DAAD) DIES ProGRANT Alumni Workshop on Teaching Approaches in Higher Education.
- Prof A Swart was elected Chair of the Executive Committee of the U21 Health Sciences grouping for a two-year period.

CHALLENGES, RISKS AND RISK MITIGATION

The following are challenges and risks and proposed ways of addressing these.

In terms of technology, e-learning and infrastructure, the following remained major concerns in 2017:

- Outdated IT systems re Wi-Fi access, connections and speed and software, and lack of handheld devices for students, which have hampered progress.
- Resources and related funding, especially with reference to upgrading of laptops.
- Lack of air conditioning and ventilation in many venues.

With reference to research capacity and internationalisation:

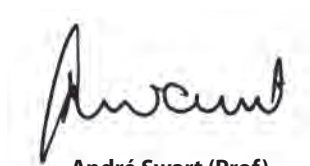
- The lack of funding for international visits and exchanges, especially with the rand devaluation.

Issues pertaining to the enrolment plan:

- Students are not able to register due to financial constraints, and even NSFAS approved students are not able to relocate to Johannesburg due to financial constraints.
- The Gauteng Department of Health changed from a stipend to a bursary system, which impacted on nursing enrolments.

The Faculty has identified the following strategic imperatives for 2018, in alignment with the Faculty strategic plan and recommendations from the Faculty review:

- Monitor postgraduate registrations and improve the throughput of master's and doctoral candidates.
- Implement and maintain mechanisms to increase the Faculty's accredited research output to achieve a target of 100 units by 2020.
- Encourage and support staff in the Faculty to obtain a doctoral qualification in order to achieve the Faculty target of 50% staff with doctoral qualifications by 2020.
- Continue with discussions to establish a Medical School within the Faculty.



André Swart (Prof)

Executive Dean: Faculty of Health Sciences

Faculty of Humanities

INTRODUCTION

The Faculty of Humanities is growing, and 2017 saw continued growth across several key indicators, although not across all. But apart from growing, the Faculty is also changing in deeper ways. The culture of the Faculty is shifting to emphasise openness in governance, professionalism in conduct, and line of sight to University strategy. While it is hard to generalise about the mood of a Faculty, it is fair to say that the mood has been improving, and that there is a greater sense of clarity among staff about what is expected of them, and a sense that problems can be brought out into the open and will be addressed fairly and timeously. These mood factors contribute to productivity across a period of time, and improve the stability of the Faculty.

The Faculty naturally wishes to hit its various targets, but it is not target-driven. The Faculty's view is that hitting a target ought to be the symptom of underlying progress, and thus that it is better to focus on less proximate causes in order to effect deep change. The Faculty seeks initiatives and projects that will drive multiple indicators rather than focus on indicators piecemeal, which we see as akin to seeking to 'fatten the cow by measuring it every day', to borrow from a local saying.

To summarise our performance across key areas:

- Research is slightly up by 1,4% for our third historic high in a row.
- Research income is down but still very healthy, and NRF income is up 10%.
- We added 9 NRF-rated researchers for a total of 38.
- We over enrolled primarily due to late release of NSFAS lists. (This problem was corrected in 2018).
- Success was stable and dropouts were down.
- A review of postgraduate programmes was conducted.
- Graduations were (however) down due to a historic under enrolment in 2015.
- Promotions numbered 10 with a ratio of 2:2:1 black:white:international.
- Transformation of the staff body proceeded on target with a ratio of 5:2:3 black:white:international.
- Decolonisation efforts continued with a full re-curriculation.
- Community engagement likewise continued to be strong.

The Faculty undertook three initiatives in 2017 that drove the deeper growth and change we prize.

The Faculty saw an opportunity to develop an Institute for Paleo-Science, which is a national priority. UJ has about 15 staff who are active in this area and have contributed to recent highly publicised finds, including *Homo naledi*. However, these staff are scattered across various departments. We are seeking to provide greater institutional support, initially through the Centre for Anthropological Research, which has been repurposed to

focus specifically on paleo research. We are improving our capacity in this area, with two researcher posts created during 2017 and funded by the Faculty, and ongoing headhunt processes for two or three further staff. The move towards an institute requires cooperation across several faculties (Science, Health Sciences, Engineering and the Built Environment, as well as Humanities), and ultimately the Faculty of Humanities has no claim on such an institute. The idea is simply to drive this area of strategic importance and intrinsic interest, and to take advantage of the opportunity created by an under-explored dig site that UJ holds the permit for (Drimolen), and by the need for new entrants to compete with existing players who dominate or monopolise the field of paleo research in South Africa. In doing so, we seek to bring UJ's 'access with excellence' recipe to bear, involving local scholars and young potential scholars, and building capacity in this area, rather than relying heavily on capacity that is brought in from overseas.

Our second strategic focus in 2017 was on the role of the professoriate in teaching undergraduates. Below, in the section on Research, the reader will note that 41% of our academic staff have not published at all for the last three years. There may be several reasons for this. One possible reason is a tendency for junior staff to spend too much time teaching, and for senior staff to spend much less time. This enables the senior staff to publish more, but our Faculty is heavily tilted towards junior staff, meaning that the net effect on our publication output is not positive. Moreover, from a teaching and learning perspective, it is clearly desirable for more senior staff to impart their knowledge to students. Also, from the perspective of capacity development and indeed fairness, it is not good for junior staff to spend more time teaching than senior staff, since this will prevent their careers from progressing, by dint of preventing them from developing the skills or research projects that will permit them to publish.

Accordingly, a firm line was established in the 2017 performance appraisal exercise, according to which professors are expected to teach more than their juniors and specifically to teach first-year classes. (Exceptions are made in environments with very few professors who therefore take on very large and demonstrable supervising, mentoring, or other loads.) Establishing and enculturating this expectation will take time, but it will yield long-term benefits to the University in a number of respects. The work continues in 2018.

Our third strategic initiative in 2017, also continuing in 2018, was to open a conversation on the role of the Head of Department, and their equivalent in Research Centres, the Director. Heads of Department are key in almost any strategic initiative that the University undertakes. To play this key strategic role, a Head of Department needs to be a leader, with power, who is on a strong career trajectory, and who serves the strategic ends of the University. The role of Head is commonly seen as a purely administrative role, a relatively powerless role, a career inhibitor, and a service to departmental colleagues. It is also obviously important that Heads of Department understand and 'feel' University strategy. If it is vague or alien for them, then they will not be effective at inspiring their colleagues at the academic coalface to enact it.

Accordingly we have taken steps to:

- Establish a 'team spirit' among Heads so that they have horizontal support.
- Give training to new (and where necessary old) Heads on the less tangible elements of headship.
- Run interpersonal and strategy workshops.
- Initiate a coaching programme for all Heads of Department.

This work is naturally ongoing and will gather further momentum in 2018. Initial feedback is extremely positive.

RESEARCH

Research output

For 2017, a historic high of 339 units were submitted to DHET. This is a small (c. 1,4%) increase on 2016 (334 units). However, 2015 and 2016 were both large jumps from previous years (approximately 50% and 30%, respectively).

Because of the stochasticity of research output (evident from the 'spiky' line over several years), this low increase does not necessarily indicate that research growth is slowing down.

However, it should not be interpreted as indicating that we have reached capacity, as we are far from capacity. A total of 41% (70/169) of our academic staff on permanent contracts or fixed-term contracts with benefits submitted zero units in any of the last three cycles (2015-2017). This indicates substantial untapped potential.

Our main challenge thus remains the productivity of our regular academic staff (those who are not postdocs, research associates, SARChI chairs, or other special categories). The main potential causes are:

- The circumstances (teaching loads, departmental environments) that may give rise to a lack of time for or emphasis on publication.
- The capacity of individual staff members to publish.

Both these potential causes are being investigated and interventions are being undertaken.

Teaching loads in the Faculty are being investigated. Details are given under Teaching and Learning below.

To improve the capacity of individuals to conduct research, our Research Support Package, which began in 2014, has grown again this year, and now includes:

- A Faculty-based mentorship scheme (in addition to the University-wide programme);
- A teaching buyout scheme;
- Information on language editing and writing support;
- A total of 12 workshops or retreats spread over 10 months (February to November).

It is possible that some academic staff are not willing or able to conduct research even with this substantial level of support. To address this challenge we are contacting the relevant individuals indicating serious performance concerns, which, if not addressed, may escalate into disciplinary or capacity issues.

Research income

The Faculty research income dropped to R21 million this year from R25 million. The causes are unclear, but a constrained financial environment may be partly responsible. Another potential cause is our relatively small number of researchers who attract large grants. When a large multi-year grant is achieved, that researcher is unlikely to obtain another one the following year because they will still be completing the previous work. If the number of such researchers is small, then this stochastic effect is less likely to be averaged out.

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.

Against the overall trend, it is pleasing to see that the NRF research income is up more than 10% to R12 700 (from R11 400 in 2016). However, with the change in NRF funding for rated researchers, it is likely that this number will fall in 2018.

NRF-rated researchers

We obtained nine new rated researchers in 2017 for a total of 38. We have one A-rated and one P-rated scholar. Our ratio A:B:C is 1:10:19 and our ratio P:Y is 1:7.

TEACHING AND LEARNING

Enrolment

Undergraduate

Undergraduate enrolment was over target, primarily because of the late release of NSFAS funding lists. This was corrected during the 2018 exercise, which was on target.

Postgraduate

We had strong demand at the postgraduate level and slightly over enrolled. The strong enrolment is in line with our goal to shift towards a postgraduate-heavy balance, but the upward pressure on our target numbers was problematic and led us to revise these upwards during 2018.

Pass rates

Pass rates remained stable from last year (at just over 85%). We would like to see this number climb to 90% within the next three years. We are putting a number of teaching and learning interventions in place to achieve this, including a review of our curriculum, and a review of teaching and assessment practices with a view to removing over-teaching and over-assessing.

Dropouts

Dropouts fell to 15% in 2017 (from 16% 2016), which is a slight improvement. While this is an improvement, 15% is still higher than we would like. We continue our efforts to address dropouts. In particular we are now looking at:

- Whether there is over-assessment, causing students to become overwhelmed without any learning benefit (too many tests and not enough time to learn).
- Whether there is over-teaching, with the hours being expected of students exceeding the notional hours according to the credits allocated to each module.

As indicated elsewhere, we are contemplating significant changes in our teaching and assessment practices depending on the outcomes of these exercises, if over-teaching and over-assessment are part of the problem, which appears likely.

Graduations

Graduations were down in 2017 across the board. The most likely salient cause of this is historical under enrolment during 2015. This is corroborated by the fact that success rates are not down, which they would be if the cause was fewer students passing. Thus while we are saddened not to be graduating more students, we believe that we are not facing an ongoing problem and that the rate will pick up again over the course of the next two years.

Table 45: Graduations

	2016	2017	DIFFERENCE	%
Total	1 556	1 197	-359	-23%
UG (Deg+Dip)	1 148	876	-272	-24%
PG (H+M+D)	408	321	-87	-21%
H	320	254	-66	-20%
M	62	56	-6	-9%
D	26	11	-15	-57%

Note that graduation figures are still subject to change at the time of writing because they are not yet audited.

Strategic changes in teaching practices

As indicated above under Research, we are concerned that the strenuous efforts that go into delivering our teaching programme may not be optimally effective. We suspect that it may be possible to achieve a higher quality of education through a programme that gives students more time to focus on smaller quantities of work, and likewise permits lecturers to spend more time 'coaching' the students in the production of that work.

As such, teaching loads in the Faculty are being investigated, including:

- Possible duplication of courses/modules;
- Possible over-teaching (setting more material than students can realistically manage);
- Possible over-assessment (assessing more than is necessary).

These are being addressed through a re-curriculation exercise as well as interventions with departments to assist in better organising teaching programmes and moving to a 'less is more' culture, where teachers and learners alike spend more time on smaller quantities of high-quality engagement and work.

INTERNATIONALISATION

Internationalisation is multi-faceted, involving the hiring of international staff, the intake of international students, the placement of students and staff on exchange schemes and similar internationally, international research collaboration, high-level partnerships with international universities, and an intangible but nonetheless real orientation towards the world beyond the borders of South Africa.

2017 was a strong year for internationalisation. Data have not been finalised yet, because in its nature internationalisation is highly distributed across departments and individual scholars, and the process of collecting and checking it is ongoing at time of writing. A full report will be included in the full Annual Report.

Highlights include the following:

- Hiring five international academic staff members (28% of all hires), bringing the total of international academic staff to 25 (14% of total).
- Joint appointment of two academic staff with the University of Western Sydney.
- Talks by international speakers at UJ.
- Talks by UJ speakers at international venues.
- Junior UJ staff placed internationally for doctoral studies (including one at the University of Cambridge).
- Delegations either coming from or going to a number of international universities to develop institutional collaborations, including King's College London, the University of Cambridge, the University of the West Indies, Linnaeus University, Lusaka, the University of Namibia, and others.

DECOLONISATION

Calls to decolonise knowledge, the University, the academy, the curriculum, and similar have been a prominent feature of the higher education experience for the last two years. The Humanities disciplines have a leading role to play in responding to these calls.

Every department in the Faculty has undertaken a review of its academic offerings at all levels with a view to defining decolonisation in the context of each discipline and giving it positive effect. Seminars, discussions, lectures, student engagements, and numerous informal discussions of all kinds continued during 2017. In particular, during 2017, we:

- Re-curriculated across the board (subject to approval in 2018), building in decolonisation across the entire curriculum.
- Conducted a review of our postgraduate degrees.

STAFFING MATTERS

Transformation of the staff body

A total of 56% (10) of our new academic appointments were from designated groups, 17% (3) were white South African, and 28% (5) were international. The ratio between these three groups is thus 10:3:5. It is evident that we could appoint more from the designated groups, but also evident that among South African appointments, designated appointments triple non-designated. Internationalisation remains a strong imperative for the University and the fact that, very roughly, a third of appointments are international indicates that we are doing well in this regard.

This brings our academic staff composition ratio to 77:75:25 (44%:42%:14%), meaning that black academic staff now outnumber white South Africans by two and are the largest group, but are not in an absolute majority. Overall, we have two disabled staff members (1%), both academic, and hired nobody in this category in 2017.

In our support divisions, 80% (4) new hires were black South African, none were white South African, and 20% (1 person) was international. This ratio of 4:0:1 brings our support composition ratio to 30:18:1. While this is positive for our transformation targets, it remains important that we do hire at least some white South African support staff, to avoid unintentionally creating an undesirable sense of racial hierarchy in the institution.

Promotions

Promotions remained a strong area of performance in 2017 with ten successful candidates for promotion, of whom four were black South Africans, four white South Africans, and two international. We had four unsuccessful applications of which three were white South Africans and one international. Added to our 15 promotions in 2016, this means that in the last two years, 15% of the eligible members of the Faculty have been promoted (25/169). This is indicative of strong performance and career growth, and bodes well for the future of our Faculty. (By contrast, in 2015, there were four promotions.)

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

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. These projects act, in many cases, as a research site for postgraduate studies as well as individual academic research sites. The Faculty has proven that supporting these strategically planned and executed projects will lead to an increase in postgraduate students as well as increased research output. In 2017, three CE projects formed part of the Faculty's Social Innovation Campaign. These projects were positioned to show how strong CE projects can lead to social transformation, have economic impact and influence the political landscape.

THE WAY FORWARD: STRATEGIC PLAN

In 2017, the Faculty of Humanities settled on a 2020 Strategic Plan, aligned with the UJ Strategic Objectives (part of its 2025 Strategic Plan). The Plan also considered the wider situation in the Humanities. Following the publication of the Plan, a series of processes in departments and centres were initiated to begin the process of implementation. These are ongoing. The plan focused on looking outwards, explaining our service to society, and collaborating more with other disciplines. These points of focus resonate strongly with the imperatives of the Fourth Industrial Revolution.



Alex Broadbent (Prof)

Dean: Faculty of Humanities

Faculty of Law

NATIONAL AND INSTITUTIONAL CONTEXT

Viewed from an institutional perspective, the Faculty of Law may be described as relatively small in comparison to other faculties. However, for reasons that appear below, it has a substantial output. In fact, when the total number of non-law students registered for service modules offered by the Faculty is taken into account, it is one of the largest law schools or faculties at residential universities in terms of the number of students it teaches. The Faculty of Law was ranked at number five in South Africa and the African continent by the authoritative QS World University Rankings by Subject 2017.

STAFF PROFILE

Academic members of staff

At the close of the academic year on 31 December 2017, the Faculty had 53 full-time academic members of staff (excluding the Dean), who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 17 professors (including a professor emeritus), one associate professor, 11 senior lecturers and 19 lecturers. All of the professors, the associate professor, seven of the senior lecturers and one of the lecturers of the Faculty had doctorates. The remaining full-time academic members of staff all held master's degrees. Thirty (57%) of the full-time academic members of staff were female and 25 (47%) black. Thirteen had National Research Foundation (NRF) ratings. Two professors' fixed-term contracts terminated on 31 December 2017. In addition, one professor retired and two lecturers resigned during the course of the year.

Non-academic members of staff

The Faculty has 26 budgeted posts available to appoint members of staff (excluding the Executive Dean) on non-academic conditions of service to render support services in structures of the Faculty. They are required to perform activities relating to academic projects that generate state subsidies. Six of the 26 positions were filled by the Director of the Law Clinic (an admitted attorney), and three principals plus two clinic attorneys rendering professional services at the Clinic. Their appointments are of a professional nature. The University of Johannesburg (UJ) recognises it as such, and they cannot formally be described as 'support' staff, as it is, for example, possible for them to obtain the title of Adjunct Professor. Of the remaining 20 positions, three were filled by members who render support services in the true sense of the word in the Law Clinic, leaving 17 positions for the Head of Faculty Administration, the Faculty's marketing coordinator, faculty officers, executive secretary and departmental secretaries. One non-academic member of staff was appointed on contract from external funds to render support services in the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), while five were appointed (three permanently) in the Faculty's division administering non-subsidised programmes, and paid from this income. Of the 31 full-time members of staff who were employed on non-academic conditions of service, 24 (77,4%) were female and 19 (61%) black.

TEACHING AND LEARNING

Student profile

A total of 1 640 students were registered in 2017 for the Faculty's undergraduate and postgraduate programmes. For several years now, the majority of students in the Faculty have been female (945), although the percentage of female students decreased marginally in 2017 from 63,3% to 57,6%. The student profile (by race) of law students in 2017 was as follows:

Table 46: Student profile (race)

RACE	NUMBER	PERCENTAGE
Asian	0	0,0%
Black	1 237	75,43%
Coloured	89	5,43%
Indian	113	6,49%
White	201	12,25%
Total	1 640	100%

A total of 87,9% of first-time entering law students who registered in 2017 had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is omitted). A total of 32,9% of the first-time entering law students were from Quintile 5 schools, while 20,8% of them were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching in the traditional law modules to law students and teaching in service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2017, the module registration in the traditional undergraduate law modules amounted to 7 597, and to 7 340 in the undergraduate service modules. In addition, the registration for modules in the master's programmes in law by coursework, excluding minor dissertation modules, was at 278.

Success rates

Based on HEMIS reporting on course registrations, the success rate in respect of the undergraduate service modules was 78,7% (2016: 76,6%). The success rate in the traditional undergraduate law modules in the Faculty was 85,3% (2016: 85,5%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed positively to the success rates in these modules.

Degrees conferred

The Faculty conferred 335 undergraduate and 73 postgraduate degrees during the graduation ceremonies held in 2017. The number of graduates calculated with reference to the graduation ceremonies of March, June and September over the past 10 years is as follows:

Table 47: Number of undergraduate degrees conferred

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
BA (Law)	11	30	34	26	36	40	19	30	21	21	35
BCom (Law)	68	77	52	67	58	16	45	43	54	51	44
LLB	194	235	199	198	140	187	182	232	248	239	256
Total	273	342	285	291	234	243	246	305	323	311	335

Table 48: Number of postgraduate degrees conferred

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
LLM (Coursework)	19	21	18	30	22	32	30	48	58	61	68
LLM (Dissertation)	0	0	0	3	1	1	0	0	0	1	2
MPhil	2	4	2	0	5	3	3	2	0	0	0
LLD	1	0	1	1	1	3	1	0	2	4	3
Total	22	25	21	34	29	36	34	50	60	66	73

First Year Experience

At UJ, the First Year Experience (FYE) is built on the premise that every first-year student will be treated with the appropriate respect due to all citizens in South Africa. The FYE has been conceptualised as a holistic programme that encompasses all aspects of the first-year student's experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life.

The Faculty's first-year programme includes an integrated tutor system. Tutors play an integral role in assisting with teaching and learning at the Faculty and are introduced to first-year students during the First Year Seminar. The structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. The purpose of such visits is to ensure that learning takes place by way of a cross-pollination of information. Magistrates, judges and prosecutors take time from their busy schedules to speak to the students about their work. Students are also able, by being exposed to the above, to gain some immediate insight into the workings of the legal justice system.

Teaching innovation and quality control

The Faculty has an extensive tutor programme, which it uses to augment teaching and learning. Tutors have been successfully used in a variety of modules that include Introduction to Law (first year), Commercial Law (first year), Law of Persons and Family (first year), Introduction to Legal Studies (first year), Legal Skills (first year), Criminal Law (second year), Law of Delict (second year), Law of Property (third year), Civil Procedure (third year), Law of Contract (third year), and Law of Evidence (third year).

Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights, and Administrative Law. In order to promote an academic mindset that is open to new ways of tuition for a diverse student body, Faculty and departmental meetings are structured to provide a platform for lecturers to review and reflect on their teaching practices, share experiences and generate research and scholarship directly from their own teaching practices and experiences.

During 2017, 27 teaching evaluations and 44 module evaluations were undertaken. In addition, the Faculty had five programme reviews (i.e. of the LLM in Corporate Law (Coursework), and of a number of Continuing Professional Education programmes, namely the Diploma in Legislative Drafting, the Short Programme in Corporate Finance, the Short Programme in Board Governance, and the National Diploma in Paralegal Studies).

Moot courts

The Faculty of Law's top undergraduate achievers are given an opportunity each year to participate in local and international moot court competitions. Aside from hosting the Faculty's annual First-Year Moot Court Competition, the Faculty participated in the Eighth Annual Child Law Moot Court Competition (2017), which took place at the University of Pretoria and the Palace of Justice from 13 to 14 October 2017. The University of Johannesburg's moot court team comprised two second-year LLB students. The team competed admirably

and although they fell just short of being declared the overall winners of the 2017 competition, team UJ scooped up the award for the Best Heads of Argument, and one of the participants won the award for the competition's Best Orator.

The Faculty of Law also participated in the 26th African Human Rights Moot Competition (2017), which was held at the University of Mauritius in Réduit, Mauritius, from 18 to 23 September 2017. This time, team UJ was represented by two third-year LLB students. Team UJ was announced as a winner of the category Best Heads of Argument in the competition at the closing ceremony. The team was placed sixth overall in a competition that featured 45 Anglophone teams from various African universities, which marked UJ's best placing at the said competition to date.

In addition to the formal moot court competitions, all students registered with the Faculty are afforded the opportunity to prepare written Heads of Argument and present oral arguments in the UJ Moot Court as part of their assessment in the modules Introduction to Legal Studies, and Law of Civil Procedure. The Faculty considers activities of this nature as integral to the law curriculum and essential to equipping students with the necessary skills, knowledge and assurance to enter into and succeed in the legal profession.

Non-subsidised programmes

In 2017, the Faculty presented 13 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law, and the drafting and interpretation of contracts. Several of the programmes are presented in two-year cycles and comprise more than one module. In 2017, 1 802 students were enrolled for these programmes. Of these, 1 340 students successfully completed the programmes for which they were registered. The programmes drew students from several African countries, mostly from the SADC region, but also from countries further afield. The programmes generated a gross income of more than R19.8 million, which resulted in a net surplus to the Faculty of around R8 million. More than R1 million thereof, however, is earmarked for the Law Clinic.

Recognition of top achievers

The Faculty recognises its top achievers at an annual prize-giving function, which is generally known as the Prestige Evening. This is an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsor prizes and bursaries (some as high as R32 000 per student) for purposes of this function. The occasion provides an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prizewinners and their parents. The event is attended by a range of stakeholders, including members of the judiciary, bar, side bar and business world. During the Prestige Evening held on 25 May 2017, awards, prizes and bursaries were awarded in 75 categories to 119 recipients.

Bursaries and meal vouchers

During 2017, the Faculty granted 15 bursaries using its own funds, totalling R221 427,49, for tuition fees. Cliffe Dekker Hofmeyr Incorporated (CDH) attorneys allocated R1 million to the CDH Education Advancement Fund (the Fund) 2017/2018, which is administered by the Faculty to award bursaries to qualifying students. A total of 28 qualifying law students received bursaries from the Fund in 2017. The CDH bursaries amounted to R644 000. The Faculty provided first-year students with bursaries during 2017, in instances where they were unable to settle their tuition fees. Many of the Faculty's students live with a grandparent who receives a social grant, or with a sibling. A number of students are part of the 'missing middle'. Their parents are, for example, nurses, teachers or members of the South African Police Services and simply cannot afford tuition fees. The bursary amounts varied from R4 000 to R35 000. Students who receive bursaries form part of a mentoring group. They have to consult regularly with one of the academics responsible for the bursaries and meal vouchers in respect of their academic performance. They discuss challenges they experience and provide the responsible academic with reports on their progress. Between them, these students obtained 53 distinctions. Five of these students completed the LLB degree in 2017.

In 2017, the Faculty granted between 68 and 130 meal bursaries in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest at the Student Centre. This group obtained 59 distinctions during 2017. This is a clear indication of the need for assistance among our students. The need for both financial aid and sustenance has been an ever-increasing phenomenon since the Faculty started the scheme in 2009.

Local partnerships

The Faculty's partnerships with local firms of attorneys and auditors resulted in several practising attorneys, advocates and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers were involved in coordinating and presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. Prominent South African law firms like CDH and Werksmans Attorneys formed part of the Faculty's First Year Experience programme and gave aspiring lawyers a sense of what they can expect when they enter the legal fraternity. In addition, many other law firms and other organisations within the legal industry attended the annual UJ Law Career Fair on 14 March 2017. The Faculty and PsyCaD hosted this event jointly. The Faculty's aforesaid relationship with relevant stakeholders in the industry has marked benefits for not only the Faculty and academic staff members, but ultimately for its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. For example, Judge Edwin Cameron (Judge of the Constitutional Court of South Africa) addressed the first-year students during the First Year Seminar held in January 2017. Furthermore, Judge Boissie Henry Mbha (Judge of the Supreme Court of Appeal and an alumnus of the Faculty) delivered a speech at the Faculty's graduation ceremony on 20 April 2017.

Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, magistrates, auditors, public and private enterprises, as well as cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. They are called upon to provide leadership and technical assistance inside and outside the University and in both the local and the international arenas. They do so in various capacities, including, but not limited to, acting as members of working groups, steering committees, editorial boards, non-governmental entities and discipline-related societies.

International partnerships

The Faculty has active exchange agreements with 24 foreign universities, namely Beijing Normal University (China), Erfurt University of Applied Sciences (Germany), Free University of Amsterdam (the Netherlands), Friedrich-Schiller University of Jena (Germany), International University of Business Agriculture and Technology (Bangladesh), Masaryk University (Brno, Czech Republic), National Law University in Delhi (India), National Law University in Jodhpur (India), Reykjavik University (Iceland), Saarland University (Germany), Strathmore University (Nairobi, Kenya), University of Antwerp (Belgium), University of Augsburg (Germany), Universidade Agostinho Neto (Angola), University of Cape Coast (Ghana), University of Cornell (Ithaca, New York), Universidad Externado de Colombia (Colombia), University of Ljubljana (Slovenia), University of Malawi (Malawi), Palacky University (Olomouc, Czech Republic), Pontificia Universidad Catolica (Santiago, Chile), Universidad Pontificia Comillas Madrid (Spain), Yeditepe University (Istanbul, Turkey), and Zanzibar University (Tanzania). It also concluded a cooperation agreement with the Graduate School of the Public Prosecution Service of Brazil.

In addition, the Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is a member of the International Association of Law Schools (IALS). It actively participates in the activities of the IALS, which include the African Leadership Forum and the IALS Global Meeting.

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences and seminars

Publications

The Faculty anticipates that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of at least 126.50 (compared to 84.99 in 2016) subsidy-generating publication units in respect of articles, books, chapters and conference proceedings published by members of the Faculty. Faculty members were involved in editing several books and contributed numerous chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, which include articles in non-accredited journals and several book reviews.

Conferences, seminars and workshops

Annually, Faculty members present approximately 100 research papers at conferences, symposia, workshops and the like. The Faculty organises research workshops (indabas) and seminars and undertakes other initiatives, such as facilitating the attendance and presentation of papers at national and international law conferences, to enhance the publication and research output of staff members. It focuses specifically on the development of the research capacity of junior staff members. At these occasions, staff members present papers on research projects in progress, completed research before its submission for publication and, sometimes, for the benefit of all Faculty members, papers that have already been presented at national or international conferences.

Public events

In addition to events mentioned elsewhere in this executive summary, the Faculty hosted numerous noteworthy conferences, seminars and lectures.

Special attention was paid to sponsors, friends and alumni of the Faculty during 2017. In March, a sponsors' breakfast was organised and in October a black tie event was hosted, with UJ Law friends and alumni attending.

The South African Law Deans Association (SALDA) was also hosted a few times during the year. During October, a Decolonisation of Legal Education in South Africa Conference was hosted, with most deans from universities all over the country attending. The annual SALDA meeting was also hosted by the UJ Faculty of Law later in the year.

SAIFAC hosted numerous 'Friday Seminars' during the year, covering an array of topics. Highlights on the SAIFAC year calendar were the 'Education Conference: A Human Rights approach to education in SA', which was attended by both local and international delegates, and the 'Animal Law Seminar' that took place in March.

During October, the Faculty, in partnership with the Law Library, hosted well-renowned speaker, former prosecutor for the National Prosecuting Authority of South Africa and Member of Parliament for the Democratic Alliance, Adv Glynnis Breytenbach, who addressed students and staff members within the Faculty on the topic of her book, *Rule of Law – A Memoir*. Numerous Judges were also hosted throughout the year; highlights included Judge Lebotsang Ronnie Bosielo delivering a public lecture on 'The role of language and culture in the South African legal system' and Justice Dikgang Moseneke with a book discussion on his book, *My own liberator – A memoir*.

A highlight within the Faculty is the Annual Banking Law Update (ABLU), which is presented by the Centre for Banking Law of UJ. It is a well-established event that has formed part of the South African conference calendar since 1978. During 2017, the event was hosted at the law firm ENSafrica.

Last but not least, the UJ Law Student Council organised the 2017 Law Ball, which is a black tie event to bid farewell to final-year law students.

Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). These research centres produce publications, arrange seminars and submit reports to national and international bodies.

Centre for Banking Law

During the course of 2017, the Centre for Banking Law acquired two new members namely, Professor Sarel du Toit as co-director, and Dr Wynand Spruyt as a visiting researcher. The appointment of Dr Spruyt has already resulted in a publication, co-authored by him and Prof Hugo, which is due to appear in TSAR in the second issue of 2018.

The Centre, moreover, presented a series of workshops throughout the country on the Financial Intelligence Centre Amendment Act 1 of 2017, aimed primarily at conveyancers and estate agents. This generated income amounting to R20 000 for the Centre.

The flagship event of the Centre, the Annual Banking Law Update (ABLU), took place at ENSafrica on 25 October 2017. The conference was fully subscribed and generated a significant income. The main academic papers presented at the conference were again published by Juta & Co in a book co-edited by Professors Hugo and Du Toit. At the end of the conference, Logan Hovells offered its facilities free of charge to host ABLU 2018. The offer has been accepted and the conference is already in an advanced stage of planning.

Finally, the Centre contributed financially (R10 000) towards the publication of a Festschrift honouring Professor Jopie Pretorius (*Jopie: Jurist, Mentor, Supervisor and Friend – Juta (2017)*).

Centre for International and Comparative Labour and Social Security Law (CICLASS)

In 2017, the Centre for International and Comparative Labour and Social Security Law (CICLASS) celebrated its 23rd year of existence. CICLASS has maintained a number of collaborative relationships with colleagues and institutions locally (e.g. with the Southern Africa Trust and the International Labour Organisation (South Africa Office)) and overseas (e.g. with the Max Planck Institute for Social Law and Policy (Munich, Germany)). In addition, CICLASS regularly participates in the activities of the Southern African Social Protection Experts Network (SASPEN) and is represented on SASPEN's Steering Committee. The Director of CICLASS, Professor Letlhokwa George Mpedi, and Dr Nyenti (Research Associate) applied for NRF re-rating and rating, respectively, in 2016. They were successful; the Director received a B3-rating and Dr Nyenti was awarded a C3-rating with effect from 1 January 2017.

CICLASS staff published one peer-reviewed book, one non-subsidised article and five book chapters in 2017. The Director co-edited a book published by Wolters Kluwer. Furthermore, CICLASS staff presented papers at several local and international conferences.

The Director of CICLASS was elected as the president of the South African Law Deans Association (SALDA). In addition, the Titans: Building Nations, Continental Award for Education and Training: Academic was awarded to him at a gala dinner held at the Premier Hotel OR Tambo in November 2017. Earlier in 2017, he received both the South African and Southern African Development Community Regional Awards in the aforementioned sector, the first step to being honoured with the esteemed Continental Award.

Centre for Private International Law in Emerging Countries

This Research Centre (the main research hub for Private International Law in Africa) is the custodian of the flagship programme of the Faculty, the LLM in International Commercial Law. Fourteen students are expected to complete the LLM in International Commercial Law for the purposes of the upcoming graduation ceremony; this is now the second largest LLM programme in the Faculty of Law (measured in terms of the output of the number of students). Thirty-six per cent of the students are foreign, mainly from Africa. An exceptional pass rate of 100% was obtained in all modules of International Commercial Law A, B and C. It may be noted that four alumni of the LLM (International Commercial Law) programme are now assistant, associate or full professors: one in Germany, two in India and one in South Africa.

Senate accepted an agreement with the University of Lucerne in Switzerland in respect of a joint doctoral degree in International Commercial Law/Private International Law. One student has registered at both institutions and two students are to follow soon. The doctoral proposal of one student was accepted by the Faculty Higher

Degrees Committee. Three candidates were admitted to commence the LLD programme in 2018 (two from Ghana and one from Nigeria).

Staff of the Research Centre produced six chapters in books, eight articles and a record number of 21 papers, delivered in Germany, Mauritius, the Netherlands and South Africa. The article by the Deputy Director in the 2006 *South African Mercantile Law Journal* was cited and relied upon in a recent full-bench decision of the High Court of Swaziland.

Commentary was provided, on request, to the South African delegation to the Special Commission of the Hague Conference on Private International Law on the Preliminary Draft Convention on the Recognition and Enforcement of Judgments in Civil and Commercial Matters (February 2017), and Commentary on the International Arbitration Bill, 2017, was sent to the Portfolio Committee on Justice of the South African Parliament. An invitation was received from the Organization of American States (OAS) to participate in the revision of the Mexico City Convention on the Law Applicable to International Contracts (1994). (Member states of OAS include Canada, the United States of America and all Latin-American states.)

One of the research associates was awarded a bursary by the Max Planck Institute for Comparative and International Private Law in Hamburg. Research and academic visits were undertaken to Canada, Germany, Italy, Malaysia, Mauritius and the Netherlands.

The Research Centre arranged six public lectures, seminars and conferences, including lectures by the foremost authority on the United Nations Convention on the International Sale of Goods and by a Justice at the Court of Appeal in The Hague. On 4 October 2017, the Pan-African Conference on Party Autonomy in Commercial Private International Law was held in terms of the Faculty's increased focus on the diversification of legal epistemologies. Guest speakers included the former First Secretary of The Hague Conference on Private International Law, the doyen of Southern African private international law and speakers from Botswana, the Democratic Republic of Congo, Egypt, Ethiopia, South Africa and Tunisia.

South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

In the past year, SAIFAC has continued to build its profile both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus). SAIFAC's achievements in the past year are best understood in relation to the key strategic goals that SAIFAC aims to achieve.

Producing high-quality research is a key part of SAIFAC's mission. It is important to recognise that SAIFAC has succeeded in producing a significant amount of research with only a small number of staff, most of whom are junior academics, still making their way in the field. In the past year, SAIFAC has produced 11 publications of which 8 were Department of Higher Education and Training (DHET) accredited. Over half were in either internationally accredited journals or books published internationally. Its Director co-edited a Cambridge University Press book, which was launched at the United Nations library to great acclaim. The Director also co-authored a textbook titled *Jurisprudence in an African context*, which was published by Oxford University Press. Junior academics produced 5.5 of the 8 accredited publications.

One major feature of SAIFAC's accomplishments in the last year was its having been commissioned to conduct research by the national Centre for Constitutional Rights (CFCR). It released an interim report on the Right to Freedom of Association, which was discussed at a conference in Cape Town in April 2017.

A noteworthy highlight of 2017 was the conference organised on a 'Human Rights based approach to education in South Africa'. The conference stimulated a range of presentations by younger academics and promoted research in this important area.

SAIFAC continues to run weekly seminars during the university term, with a range of excellent speakers engaging with cutting edge topics. A highlight in this regard was the hosting of a book launch of Professor Brian Ray's new book with Cambridge University Press, titled *Engaging Social Rights*. Justice Richard Goldstone opened the

event. Another highlight was the seminar on 'The genetic origin requirement for surrogacy: Have we become a nanny state? *AB v Minister of Social Development* 2017 (3) BCLR 267(CC)' conducted by Professor Wesahl Domingo from the University of the Witwatersrand. Justice Edwin Cameron, who concurred with the minority judgment, attended the seminar and gave valuable insights into the judgment.

SAIFAC has sought to make a wider contribution to society by making two submissions to parliament in the past year – one in relation to the withdrawal of South Africa from the International Criminal Court and one on a proposed new hate speech law. SAIFAC also organised a petition signed by leading non-governmental organisations (NGOs) protesting at the lack of action surrounding the terrible human rights violations occurring in South Sudan and requesting more action from the South African government. SAIFAC continued to be involved in educating learners about the constitution with its contribution to the Constitution Hill Debating Project. SAIFAC's Director continues to be involved in the negotiation of a treaty on business and human rights and was invited a second time by the United Nations Intergovernmental Working Group on Business and Human Rights to make submissions on proposed elements of such a treaty. He was also asked by the NGO International Federation for Human Rights (FIDH) to address European decision makers in Brussels.

In terms of honours, Professor Bilchitz was appointed a Visiting Professor at the National University of Singapore, one of the top Asian law schools. He was also awarded a Von Humboldt Foundation Georg Forster Fellowship to work in Germany for a year on a new book. Professor Bilchitz also delivered a keynote address at a conference on socioeconomic rights in Hyderabad, India.

Law Library

Ten law library assistants, nine undergraduate students and one postgraduate student were appointed in the Law Library for 2017 and as in the past, continued to deliver a very important service to staff and students alike. These assistants form an integral part of the service offered by the Law Library when training undergraduate students. Training sessions were conducted for the first-year students in the following modules:

- Legal Skills (law library orientation): 35 sessions of one hour each (267 students);
- English for Law (research training): 6 sessions of 45 minutes each (107 students);
- Introduction to Legal Studies (moot court research training): 11 sessions of one hour each (218 students).

Additional sessions were scheduled throughout the year for students who needed more in-depth training in locating information sources. Eleven postgraduate subject specific training sessions of two hours each were offered to LLM (by coursework) students and were attended by 58 students. The law librarians also trained master's (by research) and doctoral students individually per appointment. Law Library orientation was also offered to approximately 200 students in the Postgraduate Diploma in Labour Law. The law librarians also assisted students who needed additional training.

The Faculty of Law Research Guides on the Library website are the starting point for training students and also serve as an online communication tool. These guides provide guidance to students and researchers on locating different sources in the Law Library in print and electronically. The law librarians continuously update the guides with relevant information on resources available to students and staff. Once again, the usage statistics for these guides were the highest of all faculties within UJ with a total of 83 157 visits.

Eight events, in which the Law Library collaborated with the Faculty of Law, took place in 2017:

- Seminar: Ms Kgomo Mokoena – 'Major micro aggressions: The law on not so subtle racism in the workplace' on 10 March 2017;
- Public Lecture: Judge Lebotsang R Bosielo – 'The role of language and culture in the South African legal system' on 30 May 2017;
- Book discussion: Judge Dikgang Moseneke – *My Own Liberator: A Memoir* (Picador Africa (2016)) on 28 August 2017;
- Public lecture: Professor Manfred Weiss – 'Brexit and the perspectives for European labour law' on 11 September 2017;
- Conference: University of Augsburg and University of Johannesburg Conference – '(Constitutional) legality

and limitation of powers: values, principles and regulations in civil law, criminal law and public law' on 10 October 2017;

- UJ Talks: Ms Bulelwa Mabasa and Mr Alliance Mnisi (Werksmans Attorneys) – 'From law student to attorneys' on 13 October 2017;
- Book launch: Prof Letlhokwa G Mpedi and Dr Mathias AT Nyenti – *Towards an instrument for the portability of social security benefits in the Southern African development community* (Sun Press (2017)) on 16 October 2017;
- Book launch: Adv Glynnis Breytenbach – *Rule of Law: A Memoir* (Pan Macmillan (2017)) on 23 October 2017.

A total of 1 465 book titles was added to the law collection. Three new law journal titles in hard copy were subscribed to in 2017. The electronic law collection was also expanded by purchasing the archives of the Brill and De Gruyter databases. The Law Library subscribed to four new databases in HeinOnline and two new titles in Jutastat Online as well as to Climate Change and Law Collection, a unique collection. The new subscription to the Sweet & Maxwell e-Book Collection, consisting of more than 200 titles, covers different areas of law. In total, 5 578 clients were assisted in the Law Library during 2017. This would not have been possible without a dedicated team of law library assistants.

Journal of South African Law

The *Journal of South African Law* (better known by its Afrikaans acronym *TSAR* – *Tydskrif vir die Suid-Afrikaanse Reg*) is edited by members of the Faculty. Since its launch in 1976, a symbolic year in our country's history, the journal has grown into one which has been included since 2009 on an internationally acknowledged reading list of accredited journals (in the *Social Sciences Citation Index (SSCI)* under the auspices of Thomson-Reuters in the United States of America). It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, is included in the ERA recognised list of scientific journals for Australia, and has been available on HeinOnline electronically for more two decades, albeit with a hold-back condition. This international coverage has enlarged the footprint of the journal internationally and the research published in it to the advantage of the authors and has indirectly served as a showpiece for UJ.

During the reporting year, a total of 52 academic articles that met the stringent double-blind peer-vetting requirements were published, including 25 from non-UJ affiliated contributors of whom eight are from Australia, Germany, the Netherlands and the United Kingdom. This is a clear indication of the internationally accepted standing of this journal, and no other first-league South African general legal journal can boast of more foreign contributors during the reporting year. The aforesaid is clear proof of the very significant footprint or impact of this journal. *TSAR* acts as a proud ambassador for UJ by flying the University's banner in many foreign research collections and is the only South African legal journal to be included in the renowned *KJB* Index published under the auspices of the German *Bundesgerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany. It is the only first league legal journal in South Africa that is published always on time and frequently even up to 14 days before the published date for publication (February, May, August and November) – a feat that is only possible thanks to the selfless hard work of the editorial and printing team that continue to work through even the Christmas festive season.

COMMUNITY SERVICE

Law Clinic

As in the recent past, the UJ Law Clinic operated at three offices, namely the Soweto Campus (SWC) Law Clinic (with two attorneys), the Doornfontein Campus (DFC) Law Clinic (with one attorney) and the Auckland Park Kingsway Campus (APK) Law Clinic (with two attorneys). In total, 277 final-year LLB students were initially registered for the module Applied Legal Studies of which the Law Clinic forms part, and of these a record number of 276 students performed clinical work in the Law Clinic, which entails a combination of community engagement and service learning. The UJ Law Clinic uses clinical legal education to train final-year law students on live clients and real cases.

In total, 1 103 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free legal services rendered by the students, when considered against a low to average bill-out rate amounting to R1 000 per hour in any private attorney's practice, amounts to R20.7 million.

One of the attorneys at the APK Law Clinic successfully completed her LLM degree at the University of Pretoria, while one of the attorneys at the SWC Law Clinic has progressed significantly with his dissertation for the LLM degree in the Law of Evidence. An attorney from the APK Law Clinic made a presentation on 'The recognition of Hindu marriages in South Africa' at the Faculty of Law's annual research Indaba.

The two attorneys at the SWC Law Clinic continued to represent minor children in Children's Court matters, mostly as a result of being appointed by the Children's Court to act on behalf of children. One of the attorneys continued to serve as a legal representative for the minor children in a The Hague matter (in terms of The Hague Convention on Abduction, as per section 279 of the Children's Act) in the High Court of South Africa, Gauteng Local Division, Johannesburg, where she had to investigate the children's circumstances and had to report back and make recommendations to the judges in the matter. A deaf client has been represented in the Maintenance Court through the joint efforts of the attorneys at both the APK and SWC Law Clinics. A number of 'fraudulent marriage' cases continue to be handled by the APK Law Clinic.

The attorneys of the UJ Law Clinic continued to be influential in legal circles in Gauteng. An example is the case of *Rahube v Rahube* and others, Case number 101250/2015 GD, 26 September 2017, on the unconstitutionality of section 2(1) of the Upgrading of Land Tenure Rights Act 112 of 1991. This is one such case where our attorneys had discussions on its interpretation and impact with magistrates outside of court. Various other discussions also took place between our attorneys and presiding officers throughout 2017.

The attorneys attended a number of seminars for the profession, which were presented by the Law Society of South Africa. The Director was re-elected in July 2017 to serve for another term as the Vice-President of the South African University Law Clinics Association (SAULCA). In this capacity, the director also made a number of representations to the National Forum for Legal Practitioners and attended workshops and meetings to convey the position of law clinics, which needs to be considered for purposes of the Legal Practice Act 28 of 2014, which act is expected to come into full operation during 2018.

One of the attorneys at the APK Law Clinic resigned on 12 April 2017. Despite being one attorney short for most of 2017, the UJ Law Clinic still managed to dispense the full number of hours of clinical training to all final-year law students.

FACULTY GOVERNANCE

The Executive Dean's Committee of the Faculty, which operates within the policies of UJ, is the management committee of the Faculty. The Committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, Faculty administration, academic matters, community service and transformation. This system has worked well in the past, owing to the fact that the Executive Dean, Vice-Dean, Head of Faculty Administration and all the heads of department are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes including supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty, and the continuous improvement of the Law Library.

THE WAY AHEAD

There are a number of ongoing challenges that the Faculty will need to continue to address. These challenges, some of which are not unique to the Faculty, include the aging professoriate. In light of the abovementioned challenge, the Faculty will continue in 2018 to support the development of its junior members of staff through a variety of interventions, which include a structured mentorship programme, research and postgraduate supervisory capacity development programmes and teaching relief to complete doctoral studies.

In addition, it should be recalled that the Bachelor of Laws (LLB) programme of the Faculty underwent a review conducted by the CHE in 2016. The Faculty's LLB programme was re-accredited subject to meeting specified conditions. Accordingly, the Faculty has attended to the concerns that the CHE raised concerning the Faculty's improvement plan. The Faculty awaits the final outcome in respect of the accreditation of its LLB programme.

CONCLUSION

In conclusion, I would like to thank the Management Executive Committee of UJ for their support. I also wish to thank the Executive Dean's Committee members for their hard work. In addition, I would like to thank all members of the Faculty (academic and support staff) and our students for their hard work and dedication. Last but not least, I wish to thank the alumni, friends and partners of the Faculty for their unwavering support. The Faculty is proud that its activities can assist UJ to realise its vision.

A handwritten signature in black ink, appearing to read 'Letlhokwa', with a stylized flourish at the end.

Letlhokwa George Mpedi (Prof)

Executive Dean: Faculty of Law

Faculty of Science

OVERVIEW

In 2017, the Faculty of Science leveraged its strategic importance for the optimal positioning of the institution for its participation in the Fourth Industrial Revolution by improving upon the manner in which we continue to generate new knowledge and develop leading scientists and technologists.

In its dedication to realising the vision, mission and strategic objectives of the University and, in particular, through its endeavours to realise the University of Johannesburg's goal of global excellence and stature, the Faculty of Science once again performed at a higher than expected level during 2017. The Faculty achieved its key objectives in a number of critical areas, exemplified by:

- fostering an enabling environment conducive to excellence in teaching, research and innovation – two new patents registered;
- being accessible to a wide range of students – increased diploma and extended degree enrolments;
- presenting high quality and relevant programmes – four new degrees approved;
- conducting high quality, high impact research – Science and Nature publications;
- productively utilising our highly competent, qualified and motivated staff;
- fostering collaborative activities with other institutions, relevant industries and the community – joint professorship with Sasol;
- enhancing the impact of the Faculty in terms of its public and community engagement – online and offline short learning programmes (SLPs);
- ensuring successful involvement with Science Education for learners and teachers, primarily through the Soweto Science Centre.

December 2017 saw Times Higher Education (THE) release subject rankings. UJ was ranked among the Top 400 in the world in Physical Sciences (which include Astronomy; Chemistry; Environmental, Earth and Marine Sciences; Geology; Mathematics; Physics; and Statistics). This ranking also placed UJ second in South Africa (after the University of Cape Town) and third in Africa, meaning the institution had racked up a respectable total of six THE ranked subjects all hosted by the Faculty of Science. In this Physical Sciences ranking, UJ achieved superlative scores for Citations, International Outlook, and Industry Income performance metrics.

The Faculty is internationally competitive because of its excellently qualified staff (98,83% of permanent academic staff have master's or doctoral qualifications) and nationally relevant because of increasing employment equity (47,3% of our whole staff complement come from designated groups). As usual, our most prestigious contribution is through quality research publication output in terms of both the quantity (exceeding 368.51 publication units in 2016 by 7% to 394.31 units in 2017) and the quality of the highly cited research outputs (98% of articles in international journals).

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

Notable events in 2017 confirming an international profile for global excellence and stature were:

- Prof Kramers and Dr Georgy Belyani of the Geology Department reported that the Hypatia Stone was of extra-solar origin. Additionally, Prof Kramer and Mr Tebogo Makhubela continued groundbreaking work in dating early hominin fossils including *Homo naledi*.
- In response to a successful international review, the Faculty started consultation for the possible merger of departments where academic synergies were obvious: Chemistry and Applied Chemistry, Physics and Applied Physics, and Pure and Applied Mathematics with Engineering Mathematics. Last year was devoted to understanding the impacts of the mergers scheduled to take place in 2018.
- Having exceeded the 350 research unit milestone, the Faculty improved upon the 2016 output by 7% to 394.31 units. Importantly, the majority of those publications were in accredited journals rather than conference proceedings. This is bolstered by the fact that 28 of the 50 most cited academics at the University of Johannesburg were employed in the Faculty of Science during 2017.
- Shanghai Global Rankings of Academic Subjects and the Times Higher Education (THE) Subject Ranking in Physical Sciences (which include Astronomy; Chemistry; Environmental, Earth and Marine Sciences; Geology; Mathematics; Physics; and Statistics) in 2017 recognised the achievements of the Faculty by placing us in the Top 500 and Top 400, respectively
- At the end of 2017, the Faculty was proudly associated with 59 NRF-rated academics, including distinguished and visiting professors. Of these, four were A-rated and 15 were B-rated.
- Prof Beukes won the Contribution over Lifetime Award at the 19th NSTF-SOUTH32 AWARDS.
- Prof Annemarie Oldewage received the Elsdon Dew Medal, a national award, from the Parasitological Society of Southern Africa.
- Dr Eduard Venter received the Douw Greeff Prize from the South African Academy for Science and Art, also a national award.
- Prof Oluwafemi was appointed as a Visiting Erudite Professor at the Mahatma Gandhi University at a special ceremony in December 2017.
- Numerous awards were conferred on faculty members at international, national, and institutional levels, some of which are highlighted in Table xx. Of special note is Prof PM Nomngongo who was awarded the DST Women in Science Award (WISA): Distinguished Young Woman Researcher in Natural and Engineering Sciences as well as the UJ VC Award for Most Promising Researcher of the Year. Prof Dubery won the UJ VC Award for Outstanding Researcher 2017 and Prof Gupta won the Special VC Award for Most Cited Researcher. Prof WS Leung was awarded the VC Award for Excellence in Teaching.
- Prof Basie von Solms was a member of a delegation of the Global Cyber Security Capacity Centre (University of Oxford) that conducted a review in Zambia in March 2017.
- The German media house Deutschlandfunk published an article on Dr Derek Ndinteh's research, with the punch line – African researchers have the potential to generate groundbreaking research outcomes.
- Dr Patrick Njobeh was appointed to serve on the Joint FAO/WHO Expert Committee on Food Additives (JECFA) from 2017 to 2021.
- A Botany article published in the *Suid-Afrikaanse Tydskrif vir Natuurwetenskap en Tegnologie*, authored by Dr Eduard Venter, was awarded the 2017 Douw Greeff Prize for the Best Review Article.
- Prof MJ Cronjé and Prof Meijboom successfully filed their international patent – Metallodrugs as anticancer agents, in Canada (August 2017) and the USA (September 2017).
- The Dean successfully concluded negotiations with Sasol for a joint associate professorial appointment in the Department of Chemistry. In this regard, Prof Chris Maumela joined UJ on 1 October 2017.
- A number of faculty members raised external funding nationally and internationally; noteworthy is the Tri-Lateral BRICS grant awarded to Prof Strydom, while Prof Oluwafemi received an NRF bilateral (South Africa-Japan) grant in 2017.
- The Faculty delivered on its plan to install a library at the Eldorado Park Primary School in August 2017. The project, including a converted shipping container, books and other resources, was supported by Standard Bank (IT), Media24, Dagbreek Trust and five of the departments of the Faculty.

Table 49: International awards

DEPARTMENT STAFF MEMBER	AWARD
Academy of Computer Science and Software Engineering (ACSSE)	
Mr SMA Mavee	The 'BITSPlease' Informatics 3 project team won the Microsoft Imagine Cup International Online Competition.
Prof WS Leung and Dr DT van der Haar	Best Session Paper – ICRV 2017 (International Conference on Robotics and Vision, 16-18 June 2017). Best Session Paper – ACIRS 2017 (Asia-Pacific Conference on Intelligent Robot Systems, 16-19 June 2017). Best Conference Paper ICCIP 2017 (International Conference on Communication and Information Processing).
Applied Chemistry	
Prof Nomngongo, Prof Ndungu and Prof Ngila	Supervised a PhD student who won the Excellent Shotgun Communication Award in II International Caparica Conference on 'Pollutant Toxic Ions and Molecules (PTIM)' held in Portugal 6-9 November 2017.
Geography Environmental Management and Energy Studies	
Dr Kowiyou Yessoufou	Selected by the Academy of Scientific Research and Technology (ASRT – the equivalent of the National Research Foundation in Egypt) as one of the winners of a Research Award for Young Scientists in Africa. Research prize from the <i>Société Botanique de France</i> , France.

Table 50: National awards

DEPARTMENT STAFF MEMBER	AWARD
Applied Chemistry	
Prof PN Nomngongo	The DST Women in Science Award 2017 (WISA): Distinguished Young Woman Researcher in Natural and Engineering Sciences.
	Supervised an MSc student who won third prize for an oral presentation in the South African Chemical Institute (SACI) Gauteng Central Section's Young Chemist Symposium, 30 November 2017.
Prof Arotiba and Dr Mabuba	Supervised a PhD student who won the first prize for his oral presentation in the South African Nanotechnology Initiative (7th Annual Gauteng Nanoscience Young Researchers Symposium, 20 October 2017).
	Supervised a PhD student who won first prize for an oral presentation in South African Chemical Institute (SACI) Gauteng Central Section's Young Chemist Symposium.
Prof SO Oluwafemi	Plenary Speaker Award (Chemical Society of Nigeria).
Biotechnology and Food Technology	
Dr Dlamini Bhekisisa and Mr Qaku Witness	Best beer at the Intervarsity Brewing Competitions.
Geology	
Prof Beukes	Contribution Over Lifetime Award at the 19th NSTF-SOUTH32 AWARDS.
Prof JD Kramers	Fellowship of the Geological Society of South Africa.
	Draper Medal, Geological Society of South Africa.

Pure and Applied Mathematics	
RJ Maartens and O Nkuna	SAMS Best PhD Student Talk.
Physics	
E Carleschi	Supervised a master's student who won Best Poster Presentation at MSc level in the Division for Physics of Condensed Matter at the SAIP Annual National Conference.
AM Strydom	Supervised a master's student who won Best Oral Presentation at MSc level in the Division for Physics of Condensed Matter at the SAIP Annual National Conference.
	Supervised a doctoral student who won Best Oral Presentation at PhD level in the Division for Physics of Condensed Matter at the SAIP Annual National Conference.
Zoology	
A Oldewage	Eldson Dew Medal – The Parasitological Society of Southern Africa (PARSA) awards this medal on merit for contributions to parasitology in Africa.
	Angela Russel-Davies Award to QM Dos Santos by the Parasitological Society of Southern Africa recognising outstanding research outputs of postgraduate students in the field of parasitology.
GM Wagenaar	Supervised a student who received the Bronze Medal for her presentation at the SA Academy for Science and Art.
R Greenfield	Supervised a student who received the Best MSc Presentation at the South African Society of Aquatic Science Conference, Kempton Park South Africa.
	Supervised a student who obtained the Best Poster Presentation at the 9th International Toxicology Symposium in Africa, Benin City, Nigeria.

STAFF PROFILE

In 2017, staff of the Faculty were distributed over four campuses of the University. The academic staff represented 67% of the total staff of the Faculty. Support staff comprised research, technical and administrative staff and represented 33% of all staff.

Table 51: Staff distribution per campus in 2017

CATEGORY		APK	APB	DFC	SWC	TOTAL
Academic 67%	Permanent	117	0	55	0	172
	Contract	21	0	12	0	33
	Temporary	11	0	1	0	12
Administrative 16%	Permanent	32	1	4	1	38
	Contract	2	0	1	0	3
	Temporary	5	0	2	3	10
Workshop and Technical 17%	Permanent	27	0	13	0	40
	Contract	9	0	4	0	13
	Temporary	2	0	0	0	2
TOTAL		226	1	92	4	323

Table 52 shows the shift in proportion from 2013 to 2017.

Table 52: Proportion of academic staff vs support staff

	2013	2014	2015	2016	2017
Academic	64%	75%	70%	72%	67%
Support	36%	25%	30%	28%	33%

With respect to the permanent academic staff complement, the Faculty showed a slight improvement in its qualification profile as depicted in Table 53 below. This trend will continue as a number of staff members were engaged in doctoral study during 2017 and scholarship development was actively pursued by the Dean (eight full-time staff members registered for master's, and 39 for PhDs in 2017). If research staff are included, then 128 permanent academic/research staff members hold doctoral degrees.

Table 53: Qualification profile of permanent academic staff

QUALIFICATION	2013	2014	2015	2016	2017
D degree	68,3%	70,7%	73,01%	75%	72,09%
M degree	28%	26,2%	25,77%	23,17%	26,16%
Total	96,3%	96,9%	98,77%	98,17%	98,25%

Table 54: Demographic proportion of permanent and fixed-term academic staff including international staff

YEAR	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)
2016	45%	29,88%	47,24%	31,16%
2017	48,25%	34,3%	51%	41,27%

Table 54 considers the demographic proportion of permanent and fixed-term contract academic staff members, according to population group for designated groups, South African only, and including international staff. Of the 14 permanent academic appointments made in 2017, eight were from designated groups (South African only), one from another African country (Zimbabwe) and one with a disability. This demonstrates the Faculty's commitment to achieving equity targets.

Table 55: Overview of permanent academic staff

	LECTURER		SENIOR LECTURER		ASSOCIATE PROFESSOR		PROFESSOR		TOTAL
RACE*	M	F	M	F	M	F	M	F	
Black	24	10	13	7	7	2	2	1	66
Coloured	3	3	1	0	0	0	2	0	9
Indian	1	2	1	1	0	3	0	0	8
White	10	14	20	11	11	6	11	6	89
TOTAL	38	29	35	19	18	11	15	7	172

* Not taking nationality into account

Table 56: Overview of academic staff (permanent and fixed-term contract)

	ASSISTANT LECTURER		LECTURER		SENIOR LECTURER		ASSOCIATE PROFESSOR		PROFESSOR		TO-TAL
RACE*	M	F	M	F	M	F	M	F	M	F	
Black	4	2	30	13	13	7	8	2	3	1	83
Coloured	1	0	3	3	1	0	0	0	2	0	10
Indian	0	0	1	2	2	1	1	3	2	0	12
White	0	1	12	16	21	11	11	6	16	6	100
TOTAL	5	3	46	34	37	19	20	11	23	7	205

* Not taking nationality into account

Tables 55 and 56 show an overview of the racial profile of all permanent academic staff and permanent and fixed-term contract staff, respectively, without taking nationality into account. The gender profile has remained fairly constant with only slight variations over the last few years (37% permanent academic staff were female from 2013-2015, with a 1% increase in the past two years). In 2017, 38% of the permanent academic staff were female. Table 57 indicates the percentage of designated and female permanent staff on senior lecturer, associate professor and professor level. The percentage of designated associate professors increased in 2017. Plans are in place (including AAMP) to further improve staff seniority.

Table 57: Percentage designated (South African only) and female permanent academic staff

	SENIOR LECTURER	ASSOCIATE PROFESSOR	PROFESSOR	TOTAL
Female	19 / 55 = 35%	11 / 29 = 35%	7 / 22 = 32%	37 / 106 = 35%
Designated	15 / 55 = 27%	4 / 29 = 14%	2 / 22 = 9%	21 / 106 = 20%
Designated Female	6 / 55 = 11%	3 / 29 = 10%	0	9 / 106 = 9%

This table does not include the position of Executive Dean, but the pipeline of designated female lecturing and senior lecturing staff looks promising

EXCELLENCE IN TEACHING AND LEARNING

The Faculty applies an enrolment management strategy that focuses on access for success. First-year students are introduced to the University by way of the First Year Seminar and other support initiatives. At-risk students are identified within the first few months of the year and are provided with additional academic support early on. The following issues received attention during 2017: structured interventions for at-risk modules (e.g. intensive revision and additional classes over weekends); the enhancement of learning skills and student discipline; implementation of new teaching methodologies; blended learning; and special attention to top performing students (e.g. the Faculty of Science Top Achiever events and undergraduate research programmes).

Enrolment

Enrolment of undergraduate diploma students increased in 2017 as did the proportion of students in extended degrees. We had 4 253 students enrolled in 2017 of whom 920 were postgraduate students. The proportion of postgraduate enrolments (of the total enrolment) has stabilised at approximately 21%, as shown in Table 58.

The proportion of master's and doctoral students in the total number of postgraduate students increased to 68,7% after remaining stable at 64% for a number of years. International student enrolments increased to 401 in 2017 from 363 students in 2016, which represents 9,42% of the total enrolment, as seen in Table 59.

Table 58: Headcount proportions

	2013	2014	2015	2016	2017
Undergraduate total	79,9%	78,8%	79,4%	77,9%	78,1%
Postgraduate total	19,8%	20,6%	20,4%	21,8%	21,7%
Occasional total	0,3%	0,6%	0,2%	0,3%	0,2%

Table 59: Enrolment figures – All nationalities except RSA

	2013	2014	2015	2016	2017
Undergraduate	100	111	166	169	186
Postgraduate	137	162	185	190	207
Occasional	7	8	2	4	8
Total	244	281	353	363	401
% of Total enrolment	6,51%	7,03%	8,49%	8,54%	9,42%

In 2017, 89,1% of undergraduate students were from designated groups (South African only). Students from designated groups (South African only) in 2017 represented 59,89% of all postgraduate students, while the inclusion of international designated groups gives a figure of 80,43%. The percentages are very similar to those in 2016. The proportion of female students was > 40% in 2017, and has been stable for the past five years. The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was 49,3% in 2017 compared with 49,9% in 2016.

Success rate

The stabilisation in the undergraduate success rate during successive years from 2013 to 2017 is the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above. The success rate of mainstream and extended students overall was > 80%, while that of first-time entering students in the extended programmes was 86,5% in 2017 (up 2% on the previous year). The success rate for international students was > 80% for all undergraduate qualifications. The average time to completion for undergraduate students was 3.6 years in 2017 and for postgraduates improved to 2.3 because of the inclusion of honours degrees in this value.

Quality assurance

A number of programmes and modules were also amended (detail in the full report) during 2017 to improve the quality and relevance of our offerings. A number of departments – Applied Physics and Engineering Mathematics, Pure and Applied Mathematics, Biotechnology and Food Technology, Chemistry, Physics, and Statistics – were involved in programme reviews in 2017.

- The Department of Applied Chemistry reported on ongoing accreditation by an external body (the South African National Accreditation System). The Faculty as a whole made progress on an improvement plan in response to a successful 2016 international review.
- The Department of Statistics obtained approval for the BSc Actuarial Science degree in 2017 and is ready to offer it from 2018 onwards.
- The two programmes, Bachelor of Science in Applied Physics and Bachelor of Science Honours in Physiology, were accredited by the Council on Higher Education and were registered, so the qualifications can be presented from 2018 onwards. Approval was granted for a Master of Science programme in 2017 in the Department of Biotechnology and Food Technology.
- The Faculty's non-subsidised academic programmes are offered mainly in the Academy of Computer

Science and Software Engineering, Environmental Management and Energy Studies, Geography, Pure and Applied Mathematics, and Zoology.

- The Academy of Computer Science and Software Engineering's online version of the Cyber Security Certificate was successfully offered for the first time in the second semester in 2017. The Academy also offered a Cyber Security Awareness Certificate (one week), specially designed for the State Security Agency, and this will continue to be offered in 2018.

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 394.31 research units as at 9 March 2018. See Table 60 for year-on-year increases. The three-year average of 2017 improved on the three-year average of 2016, reaching 343.67. This three-year average represents an increase of 54,6% on the 2013 three-year average (see Table 60). These indicators show that the Faculty of Science in fact sustained the accelerated growth of 2016.

In 2017, the per capita output of permanent academic staff increased to 2.3. However, the next spurt of growth will have to come from incentivising output from those 67 out of 172 permanent academic staff who currently do not publish. According to data from the Research Office, as at 9 March 2018, 97,8% of the units in 2017 were published in internationally listed journals as opposed to 97,4% in 2016. These increasing numbers of publications are also increasingly cited internationally.

The units for 2017, according to the subsidy categories, are as follows: A total output of 394.31 (9 March 2017) made up of

- Journal articles: 327.74
- Proceedings: 33.54
- Books: 12.00
- Chapters in books: 21.03

Table 60: Accredited publication units 2013-2017

Year	Journals	Total	% change YOY	Units per permanent academic staff member	Three-year average (total units)
2013	199.70	236.83	0,75%	1.5	222.69
2014	230.21	269.44	13,77%	1.6	247.11
2015	231.52	270.02	0,2%	1.6	258.76
2016	315.43	368.51	36%	2.2	302.65
2017	327.74	394.31	7%	2.3	344.28

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The total number of NRF-rated staff has decreased in 2017 but is still higher than 2014. A number of submitted applications are still under evaluation by the NRF, which has led to the current number of NRF rated staff being 60.
- In 2017, academics participated in 139 research funded projects. Of the 139 research projects, 123 reported access to funding external to the institution, and of the 123 projects, 20 received funding from international sources.
- In 2017, the Faculty signed 11 new and renewed agreements with two international and eight national institutions.
- Prof CS Whitehead applied for a patent entitled 'Mechanism to detect GA in barley' in South Africa during 2017. Prof OS Oluwafemi filed a patent in Japan for work arising from a UJ-based MSc project.

Table 61: NRF ratings

NRF Ratings	2014	2015	2016 ^{1,2}	2017 ³
A	3	3	3	4
B	13	14	17	15
C	26	27	31	30
Y	8	10	10	10
Total	50	54	61	59

¹ Includes VPs

² Includes Prof Connell who moved to FEBE at the end of 2016

³ Includes DVPs and VPs

- More than 224 addresses were delivered at international conferences and seminars, as opposed to 212 in 2016. Of these addresses, 140 were at events outside of Africa, 29 were at events in Africa, but outside of South Africa, and 55 were at international events held within the borders of South Africa.
- More than 75 addresses were delivered at national congresses and seminars and 20 at institutional level.
- Academic members of the Faculty contributed in a variety of ways to a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums external to the University.
- In 2017, there were 66 visitors from abroad who paid professional visits to the departments of the Faculty; of these, 14 visits were at least two weeks long. 70 research visits were undertaken by UJ staff members to other institutions for research purposes, of which 15 visited for periods in excess of two weeks.
- Of the 66 PDRFs registered in 2017, 37 produced 30.73 units (27.5 journal articles; 2.28 conference proceedings; 0.95 book chapters). Also in 2017, 12.88 units (12.46 journal articles; 0.42 conference proceedings) were produced by 26 PDRFs who were registered in the Faculty when the research was initiated.
- In 2017, the Faculty hosted 19 inbound students and sent 230 outbound students outside the borders of South Africa, a total of 249 in all.
- Visiting professors appointed in the Faculty: 7 distinguished visiting professors, 28 visiting professors, 15 visiting associate professors, 4 professors of practice, 25 senior research associates, and 4 research associates.

Table 62: Research funding

FUNDING SOURCE	2015	2016	2017	
NRF funding	R72 574 338.53	R92 878 913.10	R46 996 909.02	55%
URC funding	R12 736 108.00	R6 466 606.00	R13 646 387.16	16%
Other external funding	R32 716 026.77	R20 267 154.31	R24 761 834.32	29%
Total	R118 026 473.30	R119 612 673.41	R85 405 130.50	100%

The total Faculty Research Funds for 2017 amounted to R85 405 130.50, which is a significant decrease from 2016; this is due entirely to the decrease in NRF funding, a trend that is expected to continue given the 2017 announcement of decreased NRF-incentive funding.

A number of research groups in the Faculty are dependent on the central analytical facility (Spectrum) for access to instrumentation and the analytical expertise of instrument scientists, as is evident by the number of authors acknowledging the facility in their publication and conference outputs. 2017 saw Spectrum generating an income of R1 554 416, which was 102% of their operating expenses.

Table 63: Selected research facts

% of permanent academic staff members with PhDs	72,51%
Number of permanent academic staff	172
Number of permanent academic staff contributing to research publication units	105
Number of permanent fixed-term contract staff members contributing to research publication units.	16
Number of postdoctoral research fellows contributing to publication units	37
Number of visiting staff contributing to research	51
DHET submitted publication units	394.31
Publication units generated by PDRF	30.73
Publication units generated by visiting staff	67.84
Number of research centres	10
Chapters in multi-university centres of excellence	2
SARChI chairs	3

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

The key priorities of quality promotion and good governance were maintained in 2017. To ensure good governance, various Faculty committees for the quality monitoring of functions related to teaching and learning, research, higher degrees, and community engagement and safety (established in 2017 by the Dean) reported to the Dean's Committee and the Faculty Board.

The continued increase in the size of the institution in terms of student numbers placed strain on the provision and maintenance of essential services, facilities and equipment and could potentially impact on the quality of teaching and research.

In 2016, the international review panel commended the Faculty on the prudent use of resources, but warned of the limited possibilities for growth if the matter of the especially limited laboratory space was not urgently addressed. Only superficial progress was made in 2017, when the Faculty Office at DFC was upgraded. Laboratory spaces at both undergraduate and postgraduate level are not sufficient for the Faculty to maintain its teaching and learning, nor its research and innovation activities. No progress was made on the possible appropriation of the Buxton Street Building for the expansions needed for the DFC staff nor, on APK, the required upgrades of the D Lab roof (similar to what was done at C Lab roof for Biochemistry). Plans are in place to elicit financial support from DHET for these needed infrastructure upgrades. Backlog maintenance of the facilities of the Faculty on both DFC and APK, as well as in the institution in general, remains a pressing concern.

COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

The Faculty provides support and enrichment programmes for both learners and educators in critical subjects such as Mathematics, Physical Science, Life Science, English, and Computer Skills at its Soweto Science Centre (SSC) on the Soweto Campus (SWC). The SSC has a reach that extends outside of the Soweto area, and the Gauteng province itself, via its mobile laboratory. Further enhancing the Faculty's drive to promote science at basic education level, several of its staff members volunteered as judges at the Eskom Science Expo hosted by the SSC on the Soweto Campus, engaging with the learners and encouraging them to pursue careers in science. The Faculty also annually hosts activities for National Science Week at the SSC, which was attended by Minister Motshega in 2017.

The annual Academy of Computer Science and Software Engineering alumni breakfast was attended by approximately 75 alumni coming from established institutions (of whom 10 acted as industry judges for the

Annual IT Projects Day), such as Absa; Allan Gray; BBD; Britehouse; Entelect Solutions (Pty) Ltd; FNB; Microsoft; PricewaterhouseCoopers Inc.; and PSG. Several other departments in the Faculty also hosted annual alumni engagement activities and opportunities, which were very well supported by relevant industry partners.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Globally

The global reputation of the Faculty of Science experienced an exponential increase with reports on the Hypatia Stone research of Prof Kramers' group being viewed by an estimated 350 million people (at the end of 2017 and early 2018), putting the Faculty of Science of UJ squarely in the international spotlight.

With regard to global reputation management, we participated in processes for international ranking by QS, THE and Shanghai ranking agencies. The improved rankings of six of the Faculty of Science's subjects by THE, as indicated in this document's introduction, as well as the performance of the Faculty in the QS and Shanghai Rankings, served to further reinforce the global reputation of the Faculty of Science.

Nationally

The Faculty continued with its focused strategy to recruit top performers from schools (in especially the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new competitions and initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders. Marketing and communication activities included successful participation in UJ Open Days, and also the #UJBeTheSolution Campaign, Top Achievers Events (institutional, faculty and department-specific), the Orange Carpet Event, Grade 9 Subject Choice Seminars, the annual Winter School, as well as departmental seminars and workshops. Despite the resignation of the faculty marketer after less than one year in office, the Faculty maintained the Facebook page launched in 2016. The 2017 public lecture series continued to enhance the impact of the Faculty in the academic and public arenas. The quarterly pamphlet, called Snippets, which highlights everyday news and achievements at Faculty Board meetings, was maintained by Faculty administration staff until the appointment of a new marketer in September 2017.

In 2017, the SCIENTIAE@UJ programme, a network of high schools including UJ's top feeder schools, once again participated in practical sessions, excursions, exhibitions and seminars, competitions, and special lectures presented by lecturers to learners. Information about bursaries to top learners is also shared, especially with mathematics and science Olympiad winners.

Staff members of the Faculty participated in a large number of radio and TV interviews. As indicated above, perhaps the most visible person in this regard was Prof Kramers and his research associate, Dr Georgy Belyani, of the Geology Department, who participated in determining that the Hypatia Stone was of extra-solar origin.

CHALLENGES AND RISKS

The nature of the business of conducting research is that challenges and risks are fluid. In addition, some are within our own powers to address, while others require dedicated institutional support.

A number of risks and challenges affecting the Faculty were identified. Included in the risk category profile of the Faculty are:

- The instability and the negativity associated with having two Chemistry and two Physics Departments have been addressed, and practical mergers will start in 2018.
- The Faculty has a relatively high proportion of staff members with doctorates and master's degrees; however, the older academics are the ones with the research reputation and high NRF ratings. Younger academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC and other funding applications. The Dean provides financial support to new and young researchers and initial support for those who demonstrate initiative.
- Retention and recruitment of good academic staff members are becoming more challenging every year in

the wake of incentive-rich salary packages offered by the corporate world and other universities. Especially younger academics in Mathematics, Statistics and Computer Science are easily recruited by relevant industries. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains of concern.

- The high number of non-returning senior students as well as the high dropout rate of students remain a matter of serious concern. School-leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, impact heavily on our pool of potential students as well as on our throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, and has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers etc.) to provide additional support to students, and has established the Science Centre on the Soweto Campus to contribute to a larger pool of better prepared potential students.
- Maintenance of equipment, infrastructure and facilities remains an important institutional risk.
- The provision of adequate research and teaching space and infrastructure is an acknowledged problem in need of serious attention. In many cases, lecturers have to share inadequate office space. The main reason here is that our student, and consequently staff numbers, increase without a concomitant expansion of infrastructure.
- Pure and Applied Mathematics have lecturers sharing offices on APK, while on DFC, Applied Chemistry, APEM and Biotech-Food Technology lost office, lecture and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Applied Chemistry is one of the top producers of research publications in the Faculty and the institution, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the institution's future research subsidy submission.
- In general, our increased enrolments make it difficult to find lecture halls to fit all the students, making it necessary to duplicate not only practical sessions, but lectures as well, which impacts on quality and increases our temporary lecturer bill. This happens on both APK and DFC.

CONCLUSION AND WAY FORWARD

In spite of a 7% increase on 2016 publications, the Faculty was dethroned as the leading producer of research publications at the institution in 2017. 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. (More than 30 out of 50 of UJ's top cited researchers reside in the Faculty of Science). What will be important for the coming year is to vastly increase our number of published books, find better strategies to get more academics to contribute to research output and to get master's and doctoral degree students out of the system sooner.

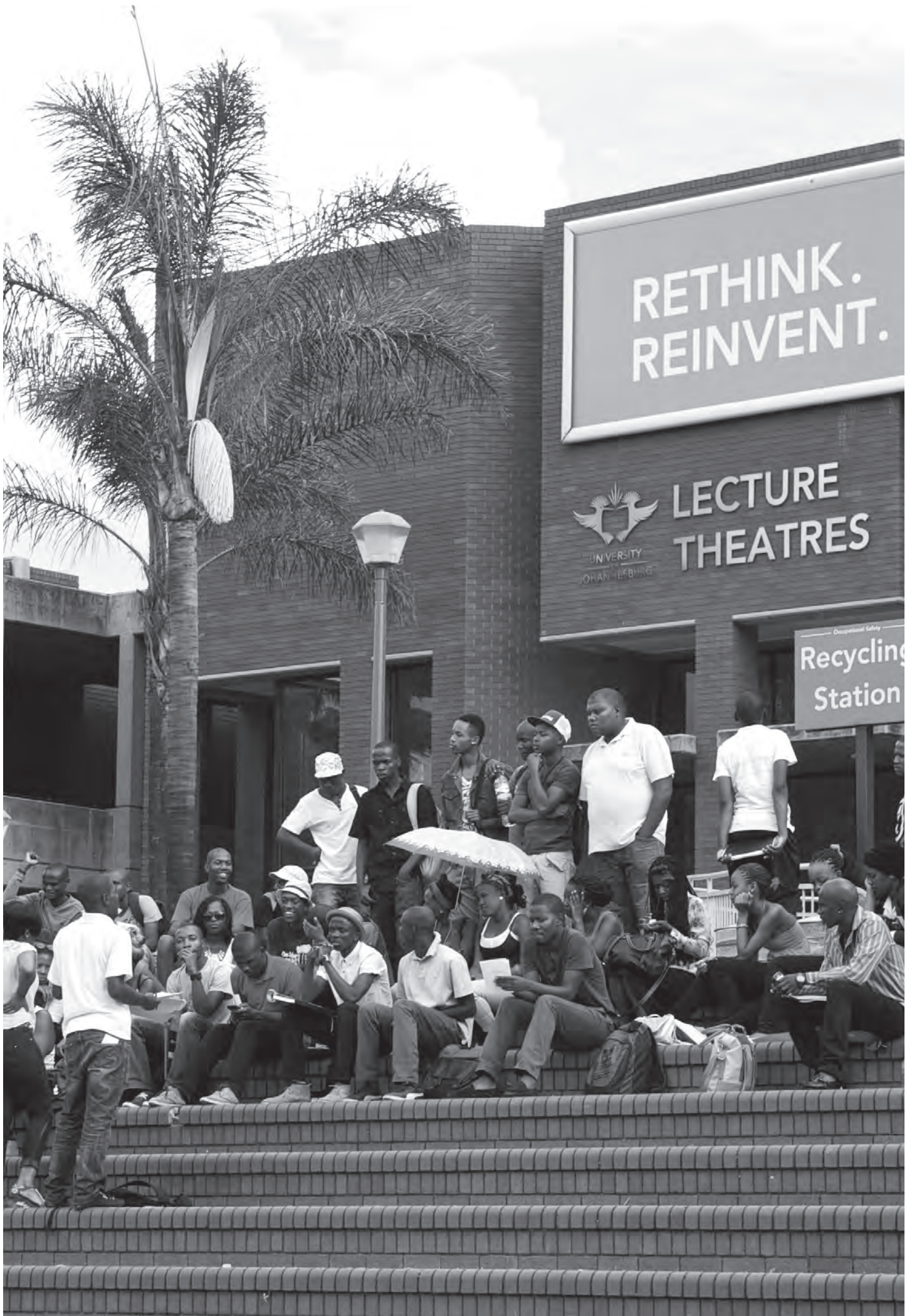
We have successfully promoted several colleagues in 2017 to contribute to increasing the seniority of academic staff of the institution, and will continue to address the low number of designated professors. We implemented a departmental award in December 2017 that recognises group contributions, and will in this coming year work on improving ways in which technical, administrative and instrument staff are recognised for excellent service. We will also spend more time marketing groundbreaking research, both nationally and internationally, to ensure that the quality of what we deliver is widely recognised.



Debra Meyer (Prof)

Executive Dean: Faculty of Science





Community Engagement

OVERVIEW

Community engagement (CE) is commonly known as the active interaction between the University of Johannesburg (UJ) and its communities. It encompasses initiatives and processes that employ its knowledge, capital and resources, as a higher education institution, in the creation and enduring continuance of partnerships between the institution, its communities and stakeholders that address the development needs of such interest groups.

UJ's commitment to community engagement is embedded in its mission to 'serve humanity'. The four key values that UJ highlights are imagination, conversation, regeneration and ethical foundation. This emphasis on community engagement is based on the ethical foundation of participating in and helping the community (ubuntu). As such, the University acknowledges its obligation to utilise its teaching and learning, and research and community engagement capacities to make a significant contribution to the social, economic and educational development of Johannesburg, the Gauteng province, as well as that of the wider society.

Community engagement, in the form of service learning and community-based research, is a core academic function of the University. As such, the University's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities in areas of discipline strength and community needs.

The goals of CE are asset-based service to the community, as well as student and staff experiential learning, the enhancement of existing knowledge, the creation of new knowledge, and the sharing of such knowledge.

Community engagement is regarded as the driver or conduit for making positive changes in the lives of our students and our communities. This perspective guides our Volunteers Programme, with the focus on achieving suitable, relevant graduate attributes in the context of lifelong learning. These attributes include work readiness, accountability and responsibility, critical thinking, problem-solving skills, empathy, diligence, leadership skills and being a well-rounded individual and responsible citizen.

OPERATING CONTEXT

The Community Engagement Unit (CEU) is the central facilitator and support structure for community engagement initiatives across all campuses. The CEU identifies, promotes and supports initiatives other than those initiated and managed by faculties. The CEU collates and records information concerning the University's community engagement projects. The CEU consists of four permanent staff members, the manager and three campus CE specialists. The Community Engagement Unit reports to the Division of Institutional Advancement.

Community engagement database

The UJ CE database consists of all the UJ CE projects registered in 2017.

The University of Johannesburg prides itself on the initiatives taken by its faculties throughout the year, which focused on three spheres of community engagement:

- Service learning
- Community-based research
- Organised outreach – volunteerism

Type 1: Service learning (SL)

Service learning is a form of community engagement that entails learning and teaching directed at specific community needs and curriculated into (and therefore also addressing part of) a credit-bearing academic programme. It enables students to participate in, and subsequently reflect on, contextualised, structured and organised service activities that address identified service needs in a community, and seek to infuse students with a sense of civic responsibility, promoting social justice.

Type 2: Community-based research (CBR)

Community-based research is a form of community engagement that entails research projects that make a significant contribution to a community in the form of services, products and/or new knowledge transfer.

Type 3: Organised outreach (OO)

Organised outreach is a form of community engagement that entails institutionally organised activities by students and employees, initiated either within faculties or in other divisions of the institution, and outside of academic programmes, that address the development needs of community interest groups, by providing them with services and resources (as determined by these communities).

Table 64: Total number of registered CE projects at UJ

TOTAL NUMBER OF REGISTERED PROJECTS		
	2016	2017
Service learning (SL)	74	70
Community-based research (CBR)	47	39
Organised outreach (OO)	126	271
TOTAL	247	380*

*The total number of projects was calculated at the end of September 2017.

Table 65: Faculty and division based registered projects

FACULTIES	NUMBER OF PROJECTS	PROJECTS FIRST REGISTERED IN 2017
Faculty of Art, Design and Architecture	36 ongoing	1
Faculty of Economic and Financial Sciences	15 ongoing	0
Faculty of Education	11 ongoing	0
Faculty of Engineering and the Built Environment	7 ongoing	0
Faculty of Health Sciences	55 ongoing	0
Faculty of Humanities	31 ongoing	0
Faculty of Law	5 ongoing	0
Faculty of Management	15 ongoing	1
Faculty of Science	8 ongoing	1
TOTAL	183	3

DIVISIONS	NUMBER OF PROJECTS	PROJECTS FIRST REGISTERED IN 2017
ADS	2 ongoing	1
Quality Promotion	(1) 1 project ended 0 ongoing	0
Community Engagement	(31) 7 projects ended 24 ongoing	12
Sport	7 ongoing	0
Student structures	23 ended	5
TOTAL	33	18

Projects might end during the year, and new projects will be registered continuously, hence the numbers in this table simply represent the situation as presented to the CE Advisory Board at its May or October meetings. Projects also evolve from one type of CE to another – faculty-organised outreach projects may evolve into service learning projects or community-based research projects.

Community Engagement project registrations

Student structures across the four campuses were encouraged to register their CE projects as indicated below. There are numerous additional projects registered on all campuses by residences, societies, day houses and RAG, of which these are but a few.

Table 66: Residences and registered projects

RESIDENCE	PROJECT
Abeilles Day House	Thuso Sport Development Centre School for the disadvantaged
Akanani Men's Residence	Twilight Orphanage
Gauta Ladies' Residence	Luyanda Uthando Orphanage
Habitat Men's Residence	MES – shelter for the homeless
Kopano Men's Residence	Halo – Cancer Survive
Robin Crest: Men's Residence	Time to Change Orphanage
Lesedi and Talalani Ladies' Residence	Park Village Old-Age Homes

KEY ACTIVITIES AND ACHIEVEMENTS

Mandela Month

Although July is still part of the University recess, there were many students on the campuses, eager to continue with volunteer activities. A week of training workshops took place, rotating across the four campuses. The training included UJ Values, principles of CE, ethos of CE, organised outreach, project management, time management, leadership, and community development. Holiday programmes for primary school learners as well as tutoring programmes for secondary school learners were run during recess.

Preparation for the Mandela Day projects was undertaken according to the Nelson Mandela Foundation slogan for 2017, #ActionAgainstPoverty. Faculties continued with their flagship projects and the Community Engagement Unit continued with sustainable organised outreach projects that were open to all students and staff to participate in. These projects included the following:

Nelson Mandela Foundation Pillar 1: Education and Literacy – This UJ Community Engagement project involves revamping of school and community libraries, and launching reading programmes through student volunteers, with partner NGOs linked to each of the areas surrounding the four campuses.

Nelson Mandela Foundation Pillar 2: Food Security – This UJ Community Engagement project involves piloting the roll-out of food gardens, in partnership with local farmers; some faculties and divisions had food parcels delivered to some of their community partner organisations.

Nelson Mandela Foundation Pillar 3: Shelter – This UJ Community Engagement project involves assisting people living in shacks to make these more sustainable with materials from hardware stores in UJ's maintenance department.

Nelson Mandela Foundation Pillar 4: Trading Live – In partnership with UJFM, staff and students trade their skills for skills traded in return. For instance, a staff member offered her skills in flower arranging to interested people; in turn she needed a business plan for her NGO, which Business Management student volunteers assisted with. All these offers were emailed to the CE Campus Specialist and after confirmation, forwarded to UJFM for announcement and to link people.

Nelson Mandela Foundation Pillar 5: Participation and Volunteerism – This UJ Community Engagement project includes all volunteerism activities that staff and students are involved in; these are based on requests from NGOs and community partners in surrounding areas of the four campuses. For instance, the four hospitals close to each campus always partner with UJ Community Engagement projects on Mandela Day. The majority of staff and students are placed on the hospital premises to be of service alongside hospital staff. The campus clean-up campaigns on and around each of the campuses also gain attention, as both staff and students become involved.

Participation of UJ staff from all divisions and some faculties, together with volunteering students, amounted to more than one hundred individuals from each campus. Pink Drive and the Department of Health were the major partners for the UJ Mandela Day 2017. Mega Bus provided free bus services between the campuses on Mandela Day. Various wellness services were offered free of charge. Staff and students were encouraged to do their 67 minutes first and thereafter go for a wellness check-up. Some of the services, which were also open to surrounding communities, included eye tests, hearing tests, HIV/AIDS tests, blood pressure tests and diabetes tests.

UJ Women in CE Empowerment Project (UJ WiCEEP) – 25 August

The 2017 UJ WiCEEP theme was gender-based violence (GBV). Various NGOs and faculties partnered with CE in this regard. There was a student session at the Kingsway Fountain, and the staff session was held in the Council Chambers with breakaway sessions in the various conference rooms. Female student engagements were with various stakeholders, including NGOs working with abused women and children, like Sisterhood, Miss Teen SA, Mrs Africa Earth and Miss Earth. The open conversations were very encouraging and empowering. Engagements with the South African Police Services, various psychologists, social workers and ward councillors guided the dialogues to positive outcomes. Males were welcomed to participate in the open conversations. The students signed pledges willingly.

During the staff conversations, males were also welcomed as participants to try and find solutions to GBV issues together. Researchers from the Faculties of Education, Health Sciences and Humanities gladly shared on GBV from various angles. FADA made a significant contribution in the form of art pieces demonstrating the pain and turmoil of GBV. Divisions, such as Campus Health, IOHA and PsyCaD, also made contributions. The NGOs and academics working in this space assisted in coordinating the breakaway sessions. The Department of Health as well as NGOs working with men on GBV matters also facilitated. Staff pledges concluded the conference.

Volunteerism through student engagement

The target number of 16 000 volunteer students for 2017 was determined by the MEC. The following totals were achieved by the end of October:

Table 67: Total of volunteer students

CAMPUS	AGREED TARGET	ACTUAL NUMBER
APK	4 500 [as biggest campus aimed to gain 5 000]	5 346
DFC	4 500	4 513
APB	4 500	4 505
SWC	2 500	2 692
TOTAL	16 000	17 056

The challenge was to have all 16 000 students registered as volunteers who would undertake at least the required minimum of 20 hours; some volunteers, however, worked for many more hours.

VC Recognition – Imbizo Awards for Top 100 volunteer champion ambassadors

The Top 100 student volunteers are invited to the Imbizo Awards to celebrate and recognise their selfless efforts to make a difference in the lives of others.

Table 68: Top ten student volunteers for 2017

POSITION	CAMPUS	STUDENT VOLUNTEER	HOURS VOLUNTEERED
1	APK	Mzwandile Zwane	602
2	APK	Precious Tladi	459
3	DFC	Goodman Nkosi	429
4	DFC	Sibusiso Dlamini	425
5	SWC	Sikolo Dumisani	389
6	APK	Edwin Magane	378
7	SWC	Manzini Thokozane	366
8	APK	Belinah Maserumule	351
9	SWC	Mhlanga Xolani	325
10	APB	Mafoane Palesa	323

September schools debate

Ten partner schools came to UJ for their annual school debate. The debate was on drug abuse in schools and how learners should be able to stay away from such distractions. NGOs, SAPS and church organisations are working together with the Department of Education to ensure that learners have all the relevant information about the negative consequences of drug abuse. The partnership with UJ allowed students to participate and share their experiences with learners. Peer-to-peer conversations were facilitated by students to give the learners a chance to ask various worrying questions. Some of the student volunteers were also used as judges for the debates.

Men's conference on GBV

The men's conference took place on the DFC Campus on 29 September, and male students from all four campuses were invited to participate. Speakers ranged from Government and the CoJ to relevant NGOs. Open conversations about male and female relationships were held, and females who were present at the event could also give their input on the reverse scenarios and case studies presented.

Annual showcase 2017

The annual showcase of student projects took place on the Bunting Road Campus, with students from all four campuses participating. Student structures presented their projects to judges who are knowledgeable in the field of CE and are involved in community work. The winners were:

- **First place overall:** A student society – the Zion Christian Church Student Fellowship.
- **Second place:** The Doornfontein SRC.
- **Third place:** Habitat Residence (and the winner in the Residence category).
- A special award was presented to Oppierif Residence for the innovation they displayed.

CONCLUSION AND WAY FORWARD

Staff challenges remain a problem in CE, especially with regard to the lack of a specialist on the Soweto Campus. The appointment of the APK CE Specialist is in progress. Both the APK and SWC Campuses are presently under supervision of the manager. The transport challenges and the risk of students walking to various volunteer projects in areas surrounding the campus are under investigation; with inputs from students, we hope to find solutions.



Lesmarie Bentley-Steyn (Ms)

Executive Director: Advancement (Acting)





Stakeholder Engagement and Institutional Advancement

OVERVIEW

For the University of Johannesburg to achieve its 2025 Strategic Plan, it is important to develop and maintain relationships with significant stakeholder groups. Stakeholder engagement impacts on 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.

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and specific divisions at the University play an important role in stakeholder engagement. These interactions will be highlighted in more detail within their specific annual reports; indeed, stakeholder engagement, and specifically engagement with UJ students and staff as key stakeholders, is a core theme running through this Annual Report.

This report will highlight how UJ successfully engaged stakeholders during 2017, highlighting non-academic stakeholder engagement, most of which is managed through the Division of Institutional Advancement, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

The report will further highlight how the University's divisions of Student Affairs, Arts and Culture, Internationalisation and UJ Sport engaged with stakeholders in their constituency.

INSTITUTIONAL ADVANCEMENT

The Division of Institutional Advancement rolls out a strategically focused programme annually to foster understanding and support for the University of Johannesburg with its various stakeholder groupings. Programmes align with the University's Strategic Plan 2025, emphasising national and international reputation management and further elevating UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of Institutional Advancement and its multiple operating sections is to ensure active stakeholder engagement to advance the profile, reputation and subsequent funding solicitation for the University. This drive has a wide scope and is achieved through integrating the functions of the various operating sections of Institutional Advancement:

- Marketing and Brand, which builds and protects UJ's corporate brand;
- Strategic Communications, which safeguards and advances UJ's reputation;
- UJFM, which drives strategic communication to current students;
- Alumni Relations, which stimulates vigorous engagement with UJ alumni;
- Community Engagement, which creates active interaction between UJ and its communities;

- Development and Fundraising, which manages the donor interface;
- Strategic Government Relations, which facilitates and sustains relations with Government, agencies and parastatals.

The Division of Institutional Advancement at the University of Johannesburg played a vital role during the year in review to promote public understanding and recognition of UJ as a global leader in higher education and its significant and growing objective to become the University of choice across the globe. However, the continued success of the UJ Brand lies within each individual, including all members of staff, all stakeholders as well as every student who come together from over 50 different countries in Africa and around the world, to create a collective creative powerhouse – the University of Johannesburg.

Marketing and Brand Management

With a brand refresh in 2017, underpinned by UJ's vision, mission, values and manifesto, UJ reinforced its excellence and stature on the international stage while proudly anchored in Africa. The University reaffirmed its brand promise and purpose of dynamically shaping the future.

The University's 2025 Strategic Objectives guide all UJ Brand activities. 'The Future Reimagined' brand positioning was approved by UJ Management in 2017 and was aligned to the 2025 Strategic Objectives. The UJ Brand strategy included the following objectives:

- Create awareness and give meaning to the new positioning.
- Drive reputation and thought leadership by highlighting the most compelling flagship projects.
- Build an African and global appeal that drives credibility and resonance.
- Give proof of UJ as a place for future thinkers and, in so doing,
 - create awareness in top academic circles,
 - lay the foundation for attracting high potential learners,
 - attract the top lecturers and thought leaders from both Africa and internationally to the University.
- Continue to build the UJ Brand image into an institute of global excellence and stature.
- Bring to life new visual style for UJ marketing that builds on the new future-focused positioning and introduces a modern African aesthetic.

The year started with much anticipation and excitement, as thought-provoking 'The Future Reimagined' and 'What If' marketing campaigns were approved and ready to be rolled out during 2017. Four key campaign elements were identified to guide UJ's marketing and communication campaigns from 2017 to 2020. They were aligned with the University's strategic goals and were planned, developed and effectively rolled out according to plan:

- Brand Internalisation
- Academic Brand Ambassador Programme
- GES Flagship Programme Campaign
- Connective Conversations

Brand Internalisation

During the first quarter of 2017, the new brand strategy and all its elements (creative and content) were developed and roll-out started early in the year. The messages, creative elements and visual materials were applied to various indoor and outdoor media on campus, in the print and digital media as well as at various strategic marketing touch-points. This was further reinforced by distribution of key messaging via electronic platforms and social media.

Academic Brand Ambassador Programme

The University of Johannesburg aims to be a universally recognised and respected centre of academic excellence. To support this, the University has a strategic commitment to research excellence and to be positioned as a globally competitive research-focused university. One of the most effective ways to achieve this objective is to ensure that the University's research-active academics are recognised as leaders who add to the global body of knowledge in their subject areas.

This all starts with credible research published in peer-reviewed journals, and presented at the right conferences. However, once the hard work has been done, many academics are not capitalising on their efforts and using their research to raise their profile – and UJ is not helping them to do so.

In order to plan the Academic Brand Ambassadors Programme to address this, interviews were conducted with eight researchers and a workshop was conducted with a group of academics in June in order to develop a toolkit and programme to equip academics with future personal and, by default, UJ marketing activities. The programme is ready for implementation in 2018.

GES Flagship Programme Campaign

UJ's Global Excellence and Stature (GES) flagship programmes reflect the University's commitment to purposefully reimagine the future where it is needed most. The successful launch of this campaign included the development of new creative material, specific content and the placement of advertisements in various local and international print media, digital platforms as well as campus wall wraps and billboards.

An interim web page and a short video introducing the flagship programmes and their objectives were also developed. All heads of GES institutes and centres were interviewed on camera, and this material was used to inform audiences as to the GES programmes, their goals and objectives as well as to make audiences aware of these remarkable success stories.

Campaign advertisements, editorials and native content appeared throughout the year in the following media: Quacquarelli Symonds (QS) and Times Higher Education print, digital and social platforms; *Wall Street Journal*; *Fortune* and *Time Fortune*; *Newsweek*; and *Pan-African Parliament*. Adverts featuring GES stories as well as other news-making UJ stories appeared nationally in the *Mail and Guardian* every two weeks. The intention is to grow the Pan-African and national footprint in 2018.

2018 will see the roll-out of the next leg of this campaign, which will incorporate flagship areas within the faculties and the College of Business and Economics.

Connective conversations

The intention of the connective conversation element of the marketing campaign is to get UJ conversing on a Pan-African and international platform to grow our GES footprint. The campaign is in development phase with implementation planned for 2018.

Student marketing

School marketing activities continued to be rolled out successfully and in line with the student marketing strategy and targets. The focus was mainly on Grade 11 learners and interactions with Orange Carpet candidates in order to chase our main objective of increasing the number of students with higher AP scores applying to UJ.

There were 2 033 Orange Carpet applicants by end of September when applications closed, compared with 1 309 in the same period in 2016. A successful Orange Carpet cocktail function was held in October and 147 Orange Carpet candidates accompanied by their parents and teachers attended the event.

Successful implementation of both above-the-line and below-the-line undergraduate campaigns focused on the following programmes and initiatives:

- The Orange Carpet
- UJ Open Days
- Grade 9 Subject Choice Seminars
- Apply-On-Time
- No Walk-ins
- Winter School
- Macbeth marketing opportunity at the Art Centre

Table 69: School interactions

TYPE OF INTERACTION	NUMBER OF INTERACTIONS
Career days at schools	204
Presentations to Grade 12 learners	287
Presentations to Grade 11 learners	178
Staff/teacher interactions	76
Visits to Life Orientation teachers	233
Visits to principals	48
Parent evenings	7
Career days at schools	204
Career exhibitions	40
Campus visits	26

Social media

Social media have become a vital tool in UJ's marketing and communications portfolio, with UJ's social media strategies continuing to deliver surprising results. By October 2017, more than 12 million impressions of the UJ Brand had been delivered across the five platforms. The vast majority of social media conversations took place on Twitter followed by Facebook. Engagement grew dramatically on LinkedIn and Instagram. Compared to other institutions of higher learning, UJ's Net Tonality Score (NTS) was overall positive during the calendar year.

With over 340 000 people liking the University of Johannesburg's (UJ) Facebook page, and a variety of topics posted almost daily, the University earned high honours in the 2018 Facebook World University Rankings. UJ was placed in the top 200 of the newly released 2018 uniRank Facebook University Rankings, and ranked above 8 000 other universities in the world. UJ is the only South African university ranked in the top 200 (at position 117).

Table 70: Social media fan base (progress from 2015 to 2017)

SOCIAL MEDIA	END 2015	END 2016	JUN 2017	OCT 2017	NOV 2017	DEC 2017
Facebook page likes	257 000	308 125	322 029	330 751	332 336	334 346
LinkedIn followers	15 200	128 657	141 442	154 023	156 555	158 575
Twitter followers	9 190	12 288	16 100	18 649	19 232	19 595
Instagram	–	7 721	9 468	10 197	10 544	10 663
YouTube	–	–	1 898	2 300	2 448	2 528

Events management

The Events team managed 105 events during 2017, ranging from the Vice-Chancellor's campus engagements and graduation ceremonies to the launch of the College of Business and Economics and the upmarket farewell event for the outgoing Vice-Chancellor. The UJ events management team ensured that each event was carefully planned in collaboration with all stakeholders and that the creative elements (from the invitations to the themed decor) were aligned to the UJ Brand. Attention to detail was key and events were executed professionally.

Strategic Communications

Building strong and ongoing media relations remains a priority and continues to deliver results in the form of positive reporting on UJ. National media are being monitored and evaluated daily by two independent media monitoring agencies, Professional Evaluation and Research (PEAR), and Meltwater, and monthly reports on media placements are received.

To strengthen a balanced dialogue and create an active voice in the UJ community, a timeous and continuous flow of inward communication continued to staff, students and parents. The VC Note was distributed weekly and kept these stakeholders abreast of the University's successes and achievements.

For the period under review, Strategic Communications generated a total 30 193 press clippings with a largely opportunity-based brand image (93%). The overall clip count had an advertising value equivalence of R2 627 003 093.66.

From a media cultivation perspective, Strategic Communications built a sound relationship with media houses (print, online and broadcast), in an attempt to drive institutional stories. Daily interaction with the media, in particular radio producers, bore fruit with over 402 academics and University representatives shedding light on topical news-related matters across the various platforms.

Academics and experts were encouraged to pen opinion pieces on topical issues related to their domain. In total, 270 opinion pieces were penned and were published in major newspaper and online sites. This also sparked conversation on broadcast.

Media widely reported on significant institutional stories and, for the period under review, UJ, in terms of traditional media (print, broadcast, and online), was constantly among the top three higher education institutions generating the most media coverage.

Webometric rankings further improved during the year under review, with UJ ranking 7th in both Africa and South Africa. The world rank was 985 in 2016 and 970 in 2017.

UJFM – UJ's student radio station

UJFM raised R500 000 in 2017 through advertising and activations, increasing their revenue by more than 60%. This was made possible after the appointment of permanent staff members in key positions at the radio station. Previously, UJFM had been functioning only with a small unit of temporary staff members. Messaging has been aligned to the UJ Brand, and many UJ faculties/divisions are regularly participating in shows.

UJFM became the most nominated radio station at the SA Liberty Radio Awards 2017 and seven UJFM presenters, who had honed their skills at UJFM, joined commercial media houses (list below). This is indicative of the talent and career development that is made possible by effective management and mentoring at this proudly UJ initiative.

- Abbey Dacosta – PowerFM
- Amu Hlabano – YFM
- Buhle Hlatswayo – East Coast Radio
- Melody Mia – GauTv
- Nick Explicit – 94.7
- Precious Nkademeng – KayaFM and Slikoronline
- Zinhle Nako – GauTv

Strategic Government Relations

The Office for Strategic Government Relations has made progress towards the implementation of its mandate and continually cements the University's relations with Government.

Agreements and partnerships were refined and delineated into the following focus areas: local government and agencies; provincial government and national government; and parastatals (state owned enterprises). The model of delineation produced positive results as the team members were able to focus on their respective government areas. Achievements included the following:

- Major high-level relations have been cemented with government representatives, including the Office of the Deputy President; the Deputy Director General for Higher Education, Diane Parker; the Johannesburg Mayor; and various MMCs.
- Strong relations have been cemented with state owned enterprises and agencies, including Productivity SA, Proudly SA and Brand SA.
- On the *MerSETA China Outbound Project*, in partnership with the Faculty of Engineering and the Built Environment, 17 students were selected for the outbound exchange in China and sponsored by the SETA at a cost of approximately R100 000 per student, amounting to R1.7 million.
- Strong relations were achieved with the province, creating an enabling environment for projects across the institution. This included skills development income from the entrepreneurship programme Tsepo 10000 of approximately R3 million to R4 million.
- During 2017, 73 government tenders that could be of value to UJ were identified, but uptake was limited due to capacity constraints within faculties.
- The Office was able to secure sponsorship of a Soweto tour and transportation for 60 delegates who attended the Universitas 21 Health Sciences meeting, to the value of R30 000, and facilitated the hosting of a public safety debate in collaboration with the City of Johannesburg Metro Police Department, garnering a sponsorship of around R20 000. The Office assisted in raising funds for the International Barcode of Life Conference, which was hosted by UJ late in 2017.

Continued relationship building with Government in support of creating an enabling environment is critical, and this high-level partnership building remains a priority for this Office.

Development and Fundraising

The Development and Fundraising Section – primarily aligned to GES Objective Six: fitness for global excellence and stature – exceeded its targets for 2017. Efforts to solicit additional funding towards the support of priority University GES and faculty projects as well as the 'Missing Middle' Campaign resulted in income raised to the value of R100 255 170 by the Section. A further R195 732 338 was raised, predominantly by the Student Finance Division, in support of bursaries. Accordingly, a total of R295 987 508 was recorded as donor income for the institution. The Division of Financial Governance and Revenue will report audited figures.

Table 71: Accumulated donor income comparison 2013-2017

YEAR	INCOME	TREND
2013	R54 213 394	➔
2014	R72 357 510	⬆
2015	R74 231 155	⬆
2016	R217 749 312	⬆
2017	R295 987 508	⬆

The Kresge Grant was awarded to UJ for the fourth year in a row, further enabling institutional development in fundraising efforts. This is the final year of the Kresge Challenge and it is envisaged that UJ will receive the Grant again in 2018 for 2017.

The Section strengthened its relationships with faculties in aid of fundraising and alumni relations, and there were 174 interactions with faculty staff. This culminated in the Section raising R100 million in cooperation with the various faculties and divisions. This far exceeded the target of R65 million set for this Section. A fundraising kit, with general UJ information to assist faculties when application deadlines are tight, and 105 new prospects were added to the database. Two proposal writing workshops were also conducted by the Section to strengthen the fundraising capacity within UJ.

A focus area for the Development Section during 2017 was growing international fundraising efforts. To this end, the Section collaborated with Laurea University for a European Union Horizon 2020 application to the value of €11.5 million. While this was not successful, it provided an excellent learning platform for future projects of this nature. Further applications for this project will take place in 2018. Collaborations took place with the development agency, Bigen, for a Department for International Development (DFID) Brilho Energy Africa Bid to the value of €22.8 million, and will be continued in 2018. This will see a relationship established with Eduardo Mondlane University in Mozambique to enhance the application and proposed project. The UJ team also successfully collaborated with a Swedish Universities Consortium in 2017, to the value of R20.5 million (for the group, which is made up of Swedish and South African universities, of which UJ is one). This was donated by the Swedish Foundation for International Cooperation in Research in Higher Education (STINT) and the Swedish Consortium to utilise within the group.

On the national front, Sibanye Stillwater signed another contract for R15 million over three years, culminating in a six-year partnership with UJ. Fundraising for blended learning was unpacked with colleagues from the Faculty of Education and the College of Business and Economics (previously the Faculty of Economics and Financial Science and the Faculty of Management). A proposal writing workshop was held (led by the Development Office) to capture the need and essence of the project; a case for support emerged from this, and 52 prospects were sourced for this project.

Stewardship took priority with two large *thank you* events, one for the bursary administrators on 13 October and one for high-level guests who contributed towards the 2016 'Missing Middle' Fund on 2 February 2017. In total, R836 000 was raised from individuals during this one 'missing middle' event.

During the year under review, the Development and Alumni websites were updated, with an emphasis on giving towards the 'missing middle'.

Alumni Relations

The aim of the Alumni Relations Section is to steward alumni who are supportive and engaged, encouraging them to contribute to the University and its resource base. UJ is a large and diverse institution with a broad range of alumni from its legacy institutions (the Rand Afrikaans University (RAU) and the Technikon Witwatersrand (TWR)), UJ graduates and the international community. Through its strategy, Alumni Relations strives to strengthen a shared identity that unifies all pockets of alumni. By stewarding a reciprocally beneficial relationship between the University and its alumni, a platform for donations is created.

In February 2017, the Alumni and the Development Sections merged. Planning in 2017 was kept separate; however, all operations were blended between the two offices, with Development supporting Alumni activities and vice versa. A merged strategy was developed for Alumni and Development to execute in 2018.

During 2017, Alumni reached its target for active alumni participating in activities at UJ with a number of 20 991. This was made possible by the introduction of a new Customer Relations Management (CRM) and Communications System (Majestic), as the database and communication system for this stakeholder group. Through this system, 145 490 emails were sent across three episodes (newsletters). Themes of the episodes were as follows:

- UJ. Be Involved (highlighting benefits of engaging with UJ);
- Meet UJ's new Vice-Chancellor (introducing alumni to the incoming Vice-Chancellor, Prof Marwala);
- Among the world's best (announcing UJ rankings).

The first edition of the *Alumni Impumelelo* magazine was delivered in December for distribution in 2018, and the updated alumni website went live at the end of November 2017.

Events were equally important, and there was a fundamental shift from pre-alumni to alumni events in 2017. The highly and well publicised Leadership Seminar on 22 May attracted a diverse alumni audience, with media exposure to the advertising value equivalent of R2 million. A webinar was piloted during the Leadership Seminar and 2 044 alumni joined in through the live streaming on Facebook.

Graduations were utilised to pilot an annual giving strategy with the Office present at all graduation sessions during the year.

Community Engagement

Community Engagement (CE) is embedded in the University's mission as indicated by the powerful declaration "inspiring its community to serve humanity". Community engagement is the third core function of the University, alongside research, and teaching and learning.

The CE section embraced the University's slogan in its activities during 2017 by reimagining the future of community engagement at UJ. This brought about many interesting plans to intensify institutional CE unity and ubuntu, through the reimagine and appreciative inquiry approach reflected in the following:

- The infusion of CE into teaching is reflected as service learning (SL), with 70 programmes currently active in this space at UJ.
- CE is integrated into research in what 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.

The institutional CE flagship is the UJ Volunteer Champion Programme, which is multi-disciplinary, inter-faculty and transformational in engaging on the HEI priorities, the Global Sustainable Development Goals, the National Development Plan (NDP) and the City of Johannesburg Independent Development Plan (IDP) as well as the Nelson Mandela Foundation Pillars.

The Community Engagement Section executed the following institutional initiatives successfully during the year under review:

- International Mandela Day
- National Women's Day
- Community Engagement Recognition Awards
- UJ Student Volunteer Programme
- CE Showcase
- CE Roadshow
- Community Based Organisational Forums and Capacity Building
- UJ@12 Roundtable Engagements

The CE Section works closely with the faculties in the roll-out of faculty specific CE projects, and recognises these flagship projects at the annual CE awards event. The faculty flagship projects for 2017 were as follows:

- College of Business – Enactus Project and Empowerment of Teachers Project
- Faculty of Art, Design and Architecture – HIV/AIDS Curriculum Integration Research Project
- Faculty of Education – Funda UJabule School
- Faculty of Engineering and the Built Environment – Gwawkwani Village in Limpopo
- Faculty of Health Sciences – Riverlea Community Project
- Faculty of Humanities – Izindaba Zokudla (food farming project)
- Faculty of Law – Law Clinic
- Faculty of Science – Soweto Science Centre

ADDITIONAL STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an important activity within most UJ faculties and divisions, and is included in their individual reports. The following divisions focused on engagement – Arts and Culture, Internationalisation, Student Affairs and UJ Sport – during the year under review.

Arts and Culture

External stakeholder partnerships

In partnership with the diverse network of partners and collaborators of UJ Arts & Culture, the fifth #CreativeConference was presented in 2017 in partnership with the Arts & Culture Trust (ACT), SAMRO

Foundation and Drama for Life. Attended by 297 arts educators, practitioners and artists as well as more than 50 school learners, the conference interrogated South African art education in its current state and looked at imagining the possibilities for its future. Decolonisation, pedagogy, accessibility and technology in relation to South African art education took centre stage at this two-day event.

Through its longstanding partnership with the National Arts Festival, UJ Arts & Culture implemented a number of high-profile projects at the 2017 Festival. With its five productions, SA Shorts Vol II, #2minutenoodles readings, post-performance discussions and Think!Fest's POP UPS, UJ Arts & Culture significantly grew its footprint at one of South Africa's most important arts and cultural events.

UJ Arts & Culture also collaborated with the Hillbrow Theatre on the 'Dear Mr Government, may I have a meeting with you even though I am six years old' residency, which went on to perform at another partner festival, the international Assitej Congress and Festival for Young Audiences. POPArt and Goliath & Goliath joined forces with UJ Arts & Culture to present the very popular 'Out the Box' stand-up comedy series.

Johannesburg Youth Orchestra Company (JYOC) boasts no fewer than ten graded ensembles and orchestras providing orchestral training to children and youth of all ages and levels of competence. Based on the University's Bunting Road Campus in Auckland Park, the Company responds to the needs of the youth in all communities by providing a centre of musical excellence in orchestral training and a meeting place for almost 700 young people with musical aspirations. Their Teacher Training and Mentorship Programme equips young adults to find work in the music and education sectors. Johannesburg Youth Orchestra Company has been in residence at the University of Johannesburg since 2012.

The full UJ Arts & Culture report can be found in Section Ten, under the report of the Faculty of Art, Design and Architecture.

Internationalisation

The reporting year proved to be another successful year for Internationalisation at UJ. Particularly significant to 2017 was the continued work with the Times Higher Education, U21 and BRICS networks to continue to elevate UJ's global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa.

A highlight was brokering the relationship with the first Nobel Laureate Distinguished Visiting Professor at UJ, Professor Wole Soyinka. This will result in the hosting of the Soyinka Foundation, future public lectures and a short learning programme, among others. During the period under review, the Division hosted 25 delegations, including the Minister of Education of Finland on the Soweto Campus.

Engagement continued with the government of Zimbabwe. A new partnership was initiated with the government of Equatorial Guinea, primarily for student funding in Energy Studies. New Africa university agreements were concluded with Botho University in Botswana and the University of Botswana. Executive leadership visits to the University of the West Indies (UWI) and Harvard University successfully concluded in a joint UJ-UWI Institute for Global African Studies.

Of significance on the international staff and student recruitment and admissions front was the strengthening of the partnership with the Visa Facilitation Service (VFS) to facilitate visa applications for these stakeholders.

The Division supported inbound and outbound student mobility, meeting and exceeding targets. The most exciting development in this area during 2017 was the new relationship with two Study Abroad providers, emanating from our NAFSA engagements. International Studies Abroad (ISA) sent 40 students to UJ ? 20 from Pittsburgh University and 20 from Towson University; while THE International Education Studies (IES) sent 30 students to UJ from Michigan State University. Additionally, a new reciprocal programme with Tennessee State University has resulted in a total mobility of 19 students and a UJ staff member.

UJ has joined some of the best universities in the world (including U21 partners) on the digital marketing platform, Keystone Academic Solutions, to market all postgraduate programmes internationally.

The full Internationalisation report can be found in Section Nine.

Student Affairs

In light of the work of the Presidential Commission of Enquiry into Higher Education and Training regarding free quality higher education, the University continued to engage its stakeholders, particularly the student body, through a number of platforms like VC campus engagements, meetings of the Management Executive Committee and SRC, meetings of SRC and Student Affairs, etc. These engagements also took place during the December holidays after the release of the report of the Presidential Commission and the subsequent pronouncement of the President on the plan to introduce free quality higher education. As a result of this ongoing engagement, the University was able to continue with its academic programme without interruption.

Student engagement

The University engaged the student body through the established student governance structures. The student governance structures included the University of Johannesburg Student Representative Council, house committees and Student Services Council. The engagements included meetings, training workshops and consultative forums (e.g. the discussion forum on the 2018 student fee structure). Furthermore, Student Affairs focused on providing its primary stakeholders, namely its students, with an environment that was conducive to and supportive of preferred student experience and academic excellence.

Internal partnerships

Student Affairs continued to partner with UJ Sport, UJ Arts & Culture, the Internationalisation Division, Occupational Health and Safety, Operations, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinics.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities, such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on privately owned student accommodation, as well as ensuring that UJ students were safe and secure in and around the campuses.

Important partnerships, which ensured that 12 014 students had meals and sanitary towels, were with Gift of the Givers, Tiger Brands, Lotto South Africa, the Department of Social Development, Forms Media Independent Africa and Rise Against Hunger Africa.

The full Student Affairs report can be found in Section Thirteen.

UJ Sport

UJ Sport's year commenced with re-strategising the vision, mission and core values that represent the modern form of participation, both for the current athletes and staff in moving towards greater participation and satisfaction. The strategy session involved all staff members, selected external stakeholders and students with a specific focus on their contribution to the future of UJ Sport. The relationships with UJ Alumni are enhanced and maintained at traditional UJ sport events where alumni are hosted regularly.

Communication channels with all stakeholders have been significantly broadened with the bi-monthly newsletter, social and interpersonal networking, resulting in the success of hosted events and the day-to-day operations of the Division. Prospective students, current students, external and internal service providers, the sport federation, sponsors and other tertiary institutions engaged with UJ Sport, as national and provincial events were successfully hosted in various sport codes, among others, University Sports South Africa, Varsity Sport, and the African Bank U18 Football Challenge.

The full report of UJ Sport can be found in Section Thirteen.

CONCLUSION AND WAY FORWARD

Following a decision by the UJ Management Executive Committee and supported by the UJ Council, the functions of the Division for Institutional Advancement were realigned within UJ and the Division will no longer function as a collective from 2018.

The various sections have been realigned as follows:

- Fundraising and Development will now report to the Deputy Vice-Chancellor: Finance;
- Alumni, Event Management and Student Marketing will move to the Registrar's portfolio;
- Strategic Communications, Marketing and Brand Management, Strategic Government Relations, and Community Engagement will move to the Office of the Vice-Chancellor.

Guided by UJ's Strategic Objectives for 2025, the various functions that constituted Advancement remain focused on promoting and protecting the reputation of the UJ Brand. This is achieved through highlighting the University's proven excellence and stature through integrated communication and marketing campaigns, engaging its students in social citizenry through CE and aiding in UJ's fitness for global excellence and stature through the solicitation of funding together with strategic alumni and government engagement.

In 2018, all areas within the University, including faculties, Student Affairs, UJ Sport and Internationalisation, will continue to engage stakeholders promptly and regularly with a unified voice to the benefit of UJ and the communities it works with.



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Arts and Culture, Sport, and Student Affairs. 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).



Tumi Mketi (Ms)

Deputy Vice-Chancellor: Employees and Student Affairs

Student Affairs

OPERATING CONTEXT, GOVERNANCE & RISK MANAGEMENT

Operating context

Student Affairs continues to provide opportunities for an outstanding and preferred student experience. This is made possible through the consistent responsiveness and progressive alignment of structure and human capital to the functions of Student Affairs. Student Affairs ensures that the environment for academic activity and developmental initiatives is stable and supportive.

In 2017, the Division of Student Affairs comprised two subdivisions, namely: Student Accommodation and Residence Life (SARL) and Student Life and Governance (SLG). The function of SARL was primarily to provide student accommodation to students and to ensure that student life in residences was vibrant and reflected the values of the University. Provision of student accommodation entailed admission and placement of students in residences; residence life; residence operations; vacation accommodation; and accredited privately owned student accommodation (POSA).

The SLG subdivision was responsible for coordinating student development activities; providing administrative support to student structures, such as the Student Representative Council (SRC), student societies, RAG, and house committees; as well as general student development programmes. Furthermore, SLG was responsible for disciplinary enquiries including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, conflict resolution as well as reparation.

Student Affairs was also responsible for ensuring that matters of safety and security, risky student behaviour, student welfare and student governance were attended to, in response to the challenging and changing needs of student communities. Several programmes promoting student ethics were initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

Governance of Student Affairs

In the beginning of 2017, the position of Executive Director: Student Affairs was reconfigured into the position of Senior Director: Student Affairs. The Senior Director: Student Affairs reported to the Deputy Vice-Chancellor: Employees and Student Affairs. According to the organogram, the Directors of Student Accommodation and Residence Life, and of Student Life and Governance, reported to the Senior Director: Student Affairs. However, as the position of Director: Student Life and Governance was vacant, the Senior Director: Student Affairs carried out these duties. The resourcing process to fill this position had been initiated at the time of the report.

There were three heads of functions reporting to the Director: Student Accommodation and Residence Life, namely the Head of Residence Life, the Head of Residence Operations and the Head of Privately Owned Student Accommodation (POSA). Similarly, three heads of functions reported to the position of the Director: Student Life and Governance, namely the Head of Student Governance, the Head of Student Life and the Head of Student Judicial Services.

Student Affairs provided several student governance structures with administrative and managerial support. These were the Central Student Representative Council (CSRC) and the four campus SRCs (all together

constituting the UJSRC), the house committees and various student committee structures. The 16-member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 elected members, and this brought the total number of SRC members to 48.

The House Committee Primaria Council, made up of the chairpersons of all UJ residence house committees, together with the day house committees – one for each of the 35 residences and day houses – formed the core of the student governance structures in the residences. The sub house committees, which consisted of floor representatives and the residence academic advisors who facilitated the residence academic programme, supported the house committees. In addition, the Residence Monitoring Committee, comprising residence managers, house committee members, house wardens and the Head of Residence Operations, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence introduction programme and reported on activities in residences that were not in line with UJ values during the first three months of the academic year.

Student Life and Governance constituted the Student Disciplinary Committees, which dealt with most of the reported disciplinary cases. The Student Disciplinary Committees were constituted by a chairperson, an assessor, an SRC representative and Student Judiciary Services officials who acted as presenters and administrators during the student disciplinary hearings. The chairpersons and assessors appointed were either senior lecturers from the Law Faculty or external legal experts. Student Affairs submitted quarterly reports on student disciplinary cases, detailing trends, statistics and findings to Senate, Council and the Student Services Council.

The management of Student Affairs held monthly staff meetings and monthly meetings with the UJSRC, house committees, and RAG committees in order to ensure good governance and quality management. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The Student Services Council (SSC), which was co-chaired by the DVC: Employees and Student Affairs and the UJSRC President, met quarterly to address issues pertaining to student services and support.

In addition to the structures of governance mentioned above, the functions and operations of Student Affairs were directed by a number of policies, such as the SRC Constitution, the Electoral Policy, Student Regulations and Regulations for Student Discipline.

Risk management

While some risks had been dealt with in the previous years, Student Affairs had to ensure that such risks did not find expression in the work of Student Affairs. Several risks related to student life and activities were further identified, and mitigating mechanisms were put in place. Student Affairs prioritised dealing with the following risks:

- **Sexual harassment and rape** – Student Affairs facilitated the process of contextualising the institutional policy on sexual harassment to provide specifically for students. The policy was submitted to a number of structures of the University for consideration, support and approval.
- **Squatting and sub-letting** – Regular raids were conducted in UJ residences by Student Accommodation and Residence Life, assisted by Protection Services.
- **Lack of adequate accommodation on campus forcing students to stay in privately owned student accommodation that does not meet UJ standards** – Approval for the construction of another residence at Soweto, beginning in 2018, was obtained and secured. The accreditation process of privately owned student accommodation was conducted according to the newly amended policy.
- **Safety and security of students** – Collaboration with Protection Services and the local police station continued. Regular safety and security awareness campaigns were conducted. In conjunction with Protection Services, the matter of safe corridors was addressed.
- **A call for withdrawal of both criminal and disciplinary cases of students who incited, organised and/or participated in unauthorised protests, which were destructive to the university property and services, and detrimental to individual students, and staff** – Student Affairs, in conjunction with the University stakeholders, proactively reviewed these student cases. The sanctions were reviewed in line with the fair, lawful and reasonably established principles of reviewing and/or reducing the penalties or sanctions.

- **Disregard of legitimate student structures** – The strict application of the SRC Constitution and the SRC Electoral Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.
- **Delay in finalising the operational details of the amended SRC Constitution and Electoral Policy** – The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections and activities. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC; however, the student organisations and SRC continued to contest the amendments that had been approved by the Council, and this delayed the implementation of the revised SRC Constitution and Policy. The amendments were implemented progressively, with two amendments being put in abeyance until management had resolved the matter with the SRC.

STRATEGIC FOCUS AND TARGETS

In 2017, the key strategic focus of Student Affairs was on *Strategic Objective Four: enriching student-friendly learning and living experience*. However, Student Affairs also contributed towards the achievement of Strategic Objectives One, Two, Three and Five.

Strategic Objective One: Excellence in research and innovation

Student Affairs provided excellent accommodation for postgraduate students. Postgraduate accommodation had the space and resources conducive to creating excellence in research and innovation. In 2017, postgraduate students accounted for 10% of the overall residence students.

Postgraduate students also participated in organised student activities, and about 25 of them took leadership positions in the structures of SRC, societies, house committees and RAG. The Postgraduate Student Association Committee, despite challenges of consistency in leadership, presented the reviewed draft of its constitution for consideration by the University. The draft constitution will be finalised in 2018.

Strategic Objective Two: Excellence in teaching and learning

In 2017, UJ had the capacity to accommodate 45% (22 384) of the enrolled students on and off campus, which was a slight improvement on the 40% of 2016. Privately owned student accommodation accounted for 70% of the available accommodation. On-campus residences, which were in great demand, had an occupancy rate of 100%, while occupancy in privately owned student accommodation was also 100%.

Furthermore, in order to realise the University's strategy of improving student success rates and student retention, Student Affairs made strides in implementing the targets set by the Admissions and Placement Policy regarding the accommodation of first-year students within University residences. First-year students accounted for 31% of the total number in residences, which was lower than the ambitious target of 35% for 2017. Senior students accounted for 59%. The remaining 10% was for postgraduate students.

International students residing in residences accounted for 9% of the total number. Twenty students living with various disabilities were also accommodated in UJ residences.

Table 72: A summary of key student accommodation statistics

CATEGORY		2017 NUMBERS
Applications for residence	Total number of applications for residences	21 000
On-campus accommodation	Total number of beds available in on-campus residences	6 628
	Total number of beds occupied	6 628
Privately owned student accommodation	Total number of beds available in POSA	15 756
	Number of POSA beds occupied	15 756

The following UJ residences were recognised for academic excellence in 2017:

- APB – *Ndlovukazi* Female Residence at 79% pass rate;
- APK – *Lebone* Female Residence at 81% pass rate;
- DFC – *Phumulani* Female Residence at 80% pass rate;
- SWC – *Ulwazi* Female Residence at 80% pass rate.

Overall, the top performing residence was Lebone Female Residence on APK.

In addition, the revised Policy on Privately Owned Student Accommodation was implemented. For the 2017 accreditation cycle, 316 applications with a total capacity of 15 756 beds were received.

Strategic Objective Three: An international profile for global excellence and stature

Student Affairs continued to contribute to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Affairs, by ensuring a supportive environment for an enriching student experience.

International students enrolled at UJ were also encouraged to participate in organised student activities. Approximately 420 international students participated in student societies, such as Golden Key, the International Association of Students in Economic and Commercial Sciences (AIESEC), and in Angolan, Congolese, Kenyan and Zimbabwean student associations. In 2017, 582 international students were accommodated in UJ residences.

On 26 July 2017, Student Affairs hosted the former American Ambassador, Mr Delano Lewis, to speak to 120 student leaders under the programme of Alphas of South Africa, Invest in Youth to build our future. Furthermore, two members of Student Affairs attended the Association of College and University Housing Officers – International (ACUHO-I) Conference in Atlanta, Georgia from 28 to 30 October 2017, at which one staff member, Mr Kenneth Ntombela, presented a paper on Privately Owned Student Accommodation, and facilitated one session of the conference.

Strategic Objective Four: Enriching student-friendly learning and living experience

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

Living and learning communities

The initiatives of the 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued to be nurtured in 2017. Academic Excellence was one of the pillars adopted in the Residence Life Programme.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme in which 198 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 445 day students continued to participate in Residence Life activities, organised by the seven day houses across the University.

Orientation of first-year students

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

During the first-year institutional orientation programme, Student Affairs made several presentations and

conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 4 000 students attended these presentations and workshops.

Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes.

The number of recognised student societies (which were mainly academic, political, religious and social organisations) stood at 264 across all campuses, with about 21 000 active members. The increase in participation in student organisations could be attributed to the successful Societies Week, which, among other campaigns, was held across all four campuses in February 2017.

Student leadership development and training

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

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

- The induction of 2017 house committees was conducted in February 2017.
- The induction programme for the Student Representative Council took place on 19 to 21 June 2017.
- A Leadership Skills Development Programme for the Student Representative Council, themed 'Conflict resolution, negotiation and mediation', was conducted by the Department of International Relations and Cooperation from 26 to 30 June 2017.
- The Financial Literacy Programme for student leaders took place in May 2017 across all campuses.
- The induction of societies (orientation) was conducted in April 2017.
- From 12 to 14 July 2017, the SRC attended a training workshop focusing on skills development and leadership.

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

Academic Integrity Campaigns during exams

Academic Integrity Campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners and media campaigns, through which messages on academic honesty and integrity were aired on UJFM during the June and November examinations. The campaign sent clear, yet stern, messages about academic honesty and integrity in exams and reached an estimated number of 30 000 students.

Ethical and responsible student behaviour

In total, 30 000 pamphlets on safety and security were distributed to students at the entrances of the University. Furthermore, media campaigns on substance and alcohol abuse and gender-based violence were run on UJFM.

In an effort to improve the efficiency and effectiveness of the way in which the institutions addressed risky student behaviour, the chairpersonship of the Risky Student Behaviour Committee was transferred to Campus Health and IOHA (which were both co-chairing).

Student discipline

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. Student Affairs received and managed 289 student disciplinary cases in 2017, which were spread across campuses as follows: APB (42), APK (181), DFC (53) and SWC (13). This represents a decrease compared to 330 cases received in 2016.

A total number of 245 cases were finalised through the Student Disciplinary Committee (SDC) process, 18 cases through the Alternative Dispute Resolution (ADR) process, 6 cases were withdrawn due to insufficient evidence, and 20 of the cases are still pending. Of the completed 245 cases, 229 students were found guilty and 16 students were found not guilty.

Student welfare and support

In total, 12 014 students benefited from the Student Meal Assistance Programme in 2017. A total of 8 314 deserving students received two cooked meals a day. In addition to the cooked meals, 3 700 benefited from the meal packs provided by Tiger Brands, Lotto South Africa, the Department of Social Development, Forms Media Independent Africa and Rise Against Hunger Africa.

In total, 4 437 students were assisted with registration fees through the SRC Trust Fund. Students assisted through the SRC Trust Fund were those considered to fall within the 'missing middle' category.

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

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

Cultural activities

A number of student organisations, together with the Student Affairs Directorate, organised student cultural activities, such as the traditional First Years Concert and Sing-It-Out competitions. UJ also hosted the National Debating Competition on the Soweto Campus. UJ students also participated in the African Debating Competition in Cameroon from 7 to 15 December 2017.

Student governance

The election of the 2017/2018 SRC took place from 29 to 31 March 2017. The elections of the leadership structures of other student organisations and structures, such as house committees, were conducted in September/October 2017 under the leadership and coordination of Student Affairs. Approximately 98% of the student societies conducted their annual elections in 2017.

Strategic Objective Five: National and global reputation management

Student Affairs, in conjunction with the other internal and external stakeholders, engaged with various student leaders of the SRC, house committees, societies, and RAG to ensure that the apprehension of uncertainties caused by the call for free education did not translate into disruption of the University academic programme and services. This in turn protected the reputation of the University.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools. Approximately 30 student societies and 8 groups from RAG and the residences participated in cleaning and donating food and clothing to Fitters Orphanage, Bombani Shelter in Alexandra and other orphanages in Thokoza and Auckland Park. An estimated 2 000 students participated in the cleaning campaign, donating food parcels, renovating and painting homes and providing learning materials to pupils in the surrounding schools and in orphanages, churches and HIV/AIDS homes around Johannesburg.

Stakeholder engagement

Internal partnerships

Student Affairs continued to partner with UJ Sport, UJ Arts & Culture, the Division for Internationalisation, Occupational Health and Safety, Operations, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinics.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on the privately owned student accommodation, as well as ensuring that UJ students were safe and secure in and around the campuses.

Important partnerships, which ensured that 12 014 students had meals and sanitary towels, were with Gift of the Givers, Tiger Brands, Lotto South Africa, the Department of Social Development, Forms Media Independent Africa and Rise Against Hunger Africa.

CHALLENGES

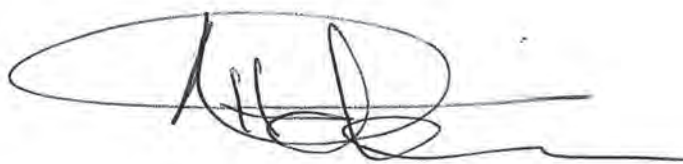
Student Affairs faced the following challenges in 2017:

- The lack of adequate accommodation on campus again led to most UJ students staying in privately owned student accommodation, of which some buildings were not accredited by UJ. That exposed them to various dangers when travelling between campus and their place of residence. A number of students were found sleeping on campus in classrooms and other areas due to lack of accommodation. The situation was made worse by the fact that most of these students were financially needy and could not afford to pay for accommodation in a UJ residence and/or accredited privately owned student accommodation.
- Even though the rate and levels of initiation of first-year students had decreased, isolated cases of initiation of first-year students by senior students remained a challenge.
- Despite great improvement in the availability of meals for needy students, a number of students were still not included and went without daily meals.
- The safety and security of students on and around campus requires constant attention.
- Political intolerance among students who actively participate in politics-oriented student societies remained a challenge.
- The election methods of the SRC, house committees and societies remained a challenge.

CONCLUSION AND WAY FORWARD

Student Affairs provided opportunities for an outstanding and preferred student experience and further facilitated interventions to address challenges with regard to student development, such as eliminating risky student behaviour, broadening the base for student accommodation and providing quality meals to deserving students. In order to address the challenges highlighted above and other challenges, Student Affairs will ensure that the following remain priorities on its agenda:

- Continued improvement in the monitoring of the privately owned student accommodation;
- The reform of the electoral process of student governing bodies;
- Improvement of the provision of meals and other important basic needs of students, such as sanitary towels;
- A review of student policies and applicable regulations;
- Improvement of collaboration efforts and teamwork within and outside Student Affairs;
- Integration of student development interventions;
- Responsiveness to the changing needs of students.



Godfrey Helani (Mr)

Senior Director: Student Affairs

UJ Arts & Culture

OVERVIEW

UJ Arts & Culture's full report is contained in the report of the Faculty of Art, Design and Architecture in this Annual Report. However, UJ Arts & Culture also makes a substantial contribution to institutional Strategic Objective Four: an enriching student-friendly learning and living experience. Our aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and encourage a positive lifelong relationship with the University.

OPERATING CONTEXT

UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future. A range of arts platforms is offered on all four campuses. Facilities include the UJ Arts Centre located on the Auckland Park Kingsway Campus (APK), comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms; the Experimental Theatre Space also located on APK; the 150-seater Con Cowan Theatre and dance studios on the Auckland Park Bunting Road Campus (APB); and cultural offices on the Soweto and Doornfontein Campuses. Venues are both producing and receiving houses, in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. All events (both internal and external) are offered to students, either free of charge or at a significantly reduced rate.

STUDENT PROGRAMME OVERVIEW

UJ Arts & Culture presented a robust creative programme offering free access to informal arts education to 348 students across all four campuses. The majority of students, at 96%, are from designated groups, with 56% participation by female students and 44% by male students.

One of the Division's flagship projects is an interdisciplinary collaboration involving more than 300 second-year students from different departments in the Faculty of Art, Design and Architecture (FADA). Student groups were challenged to design the set and costumes, and to develop a marketing campaign, together with collateral, for a theatre play produced with professional performers. In addition to developing unique skills, a valuable outcome of the process was learning how to work collaboratively, which is becoming increasingly important in an environment where more than specialised knowledge is demanded from professionals. A development run of Reza de Wet's 'African Gothic' was staged in October and was attended by 428 students and members of the public. Post-performance feedback forms were completed by 203 audience members, providing UJ Arts & Culture with valuable insights on improving the work before it is presented at the National Arts Festival in 2018. The set and costume design received overwhelmingly positive feedback, with 84% and 90% of respondents indicating that it meaningfully contributed to the production. Respondents were less complimentary regarding

the poster design, with 51% indicating it was mediocre. More than half of the respondents at 56% felt the work was relevant, and 63% thought the interdisciplinary approach had a positive impact on the final product.

Other opportunities presented during the year under review include weekly dance classes, drumming and poetry sessions, the presentation of a student theatre production, the UJ Choir, UniJoh Chorale on the Soweto Campus, and the UJ Jazz Band.

UJ Arts & Culture presented the annual 'UJ Can You?' talent competition that culminated in a variety showcase performance in front of a live audience, which was adjudicated by industry professionals. More than 100 students auditioned during the first round of the programme, which was followed by a boot camp weekend where the 39 candidates who were selected during this first round were whittled down to 18 finalists. The panel of judges included renowned spoken word artist, Lebo Mashile, managing director and partner of 4th Wall Artist Agency, André Dellow, renowned dancer and choreographer, Quintus Jansen, and music mogul, Zano. The final round of the competition was attended by 174 students.

Attended by 132 students in 2017, the Izimbongi Poetry Festival provided a platform for students to showcase the material developed during weekly poetry sessions and to engage with students from other campuses and industry professionals. A group of 20 students involved in weekly poetry sessions and the Izimbongi Poetry Festival were given a valuable opportunity to attend Poetry Africa in Durban.

The 2017 student theatre production 'James and the Giant Peach' by Roald Dahl performed to sold-out audiences at the National Arts Festival and returned to Johannesburg for a run at the Con Cowan Theatre as well as at the Market Theatre as part of the National Book Fair. Of the 63 students who auditioned to be in the production, 14 performers were selected. Total audience figures for the three different runs of the production added up to 2 353.

The 56-strong UniJoh Chorale presented eight concerts during 2017, which were attended by more than 14 000 students, university staff and the public. The Chorale attended workshops of the South African Tertiary Institutions Choral Association (SATICA) and the Choral Eisteddfod, where they scooped up three awards.

It was an extremely busy year for the UJ Choir – 43 concerts were presented during 2017, which were attended by 25 200 students, university staff and members of the public. Of these performances, 18 were at the University's graduation ceremonies. One of the highlights of the year was the UJ Choir's performance with the King's Singers at the Linder Auditorium in April. Following the Choir's participation at the Kuesta Festival in Stellenbosch in September, the Choir also undertook a local tour that included five additional concerts. The number of students who auditioned for the Choir in 2017 decreased by 27% from the previous year, with 136 students making it to the auditions. The Choir kicked off the year with 79 members, of which 38 were members retained from the previous year. After development auditions were held, 55 singers were finally selected for the Choir. During 2017, the Choir also recorded works from both its African and Western repertoires. The album will be available in February 2018.

The UJ Art Gallery is focused on building audiences by involving students and staff in activities on an organised basis. Lecturers from the Faculties of Art, Design and Architecture (FADA), Engineering and the Built Environment (FEBE), Anthropology, and Philosophy utilised exhibitions either as part of teaching and learning or as a curriculum based programme. FADA lecturers became increasingly involved with the UJ Art Gallery – as curators, participants and opening speakers. External school, adult learning, and special needs groups, and students from other universities visited the gallery on appointment. Thirty-six students were involved with gallery activities as front of house staff and as ushers.



Federico Freschi (Prof)

Executive Dean: Faculty of Art, Design and Architecture

Sport

INTRODUCTION

Yet again, UJ Sport had another productive year in 2017 on the local and global sport fields. The new vision, mission and core values strategised by staff allowed UJ Sport to grow immensely.

The sport programmes, which range from competitive and high performance, also known as priority codes, to social/recreational programmes that promote mass participation, were successfully executed; their implementation will be reviewed in 2018 for even greater improvement.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

UJ Sport aims to provide an environment that is student-athlete friendly with regard to sport and academics. UJ Sport is classified in three tiers: mass participation, competitive performance, and high performance. Mass participation allows student-athletes to take part on a social level; competitive performance sees the student-athletes representing the University at local and provincial level; and high performance (HP) involves participation at national and international level.

Table 73: UJ sport codes and categorisation

PRIORITY/HP CODES	COMPETITION	SOCIAL/MASS PARTICIPATION
Athletics	Golf	Chess
Basketball	Rowing	Martial Arts
Cricket	Sport for Students with disabilities (SSD)	Table Tennis
Football	Squash	Tennis
Hockey	Volleyball	
Netball		
Rugby		

GOVERNANCE

All UJ Sport divisions report to their senior managers, and through them to the Senior Director for Sport, who escalates reports to the DVC: Employees and Student Affairs. UJ Sport is governed by the same policies and procedures as the rest of the institution. Monthly operational meetings are held, where day-to-day operational issues within UJ Sport are addressed. Full staff meetings are held quarterly with all subdivisions, coaches, managers, administrators, Human Resources, Finance and UJ Sport partners. Sport management has meetings

bi-annually to discuss matters that may arise. One-on-one monthly meetings take place between the Senior Director and the Senior Managers.

RISK MANAGEMENT

UJ Sport has encountered several risks during 2017, and mitigation procedures were taken to deal with these.

Risks within the events environment are common. Some risk occurrences are on an event-by-event basis, while other risks are of a continuous nature. The risks that we faced in 2017 were as follows:

The Events Division saw students breaking down fences to gain access to the Varsity Football games. The risk of a stampede and of supporters, students and staff being exposed to a very dangerous situation, was very real. This happened at two different games. A good case study was that of the TUT supporters, and the lessons learnt from a risk perspective were invaluable. Another risk was that of theft, with supporters (whether students or civilian supporters are unclear) breaking into the changing rooms of referees/athletes. As we subsequently found out, the University's insurance does not cover the loss of valuables at such events.

Internally, risks occurred at the UJ Gymnasia; these risks are being monitored to enhance optimal performance for future growth. A risk register was compiled for the UJ Gymnasia to record risks that were encountered, along with the severity, the impact of the risk and the mitigation of such risks. The Gymnasia align themselves with the guidelines from UJ Occupational Safety in addressing health and safety issues on each campus. The wet flooring at the Gymnasia was addressed by installing non-slip mats in the Soweto Gymnasium where such a problem arose.

The first aid kits at all campuses were adapted from the Regulation 7 Factory Kit, in terms of the contents of first aid boxes, as per safety tip 13/2015 received from the Occupational Safety Department. Attention signage was placed on the first aid kits, and staff were trained on the management of consumables and incident reporting.

STRATEGIC FOCUS AND TARGETS

Vision: Shaping African university sport through excellence, honour and victory.

Mission: Educate, empower and encourage participation in sport.

Strategic Objective One: Excellence in research and innovation

Functions and events are hosted throughout the year, and for training we make use of leading edge techniques, as technology regularly evolves. UJ Sport aims not to be trailing with technology.

Strategic Objective Two: Excellence in teaching and learning

UJ Sport Scholarship Regulations and Varsity Sport Regulations stipulate that students can only represent UJ if they have 60 credits. Following concerns raised with regard to the academic performance of UJ Sport students, a programme of special academic support was introduced in partnership with the Academic Development and Support Division, including one-on-one meetings with academic advisors to discuss progress.

Strategic Objective Three: An international profile for global excellence and stature

UJ Sport has various student-athletes who represent the University at international events. UJ Sport takes part in multiple televised sporting events where extensive media exposure (across all platforms) is generated through events as well as through teams' performance. The UJ Rugby 7s successfully won the Kenya University Sport Kings for the second time consecutively.

Strategic Objective Four: Enriching student-friendly learning and living experience

Mass participation enhances a student-friendly environment, as students participate in the internal leagues of various sport codes. UJ Sport celebrated the International Day of University Sport on 20 September, with events taking place on all UJ campuses for all students to learn and experience sport. UJ Sport hosts the UJ internal leagues, which aim at enriching a student-friendly learning and living experience. Several events were coordinated to maximise student participation.

Strategic Objective Five: National and global reputation management

Our aim was to finish in the top three positions in all competitions entered. UJ Sport put in place plans that assisted in developing the coaches and managers to participate in more international events.

ACHIEVEMENTS

- Junior provincial colours – 22 athletes
- Senior provincial colours – 44 athletes
- Junior national team – 5 athletes
- Student national team – 10 athletes
- National team coaches – 2 coaches were selected for national coaching duties
- Senior national team – 7 athletes

Table 74: International participation in sporting events

CODE	EVENT	DATES	COUNTRY
Athletics	World Youth Championship	12-16 July	Kenya
Athletics	IAAF Diamond League	16 July	Rabat
Athletics	World Championships	4-12 August	London
Athletics	International Association of Athletics (IAAF) World Championships	4-13 August	London
Athletics	IAAF Diamond League	20 August	Birmingham
Athletics	IAAF Diamond League	24 August	Zurich
Athletics	World Student Games	19-30 August	Taiwan, Taipei
Basketball	FASU	29-30 April	Nairobi, Kenya
Fencing	World Student Games	19-30 August	Taiwan, Taipei
Football	World Student Games	19-30 August	Taiwan, Taipei
Rowing	SA U23	1-5 September	Bulgaria
Rugby	Africa Gold Cup	Series of events	Namibia National Team
Rugby	U20 World Cup	31 May-18 June	Georgia, Tbilisi & Kutaisi
Squash	World Junior Squash Championships	19-28 July	New Zealand
Squash	Senior World Championships	19-21 August	Zimbabwe National Team
SSD	World Cup Judo	5-11 October	Uzbekistan

Table 75: Overall results

CODE	COMPETITION	ACHIEVEMENT
Athletics	University Sport South Africa (USSA) Varsity Athletics	2 nd 3 rd
Basketball	University Sport South Africa (USSA) Gauteng University Basketball League	3 rd 3 rd
Cricket	USSA Gauteng Cricket Board League Provincial	5 th 1 st 2 nd

Football	South African Football Association (SAFA) South African Breweries League – Men USSA – Men Varsity Football – Men SAFA Sasol League – Women USSA – Women Varsity Football – Women	4 th 5 th 6 th 9 th 4 th 2 nd 2 nd
Hockey	USSA – Men USSA – Women Varsity Hockey	1 st 2 nd 6 th
Rowing	USSA Sprints University Boat Race	2 nd 3 rd
Rugby	Varsity Cup USSA 7s – Men USSA 7s – Women Varsity 7s	3 rd 1 st 3 rd 1 st
SSD	World Para-Athletics	1 st
Squash	USSA	1 st
Volleyball	USSA Beach Volleyball – Men USSA Beach Volleyball – Women Varsity Sport – Women	4 th 3 rd 2 nd

HUMAN RESOURCES

UJ Sport has 27 permanent staff members and four fixed-term contracts; the bulk of our staff members are the 192 temporary appointees. Of the permanent staff members, 67% are from the designated groups.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Community service

UJ Sport has granted permission to the local community to use its facilities. We assist the community with coaching clinics at their schools. UJ Sport assists schools in our area by hosting competitions on their facilities and affiliating them to our club so they can participate in the league, Central Gauteng Athletics (CGA) and other competitions during the year.

UJ Sport Science seeks to form potential research projects by conducting fitness tests for external members and within the community and schools, hosting coaching clinics, and undertaking Vitality assessments of UJ staff members in association with Discovery.

Stakeholder engagement

UJ Sport has a good internal partnership with the Department of Sport and Movement Studies in the Faculty of Health Sciences.

Externally, we partner with City of Johannesburg, Gauteng Provincial Government, SAPS, surrounding communities, and federations. We also regularly engage with Futurelife, PVM, Puma and Nike in terms of sponsorships.

LEADERSHIP

UJ Sport has 23 staff members who served on provincial and national committees, and 39 student-athletes and coaches who participated in international competitions.

FINANCIAL SUSTAINABILITY

The budget for 2017 decreased from that of the previous year. The Division had to raise at least 10% of its budget, which translated to R3.5 million, and we were successful in doing this.

CONCLUSION AND WAY FORWARD

In conclusion, the Division's strategic workshop in July 2017 brought forth many strategies that are to be implemented in 2018 to enhance UJ Sport's operational systems. 2017 was a challenging year, as most of our priority codes did not meet their target; however, there were some outstanding performances by our teams and athletes.



Nomsa Mahlangu (Ms)

Senior Director: Sport



Management and Administration: Human Resources

INTRODUCTION

In 2017, the journey of change continued in line with the strategic objectives of the University. Although the amalgamation of Human Resources and Transformation (HR&T) is fairly new, the combined Division has made substantial progress in areas identified upfront as significant for the achievement of the University's Strategic Plan 2025.

In forming partnerships with divisions and faculties, HR&T first undertook a careful evaluation to ensure an environment conducive to delivering sustainable organisational performance.

In 2017, the key focus areas for the Division were:

- a) Insourcing according to the commitment made by Council in November 2015;
- b) Organisational citizenship behaviour;
- c) Enabling leadership;
- d) Performance management;
- e) Strategic workforce planning;
- f) Optimal management of remuneration/compensation expenditure;
- g) Institutional culture;
- h) Employee wellness interventions.

The following internal divisional priorities were identified to enhance and improve service delivery:

- a) An HR Service Delivery Charter;
- b) The deployment of the Human Resources Business Partner (HRBP) Model.

The University's Annual Performance Plan (the APP) derives from the 2025 Strategic Plan, and sets targets across UJ; the HR&T related targets are pursued and measured by the Division to ascertain progress made. For HR&T, the key targets are a steady increase in qualification levels and in staff representation (equity), in order to ensure that the academic agenda in terms of research, teaching and community engagement is achieved. More specifically, UJ seeks to achieve a high number of instruction and research professional staff with doctoral degrees, a substantial number of international staff, a high number of black staff, and a high number of associate professors and professors.

Organisational development needs and transformation

For HR&T to deliver on UJ's Strategic Objective One, excellence in research and innovation, and Strategic Objective Six, fitness for global excellence and stature, the employee value proposition chain must be controlled, enhanced and managed. Effective management and oversight of all matters pertaining to staff is vital to the achievement of UJ's People Strategy. In this regard, two of the HR&T subunits provide leadership. To fulfil the goal of developing fit-for-purpose structures, and a fit-for-purpose workforce, the Organisational Development (OD) Unit provides organisational effectiveness solutions in terms of organisational design and change management, resourcing, training and development, and talent management and performance management.

Furthermore, the Transformation Unit plays an integral part in shaping the UJ culture, which is a building block for sustainability. To this end, the Transformation Unit provides input and coordinates and supports institutional activities to enhance the institutional transformation agenda, keeping in mind the needs of all stakeholders. The remaining HR&T subunits form an integral part of the value chain; their contributions to achieve the strategic objectives will be addressed below.

To deliver on UJ targets and considering the constraints of costs, the main focus for HR&T is on recruitment, remuneration, staff development and training, and transformation. Optimising the attraction of high calibre staff is essential; in this regard, key focus areas are managed in accordance with the Talent Management Strategy. The higher education sector is limited and as a result, there is a major drive for UJ to be innovative and to attract the desired calibre of candidates. To give effect to this, optimal organisational design practices are followed, and structures are developed to ensure optimal performance across functions in the University.

OPERATING CONTEXT

In order to give effect to its mandate of economic, efficient and effective human resource management, the Division is divided into subunits as Centres of Excellence (CoEs), with these units structured to serve the needs of the institution. The Office of the Executive Director is responsible and accountable for all HR and Transformation related matters.

The following units are in place:

- a) HR Business Partnering (HRBP)
- b) Transformation
- c) Organisational Development
- d) Human Resources Information Systems (HRIS)
- e) Employee Wellness
- f) Employment Relations
- g) HR Services

Human Resources Business Partnering Unit (HRBP)

For HR&T to optimally deliver on ever-changing demands placed on the University, the Business Partner Model is in place to ensure professional and efficient delivery on HR&T initiatives.

The Business Partner Model is a client facing model that advocates strategic and consultative services to UJ executives and line managers on people-related issues. The HR Business Partners serve as an interface between HR&T and faculty/division executives, managers and general employees, to ensure effective and efficient delivery of HR services according to the UJ strategic priorities. In both faculties and support divisions, HRBPs have a standing HR agenda item at the University's faculty boards and executive meetings.

In support of the optimal performance of a faculty or division, the HRBP Model is used to determine the set of competencies and skills required from the environment. This dovetails with the recruitment process, which relies on the advertisement of positions. Through the electronic platform, LinkedIn, a targeted audience can be reached, which makes the headhunting process time and cost efficient. To ensure that remuneration and fringe benefits are competitive, benchmarking is done against the provincial and national market.

As strategic partners, change agents, administrative experts and employee advocates/champions who are supported by the CoEs in the Division, the HRBPs are generalists who ensure effective and efficient service delivery through the provision of strategic and consultative advice and support to faculties and divisions. The HRBPs also provide guidance and advice on HR policies, procedures and conditions of service.

In 2017, the HRBP Unit delivered on the refinement of its model that enhanced service delivery. Secondly, the optimised executive recruitment process resulted in positive turnaround times and more suitable candidates.

To ensure the team keeps abreast of trends and developments in the field of HR, HRBP and their support staff are affiliated with and attend workshops and seminars offered by the Institute of People Management

and the South African Board for People Practices, both of which focus on HR standards and accreditation of HR practitioners.

Transformation Unit

The Transformation Unit was clustered with HR in 2017. The Unit's strategic objectives are to facilitate the implementation of the Institutional Transformation Plan, which is aligned to the UJ Strategic Plan 2025. To this end, the Unit navigated cultural transformation by focusing on inclusivity that adheres to the principles of human rights and where people from all over the world from diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust. Leadership culture plays a significant role, and therefore the crafting of an enabling leadership culture is key. To enable a positive leadership culture, the focus was on creating a shared direction, shared values and alignment and commitment to transform the institutional culture to support Global Excellence and Stature (GES).

To enable the strategic objectives and advance the transformation agenda, awareness was created in support of projects of the Department of Higher Education and Training (DHET) and Universities South Africa (USAf) by celebrating significant days/events to promote social cohesion and inclusion and human rights. In 2017, a wide range of projects was administered, including cross-functioning programmes (staff/students). The Unit interacted with the Commission for Gender Equality and worked on the Implementation Plan for the Human Rights Commission

Organisational Development Unit

In collaboration with the Transformation Unit, the Organisational Development Unit supported the Women Leadership Development Programme, the Young Leaders' Development Programme, coaching programmes, and training and development initiatives.

With regard to performance management, the recurring challenges with the process were minimised and areas to improve on were identified in 2017. The overall performance bonus payout for 2017 was R28 151 934 – an increase of R2 878 839.22 in comparison to the R25 273 094.78 paid in 2016. This increase of 11,39% was mainly due to the additional 650 insourced staff.

In terms of the HR strategy, approval was granted for the implementation of an Online Performance and Goal Management System in support of organisational development. Development on the Oracle platform commenced on 1 November 2017. The key focus areas are automation, standardisation, and managing resistance to an automated system. To achieve these goals, staff will be trained, the desired outcomes and the purpose of consistency meetings will be revised, and the focus areas in terms of alignment of personal KPIs with the UJ strategy will be addressed.

Other deliverables, such as strategic workforce planning and position management, had the desired outcomes. Working closely with the HR Business Partners, the vacancy rate was kept below 7,5%. Academic and research positions occupied at the end of 2017 totalled 1 186, while 90 (7,05%) were vacant; of the 3 348 support staff positions, 3 164 were filled, while 184 (5,5%) were vacant. In an ongoing attempt to encourage the filling of vacancies, the University has begun abolishing long-standing vacancies, and for the first time in the past five years, no position had to be abolished. An additional R85 million was spent on the creation of 691 (650 insourced cleaners) new posts and R1.1 million was spent on seven upgrades.

Another focus area of Organisational Development is talent management. This not only focuses on monetary and contractual obligations, but also endeavours to find a balance between remuneration, fringe benefits, the working environment and optimal performance. All of the aforementioned must be achieved within the remuneration expenditure budget of UJ.

In the talent management sphere, the focus was also on succession planning. An integral part of succession planning is the Workforce Plans developed in 2017 for a three-year period, until 2019. In this process, executive deans/executive directors identified critical positions and nominated staff with potential as part of the succession

planning programme. Furthermore, EE targets, which were incorporated into the University's Employment Equity Plan, were also used in each environment as part of this planning process. 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.

To deliver on the administrative and transactional demands, seamless processes are required. The key deliverable was the administration of 650 insourced cleaning staff. In total, 919 new appointments and 255 terminations were administered.

The University also prides itself on the number of long-serving staff members with 30 to 40 years' uninterrupted service. This group continues to play a vital role in the inner life of UJ, not just through the skills and experience they exhibit, but also through the precious institutional memory they hold. On 21 November 2017, the contribution of 146 employees with a combined 3 660 years of committed service to the University was celebrated.

Human Resources Information Systems (HRIS) Unit

The HRIS Unit is at the heart of supporting the HR&T Division. System maintenance and new developments are critical to ensure legislation is adhered to and to manage data for reporting purposes. As a result of an audit on the Online Temporary Appointment and Claims System (OTACS), the Unit is taking part in a project that requires system development. Self-service will always be on the agenda, and this requires training of system users, from individuals with Oracle access to members of the MEC. The technical roll-out of the Online Fusion Goal and Performance Management System was a key project managed by the HRIS team, which will conclude early in 2018.

To deliver on the institutional needs, the latest technology that enhances integration and data output is essential. In 2017, HR&T piloted the UJ Business Intelligence Project. The desired outcome is a decentralised system that will allow users to access HR data in their own environments. In 2018, this system will be enhanced with additional dashboards. A further development will see the delivery of an Oracle Online Performance Management System. Phase 1, the development of this system, started on 1 November 2017 and will be completed at the end February 2018. The main objective is to put a seamless electronic performance management process in place.

Employee Wellness Unit

The UJ Employee Wellness Unit offers a comprehensive and multidisciplinary solution with the aim of promoting, improving, and optimising the health, well-being, and high performance of UJ staff members. UJ uses the combined service delivery model where some of the services are outsourced to an external service provider, ICAS Southern Africa, while other services are rendered internally by the Wellness team. The Unit conducted three HIV testing campaigns for staff. Thirty-four wellness information sessions and one line manager wellness training session were held, ranging from relationships to the role of managers in managing 'troubled' staff members. Other matters addressed were the wellbeing of People with Disabilities, observing Breast Cancer Month and screening for lifestyle diseases.

Employment Relations Unit

The objectives of the Employment Relations Unit for 2017 were the effective management of discipline, grievances, collective labour engagements and the fair application of the UJ conditions of service. With the insourcing of the cleaning staff, the Employment Relations Unit was faced with an increase in employment relations challenges, which were different to those ordinarily experienced. Even with these challenges, the Unit continued to ensure that cases were resolved internally and swiftly. Continuous engagement and support in resolving conflict ensured joint resolutions and sound labour relations.

During 2017, the following policies/procedures were developed or reviewed to ensure compliance with legislation:

- a) Appointment Process for Assistant Lecturers to Lecturers
- b) Appointment Procedure for a new Vice-Chancellor and Principal
- c) Appointment Process for Executive Deans
- d) Appointment Process for Executive Directors

- e) Policy on Appointment of Distinguished Professors and Distinguished Visiting Professors
- f) Policy on Deferred Compensation for Exceptional Performers
- g) Policy on Retirement
- h) Recruitment of International Staff Guidelines
- i) Resourcing Policy

People with Disabilities

The attraction and the retention of People with Disabilities remain a challenge. The UJ target of 1,5% was not achieved, with an overall of 0,94%. The national proposed minimum of 2% is not in immediate reach. To address this, a working document on how to manage this target was presented to MEC.

Employment equity (EE) targets

Progress in achieving EE targets is monitored on a quarterly basis and submitted to various oversight governance committees: the Institutional Forum (IF), the Management Executive Committee (MEC), and the Human Resources and Social Ethics Committee of Council (HRSEC).

The UJ workforce has increased from 3 029 to 4 370 over the past five years. Significant growth was recorded in 2016 when 388 protection services and 33 gardens and grounds staff were insourced. In 2017, an additional 650 cleaning staff were insourced, which led to a 35,9% increase in support staff between 2015 and 2017. The academic and research workforce, on the other hand, grew by 2,59% in 2016 and by 2,36% in 2017. The ratio of academic and research staff to support staff was impacted significantly with the insourcing of support staff. In 2015, the ratio was 1:1.78, which increased to 1:2.67 in 2017.

The focus on achieving a more representative academic workforce yielded good results. Even though the academic headcount increased from 1 024 in 2013 to 1 186 in 2017 and the University increases the targets annually, most targets were achieved in 2017. The black staff component increased from 33,69% in 2013 to 41,82% in 2017, females increased from 44,33% to 47,72%, international staff from 11,52% to 15,26%, and female associate professors and professors from 33,78% in 2013 to 38,41% in 2017. The staff turnover is a concern, but proactive measures are in place to keep the turnover below 7%.

Fifty-six promotions were approved by Senex in 2017, compared to the 49 promotions that were approved in 2016. Of the 56 promotions, 34 (60,71%) were female and 22 (39,29%) were male, which is a move in the right direction as far as the gender profile of the University is concerned. Also to be noted is that 36 promotions are from the non-designated groups in comparison with the 20 from the designated groups. To achieve a more balanced profile, attention must be paid to ensuring that more designated staff are prepared for promotion.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has decreased from 51,8% in 2015 and 56% in 2016 to 50% in 2017. At present, the overall profile reflects 50% black, 40% white and 10% international.

The ELG black gender profile shifted marginally from 2016 to 2017. Black female representation was 29,6% in 2016 compared to 30% in 2017. Black male representation decreased from 22,2% in 2016 to 20% in 2017.

HR Services Unit

The HR Services Unit keeps a close eye on the salary bill. Specific focus was given to the temporary appointment tariff list and to enhancing the temporary appointment process to ensure stricter controls to effect savings. Another focus area was stricter controls in the leave management process to ensure staff submit leave taken for record purposes.

Comprehensive compliance audits are regularly conducted on the Human Resources and Transformation Division. These are designed to examine compliance with the policies, procedures, documentation requirements, structure, systems and practices in respect of the organisation's human resource management as well as compliance with regulatory requirements. The Comprehensive Compliance Audits conducted in 2017 resulted in no findings but only recommendations: it was reported that there were audit recommendations related to

business process improvements, but no major adverse audit findings. This is indicative of sound internal controls in the HR&T Division.

Global excellence and stature (GES)

HR&T continues to play a pivotal role in the recruitment and coordination of the GES programme. A joint project between UJ and DHET produced 14 New Generation of Academic Programme (nGAP) appointments within the Faculties of Humanities; Engineering and the Built Environment; Art, Design and Architecture; and the College of Business and Economics. In addition, a total of 63 assistant lecturers were in service on 31 December 2017.

The overall growth during the past three years included the appointment of directors of institutes, distinguished visiting professors and GES tutors. Since the inception of the GES project in 2014, the MEC has approved a total of 62 applications, resulting in 50 illustrious appointments being made.

The University's commitment to attract, reward and retain academic and research staff of outstanding quality is reflected in its growing standing in national and international rankings. To fulfil the University's goal to be internationally recognised, it is important to attract and retain senior academic and research staff who have considerable experience and who come from diverse environments. Such academic and research staff will also allow the University to increase its stature and reputation through the quality, integrity and impact of its research output, relevant to its Pan-African context. To assist in achieving this goal, HR&T has continued to provide valuable management information and advice based on notable trends.

The number of academic and research staff with doctoral degrees increased by 24, year on year, and the target of 46% was surpassed in 2017 to 47,13%. Over the past five years, the baseline has increased from 35% to 47,13%. The number of academic and research staff with master's degrees has increased from 36% to 43,59% over the past five years. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

Another key focus area is to strengthen the seniority of the academic and research cohort and to increase the number of associate professors and professors. UJ believes that a strong complement of senior staff is needed as foundation for substantial research output and to mentor junior staff to maximise their potential and grow them into senior positions.

The number of associate professors and professors increased notably during the past five years. Although the headcount increased by 51, the growth percentage does not reflect this, as during this period the staff complement also increased from 1 030 (2013) to 1 186 (2017). Within this group, over the past five years, the proportion of females increased substantially, from 76 to 106. The number of black professors did not increase as planned over the past five years and remained at an average of 16,48% of total professors.

Executive recruitment

A number of key and vital positions were filled in 2017. HR&T coordinated and facilitated executive recruitment by filling the following positions:

- a) Vice-Chancellor and Principal
- b) Deputy Vice-Chancellor: Research and Internationalisation
- c) Senior Executive Director: Vice-Chancellor's Office
- d) Executive Dean: College of Business and Economics
- e) Senior Director: Student Affairs
- f) Executive Director: Operations

Furthermore, Council approved the appointment of two ELG members for a second term:

- a) The Registrar
- b) The Executive Dean: Faculty of Art, Design and Architecture (FADA)

The following executive exits were noted in 2017:

- a) Executive Director: Library and Information Centre

- b) Executive Director: Human Resources and Transformation
- c) Executive Director: Information and Communication Systems
- d) Executive Director: Internationalisation
- e) Executive Dean: Faculty of Engineering and the Built Environment (FEBE) *following the appointment of the Dean to the position of Deputy Vice-Chancellor: Research and Internationalisation*
- f) Deputy Vice-Chancellor: Finance

FINANCIAL SUSTAINABILITY

In terms of sustainability, reward and benefit cost expressed as a percentage of Council controlled income should not exceed the 63% threshold that Council reviews on an annual basis. In achieving a staff budget of 63% of the 2017 budget, the input derived from HR&T in terms of financial sustainability, human capital and future developments was key. To ensure such financial well-being, the HR&T Division is constantly investigating various cost-saving initiatives, especially for the main cost drivers of the University. A key variant in 2017 was the intake of over 1 000 insourced staff.

RISK MANAGEMENT

The monetary investment in staff is substantial, and staff output must be managed accordingly. HR&T must ensure the UJ is not put at risk by any actions from staff, labour or fraudulent activities, and to this end, policies and processes are put in place, and findings are monitored. Open communication in terms of risk management is critical, and hence HR&T regularly updates the members of the Executive Leadership Group (ELG) through formal structures or informal conversations. Under the guidance of the Deputy Vice-Chancellor: Employees and Student Affairs, matters of concern are addressed by the Executive Director: HR&T. Formal structures are in place where concerns are raised and matters can be addressed swiftly. At operational level, engagement with labour is through a recognised forum, and communication with staff happens through the relevant Business Partner.

In addition to the aforementioned obvious risks, the risk of a disengaged workforce is critical, and this must be managed constantly. In this regard, the 2016 Climate Survey results were unpacked and workshopped per department and division and discussed at various forums across UJ. This provided further insight into expectations from UJ staff.

In terms of Risk Management, risks are identified, assessed and, through controls, threats to the institution's capital, earnings and assets are managed. These threats, or risks, arise from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters. In any organisation, risk management is recognised as an integral part of good management practice. The purpose of HR Risk Management is to proactively establish processes that support business objectives, while protecting UJ's assets – its staff, property, income and reputation – from loss or harm, at the lowest possible cost.

The HR Risk Management Plan is approved by the Risk Management Committee and is developed via an ongoing process that enables the identification, analysis, evaluation, and mitigation of risks that may have an impact on UJ. The HR Risk Register derives from a critical analysis of institutional risks as well as issues that emerge from internal and external audits. These risks are aligned with the Institutional Risk Register. Identified risks and the mitigation strategies are captured in a risk register, and progress is evaluated on a quarterly basis.

SIGNIFICANT ACCOMPLISHMENTS IN 2017

Strategic Human Resource programmes are built in collaboration with divisional and faculty leadership as well as partnering with the University leadership. The Human Resource function has the potential to act as the catalyst for maximising the value that staff members are able and willing to contribute.

One crucial way in which the Human Resources and Transformation Division was able to make a significant impact on the institution was by transforming from a traditional, transactional role to a strategic, value-added partner. In 2017, the Human Resources and Transformation Division strategically created several innovative solutions and services that were responsive to institutional needs and consistent with best practices.

At the core of UJ's vision and mission to be the Pan-African centre for critical intellectual inquiry, with the primary goal of achieving global excellence and stature, lies the ability to attract and retain accomplished academic and research staff. As demonstrated, UJ has been able to grow the workforce by 44,27% over the past five years, which included an increase of 15,82% in terms of academic and research staff. The seniority of the academic cohort has increased as a result of the promotion of academic and research staff over the past five years.

A key focus of UJ has been the transformation of academic and research staff and this has been accomplished with a substantial increase of 39,47% in female associate professors and professors over the past five years.

CONCLUSION AND WAY FORWARD

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain uncommon results."

– Andrew Carnegie

The Human Resources and Transformation Division continues its efforts to ensure that it positions itself to deliver an efficient and effective service as a meaningful partner supporting the strategic objectives of the University. The Division will prioritise recruitment, performance management and data integrity in 2018. Other areas that will be addressed are automation and optimising the Business Partnering Model.



Pindiwe Gida (Ms)

Executive Director: Human Resources
and Transformation



Tumi Mketi (Ms)

Deputy Vice-Chancellor:
Employees and Student Affairs



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Registration
Venue



Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Objective Four: Enriching student-friendly learning and living experience, and Objective Six: Fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communications Systems
- Institutional Planning, Evaluation and Monitoring
- Academic Planning, Quality Promotion and Academic Staff Development
- Operations

Furthermore, the encompassing Registrar's Portfolio includes:

- Central Academic Administration
- Central Administration
- Corporate Governance
- 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.

GOVERNANCE

Reports of the various support services serve at the MEC Operations Committee, and, where applicable, at the MEC. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets regularly. The cycle reports of Academic Administration (i.e. Undergraduate Application Report, Registration Report, and Graduation Report) also serve at the Senate Executive Committee, Senate, Council Executive Committee and Council. Several institutional academic administration committees, chaired by the Registrar, are operational (i.e. Admission Committee, Assessment Committee, Registration Committee, Timetable Committee and Graduation Committee). An MEC Enrolment Management Committee (chaired by the Deputy Vice-Chancellor: Academic) monitors compliance with the UJ Registration Plan from application to registration.

POLICY FRAMEWORK

The support services divisions operate in accordance with the institutional policy framework and governance as reflected in Section Three. The corporate governance principles reflected in King III, as well as the relevant national and international standards, and any specialised legislation and regulations are applicable.

A handwritten signature in black ink, appearing to read 'Tshilidzi Marwala', is centered on the page. The signature is fluid and cursive, with the first letter 'T' being particularly large and stylized.

Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal

Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching and student-friendly living and learning experience; and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff in these units are contributing research papers to national and, on occasion, international conferences. In short, the work of these units is focused 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

The term academic administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Administration to attend to operational matters.

The Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is Integrator 3 from Adapt IT. Central Academic Administration governance is divided into the following units: Faculty Coordination, HEMIS Coordinator (including Academic Structure), Registration Logistics, Student Enrolment Centre, Timetabling, Assessment, and Graduations. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex.

RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the academic life cycle of the student, was developed in 2007 and has been continually refined since then. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by the academic life-cycle based institutional committees reflected in the overview above. The academic administration risks are listed below. Their impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

A register reflecting the conflict of interests declared by employees (e.g. family members registered at UJ) is compiled annually, and applicable internal controls are in place to mitigate risks related to assessment marks on the student data system.

Disruption of lectures and assessments due to student unrest

Despite the general climate of unrest, very few of the scheduled teaching sessions for the year on all campuses were affected. Where this was the case, tests were rescheduled and additional teaching sessions were scheduled to make up for lost academic activities.

In this situation of unrest, the following active risk mitigation measures were put in place, specifically to ensure that assessments were not disrupted.

- Students to arrive at least one hour prior to the start of the assessment session.
- Strict access control at entrances to campus with security vetting stations to assist with enquiries.
- Improved governance in terms of safekeeping venues and the 'no bags' rule in the assessment venues.
- Improved access control at assessment venues by means of exam timetable verification at the entrances.
- De-activation of access cards after the students' last assessment date; for students in residences, after 48 hours.

These arrangements proved successful and assessments ran without any disruption.

Large number of late applications/walk-ins

The University of Johannesburg (UJ) has a legacy practice of late applications/walk-ins on all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results.

To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

Immediately after the release of the NSC results, UJ calculated the final admission status of applicants as well as of declined applicants whose Grade 12 results had improved. Applicants in all categories were informed by means of an SMS of their final admission status. Application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 2 to 5 January 2017, and students were only allowed on campus for, among other reasons, supplementary assessment sessions.

Registration

A medium-risk classification was again assigned to provide for 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 January 2017, while at the same time adequate support was ensured for entrants who wished to submit late applications, register online and off site, and have queries answered.

Comprehensive risk mitigation strategies were put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a national leader in this domain.

- Only online off-site registrations were accepted. (Assisted on-site registrations decreased from 40% in 2015 to 15% in 2016 and 2017).
- More online services were introduced, e.g. for F7 appeals, course changes after registration and special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries.
- An extended call centre and online chat facility assisted for off-site registration.

STRATEGIC FOCUS AND TARGETS

Realisation of goals and targets in 2017

Applications

The University again promoted the use of the online application system by means of the No Application Fees Policy. A total of 96% of applicants applied online as opposed to 95% in 2016, 87% in 2015 and 11% in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest, this new pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants in 2017 was 185 870 compared to 161 779 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met.

The ID information of applicants was successfully verified electronically, which resulted in increased efficiency and cost saving. Applicants whose IDs could not be verified were requested to submit a paper copy for verification. The Call Centre software was also upgraded to provide UJ with the functionality of recording calls for legal purposes, like payment agreements before students were unblocked for registration, and to facilitate communication via an integrated live online chat client. A semi-automated selection programme was done for undergraduate international applicants and implemented on 1 April 2017. Training was done and the system was handed over to the Internationalisation Office for use. A separate landing page for RPL, inbound and outbound applications, was also successfully developed and implemented. These systems will be enhanced even more and promoted for use by all faculties in 2018.

Registration

A student satisfaction rate of 85% (compared to 86% in 2016) was reached for registration. The academic record module on Integrator 3 was enhanced to include GPA rankings to enable the international conversion of results. This development was fully implemented in the first semester of 2017 and it also included more information, like NQF levels.

UJ launched four online programmes at the end of 2017 and extensive system developments were made to facilitate the online registration model of six intakes a year. In 2018, several other online programmes will also be launched, and CAA will continue to develop and integrate systems to streamline and improve our online services.

Timetables

The CELCAT timetable optimisation software, which was implemented in 2012, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation of the assessment timetable for the period 2016 to 2018 was successfully completed for all campuses. Dynamic e-forms were implemented to facilitate timetable change requests. In 2017, the re-optimisation of the APK lecturing timetable was postponed to 2018 due to system issues and resource constraints.

Assessment

The Management of Assessment of Marks System (MAMS) was fully implemented in 2015 and enhanced in 2016 and 2017 for semester and year modules. This system has increased the governance regarding marks significantly, and a central repository has been established to assist with the early identification of at-risk students.

The biometric scanning of students in selected assessment venues on all campuses has been implemented. This system verifies the identity of the student and registration data against the student system. The system acts as a deterrent against examination transgressions. To enhance the integrity of assessments further, surveillance cameras were installed in large venues where the layout of the venue inhibits physical invigilation. Unfortunately, towards the end of 2016, it became clear that the requisite technical support for this system was inadequate, and CAA investigated new service providers in 2017 to support the function.

CCTV cameras have also been installed and are active in A Ring G01, G02, B Les 100 and B Les 101 to monitor and record the proceedings of assessment opportunities. Recorded material may be used as evidence in assessment transgression cases.

The installation of cameras in the remaining main assessment venues is under investigation. Cameras have also been installed in all the assessment printing venues. In 2017, MEC also approved the centralisation of the assessment printing and storing function under CAA. This function will be staffed by the staff in the Postal Division and will be taken over fully from the faculties during 2018.

Students who for religious reasons could not sit for assessment opportunities scheduled on Saturdays were accommodated; they could write either a deferred assessment or during the supplementary assessment period in July and November 2017.

Graduations and certification

More than 12 000 students graduated at almost 80 centrally coordinated graduation ceremonies. A student satisfaction rate of 86% was reached. UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was acquired in 2016 and was fully installed in 2017, which will further enhance the security aspects associated with issuing certificates. Software was also successfully installed in 2017 to provide the functionality of ordering replacement certificates and verifying qualifications on the UJ website. The qualification verification functionality will be activated in 2018.

Mortar boards (hats) were included for use at graduation ceremonies and the graduation gowns were re-designed to have a unique UJ look and feel, which showcased the UJ multi-cultural community with a strong African identity. New graduation musical items were introduced and graduates were given a trinket (key chain) to wear on top of their hats at the ceremonies. Graduates could keep these key chain gifts, which were UJ branded and stated that the graduate is a proud UJ alumnus.

In addition, external auditors performed the annual compliance audit. No exceptions were recorded, as has been the status quo for a number of years now.

CONCLUSION AND WAY FORWARD

Central Academic Administration reached most of its performance targets and achieved an 85% in the registration student survey and an 86% in the graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was executed successfully. The development of software for the electronic selection of undergraduate international students was implemented in 2017. The risk of walk-in late applications was effectively mitigated by means of the electronic late application enquiry system, also available via mobile devices with Internet access. An extended call centre was also available to assist applicants with application enquiries. Further enhancement of the interface between CELCAT and Adapt IT is needed and will be addressed in 2018.

The Management of Assessment of Marks System (MAMS) was successfully implemented in 2015 and further enhancements were done in 2016 and 2017. Sustained excellence in data quality was achieved in 2017 and the assessment processes were successfully completed without any major disruptions. More than 12 000 qualifications were awarded at almost 80 centrally coordinated graduation ceremonies held in March, April, May, June, September and October 2017.

No certification risks were identified or reported during 2017, with the annual external audit in November also reporting no exceptions. Two quality reviews were undertaken on assessments (including certification) and applications (including selections). The panel reports were very positive with a small number of general recommendations that will be considered for implementation in 2018.

Additional measures put in place to minimise potential disruptions occasioned by the #FeesMustFall movement (and by the higher NSFAS eligibility threshold of R350 000 combined family income) prevented any significant disruptions of academic activities.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2018 with confidence, to take our processes further online and to successfully address any new challenges that may arise in Central Academic Administration.

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Kinta Burger (Prof)

Registrar

Central Administration

OVERVIEW

Central Administration comprises the following units:

- Director's Office
- UJ Graphic Design Studio
- Postal Services Unit
- University Secretariat

Central Administration aims to provide an excellent support service with a strong service orientation by creating a welcoming and caring environment for staff, students and visitors. In this light, the various units within Central Administration strive for alignment with the following UJ strategic objectives:

- Fitness for global excellence and stature;
- National and global reputation management;
- Excellent student experience and support.

The different subsections within the directorate have performed admirably and have provided excellent service with regard to ensuring the efficient use of the Madibeng conference venues, support to employees in the design and preparation of graphic material, the collection and distribution of post, and committee administration.

Director's Office

The Director's Office ensures the efficient and effective use of the different Madibeng conference venues, which has resulted in the optimum utilisation of these venues. The improved sign-posting has made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office played a significant role during the 65 graduation ceremonies where 12 770 students received their qualifications.

UJ Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio for the University. The Studio's key function is to conceptualise ideas through the integration of text, typography and illustrations in the production of printed and marketing material. The studio is supplied with 'raw' information by the client, which is used to create, design and transform into a visually pleasing, printable end-product that satisfies the client and communicates the intended message.

In terms of quality management, the designers strive for excellence by keeping up to date with the latest global design trends, as well as attending the annual Design Indaba in Cape Town.

The Studio processed a total of 679 projects, which included 5 960 designed pages (including posters, brochures, placards, cover pages, advertisements, stickers, transparencies, certificates, promotional material).

The Studio contributed to UJ's global excellence and stature by designing academic and research posters for presentations at national and international conferences. The Studio also designed marketing material for conferences organised and hosted by UJ.

Postal Services Unit

The Postal Services Unit strives to ensure efficient, accurate distribution and dispatch of mail for the entire University on all campuses, for both students and staff members.

The Unit has recently seen substantial shifts in work: online registration has reduced the amount of incoming registration fees considerably, and the quantity of post being handled has also decreased enormously.

University Secretariat

The core business of the University Secretariat is to render professional support to the following statutory committees of the University of Johannesburg:

- Council and Council committees
- Senate and identified Senate committees
- MEC and identified MEC committees
- Joint committees of the Council and Senate, and of the Council and the MEC

In addition, the University Secretariat also offers support to employees responsible for committees, by assisting with agenda compilation and minute writing sessions, upon request by the environment concerned.

The workload of the University Secretariat staff increased significantly in 2017, specifically because of the 86 special MEC meetings. Nevertheless, the University Secretariat has continued to function exceptionally well. Their main achievements in 2017 were as follows:

- Servicing 242 statutory committee meetings, with very positive feedback from all parties concerned.
- Updating schedules of business of the Council committees, using the following cross-cutting directives: strategy, policy, performance, risks, innovations, sustainability and transformation.
- Publishing quarterly Senate Newsletters, focusing on the discussion and decisions taken at the Senate and its committees.
- Implementing the revised Council composition, with the Council approving the proposals of the Secretariat on: (1) the principles for revising the composition of Council committees in line with the reduced Council composition, and (2) the proposed assignment of external Council members to serve on committees.

Table 77: Secretariat risk register and risk management interventions/strategies

RISK	INTERVENTION
Load shedding	Arrangements were made with the PAs at Madibeng to temporarily use open offices with backup power.
Committee members not disseminating committee decisions	Where possible, reminders were sent to members and to non-members to take appropriate actions.
Submissions to a statutory committee not clearly stating their purpose	A submission template was developed and circulated to non-members to assist them when compiling a submission to a statutory committee (which they could adjust as required).

The University Secretariat is generally acknowledged as one of the leaders in South Africa, and a number of our peer departments engage with us on processes and procedures. Further benchmarking will be undertaken with leading peer institutions, specifically in Universitas 21, in order to identify areas of improvement. The aim going forward will be to improve the security of electronic agenda packs, in consultation with relevant staff in UJ, as well as to enhance our presence by creating a dedicated website on the UJ website.

CONCLUSION AND WAY FORWARD

The different subsections within the directorate will continue their excellent performance and find ways to cope with any challenges that may arise during the coming year.

Corporate Governance

OPERATING CONTEXT, GOVERNANCE & RISK MANAGEMENT

Core business

The Corporate Governance Division functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), and the Institutional Statute of the University of Johannesburg, its vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its divisions. Our clients include internal as well as external clients. Corporate Governance also strives to improve our footprint at national and international level.

The functions of the Corporate Governance Division include the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The Corporate Governance Division and subunits have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

The strategic objectives of the Division are aligned with the following strategic objectives of the University of Johannesburg:

- Fitness for global excellence and stature;
- Excellence in research and innovation;
- National and global reputation management.

The functions of the units within the Corporate Governance Division include:

Corporate governance (compliance)

- Nominations and elections
- Access to information
- Commissioners of Oaths
- A-regulations
- Policy development
- Senate lists and membership of Senate Committees
- B-BBEE status preparation

Contract management

- Development of contracts and agreements as well as life-cycle management from development to archiving and destruction.

Records management paper and electronic

- Legislative and compliance framework; life-cycle management of records from development to destruction or archiving.

Risk management

Key risks within the Division relate to institutional non-compliance with legal requirements and best practices relating to higher education; and with regard to institutional records management.

MAJOR ACCOMPLISHMENTS DURING 2017

- The Electronic Document and Records Management System (EDRMS) upgrade to Perceptive Content 7.1.5. was implemented successfully for the new application cycle 2017-2018.
- E-forms were implemented for the sign-off of mark changes, historical data changes and University timetable changes.
- The workflow for four online programmes was implemented. In 2017, the total rebuild for online programmes was developed and implemented.
- The focus of Records Management was to prepare the development of the UJ File Plan, the institutional retention schedule of records within all faculties, as well as the classification of records. Good progress was recorded through pilot projects. This project will stretch over three years.
- The contract drawer clean-up project was concluded and a naming convention for UJ contracts was drafted.
- UJ Corporate Governance established and hosted the first Records Management Forum for higher education institutions in South Africa.

Nominations and elections

Nominations and elections were executed and posed no risks.

Access to information

During 2017, this office handled a total of 5 777 requests in terms of qualification verification, PAIA and POPI requests and internal requests for information.

Academic regulations and academic regulations for online programmes

The regulations were compiled and posted on the intranet, the Web, uLink and the student portal.

Policy development

The user guide on how to access Governance documents was updated and communicated. The policy grid was revised and sent to all the stakeholders to revise their specific grid. Newly developed and revised policies this reporting year amounted to 119.

B-BBEE certification

The compilation of all the data and the application for UJ's B-BBEE certificate were completed, and the B-BBEE certificate was issued.

Contract management

Contracts were secured as vital records, with easy access to information to make informed decisions. The contract naming conventions were developed. The clean-up of the contract drawer was completed.

The number of contracts managed in the Electronic Documents and Records Management System (EDRMS) amounted to 3 940.

Implementation of the recommendations of the Gap Analysis Report in Records Management

Recommendations from the Gap Analysis Report with regard to born-digital documents were implemented with regard to mark change requests, University timetable changes, and historical data changes, which incorporated digital signatures in solutions within workflow. The pilot projects to secure vital documents within faculties were completed, and in 2018 this Division will commence with the outline of a UJ File Plan.

Environmental sustainability

The Division focused on the roll-out of technology implementations to handle processes and record keeping

electronically as far as possible, and strongly discouraged printing of documents. Examples included web-based requests for information and the Electronic Documents and Records Management System (EDRMS). Contracts were developed and managed within the EDRMS.

External collaboration and leadership

Corporate Governance is known for its leadership in records management and hosted benchmarking at UJ for seven other South African universities and some other institutions. In addition, the Records Management Forum was established and hosted at UJ. The Director of Corporate Governance is Chairperson of the Perceptive Software User Group of South Africa. Benchmarking took place at universities in two provinces with the specific aim of restructuring functions under the auspices of the Registrar.

FOCUS AREAS FOR 2018

- Securing all the vital documents within faculties.
- Developing a UJ File Plan.
- Implementing business intelligence in the EDRMS.
- Developing an encompassing application workflow for online programmes.
- Closing POPI gaps as per Gap Analysis Report.



Kinta Burger (Prof)

Registrar

Occupational Health Practice

BACKGROUND

Contextual framework

The Registrar's Portfolio is home to Occupational Health Practice (OHP). The OHP is represented on all campuses through the campus health clinics (the clinic model accommodates both the OHP and the Primary Healthcare Service).

Since its inception in 2004, the OHP has matured into a comprehensive medical service consisting of a team of nine people. An occupational medicine practitioner is the designated medical officer, who visits three days per month. The radiation protection officer (RPO) is a further part-time position, which forms part of this structure and therefore radiation audits and reports are assimilated into the OHP.

Approach

The health-risk based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare Service and Event Risk Management internally, and with external peers in healthcare, food safety, travel medicine and agencies, such as the World Health Organization and the International Commission on Occupational Health. Professional-ethical practice is evidence-based and therefore dynamic in nature.

Clientele

Employees are our primary clientele; however, contractors, students and visitors may become clients to this Practice in case of injuries on site or exposure to occupational health risk. A legal mandate refines the clientele in programmes, such as occupational health risk assessment and the medical surveillance programme, based on their occupational health risk exposure profiles.

This report was prepared in fulfilment of the UJ Occupational Health Committee Charter and serves at the MEC, the Registrar's Exco, Projects and Resourcing Committee of Council (PRCC), Management Executive Committee: Operations (MECO), and Management Executive Committee: Academic (MECA).

SUMMARY OF PERFORMANCE

Sustained excellence

- Execution of legal mandates on behalf of the institution
 - *Medical surveillance* of at-risk employee groups was concluded at a rate of 253%* of the scorecard target. A total of 852 medical assessments were completed compared to the scorecard target of 337. Medical assessments included public driver permits, physical assessments, lung function tests, audiometry and blood tests, which occurred in accordance with the Medical Surveillance Plan.
 - * *The unusually high rate of completion is ascribed to more than 500 baseline medical assessments that had to be done on insourced cleaning staff – above annual targets.*
 - *Health risk assessments:* For the period, 87 health risk assessments were carried out by the OHP, prompted

by existing or emerging risks. Approved inspection authorities conducted quantitative legal surveys and further risk assessments were shared between the OHP team and occupational hygienists. The completion rate is at 107% compared to the scorecard target.

- Seventy-four per cent of the 4 114 *client contact sessions* for 2017 were devoted to Occupational Health interventions, such as baseline and periodic medical assessments, while 21% consisted of Primary Healthcare, such as the 663 vaccinations administered. Embedded in contact sessions were 697 vision screenings, 748 lung function tests and 675 audiometric tests, while blood tests took up 105 sessions and travel medicine required 122 visits.
- The biennial *Water Quality Audits* (Occupational Hygiene Surveys) conducted by this Practice in 2017, in fulfilment of the Hazardous Biological Agents regulations under the Occupational Health and Safety Act 85 of 1993, are summarised below. The three components of the project were:
 - *Legionella risk assessment and quantitative survey*
The National Health Laboratory Service was requested to undertake the study aimed at identifying high-risk water sources in geysers, gyms, pools, residences, fountains and tanks. Preventative sampling was done at these zones on each campus. Findings indicated that Legionella bacteria were not detected in the samples, and that hot water supply in residences was set at 55°C, while 60°C is recommended to prevent growth of Legionella.
Recommendations:
 - Temperature control in tanks and systems may pose a risk for Legionella species to grow, therefore cold water must be maintained below 20°C and hot water above 60°C.
 - Boiler tanks and cold water tanks must be serviced annually.
 - Plumbing dead legs must be removed to avoid stagnation of water in pipes.
 - Pipes should be insulated where needed to ensure temperature control.
 - *UJ bottled water survey*
Three samples were randomly collected from UJ and analysed against the standards for drinking water (South African National Standards (SANS) 241-2015). It was found that all of the analysed parameters complied with drinking water limits.
 - *Municipal water survey*
Four samples were collected by Waterlab, an accredited South African National Accreditation System (SANAS) laboratory and compared with a full suite of testing against SANS 241-2015. Chemical quality and bacteriological quality were further assessed. Findings showed that the samples were deemed fit for human consumption. The heterotrophic plate count at APK and the colour of the SWC and DFC samples exceeded the drinking water limits; however, they were indicators of operational shortcomings, and should therefore not impact human health.
 - *Event medical risk management* was completed for 80 academic and cultural events – only ten events appeared on the UJ Year Programme, necessitating accelerated action to manage the event risks associated with short lead times.
 - *Radiation dosimetry* results displayed no deviations beyond reference ranges – thus no occupational overexposure to radiation workers at UJ.
 - The annual, complimentary *Influenza Campaign* reached 503 employees across all campuses.
 - The annual *Movember Campaign*, aimed at promoting men's health (early detection of prostate cancer), benefitted 94 clients, who each had a complimentary blood test, valuation and feedback or referral as indicated.
 - *Food safety auditing*
The state of food safety at UJ was audited against 90% compliance to Hazard Analysis and Critical Control Points (HACCP) standards. After steady growth since 2011, UJ achieved an annual average total food safety score of 88% in 2017, compared to the 92% in 2016, indicating chiefly deficient temperature control measures by food providers on UJ sites. However, food poisoning has been effectively prevented as demonstrated by the 97% average microbial score achieved for all food vendors on UJ premises – a figure that outranks the food industry.
 - Consistent, high *client satisfaction rates* and positive narrative feedback exceeding 95% were received.

KEY/UNIQUE CONTRIBUTIONS TOWARDS GES IN THE REPORTING PERIOD

- National Food Safety certification for UJ food vendors
Following six years of food hygiene assessments at UJ food vendors, and exceeding international norms for Food Safety, such as a 92% average for UJ in 2016, a level of maturity has been reached. This status prompted an assessment towards certification of internal UJ food vendors, namely Madibeng Lounge, STH Main Kitchen, Design Café, and Johannesburg Institute for Advanced Study (JIAS), which was embarked upon in 2015. The certification for HACCP compliance occurred in alignment with the International Standards Certification. The certification audit took place in September 2017 and full certification was achieved: a first for an HEI in South Africa.
- HOD presented a paper at the International Medichem Conference.
- HOD represented UJ at two leading universities in Europe during benchmarking exercise.
- Seamless upward adjustment of medical surveillance targets to assimilate the insourcing project: the additional 586 cleaning staff baseline medical assessments had to be managed in addition to the annual target of 355 medical assessments; totalling 997 medical assessments.

AREAS REQUIRING ATTENTION

Insourced cleaning staff 2017

The nature of the insourcing project did not allow for selection of applicants. Baseline medical assessments were conducted by this Practice after the appointment of 586 insourced staff members.

Key findings included:

- The average age of the group was 41 years, ranging from 21 to 65; 21% were older than 50 years of age.
- More than half of the group were obese with a body mass index of 30 or above.
- 29% had hypertension and 68 people had to be referred for elevated blood pressure requiring treatment.
- HIV prevalence was 20%.
- 220 referrals to medical professionals were made for previously undiagnosed conditions or abnormal findings.
- Only 62% of cleaners received a Medical Certificate of Fitness for employment at their baseline medical assessments. The high number of referrals signifies that diagnosing and controlling chronic conditions would otherwise be required before such a certificate would be issued.

Poor indoor air quality is a prominent complaint at selected venues and workshops, e.g. FADA Visual Art, Jewellery and Industrial Design; APK Library; and laboratories where extraction ventilation patency is poorly maintained and causes a potential build-up of fumes. Poor indoor air quality remains a risk item on the Institutional Risk Register and needs comprehensive and coordinated assessment, remedial work and a planned programme of maintenance.

Water quality will need continued close monitoring to ensure its safety for drinking purposes, given the emerging risks around droughts and large-scale Listeriosis outbreak.

Food safety constitutes an ongoing vulnerability, due to the number of food outlets and unsafe practices by unauthorised persons, e.g. selling of food/drinks to students. Close monitoring and ongoing training are essential and rapid management of non-compliance is sought to mitigate the risk.

RESOURCE IMPLICATIONS

It is the observation of this Practice that a number of insourced cleaning staff are unfit for their particular position to a lesser or greater extent, given the clinical findings of the baseline medicals conducted after April 2017. Resource implications may become prevalent in:

- **Absenteeism, low productivity and incapacity**

The relative high burden of disease associated with older workers, such as diabetes, hypertension, cardiovascular disease, musculoskeletal problems and other chronic diseases, has the potential for frequent or prolonged absenteeism, low productivity and higher number of incapacity cases. The OHP is critical to the incapacity

process at UJ and spends a large proportion of time on repeated consultations, meetings and documentation. Obesity among cleaning staff further exceeded 51% and may impact negatively on service delivery.

■ **Monitoring of chronic conditions at the Occupational Health Practice and externally**

Over and above annual medical assessments, time will be spent, at the OHP, to monitor chronic conditions and, at external medical facilities, to monitor and control conditions; this implies the need for additional human resourcing at the OHP, especially on APK.

■ **Potential medical emergencies and occupational injuries**

Uncontrolled chronic conditions and obesity may result in collapse, injuries and deaths at work.

■ **Burden on Provident Fund**

A relative high number of temporary or permanent incapacity cases may ensue, which places a burden on the Provident Fund.

■ **Monitoring of indoor air quality** occurs pro-actively as per the Health Risk Audit Plan, and in response to observed risk. Budgetary provision is in place.

■ **Costs of water quality audits** are included in the OHP budget.

■ **Food safety audit/training costs** are included in the OHP budget.

KEY SHORT-, MEDIUM- AND LONG-TERM INITIATIVES IN SUPPORT OF THE ROLE TO ENHANCE THE EXCELLENCE AND STATURE OF UJ

Short- and medium-term initiatives


- Compliance with two legal mandates
 - Health surveillance of UJ staff to prevent impact of occupational stressors such as chemicals, biological agents, physical stress, noise and radiation on health: 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.
- DFC and APK clinic extensions to be operationalised, which would provide professional space to work in.
- Surveillance for emerging communicable disease, e.g. such as Listeriosis (focus on food safety is therefore underscored).
- Radiation Protection Control System: a survey among UJ stakeholders is planned for February 2018 to assess the current operational system.
- The input by the Technical Team on the Potentially Disrupted Healthcare Services due to Protest Action document will be finalised and submitted to MEC.
- Centralised Chronic Medicine Dispensing and Distribution (CCMDD) – the pilot project to provide chronic medicine to and monitoring of employees with chronic conditions at DFC – will be completed in liaison with the Department of Health.
- Work-integrated learning for Occupational Health and Environmental Health students will be overseen, in liaison with the Dean of the Faculty of Health Sciences (February 2018).
- Continuous Professional Development (CPD) Service Provider: An application will be submitted to the South African Nursing Council. The aim is to facilitate Portfolios of Evidence for professional nurses in the employ of UJ. CPD is compulsory and submission of such a portfolio will be a prerequisite for annual South African Nursing Council registration to practise as from 1 January 2019.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers, such as in U21, Sigma Theta Tau International (Honour Society for Nurses), Medichem Scientific Committee, and the International Commission for Occupational Health.
- Trendsetting in OHP governance at an HEI.

CONCLUSION

The Occupational Health Practice presents UJ with an annual performance result that demonstrates its bespoke design, evidence-based practice and dynamic response to occupational health risk.

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Kinta Burger (Prof)

Registrar

Primary Healthcare Service

OPERATING CONTEXT

Primary Healthcare Service is a division that focuses on student health and wellness and reports to the Registrar's Portfolio. The services are offered to UJ students and staff, at no cost to the patient. The service is available on all campuses and is managed by primary healthcare nurse practitioners (PHCNP). The medical doctor provides clinical services to all clinics and provides support to nursing staff. Higher level of care patients are referred to clinics and hospitals as preferred by the patient or to the nearest hospital.

GOVERNANCE

The Primary Healthcare (PHC) Service Committee Charter guides the operation of the service in alignment with the National Department of Health's (DoH) Primary Healthcare Core Standards. The core operational functions include the provision of PHC, sexual reproductive health (SRH), HIV testing service, event medical planning for UJ Sport Division, health promotion, screening of chronic conditions and travel health medicine. PHCNPs are all suitably qualified and licensed to practise under the Nursing Act 33 of 2005. They have a licence to prescribe medication according to Section 56(6) of the Act and all have a dispensing licence, which is a requirement for all clinicians. The clinics are managed by PHCNPs, with medical practitioner, Dr S Surtee, providing additional medical support, as is the statutory requirement of the licence to practice.

The Division 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.
- **Values:**
 - The promotion of ethical integrity and accountability towards the profession, patients and the University;
 - The promotion of cultural diversity and unconditional acceptance of all individuals in our care;
 - The recognition and promotion of innovation in healthcare delivery and health promotion.

RISK MANAGEMENT

The following are key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff and students resulting from needle-stick injuries. Mitigation: Vaccination against Hepatitis A & B and provision of treatment post needle-stick injury to prevent other infections, such as HIV.
- Travel health risks: Infections and illnesses that may occur while on excursions. Mitigation: A pre- and post-travel health assessment is done on clients who use the clinic with dissemination of information on outbreaks via uLink.

- Delay in medical response due to unforeseen circumstances poses a risk such that patients may not receive prompt high-level intervention from Netcare 911. A contract exists with emergency medical support from Netcare 911 and they will in turn source nearest resources should they not meet the need.
- The current location of the DFC Clinic poses risk to patient confidentiality and does not meet the legal requirements of a health facility.
- An emerging risk is the minimal availability of Termination of Pregnancy (TOP) clinics offered by the Department of Health.

STRATEGIC FOCUS AND TARGETS

Focusing on the Strategic Objectives 2018-2025

Aligning departmental objectives with the overall University strategic objectives has led to the division focusing on the following objectives:

- An enriching student-friendly learning and living experience
 - Providing excellent PHC with the focus on enhancing the student experience;
 - Following the strategic plan as guided by the DoH.
- National and global reputation management
 - Identifying and mitigating risk within the medical management of patients, therefore eliminating risk of injury to patients;
 - Ensuring thorough event risk assessment for sporting events taking place at UJ.
- Fitness for global excellence and stature
 - Ensuring good governance in relation to human and financial resources to ensure sustainability of the service, while taking care of the environment locally and globally;
 - Assessing students on international trips to ensure their health status is adequate, and providing prophylactic medication to protect them against prevalent medical conditions.

Strategic objectives and targets for the period 2018-2025

Short-term goals

- **Health promotion:** Use of peer education to promote health awareness. The programme is to form an integral part of Social Work interns' experiential learning within the division.
- **Risky Student Behaviour Committee:** Lead and coordinate the strategic and operational duties to curb and respond to identified behaviours. This is in collaboration with stakeholders in the support and academic divisions.
- **Pre-exposure prophylaxis and antiretroviral therapy:** Collaborate with ART centres to provide treatment on campus and collect medication on behalf of students. The purpose is to enable more access to ART by students while they are at university.
- **Client Satisfaction Survey:** Maintain a high client satisfaction rate of 85% and above.
- **HIV Testing Service:** Achieve a 5% annual increase in HIV counselling and testing.
- **Adverse events:** Maintain a 0% rate of adverse medical events.
- **DFC Clinic project:** Completion and occupation of the new DFC Clinic.
- **Drug and substance abuse awareness:** Engage with Departments of Health and of Social Development to facilitate awareness of and resources for drug and substance abuse.
- **Mental health support services:** Engage DoH in providing psychiatric services to students.
- **Library talks:** Collaborate with the Library to obtain a platform to discuss health and related social behavioural issues affecting students.
- **Expanding clinic hours:** Increase operational hours to 17:00 to allow students to come out of office hours.

Long-term goals

- Memorandum of Agreement with Department of Health at UJ level and an expectation to increase the same to all Gauteng universities.

- The PHC Clinic to be on the District Health Information System for accurate record keeping and future resource allocation.
- Restructuring of APK Clinic to accommodate an additional consulting room.
- Engagement with DoH to expand services, such as mental health, dentistry, dietetics/nutritionists, etc.

PERFORMANCE

Achievements

The PHC service had a successful year in that most objectives were achieved with some exceeded.

- **Consultations:** The number of patients consulted was 27 681, which is in line with the annual estimate over the past five years. A total of 25 131 patients were students and 2 532 were staff members. This is a 28% decrease in staff consultations in comparison to the previous year. The clinic with the highest number of consultations was APK due to its size and the number of students on campus. This was followed by DFC, then SWC with APB being the lowest. APB has only one nurse and this can be improved by obtaining approval for the motivation for a new position. This has been put through in the budgeting period for 2018.
- **Staff vs student healthcare services:** This achievement refers to focusing the PHC services on students who are generally without medical insurance. The MEC approved that only students and staff at lower Peromnes level, i.e. P17-P15, should access the clinic services. This resulted in 2 642 more students receiving healthcare in relation to 2016 and previous years, which led students to appreciate the service even more. Staff were also provided with unique access to the clinic by receiving family planning (FP) services for an hour at all clinics.
- **Sexual reproductive health (SRH) services:** This year was the first of a three- year contract cycle with DoH enabling us to provide family planning at UJ.
 - **Family planning (FP):** Various methods of FP were provided to 9 585 clients, which was a constant 12,7% increase over the previous two years. APK had the busiest FP clinic, as there is a dedicated nurse for this service. More pregnancy tests were done this year, with an 8% increase from the previous year, from 1 206 to 1 306 tests. Of all diagnosed pregnant, 31% opted to be referred for Termination of Pregnancy (TOP).
 - **Emergency contraception,** commonly referred to as the 'morning after' pill, was given to 169 patients, which is much lower than the previous year, by 17,5%. This is a positive sign, as FP numbers were higher than in previous years.
 - **Sexually transmitted infections (STIs):** In the 2016 report, it was indicated that there had been a drop of 30% in STIs treated at the clinics. This drop was reversed in 2017, as there was a 12% increase, to a total of 1 296 in patients treated for various forms of STIs. These clients were encouraged to bring their partners for treatment to avoid re-infection and spreading the infection. Very few patients actually reported to the clinic with the referral letter.
 - **Post-exposure prophylaxis to sexual assault victims:** Four clients were referred to Milpark Hospital for management.
- **HIV testing services:** The service exceeded expectations in that we had a 17% increase. As such, a total of 4 776 clients were tested for HIV. As a result, those who tested positive also increased by 16% to 85 clients. The prevalence rate remains constant at 1,7%. The achievement of a more than 5% increase for HIV testing was due to the involvement of Social Work and Psychology interns, among other activities done to encourage clients to test. More people testing positive means that they can be referred to commence ART and contribute positively to the 9090-90 strategy as indicated in the strategic objectives of the DoH. SWC still had the highest number of those testing positive. Strong collaboration with IOHA exists to follow up on positives and ensure their adherence to treatment and care.
- **Health promotion** focused on the following areas:
 - Condom/STI month, which focused on SRH programmes
 - Tuberculosis Awareness Month

- Vaccination drive
- Drug and alcohol abuse
- Breast cancer
- Men's health
- Gender-based violence

These activities were undertaken in collaboration with the Library, IOHA, Student Affairs, SRC, UJFM, residences and day houses. External partners included DoH, Right to Care-Themba Lethu Clinic, SANCA, City of Johannesburg, Wits HIV Clinical Research Unit, and Foundation for Professional Development.

- **Travel health:** The service was offered to a total of 387 students, which is a very significant increase from the 118 who consulted the previous year, and an almost 70% increase in the budget allocated for travel health medication. This was as a result of the Internationalisation Office increasing the number of students going on excursions out of the country. Most required malaria prophylaxis and yellow fever vaccinations.
- **Event medical risk:** UJ Sport had a total of 30 events, both planned and unplanned, with 50 notifications to Netcare 911. Departments had to pay from their budgets due to a lack of funds in the Netcare 911 account.
- **Emergency medical care:** MySOS app was advertised on all communication media within the University. The uptake was not optimal and further marketing is required. The plan going forward is to incorporate its use in the internal Protection Services control room.
- **Client satisfaction survey:** 89% average at all clinics.
- **Medical adverse events** were maintained at 0%.

EMPLOYEE PROFILE

The staff complement was 18 permanent and one temporary staff member reporting to the PHC manager. The profile of employees was 94% black and 83% female. This is in keeping with the national trend wherein the ratio of male to female nurses is at 1:17 in South Africa; 38% of staff were coloured and 11% Asian.

Table 78: Employee profile

POSITION	FEMALE	MALE	BLACK	ASIAN	COLOURED
Manager	1		1		
Doctor	1			1	
PHCNP	6	1	6	1	1
HIV Counsellor	2	2	4		
Administrative staff	6		4		2

Appointments and resignations

The Division had two vacancies created by the resignation of an administrative assistant and a PHC nurse practitioner. These were both filled at APB and SWC, respectively.

Training and development

Sr Khabi was in the final stages of completing her MCur Nursing Science degree with UJ. Ms Mogodi completed the Business Administration course offered by UJ HR Division. Sr Geya completed her Certificate in Management Advancement Programme offered by Wits Business School. Conferences attended included Travel Medicine, South African Association of Campus Health Services (SAACHS) and the Higher Education HIV and AIDS Programme (HEAIDS) Youth Conference in Durban where both staff and students made presentations. The Institutional Office for HIV and AIDS (IOHA) hosted the SAY WHAT Youth Conference at SWC where Sr Badiri presented her study on SRH within the university environment. Administrative staff attended the Secretary's Day conference. Counsellors attended the HEAIDS conference and also went for project management training where they obtained certificates.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

The Division operated four cost centers with a budget allocation of R6 080 854.92 with an approximate spend of 94% of the operational budget. There were no reports of irregularity in spending.

LEADERSHIP

Sister Geya was Chairperson of the National Forum for Campus Health HODs, which comprises all Heads of Campus Health Clinics in South African universities. She was also part of the UJ's Women in Leadership Programme aimed at empowering young women in leadership positions.

CONCLUSION AND WAY FORWARD

Short-term plan

Implementation of the following activities and programmes:

- Coordinate and lead the RSB committee in collaboration with IOHA and other stakeholders;
- Introduce First Year Experience (FYE) for Health and Wellness (IOHA and PHC);
- Conduct peer education programme;
- Implement residence programme to include Social Work interns and peer educators, for on- and off-campus residences;
- Promote health, using universal health calendar in collaboration with UJFM;
- Collaborate with the Library to have focus group discussion on specific themes, such as drug use, transactional sex relationships, human trafficking, etc.;
- Ensure availability of sanitary pads for female students at residences and at Campus Health Clinics.

Long-term plan

- Memorandum of Agreement with Department of Health at UJ level and an expectation to increase the same to all Gauteng universities;
- The PHC Clinic to be on the District Health Information System (DHIS) for accurate record keeping and future resource allocation by the DoH;
- Restructuring of the APK Clinic to accommodate an additional consulting room;
- The MySOS app contract to be re-evaluated and a new way forward indicated;
- Specific focus on mental health services available to students, which relates to sourcing psychiatric services for treatment purposes.



Kinta Burger (Prof)

Registrar

Institutional Office for HIV and AIDS (IOHA)

BACKGROUND

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role for the HIV/AIDS programme in accordance with the National Strategic Plan (NSP) for HIV/AIDS and related diseases, and the HEAIDS Strategy 2012. It functions within the legal and management framework of the University of Johannesburg in accordance with the Charter of UJ's HIV/AIDS Committee, to ensure the realisation of the strategy.

The Office is also mandated to facilitate implementation of providing combination prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for HIV/AIDS related matters within the UJ community. The core operational function includes HIV prevention through sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV. The purpose of the report is to provide an overview of the coordinated institutional HIV/AIDS response, which is monitored and evaluated by the HIV/AIDS Committee.

STRATEGIC FOCUS AND TARGETS

IOHA's measurable targets for 2017

- Prevention, care and support:
 - Prevent HIV and promote sexual health ('Healthy is the new sexy' campaign) by addressing social drivers for the spread of HIV and AIDS including risky student behaviour.
 - Coordinate a gender-based violence (GBV) programme through HEAIDS funding, i.e. support a 24-hour hotline; offer self-defence classes, make GBV ambassadors known and accessible; establish a database and case management for incidents and increase awareness.
 - Partner with the Department of Social Development or an NGO on a substance abuse programme during campaigns and events.
 - Partner with two organisations to take health and wellness to the next level regarding healthy eating and exercising. These initiatives to be implemented at residences as well.
 - Promote and advocate human rights issues related to marginalised groupings like women, people with disabilities (PWD), lesbian, gay, bisexual, transgender and intersex (LGBTI) and people with HIV (PWHIV) through expansion of the Safe Zone Campaign in partnership with different internal and external stakeholders, and develop a sustainable year plan through consolidation of different calendars.
 - Host a Southern African youth conference in July.
 - Continue to support Technical Vocational Education and Training (TVET) colleges.
 - Offer facilitation training and workshops at faculty level and in the residences to build capacity, engage and up-skill students and service staff on social drivers and issues related to HIV and AIDS.
 - Provide biomedical and psycho-social interventions and strategies aimed at preventing HIV, sexually

transmitted infection (STI) and tuberculosis (TB) transmissions by providing mass HIV counselling and testing (HCT), condom distribution and facilitating individual and group consultations for PWHIV.

- Sustain excellence in service delivery, within the scope of resources available.
- Achieve the IOHA strategic objectives as outlined in the UJ Strategic Plan (2014-2025).

2020 targets

- Sustained excellence of service on all campuses with a client satisfaction rate of 85%.
- Expansion of Link Network to 2 000 members.
- Significant positive shift in knowledge, attitude, perceptions and behaviour regarding risky student behaviours (as indicated by internal and external surveys).
- Focused quarterly awareness campaigns run jointly with Campus Health.
- Incorporation of educational material into induction programmes, such as FYE, SRC, RAG, house committees and societies.

2025 targets

Similar to 2020 targets with the following extension:

- Sustained excellence of service on all campuses with a client satisfaction rate of 90%.
- Expansion of Link Network to 3 000 members.
- Programme on risky student behaviour/healthy lifestyles to all students as part of FYE and SSE.

INNOVATIVE ACHIEVEMENTS IN 2017

Mass testing campaigns were successfully implemented in March, May and August, in line with the strategy to create a testing culture among the UJ community; these were executed in partnership with external HIV testing providers.

Condom distribution at campuses, residences and Campus Health was maintained. IOHA is responsible for ordering and distributing both male and female condoms across campuses. Distribution of lubrication was started across campuses during testing campaigns.

Peer educators' training plays a critical role in empowering students, who further share the knowledge learnt with their peers within the university community and beyond. The process to expand the peer education programme was started. The long-term plan is to formalise the programme, i.e. issue a certificate of competence instead of attendance to participants.

The Care and Support Programme is a pillar developed by the UJ Wellness Programme that aims to ensure optimal health and functioning for students and staff infected with HIV at UJ, by providing social and educational support. This year, the Department started by ensuring that all the documentation related to care and support was developed and updated. This included the UJ Wellness Programme (Policy on Care and Support), and educational materials (Steps to Follow When you Test Positive, Disclosure and Side Effects of ARVs). All these documents are posted on the IOHA website. The 12-page booklet begun in August last year titled, *Destined to Survive*, was finalised and was posted on the website. Two capacity building workshops were held in May and August. The discussions addressed social and biomedical challenges, like relationships, treatment, side effects, adherence, emotional stages of living with HIV and disclosure. The services of Positive Convention as an advisor and external referral provider showed positive results and assisted in ensuring support for all HIV positive students.

Training and workshops

IOHA, under the Health and Wellness Division, presented at various FYE seminars in all faculties. Sexual reproductive health and rights (SRHR) training and workshops were also conducted at residences under their RSB strategy. In line with our goal to be the epicentre of knowledge creation globally about HIV/AIDS, STIs and TB within the higher education sector (through research, curriculum integration and innovation), training workshops and collaborative projects were conducted with various departments and faculties.

We continued positioning IOHA among its internal and external stakeholders using the following strategic and innovative methods of communication:

■ **Internal partnerships**

- Partnerships with PHC and UJFM were strengthened. IOHA had a permanent weekly slot at UJFM.
- Partnership with UJ Strategic Marketing was maintained, which assisted in redesigning the IOHA website page. They also advertised all our events on UJ social media.
- IOHA was represented at different committees and meetings, with the aim of strengthening partnerships and collaboration, e.g. FYS/FYE committee; Campus Operations meetings and HR Wellness committee meetings.
- Partnerships continued to be fostered with departments like the Postgraduate School, UJ Graphic Design Studio, Student Affairs, Community Engagement, Campus Health, HR Wellness, Library and faculties to address issues relating to sexual and reproductive health.

■ **External partnerships**

- Partnership with Society for Anova Health Institute, Muslim Aids Programme (MAP) and Isizindazempilo (ISO) continued to be maintained as our testing providers.
- The first-year orientation programme was undertaken in collaboration with above partners, and students were engaged in awareness conversations.
- The TB Day celebration was undertaken in collaboration with Campus Health, HR Wellness, DoH and Wits Reproductive Health Institute to commemorate and create TB awareness at our institution.
- The number of marketing partners increased, which strengthened our campaigns, as students like competitions and like to receive prizes.
- A new partnership was formed with Wits Reproductive Health Institute (WRHI), for referral of positive students and other SRHR related matters.
- The University of Johannesburg-IOHA (UJ), in partnership with SAYWHAT Zimbabwe and the University of KwaZulu-Natal (UKZN), hosted a successful second annual Southern African Regional Student Youth Conference on Sexual Reproductive Health and Rights in Gauteng from 13-15 July 2017, under the theme: 'Building a business case for a solid future: Promoting Access to Youth Sexual Reproductive Health and Commodities'.

- The Unit has staff who are passionate about SRHR issues to ensure leadership when it comes to responding to biomedical and psychosocial issues. IOHA successfully marketed itself as a brand, and as a result, partnerships with both internal and external stakeholders improved. However, great caution needs to be taken to ensure sustainability and maintenance of the implemented projects. Therefore, in 2018, the focus will be on consolidating and streamlining current projects.

PERFORMANCE IN 2017

HIV prevention

The HIV Counselling Service (HCS) is one of the key contributors towards the realisation of UNAID's 90-90-90 strategy, i.e. 90% of the community to know their status, 90% diagnosed with the HIV infection to know their status, and 90% to be virally suppressed. The First-Things-First Strategy adopted by HEAIDS for HEIs and TVETs contributes significantly to this, as young people between the ages of 15-24, who are at high risk for contracting the disease, are at these institutions.

In total, 10 879 clients were tested in 2017, compared to 8 887 in 2016, which was an increase of 1 992, i.e. 22%. The target for 2017 HCT was 9 331, and the actual was thus 17% more than the expected target.

Regarding profiling, 95% of those tested were students (as HR Wellness is responsible for targeted testing for staff), and 65% of clients were females. The finding is consistent with the national profile where the majority of people testing are females. Collaborative initiatives introduced in 2017, such as the strengthening of residence wellness programmes and weekly testing, yielded positive results, and this contributed positively towards the UNAIDS 90-90-90 strategy. Of the people tested, 32% were first-year students and 24% tested for the first time. This shows the success of the DoH strategy to intensify testing among the youth between the ages of 15-24.

HIV prevalence

A total of 100 clients tested HIV positive, i.e. UJ remained at 1% prevalence. According to Stats SA 2017, it is estimated that the national HIV prevalence is 12,6%, with the Gauteng province prevalence estimated to be 13,1%, according to the South African AIDS Council, 2016. Therefore, the UJ prevalence rate is indeed low when compared with the national and provincial statistics, based on the number of people tested. However, prevalence among females remains higher than among males, which is also consistent with the Stats SA 2017 estimates, which found that approximately one-fifth of South African women in their reproductive ages (15-49) are HIV positive. SWC had the highest number of clients who tested positive, even though the testing numbers were low. In 2018, the plan is to intensify testing at SWC to increase case findings and support. Faculties where prevalence was high were FEFS and Management (now the College of Business and Economics), but this was also because they had the highest number of students who came to test. When analysed by year groups, first- and second-year students had the highest numbers testing positive.

HIV care and support

Out of the 100 clients who tested HIV positive, 70 consented to be referred to IOHA and 66 (94%) of these agreed to join the Care and Support programme offered by the University. Currently, 47 (67%) of them are on treatment and adhering to it. This is a significant contribution towards the 2022 National Strategy that by then 90% of people diagnosed with HIV infection should receive sustained treatment. Communication with students is facilitated in different ways, including individual contact, social clubs and buddy support by older students for those newly diagnosed, depending on what they prefer. Due to issues of stigma, trust and ethical considerations, confidentiality is strictly adhered to by allowing students to choose the manner in which they want to be supported.

Barrier methods

Different barrier methods are available across campuses. Correct and consistent use of barrier methods like condoms has been identified as an effective means to protect against STIs, including HIV. Additionally, condoms are the only contraceptive method that also provides dual protection, i.e. against STIs and pregnancy. Therefore, increased awareness and availability remain important prevention strategies. More than a million male condoms and fifty thousand female condoms were distributed, which is an increase of 4% and 9%, respectively, from 2016.

Peer education

To transform and adapt to current trends around peer educator training, UJ is integrating and implementing the programme into an e-learning platform. The programme has been designed in a manner that enhances student 'graduateness', further capacitating peer educators with skills relevant to the 21st century job market. Such skills include presentation and communication skills, proposal and report writing, use of technology/social media to market projects, and working in teams while embracing diversity. A total of 166 applications were received from current LINK members, the LINK network and some staff members to join the e-learning programme. In further empowering students, peer educators were exposed to advanced training workshops, which were offered by both internal and external partners.

Students are first empowered through training, where they first work with individual sexual behavioural risks and internalised stigma as a self-awareness exercise. After that they undergo training on different sexual reproductive health and rights (SRHR) topics, which enables them to take the messages to their peers as part of our social mobilisation initiatives. A total of 121 students participated in the programme, compared to a target of 65.

Curriculum integration, research and innovation

Mentorship programme

The Department of Social Work partnered with IOHA and Campus Health to provide a mentorship programme for some of their fourth-year students. Students were trained in HIV counselling and testing. After that they were placed strategically at various higher education institutions (HEIs) and TVETs, i.e. South-Western College and Central Johannesburg College, in their support divisions that provide SRHR services to students.

Research project

In 2017, the Social Work Department in partnership with IOHA facilitated the Social Work fourth-year research report module. The study plans to address aspects around safe sex empowerment of university students and will run for three years. Ethical approval was received and students started with data collection. The first report will be submitted to the Department.

Internship programmes

In contributing positively towards work readiness and the HIV curriculum integration programme, IOHA hosted students from the following departments, two honours Sociology students, three Community Development and Leadership honours students from the Social Work Department and one from the Marketing Department. Additionally, two Social Work students applied to volunteer at IOHA to gain more skill on issues around SRHR, which they could acquire during their agency placement practical.

Training workshops

Capacity building workshops contributed towards the need to produce high quality graduates who can play a role in the knowledge economy and be responsive to the economic and social needs of the country. Different faculties and departments invited IOHA to present to students and create heightened awareness of issues relating to social drivers for HIV and risky student behaviour, e.g. gender-based violence, multiple partner relationships, LGBTI-MSM, Sugar Daddy, and drug and alcohol use/abuse.

Departments that implement curriculum integration through skills building are Nursing, Social Work, FADA, Psychology, Education, and Management-HR.

IOHA was invited to present sexual reproductive health talks to first-year students. The presentations focused on informing students about the different services that the Health and Wellness Division provided. A video showcasing various possible risky student behaviours (RSB) scenarios was also screened.

A group of students from the Department of Quality and Operations Management in the Faculty of Engineering and the Built Environment (FEBE), requested to evaluate IOHA through an assignment as per a departmental requirement. Through this, students learned about the Office and also gained awareness on social issues affecting the community.

Residence Life invited IOHA to present at the House Committee (HC) training workshop. The aim was to capacitate HCs as leaders on RSB issues and their leadership roles regarding these.

Campaigns and awareness programmes

Awareness was enhanced regarding issues relating to sexual reproductive health and rights (SRHR) and RSB due to strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sport, HR Wellness and PsyCaD. IOHA strategised its HIV/AIDS prevention programmes within the HEAIDS 'Big Seven' projects, namely First-Thing-First HIV Counselling and Testing (HCT) Programme; Men's health through HEAIDS 'Brother's for Life', Woman's Health (ZAZI), LGBTI-MSM programme, Balance Your Life, Future Beats-Campus Radio project and Monitoring and Evaluation.

First-thing-first HIV Counselling and Testing (HCT) Programme

HCT is basic to the efforts to mitigate the spread of HIV and AIDS. To know one's HIV status is the basis for caring for oneself and one's loved ones, and for protecting the broader community from HIV and AIDS. To test HIV negative calls for behaviour to stay HIV negative by taking responsibility with regard to the HIV risk. To test HIV positive calls for precautions to protect oneself and others further, and to be enrolled in wellness and treatment, care and support programmes. There are three main targeted mass testing campaigns, namely February – Condom and STI Awareness; May – Care Month; and August – Stigma Knockout Month. Testing campaigns are executed across campuses and include participation in the residences, in risky student behaviour (RSB) and health and wellness drives in partnership with Residence Life; additionally, participating in TB Day as hosted by Campus Health.

UJ TB Day

Internationally, the World Health Organization (WHO) has declared 24 March as a commemorative day to raise awareness of programmes that curb the spread of TB, and also to remember those who have died due to the illness. UJ's Primary Healthcare Service, IOHA and the Gymnasium commemorated World TB Day, in partnership with the Right To Care-Themba Lethu Clinic in the TB Unit and the Clinical HIV Research Unit at Helen Joseph Hospital, City of Johannesburg. TB Day was jointly hosted by screening for TB and HIV among students and staff, and we received a great reception. Students gathered in the various stalls at the student centres, to get educated, tested and counselled. A total of 160 students and staff came for wellness screening (TB, blood pressure and glucose) and HIV testing. Eight were referred for STIs and 13 for TB.

Take the Hollard Daredevil Run

The Daredevil Run is a massive countrywide phenomenon. Even though the event is full of fun, it also focuses on raising awareness by using the power of collective action to inspire positive change. Some UJ students were sponsored to participate in the event in support of cancers affecting men, especially prostate cancer.

UJ's walk against gender-based violence

In April, the UJ community, led by Student Affairs in partnership with IOHA, Campus Health and Community Engagement, partnered to organise a walk against sexual and gender-based violence (SGBV) to emphasise the University's commitment to end all forms of SGBV before it happens and as a means of responding to the needs of all survivors, who can be women and girls, as well as men and boys. This additionally created an enabling environment for individual and collective change. The walk started at APB and finished at APK. According to the United Nations (UN), one in three women still experience physical or sexual violence (2016). However, such violence is experienced by both women and men, especially among vulnerable groups. This experience can happen to any individual at any space or in any community, not forgetting higher education institutions (HEIs). Some of the cases have not been reported as survivors fear stigma and discrimination.

Safe Zones project (LGBT+ Programme)

In implementing the Safe Zones Project and LGBT+ programme, the University executed a launch event in May 2017, facilitated by IOHA as the current secretariat of the Safe Zones project. This was in partnership with Students Affairs, Campus Health, LGBT+ student societies and external partners. The highlight of the event was the integration of the candlelight memorial, which was held in memory of various LGBT+ individuals who lost their life because of this identity, through SGBV and other forms of discrimination. This marked the beginning of many awareness campaigns and events that sought to address Safe Zone issues within the University, including a series of informative safety awareness talks on APK, DFC and SWC. The aim of the information sessions was to inform students and staff of methods on how to protect themselves, following the spate of violence against and abduction of women in South Africa. The talk was well attended, interactive with a self-defence demonstration session from Buff, which students enjoyed. UJ Protection Services informed students of the safety routes recently implemented and safety deployment cameras. The hope is for the sessions to become a continuous dialogue and not only a once-off discussion to curb the current spate of violence;

Southern African Regional Students and Youth Conference (SARSYC)

The University of Johannesburg-IOHA (UJ) in partnership with SAYWHAT Zimbabwe and the University of KwaZulu-Natal (UKZN) hosted a successful second annual Southern African Regional Student Youth Conference on Sexual Reproductive Health and Rights at SWC from 13-15 July 2017, under the theme: 'Building a Business case for a solid future: Promoting Access to youth sexual reproductive health and commodities'. In total, 421 delegates from around Southern Africa attended the conference. The conference also gave delegates an opportunity to call on Southern African Development Countries (SADC) to domesticate regional commitments and ensure that their commitments are enshrined in country policies. The students and youth had the opportunity to learn about the different networks, programmes and events of young people that already exist in Southern Africa and Africa, in general, and how they can participate and be part of these networks. Some of these networks and platforms include Southern African Development Community (SADC), Pan-African Youth

Union (PYU), Africa Youth Day, African Youth and Adolescents Network (AfriYAN), and Southern African Regional Web for Life (SARWEB). In conclusion, UJ values the partnerships formed during the conference, in particular sponsorships from the Soul City Institute for Social Justice, Gauteng Tourism Authority, Ford Foundation and UJ internal departments. All participants were spoiled for choice in terms of a gala dinner as part of the opening ceremony and a Soweto tour on the last day of the conference. The closing ceremony was held at Sakhumzi Restaurant where African cuisine was served.

UJ Stigma Soccer Knockout Challenge and Dialogue

The UJ Stigma Soccer Knockout Challenge was held in September. The tournament forms part of the campaign commemorating and raising awareness of the stigma attached to HIV/AIDS. This year, IOHA in partnership with UJ Sport, Student Affairs, Ethics and Judicial Services, Campus Health, Grassroots Soccer and the UJ SRC hosted its annual soccer and netball challenge to heighten awareness of stigma and discrimination against marginalised communities, i.e. people with disabilities, LGBTI+ and people with HIV.

UJ World AIDS Day was celebrated in recognition of people affected and infected by HIV and AIDS within our community. Two events were hosted on that day. The first one was a car wash by peer educators, which aimed to collect and distribute sanitary products as well as create awareness to the challenges that women face in various spheres of life. UJ staff and students participated in delivering pads in exchange for their cars being washed. The project served young women residing at residences by ensuring a monthly supply of sanitary towels, especially for low resourced students. The second one was a Good Stories Comedy Night. HIV was originally introduced as the 'virus that kills', and for many years that was the picture associated with the virus. However, that picture has changed since the introduction of ARVs. The purpose of the comedy show was to change the way people view and experience HIV/AIDS with the aim of changing mindsets, fighting stigma and demonstrating that being diagnosed with HIV/AIDS is not the end, nor is it a death sentence.

Women's programme

In September, IOHA hosted the third edition of its Annual High Tea for women as part of its Cover Up Campaign. The campaign was started in 2014 as a means of raising awareness of the high pregnancy rate among students, and creating awareness and empowering them as to female condom use, as a means of taking responsibility for their own protection and not depending on male condoms as the only barrier method. Furthermore, an empowerment camp for both women and men was organised by female peer educators in September. A total of 24 men and 32 women attended the camp. The aim of the camp was to establish a platform where young men and women could engage in a non-threatening environment regarding issues around sex and sexuality as well as empowering each other on life skills and solutions on issues affecting them.

As part of the efforts to provide inclusive health and wellness services, IOHA in partnership with internal stakeholders, hosted a postgraduate health and wellness day. Health screenings that were rendered included HIV screening, blood pressure and cholesterol testing, weight management and facilitated reproductive health education dialogues. Such an initiative was well received since most postgraduate students felt priority was given to undergraduates; this included the concern that most postgraduate students did not have time to visit the health centres due to their academic demands.

Apart from hosting a postgraduate health and wellness day, IOHA in partnership with internal stakeholders hosted a dialogue titled: 'The unspoken experiences: Thesis vs personal well-being'. The dialogue was aimed at exploring the challenges that confront postgraduate students in balancing their academic work and well-being. The panel consisted of various experts ranging from a health and wellness specialist, a specialist in lived experiences, and a research support specialist.

IOHA in partnership with the UJ Library, Campus Health, Department of Nursing and International Partners for Microbicides (IMP) hosted a dialogue focusing on a new preventative tool that may be used in the future once it gets approval from the various medical and drug authorities. The dialogue was well received by delegates, ranging from UJ students and staff, to the Premier's Office of the Gauteng Employee Health and Wellness Programme (EHWP), and various NGOs based in and around the University.

In concluding the HIV curriculum integration programme with FADA, students exhibited their work as part of the HIV IOHA/FADA exhibition under the theme 'Using art and design to address the sexual reproductive health and rights (SRHR) issues'. As part of the opening event, students were awarded prizes for their excellent contributions to the SRHR field.

Social Media: Website, Facebook and Twitter

IOHA's objective is to create the next HIV free generation by developing a community that is informed, educated, self-aware and inspired. Together with the University of Johannesburg and other partners, by leveraging the power of social media and campus radio, it becomes possible to reach out to youth in ways that are fun, engaging and interactive, thus breaking the barriers of stigma and discrimination. There is a growing body of evidence that supports the incorporation of social media into health promotion, and social media websites such as Facebook, YouTube, and Twitter are increasingly used by health promoters. Currently, visitors to the website are 62% male compared to 38% female, with the majority being between the ages of 18-24.

The IOHA Facebook page is an active means of communication, with many of its online campaigns being done through the page. The page has seen growing visible interaction and participation from the UJ community. To date, the page has had 1 065 likes. The total number visiting the page during 2017 was 70 162, with 96% participation, i.e. views, shares and comments, for campaigns advertised. The IOHA Twitter page earned 26 241 impressions from March to December 2017 (meaning the number of people who have seen and read tweets from the page).

It has also been observed that campaigns where there was partnership with other departments internally and externally received the highest reviews, i.e. TB Day, Youth Conference, Stigma Soccer Knockout and Worlds AIDS Day.

EMPLOYEE PROFILE

Table 79: Staff Composition

GENDER	DEMOGRAPHICS	DIVERSITY
Female	3 black	0
Male	2 black	2 LGBTI

Staff development

Staff members attended training and workshops as per their individual development plan and also workshops orienting them to UJ governance, e.g. health and safety and HR. Coordinators attended management courses offered by HR to gain insight into high-level strategy, and in view of the IOHA succession plan. HIV programme coordinators also presented at conferences and workshops as part of contributing towards UJ's global footprint.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

The HIV/AIDS committee budget for 2017 amounted to R1 23 500 and 92% of the budget was used. The Institutional Office for HIV and AIDS budget for 2017 amounted to R3 667 850.24 and 96% of the budget was spent.

Monitoring and evaluation

Overall client satisfaction rate during HCT testing campaigns was 95%. Capacity building workshops training feedback averaged at 85%. Students were concerned mainly about the limited time allocated for training, which did not allow much engagement.

LEADERSHIP FOOTPRINT

- IOHA was requested to assist in the implementation of a peer education training programme at the University of Pretoria and Sefako Makgatho University.

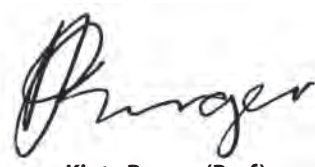
- University Pretoria Colloquium: The University of Johannesburg was invited to attend the gender and sexuality colloquium, which was hosted by the Centre for Sexualities AIDS & Gender (CSA&G) at the University of Pretoria. The colloquium focused on Freud's theories that help us to understand gender and sexuality and the work that has been done by various organisations, such as the Other Foundation.
- IOHA also visited some churches and clinics to provide GBV awareness workshops as part of expanding UJ's excellence footprint.
- The Care and Support Plan put in place last year started to yield positive results as there was a database for all referred clients. Clients were also supported according to their choice, i.e. face to face, group, social media; and those that did not want to join the internal programme were referred to our external partner.
- IOHA represented UJ at the HEAIDS National Forum for SRHR Practitioners.
- IOHA led a Safe Zone project, which was aimed at ensuring that all stakeholders participate in creating a safe environment for students and staff, especially for marginalised communities.
- Conference presentations: To contribute positively towards UJ's leadership footprint, IOHA was represented at various conferences, e.g. the HEAIDS Youth Conference and UJ Youth Conference, with coordinators and students presenting at various conferences, and facilitating workshops.
- IOHA coordinated a meeting with PHC counsellors to give them feedback regarding strengths and gaps identified in the Care and Support Programme. Concerns identified were also discussed with regard to referring students to the programme. Further updates on the consent for a referral will include reasons for a referral and an option to be contacted or not. Their input is also considered regarding ways to improve the programme.
- IOHA hosted a track session at the Community Engagement Women's Day celebration, of which the focus was GBV, in celebration of Women's Month.
- A research subcommittee was initiated to fast track and coordinate HIV research and curriculum integration in a more focused manner.

CONCLUSION AND WAY FORWARD

The strategic focus for 2018 will be on the following:

- **Prevention, care and support**
 - Peer education – Work towards registering the LINK e-learning programme through the Faculty of Education.
 - Residence programme: Sustain and expand SRHR awareness through campaigns and events at both external and internal residences on current 'hot' topics, e.g. Sugar Daddy, suicide and depression.
 - Mass HIV counselling and testing: Investigate the testing profile of UJ Community, e.g. First Year Programme effectiveness, and where students test other than at UJ, etc. Explore a better statistics data management system to allow for UJ statistical profiling.
 - Promote and advocate human rights issues related to marginalised groupings like women, PLWD, LGBTI and PLHIV:
 - Strengthen the Safe Zone Campaign through partnerships with different internal and external stakeholders, and develop a sustainable year plan through consolidation of different calendars.
 - Care and support for PLHIV through individual and group wellness programme: Expand the service to students who did not test internally.
- **Fitness for global excellence and stature**
 - Prevent HIV and promote sexual health by addressing social drivers to the spread of HIV and AIDS, including risky student behaviour, i.e.
 - Coordinate the RSB committee and formalise the governance thereof.
 - Participate in programme planning and implementation with involved stakeholders.
 - Partner with the Department of Social Development and Soul City on a substance abuse programme during campaigns and events, and with a conference to increase social mobilisation.
- **National and global reputation management**
 - IOHA desires to be the epicentre of knowledge creation globally regarding HIV/AIDS, STIs and TB within the higher education sector (research, curriculum integration and innovation) by:

- Offering an internship programme for Social Work and Marketing students.
 - Coordinating the research task team and implementing agreed objectives in partnership with faculties and departments.
 - Partnering with faculties (a minimum of three) to publish work done on SRHR and to do more collaborative research work with their students.
 - Publishing a minimum of two articles on a SRHR related trending topics.
- **Global excellence**
- Revive the regional forum in partnership with surrounding HEIs.
 - Coordinate the RSB programme through HEAIDS funding 2018-2019.
- **Challenges**
- There is shortage of funding to assist in implementing some of the Safe Zone projects, and the plan in 2018 is to compile a shared programme so that partnering departments can contribute towards planned activities.
 - Even though targets for the distribution of condoms were achieved, there was a decrease in the uptake as the excitement about flavoured condoms had subsided. Availability will be increased at key areas like residences and hot spots around campuses.
 - Even though faculties involve health and wellness departments during FYS, still not all faculties and departments have taken the agenda for SRHR as an important one towards comprehensive care and support for students. This remains the challenge to the HIV committee; and as the UJ policy for HIV, TB and STI is reviewed and reflected upon this year, the realisation of this key national agenda will be a priority. It is important to produce graduates who are aware of global and national social challenges, and HIV is one of them.



Kinta Burger (Prof)

Registrar

Office of General Counsel

The Office of the General Counsel (OGC) was established on 1 January 2016. A second director for legal affairs and a legal advisor were appointed in 2017.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers and employees in respect of institutional affairs, whom the Office sees as its clients. It seeks to achieve this aim by being recognised for its creativity, expertise, and commitment to the University's vision, mission and values.

The OGC assists its clients to conduct the University's business that involves legal dimensions effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on those requirements, but also 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 Office emphasises the need for innovation and creativity in assisting University managers to develop new and useful approaches to the challenges facing, and the opportunities presented to, the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities.

The main subject matters to which the Office attended during 2017, were:

- Business transactions
- Educational affairs
- Contracts
- Litigation

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

Following 2016, when the work of the Office was dominated by issues that arose from the #FeesMustFall and #OutsourcingMustFall movements, 2017 was far less taxing for the members of the OGC. Only one urgent application brought by a prospective student was opposed (successfully), and a review application of a disciplinary proceeding brought by a student was opposed and settled.

Various complex legal issues that arose on a continuous basis in the University Property Management Office were dealt with by the OGC. Arbitration proceedings in respect of two major capital projects continued in 2017, one relating to the second Soweto residence and the second to the large lecture venues constructed as part of A Ring on the Auckland Park Kingsway Campus (APK). An appeal was lodged against an order granted in the University's favour in the High Court for returning to UJ the unimproved property adjacent to the Sophiatown

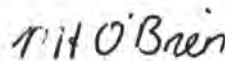
residence. The appeal should be concluded in 2018. More mundane attendances arising from the Property Management Offices included conveyancing and town-planning issues, and the eviction of defaulting tenants.

Legal advice on 943 new contracts was provided and 550 contracts were revised during 2017. There was a marked increase in contracts submitted to the OGC for vetting following the discovery of irregularities in the University's commercialisation domain. The range of activities of a university is much wider than in many multinational corporations, which limit their focus to specific activities. Contracts within the realm of academic activities include those that focus on teaching and learning, research, and community engagement. At the same time, commercial contracts are concluded to ensure the smooth running of a modern city university. There was also an increase in providing legal advice relating to the Companies Act of 2008 for the commercial entities in which UJ holds shares.

As a public higher education institution, there are a number of statutes that impose special duties on the University, for example, the Promotion of Access to Information Act 2 of 2000, the Promotion of Administrative Justice Act 3 of 2000 and the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008. Providing advice in respect of this legislation, and applying the provisions of these statutes in a wide range of contexts, form a substantial part of the work rendered by the OGC.

During 2017, the first training workshop for UJ staff relating to contract development was successfully hosted by the OGC to create awareness of the importance of the conclusion of contracts.

All professional members of the OGC are also members of the Legal Practitioners' Forum, a forum open to all the legal advisors of universities.



Patrick O'Brien (Prof)
General Counsel

Information Communication Systems

OVERVIEW

The Information Communication Systems Division (ICS) is the internal Information and Communication Technology (ICT) Service Provider to the University of Johannesburg (UJ), and the institution's central ICT Division. It has the task of dispensing enterprise ICT systems and services for all UJ staff, students and partners; this is done through efficient and effective planning, implementation and support of ICT innovations.

Central to this is the clear vision of ICS to be the ICT service provider of choice for all UJ's communities and a credible partner, such that it enables the delivery of the University's strategic goals. This vision is driven by the dedicated staff in the following core ICS Units:

- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- IT Operations and Infrastructure Support
- Networks and Telephony
- IT Service Delivery
- Information Security
- IT Portfolio Management

MAINTENANCE AND IMPROVEMENT OF OPERATIONAL ACUITY DURING LEADERSHIP TRANSITION

While it is known that the ICT environment is forever changing and influenced by ever-evolving technology, this is further complicated by the blurred line between what our staff and students are exposed to (technologically) and the pace at which ICS is able to and capable of introducing these technological innovations and disruptors into our technology ecosystem. This is done at minimal exposure to risk, and at the same time unlocks UJ's business process potential through business enablement.

With these changes taking place, it is noteworthy that the University also underwent a leadership change, which saw the appointment of Prof Tshilidzi Marwala as the Vice-Chancellor and Principal. Our new VC sees the importance of UJ taking advantage of these technology trends within a Fourth Industrial Revolution context. Unfortunately, during the same period, ICS lost key leadership personnel, the Executive Director of the Division and the Deputy Vice-Chancellor.

Amid this leadership transition, ICS remained focused and was able to achieve some key deliverables, navigate challenges, take advantage of some opportunities and manage its risk exposure.

SUMMARY OF KEY ACHIEVEMENTS

The following key deliverables were achieved in 2017, clustered as:

- Infrastructure upgrades
- Cyber security controls
- Disruptive innovations

Infrastructure upgrades

DFC/APB/SWC/APK infrastructure upgrade

ICS successfully completed the implementation of state-of-the-art networking infrastructure, which enabled all four campuses to migrate to a network technology platform (Cisco) in the data centres, which is more stable and in line with prevalent skills in South Africa. This will provide the necessary solid foundation for future ICT services expansion and implementation of any disruptive technology.

Audiovisual upgrades

These were achieved through a number of key initiatives, which ensured that the majority of shared UJ venues will have technology that automates audiovisual capabilities. This project saw the following areas being successfully upgraded:

- A Les Venues
- FADA Auditorium
- The Madibeng Council Chambers
- The STH Conference Facilities

Cyber security controls

With the prevalence of cyber attacks from individuals who seek to gain unauthorised access to our proprietary and intellectual property, including those with nefarious intentions of extorting UJ, ICS successfully mitigated these very serious risks by implementing Next Generation Firewalls to protect all its internal systems.

Disruptive innovations

ICS took advantage of the value proposition presented by disruptive innovations, which enabled ICS to provide key ICT services in a cost-effective manner. These projects are as follows:

APK Student Bring Your Own Device (BYOD)

Through this initiative, two computer laboratories that accommodated 165 students were replaced with an open and enabling BYOD area with ample Wi-Fi coverage, power and seating for a minimum of 190 students.

Email migration to the Microsoft Office 365 cloud

ICS successfully migrated UJ staff email to the cloud. This follows several years of successfully running student email in the Google cloud, thereby saving on infrastructure and support manpower. In addition, the Microsoft Office 365 cloud solution offers richness and compatibility of functionality.

Over and above these key initiatives, ICS also successfully supported and enabled integration required for the institution's online initiative and programme.

Online learning

ICS delivered a capable and enabling ICT environment that supported and sustained online learning demands. This was achieved in collaboration with the Academic Development and Support Division as well as the external service provider, Academic Partners. ICS enhanced internal systems to support online learning and seamlessly interfaced into the Academic Partners platform. This was developed and delivered in time for the first registrations of students.

SUMMARY OF KEY CHALLENGES AND RISKS

ICS is constantly faced with challenges brought about by the ever-changing technology landscape and operational demands on its resources, and some of these challenges and risks are noted below.

Key challenges

Retention of key technical staff

Retention of highly qualified technical staff, who are at risk of being poached by the private sector and by other higher education institutions, still continues to be a challenge. Unfortunately, UJ has limited means to enter into a salary war with the private sector and some of our peer institutions.

Improved service delivery with a shrinking budget

Even though the overall allocated budget for ICS increased by 10% from 2016, the Capex shrunk considerably and, similarly, budget allocated to some key ICS services. This has had an impact on the quality of some IT services and the pace at which ICS can introduce new technology.

Human capital constraint

As much as ICS has been able to achieve successful delivery of so many key initiatives, this was done at the cost of limited and stretched human capital. If the ambitions of both the institution and ICS are to be met, the limited staff constraints have to be addressed, which will reduce ICS's dependency on consultants.

Extended technical support in line with 24-hour service expectations

This remains a challenge for ICS because the provisioning of ICT services has become a 24x7 operation, as staff, students, and guests require systems to be constantly available and issues attended to 24 hours daily.

Key risks

Threat of cyber attacks or compromised cyber security

Cyber security continues to be a major risk to the University and will become even more significant as UJ embarks on its digitisation journey. ICS has placed and will continue to place emphasis on and give visibility to this risk, while putting controls in place to mitigate it.

ICT infrastructure backlog

Infrastructure is core to the success of digitisation of any organisation. UJ is no different with its ambitions and aspirations of becoming a Pan-African centre of the Fourth Industrial Revolution. UJ intends to produce a skilled and relevant workforce for the country and meaningful and relevant research within the Fourth Industrial Revolution context. For this to be achieved, a solid and sustainable infrastructure base has to be created. Currently, this is a limitation and poses a risk to this aspiration.

WHAT THE FUTURE HOLDS

In 2017, ICS reviewed its strategic objectives in line with the new institutional strategic focus, and this resulted in the following ICS strategic goals and key initiatives looking forward to 2018:

- Develop and support ICT solutions that enable business processes within a digital transformation context
 - Automation of end-to-end customer relationship management
 - A new UJ website
 - Automation of key business processes in HR and Transformation, Finance Expenditure and Finance Revenue and Governance
 - Upgrade of legacy systems to new technology
- Establish secure, reliable and sustainable ICT infrastructure
 - Review network infrastructures technology
 - Review end-user technology
 - Review enterprise resource planning (ERP) strategy (student, HR and finance systems)
 - Automation of ICT asset management
 - DFC and APB data centre upgrade
 - APK data centre network upgrade
 - Wi-Fi expansion

- APB fibre upgrade
- Implementation of an enterprise architecture
- Implementation of an information security strategy
- Review of the IT Governance Framework
- Remain agile to meet changing technology demands
 - This objective is driven by internal and operational projects.
- Support and enhance student life and experience through technology
 - Establishment of a Student Computing Support Service Centre (SCSSC)
- Support and advance the teaching, learning and research initiative towards global excellence
 - Audiovisual upgrade for FEBE

CONCLUSION

2017 was the year when the predicted financial strain due to #FeesMustFall was operationally felt, as this yielded new and unique challenges for the higher education sector, in particular for UJ. However, ICS rose to the demand of these challenges to provide excellent ICT services driven by the latest and relevant technology in a sustainable manner.

For this to continue, ICS also underwent an introspective assessment, which yielded the following new vision, mission, values and goals:

- Vision
 - To be the preferred ICT strategic partner for all UJ's stakeholders.
- Mission
 - This vision will be achieved through the provisioning of secure, reliable and cost-effective ICT infrastructure, which will be enabled by a stable, integrated and optimised enterprise architecture. These will be improved continuously through good quality user-centric support.
- Values
 - Innovation (technological advancement)
 - Reliability (reliable and dependable service)
 - Availability (available services, all the time)
 - Ethical (digital and traditional ethics)
 - Adaptability (security vs enabling)
 - Customer-centric
- Goals
 - Develop and support ICT solutions that enable business processes within a digital transformation context.
 - Establish a secure, reliable and sustainable ICT infrastructure.
 - Remain agile to meet changing technology demands.
 - Support and enhance student life and experience through technology.
 - Support and advance the teaching, learning and research initiative towards global excellence.

Through this re-energised focus that is results driven, ICS will be able to find the ICT 'nirvana'. Through this, an excellent IT service will be realised by unlocking key UJ business processes through automation and technology; sustainable student life and success will be met through technology; and the three UJ pillars of Teaching and Learning, Research, and Community Service will be supported and enabled by technology.



Nolwazi Mamorare (Ms)

Deputy Vice-Chancellor: Finance (Acting)

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. Enrolment planning in particular is aligned to national imperatives and priorities and every annual internal enrolment plan is aligned to the five-year enrolment plan approved for UJ by DHET. The current plan goes through to 2019 and DHET has already requested the submission of a plan for the next cycle from 2020 to 2025.

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, analyses, information and datasets 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.

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 and those that require more concerted attention. Outcomes released by various ranking agencies are analysed both longitudinally and in comparison to peer institutions.

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.

Structural changes proposed in 2016 were implemented in 2017 and saw the relocation of the function of curriculum and programme development from DIPeM to a new division, which brings together Academic Planning, Quality Promotion, and Academic Staff Development.

KEY ACHIEVEMENTS

Enrolment planning to achieve strategic objectives

For the University, enrolment planning is a critical element of strategic planning in order to achieve the University's mission and vision. However, new dynamics in the higher education environment, especially in relation to student funding, pose a number of challenges. The big change in 2017 was the implementation of the new NSFAS model, which centralised the distribution of funding from NSFAS and saw funding following students rather than being dispensed via universities. The continuous release by NSFAS of new lists of students approved for funding, throughout the registration period, created great uncertainty, especially as it was not clear whether students admitted and funded would in fact register at this University. The greater availability of

financial support, however, saw the same reduced levels of dropout that were evident in 2016, as more senior students were able to return. These changes have meant that historic enrolment patterns are no longer a reliable measure of future trends. Enrolment management, however, is supported and enhanced by a sophisticated enrolment monitoring dashboard that allows user views of enrolments at a number of different levels and provides updated information every ten minutes during the registration period.

While the above factors have impacted in various ways on enrolment planning, a distinct trend has been the steady increase in postgraduate enrolments that was achieved from 2013 to 2015 (with an average increase of 287 enrolments per year), which was in line with the strategic vision of the University. In 2016, the University experienced significantly higher growth (687 enrolments) than anticipated in the master's and doctoral category. As a result, the revised enrolment targets submitted in the mid-term review of the 2014-2019 enrolment plans, had to be adjusted again. The adjustments incorporated a higher level of postgraduate growth for master's and doctoral enrolments for 2018 and 2019 and were approved by DHET in 2017.

The significant change towards more postgraduate enrolments influences the size, shape and mix of the University. The growth in master's and doctoral enrolments requires that subsidy implications are considered. Postgraduate growth without concomitant improvement in time-to-completion may decrease the FTEs generated and the related teaching input units. In order to accommodate the demand for postgraduate enrolments, some faculties requested that available undergraduate spaces be exchanged for postgraduate enrolments during the registration period. DIPEM performed detailed calculations at the programme level on each of the requests to assess the viability of these exchanges.

The University had its first enrolments in new online postgraduate qualifications in the Faculties of Health Sciences and Education towards the end of 2017. It is anticipated that the demand for online programmes will grow in 2018 and beyond. The parameter of a maximum of 50 000 contact enrolments set in the UJ Strategic Plan 2025 required that the increase in postgraduate enrolments should be offset by an adjustment to undergraduate enrolments. The decrease was confined to enrolments in non-SET faculties and was implemented primarily in the newly formed College of Business and Economics (CBE), which has unwieldy undergraduate numbers resulting from the merger of two former faculties. For the entire institution, targets set for international student enrolment were pleasingly exceeded.

The table below shows that, overall, 2017 enrolment was well managed, with actual enrolment being less than 1% above the planned target.

Table 80: Variation from Senate approved targets in 2017 per qualification type

	2017 APPROVED HEADCOUNT	ACTUAL HEADCOUNT	VARIATION	% VARIATION
UG Degrees	28 298	27 998	-300	-1,06%
UG Diplomas	13 858	14 413	555	4,00%
UG Total	42 156	42 411	255	0,60%
PG below Master's	4 209	3 850	-359	-8,53%
Master's	2 927	3 015	88	3,01%
Doctoral	847	1 078	231	27,27%
PG Total	7 983	7 943	-40	-0,50%
Grand Total	50 139	50 354	215	0,43%

The 2018 Enrolment Plan was approved by Senate in September 2017 after detailed consultations with faculties, in line with the adjusted 2017-2019 plan approved by DHET.

Data reporting and analysis in support of improved student throughput

Strategic decision making within the University is dependent on the provision of reliable, accurate data, and the production of pertinent data analyses and reports that give insights into critical issues where action is required. 2017 was experienced as a year where data insights were channelled into existing initiatives in support of student success. Data insights through student success analysis clearly pointed to the need for learner analytics that will enable the tracking and monitoring of student persistence from the start of the year on a weekly basis. According to international studies, the first eight weeks are the most critical to monitor student academic engagement. Leading international universities working in this area are able to identify when a student is at risk and to intervene timeously. In collaboration with the Centre for Academic Technologies, a business case was formulated to invest in a leading learner analytics tool, Blackboard Predict, and a dataset was provided of years of student success analysis. In the future, the Division will play a role in aggregating data gathered by Predict to an institutional level to monitor the influence of various factors, such as class attendance, performance in assignments and other markers of engagement on student success and persistence.

A number of analyses of postgraduate completion rates contributed to a renewed strategic focus on time-to-completion of postgraduate students. This was a concern in view of the increase in PG enrolments in line with key strategic objectives to increase the overall PG share. Postgraduate student performance will now be tracked and monitored in relation to certain achievement milestones to ensure shorter time to completion. A member of staff serves on the task team of the PG electronic monitoring system, and in 2018 the data gathered in Predict will be reported at an institutional level.

Tracking and monitoring in support of academic programme development

Tracking and monitoring of the planning and approval process for new academic programmes is time-consuming and cumbersome. In 2017, the Unit for Data Governance (UDG) in collaboration with the Academic Programme Planning Unit, gathered information and approached the Informational Statistics and Delivery Consultants (IDSC), to develop a system that will be deployed as one of the HEDA modules. In view of budget constraints, an agreement was reached with IDSC that UJ would pay no development costs, but that the module would be available for licensing by other users (institutions). UDG presented the system requirements and functionality to the 2017 HEDA user group, while another presentation on the system was made at the 2017 Annual Southern African Association for Institutional Research (SAAIR) Forum. The roll-out of the system is planned for the first quarter of 2018.

Tracking performance: Strategic Plan 2025 and Annual Performance Plans

The Strategic Plan of the University was once again reviewed by senior management and in light of the full achievement of certain targets and the firm institutionalisation of some activities, it was possible to reduce indicators that are tracked to a more manageable number. The 2017 outcome for the University's Annual Performance Plan with DHET shows the best overall performance to date, while the internal APP (a subset of the Strategic Plan) has only three indicators where targets have not been met. Exceptional performance has been recorded in teaching and learning, and research, while HR strategies have successfully advanced the transformation of the academic staff. The use of the Executive Strategy Management (ESM) software tool has been limited to data collection, which is disappointing, as its real value lies in its use by executive managers to review strategy and implement new initiatives.

UJ's enhanced global stature

Interest in the performance of higher education worldwide has rocketed since the publication of the first global ranking of universities, the Academic Ranking of World Universities (ARWU). The last decade has seen a proliferation of the number and scope of university ranking systems, but they remain imperfect instruments to assess university performance as they are widely and frequently criticised for the methods they employ. Outcomes are largely based on what can be measured rather than what is relevant, and may not always be amenable to quantitative measurement. The main concerns of academics and higher education professionals,

globally, is the absence of suitable indicators to measure teaching quality and the contribution or impact of higher education on society or the region. Furthermore, year-on-year comparisons of rankings outcomes are made very difficult by continual methodological changes, including changes to citation and survey data window periods, bibliometric data considered, and percentages assigned to local and international perceptions. In addition, the expansion of rankings lists through increasing the pool of ranked universities renders trend conclusions meaningless by impacting and varying the scale.

The University is well aware of these rankings issues and consequently it approaches rankings with measured circumspection. It takes the position that it should not be driven by ranking systems and their criteria, but should rather continue to strive for excellence by pursuing a research agenda that is nationally relevant and internationally significant and by providing the best possible teaching and learning opportunities for its students and staff. However, UJ welcomes the fact that it still receives international recognition for its accomplishments in various ranking systems, as it is a by-product and reflection of the mammoth work that the University is undertaking in attaining national and global academic excellence.

The University actively submits data to only two ranking systems, Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are a number of subsystems, such as regional rankings (BRICS), 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. These outcomes are tracked, compared with past results, and compared with the performance of our peer national institutions. Institutional data were submitted to both QS and THE, in line with their data definitions. UJ retained its rank in the 601-650 group in the QS World University Rankings (WUR), and similarly in the 601-800 group of the THE WUR. UJ was ranked 58th in the QS BRICS ranking, which is the highest rank attained by the institution since the inception of the BRICS rankings in 2013. UJ features well in rankings focusing on younger institutions (which exclude universities older than 50 years). In the QS Top 50 (& Next 100) Under 50 ranking, UJ is the fifth youngest ranked university and is ranked in the 91-100 group for this ranking system. The University also had its debut in the THE Young University Rankings in the 151-200 group in 2017.

The other ranking agencies, including the Academic Ranking of World Universities (ARWU, also known as the Shanghai Rankings), collect and capture their own data independently by using public sources of information. In 2017, UJ made its debut in the prestigious ARWU system by being ranked in the 401-500 group. UJ also managed to break into the top 500 in the BGUR (US News and World Report's Best Global Universities Rankings).

The University also featured in a number of subject-focused ranking systems: QS Rankings by Subject ranked UJ in three subject areas, namely Arts and Humanities (391), Natural Sciences (451-500), and Social Sciences and Management (451-500). In addition, UJ achieved a global ranking for four individual subjects in the QS Rankings, namely within the 51-100 group for Development Studies; in the 151-200 group for Geography; in the 201-250 group for Law; and, in the 251-300 group for Education. The THE Rankings by Subject placed UJ in the 251-300 group for Social Sciences, in the 301-400 group for Physical Sciences and Arts and Humanities, and in the 401-500 group for the subjects Engineering and Technology, and Clinical, Pre-Clinical and Health. The Shanghai Rankings' Global Ranking of Academic Subjects (GRAS) ranked UJ 34th for Hospitality and Tourism Management; within the 201-300 group for Earth Sciences, and in the 301-400 group for Physics. The US News and World Report Best Global Universities Rankings by Subject ranked UJ for the first time, in Physics (320th), Chemistry (506th), and 372nd for Social Sciences and Public Health. It is noteworthy that three of the subject-focused rankings, the US News and World Report Best Global Universities Rankings by Subject, the THE Rankings by Subject and the Shanghai Rankings' GRAS, have ranked UJ for either Physics or Physical Sciences.

Monitoring student experience and employability

Conducting annual student experience surveys provides the University with a helpful barometer for gauging levels of student satisfaction with various aspects of their overall experience and enables initiatives to be put in place to address concerns.

Undergraduate student experience

The Undergraduate Survey aims to capture the perceptions and satisfaction levels of UJ undergraduate students regarding the quality of their whole teaching, learning and living experience at UJ, and to identify areas of strength, as well as areas for possible improvement. It has been administered annually since 2013, and the survey questionnaire was once again reviewed to be in line with changing circumstances, although the core of each questionnaire remains the same. Various stakeholders, including the MEC, Executive Deans, and Executive Directors, were approached for comments and suggestions. The analysed data show that all the faculties are adequately represented by the participants, and the campus distribution of the participants closely resembles the headcount distribution of students across campuses. The majority of participants are between the ages of 19 and 21 (51%); female students account for 56% of the sample, and 52% of the total response group attend most of their classes on the Auckland Park Kingsway Campus (APK). More than 34% of the participants are studying towards a three-year bachelor's degree and 27,5% are studying towards a three-year diploma. First-year students constitute 42,1% of the sample and second-year students 25,2%.

For 2017, undergraduate student satisfaction remained high at 86,2%, although students expressed what are perennial concerns with finance, study space and transport. The survey included questions to gauge students' opinions and attitudes regarding their experiences when registering, attending lectures and engaging with various staff and faculty, their perceptions regarding lecturers, tutors and tutorials, learning outcomes, faculty-based administration, the computer laboratories, financial aid, the libraries, and other academic services.

In general, it seems that most of the undergraduate students have positive experiences of these features of student life. The proportion of participants indicating that they would choose UJ again as the first-choice institution was high at 86,2%. Concerns were expressed about cleanliness of campuses and these have been taken up by the University.

Postgraduate student experience

The 2017 Postgraduate Student Experience Survey had the highest number of useable respondents since the first annual survey conducted in 2013. Close to 20% of all respondents were international postgraduate students – the highest percentage ever, and most of these were enrolled for doctoral studies. Of the international respondents, 30% were from Zimbabwe, and 23% were from Nigeria. An interesting finding is that 30% of the international postgraduate students did not plan to return to their country of origin after graduation, but hoped to be absorbed into the South African labour market. Last year was also the first year in which the percentage of black postgraduate respondents exceeded the 50% barrier. More than 71% of doctoral respondents indicated that they work 40 hours or more per week, which is not an unusual finding, but may account for the slow throughput of students at this level. Doctoral respondents were studying at UJ mainly because of the reputation of their supervisors and expressed high levels of satisfaction (86%) with the quality of supervision. Concern was expressed about the quality of other services and support received on both master's and doctoral level.

An important inference from this survey is that careful planning must be done by departments when allocating supervisors. It is a restraining factor on students' study progress when supervisors are changed. Another possible issue for intervention is to ensure greater integration of students into their respective departments' research ambience or environments.

Gauging the employability of UJ graduates

The Graduate Employability Survey conducted in 2017 also received the highest number of useable completed questionnaires ever (an increase of 30% on the previous year's number). The survey results showed that about two out of every three graduates (66,7%) were in some form of employment in 2017 (18,5% were unemployed and 14,8% were studying full time). The survey results show that career-oriented qualifications and advanced qualifications provide an employment seeker with an advantage in securing permanent employment. Of those graduates who indicated that they were in employment, close to 2% indicated that they were self-employed – the main reasons provided for this were that either they could not find employment and had to make a plan

to earn an income', or that the 'nature of the qualification' made it possible to work from home. Self-employed graduates were mainly involved in the business/financial sector, the medical sector, or in trading.

Of graduates who found employment, more than 67% did so within three months and 92,6% were in employment within 12 months. Close to three out of every four graduates in employment work in the industry for which they studied; however, it was found that the longer it takes to find a job, the greater the probability that graduates will move into work areas for which they have not studied. Graduates found employment mostly in the Gauteng province, with more than 81% working within a radius of 100 km from the University.

The main reasons given for being unemployed were that graduates lack work experience, followed by a lack of employment opportunities in their fields of study. Regarding the value of their UJ qualification, the majority of graduates agreed that their studies had adequately prepared them for their working life.

VC consultations with the Senior Leadership Group

Three meetings took place in 2017 where the Vice-Chancellor had sustained engagements with the Senior Leadership Group of UJ. This is a broad group of senior leaders and managers from both the academic, and the service and support domains, and these occasions were very well attended with robust discussions and debates.

CONCLUSION

The Division continues to provide high quality reports and analyses to its many stakeholders, which enable the University to constantly assess progress towards achieving its objectives. The development of more dashboards for ease of access to data is planned for 2018, with the enrolment monitoring dashboard already given a new look and higher levels of functionality. Views are available for monitoring UG and PG enrolments, first-time entering students, students in extended programmes, international students, and students in particular qualification types.

Different players involved in the enrolment process (from initial application through admission to registration), such as the Student Enrolment Centre, Central Academic Administration, DIPEM, faculty administrators, the International Office and Student Finance, are being brought together to ensure greater alignment of their various processes. A new dashboard showing admissions against admission quotas and enrolment targets is under construction. Enrolment planning meetings with each of the faculties are already under way to finalise the 2019 enrolment plan.

The Department of Higher Education and Training (DHET) has requested that universities submit plans for the next enrolment cycle from 2020-2025 before the end of 2018. This plan establishes the basis for our subsidy income through to 2025 and will involve critical strategic decisions to be made in consultation with the faculties. These discussions will be embarked upon in the next few months.



Trish Gibbon (Ms)

Senior Director: Institutional Planning, Evaluation and Monitoring

Academic Planning, Quality Promotion and Academic Staff Development

OVERVIEW

The Division for Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD) was established on 1 May 2017,¹ reporting to the DVC: Academic. The Division comprises two centres, the Centre for Academic Planning and Quality Promotion, and the Centre for Academic Staff Development. Activities of the centres are integrated to create a strategically informed, targeted approach to achieving the goals of the University. Given the newness of the Division, the achievement of integration and cohesion in activities is still at a nascent stage. However, the goal is to rethink, reimagine, and reinvent the work of our Division to be responsive and, more importantly, aligned to the needs of the University community and the higher education regulatory environment at large.

The Division plays a pivotal role in academic planning within the University and in supporting intellectual, professional and personal development of academics. A key priority is to provide academics with the skills needed to manage in innovative ways in a rapidly changing higher education environment. This is pivotal to ensure curriculum and academic transformation within the University.

The Division's work supports five of the University's strategic objectives:

- Excellence in research and innovation
- Excellence in teaching and learning
- International profile for global excellence and stature
- National and global reputation management
- Fitness for global excellence and stature

The establishment of the Division has provided an opportunity to align work relating to curriculum and compliance with regulatory bodies to the layered developmental processes that are in place for academics. The events of 2015 to 2017 sharply signalled the need for transformation to be bedded down in all functional areas, especially in relation to a) curricula and b) the development of a black and gender representative academic generation.

In addition to the core work of the two centres, comments and documents were developed for the following:

- Draft Policy Framework for the Internationalisation of Higher Education in South Africa
- Commentary on the Draft Qualification Standards for Bachelor of Sport

¹ Academic Staff Development previously fell under the portfolio of Academic Development and Support, and Academic Planning fell under the Division for Institutional Planning, Evaluation and Monitoring. The Unit for Quality Promotion was free standing with line responsibility to the Registrar.

- Commentary on CHE Good Practice Guide
- A Framework for Strengthening Teaching at Universities
- UJ Commentary on the Africa Tuning Credit System
- Comment on the Draft African Standards and Guidelines for Quality Assurance in Higher Education (ASG-QA)
- Comments on Joint Academics Appointments Policy
- Comments on CHE QEP Phase 2
- Comments on proposed new QA developments for CHE

The Division provided support for the merger of the Faculty of Management and the Faculty of Economic and Financial Sciences and the establishment of the College of Business and Economics (CBE) on 1 July 2017. Support was provided especially in relation to guidance on matters related to programmes, articulation of policies, registration of students and the communication strategy for the University.

Following engagement in January 2017 with DHET, the University was required to submit a business plan for the establishment of the UJ Medical School. Support was provided to the Dean of the Faculty of Health Sciences in the development of the business plan, which was submitted on 31 July 2017.

The Division, in consultation with the DVC: Academic and a consultant, initiated a project to review the application of workload models across faculties at UJ. This project included benchmarking against other universities, both nationally and internationally. The consultant submitted a report in July 2017, which was discussed at the Executive Leadership Group (ELG) breakaway in August. A UJ policy document is to be developed in 2018.

CENTRE FOR ACADEMIC PLANNING AND QUALITY PROMOTION (CAPQP)

Programme development and quality assurance

A critical dimension of the work undertaken in the CAPQP is to oversee programme and curriculum development and ensure compliance with regulatory structures external to the University. The Programme Working Group (PWG) undertakes this work prior to submission of new academic programmes for internal approval by Senate. In 2017, a total of 65 programmes was reviewed and evaluated by the PWG, including 40 short learning programmes, 9 name changes and CESM additions (27 submissions to DHET and 36 to the CHE). A total of 27 programmes was accredited by the CHE. There are still concerns with the delays experienced with external approval processes. UJ continues to engage with the regulatory bodies (CHE, DHET and SAQA) regarding long outstanding matters related to accreditation and registration. In 2017, a high-level document outlining the systemic issues was tabled at a USAf convened meeting where the DVC: Academic represented the University. Currently, as it stands, it can take between 18 to 36 months for finalisation of DHET, CHE and SAQA approvals.

At the end of 2017, the CHE requested a list of all new programmes that were to be submitted as part of the HEQSF alignment process. The envisaged process requires all such UJ programmes to be uploaded on to the HEQC online system by 31 March 2018. UJ has 66 programmes in this category.

A new and added layer of complexity was introduced in 2017 by SAQA. Programmes accredited by the CHE were sent back to the University for amendment in fulfilment of obscure criteria that were not in existence at the time of submission. This added to the work of the Centre, and the reconciliation of SAQA numbers to qualifications necessitated additional unplanned work.

Participation in regional discussions on qualifications and articulation was a natural progression on the critical commentary provided by UJ on the regional framework proposed. The CAPQP attended the regional workshop hosted by DIES/CHE/SAQAN/SARUA in Pretoria on 9 and 10 October 2017.

The Presidency undertook an evaluation of the National Qualifications Framework and SAQA in 2016. UJ participated in the survey conducted and assisted with the formulation of questions appropriate to the higher education sector. The Senior Director was then asked to be interviewed for the purposes of the report being compiled, given the quality of the University's response.

To ensure that UJ has rigorous processes for the maintenance of proper tracking systems, initiatives were undertaken in consultation with the Division for Institutional Planning, Evaluation and Monitoring (DIPeM) to develop an automated tracking and submission system that could articulate with existing UJ systems. This is an innovative solution and, based on discussions with other universities, will be a first in the country. This system is expected to be launched in 2018.

A new mode of delivery: UJ online

The decision by the University to move into the area of distance education through online provision prompted the development of an Online Policy Framework in 2016. The University approved the *Distance Education Policy* for Online Provision in June 2017. Further policy documents developed include the *Role of Tutors in Online Learning* and the *Policy on Materials Development*.

A total of eight distance programmes was accredited by the CHE by the end of 2017. A further 20 distance programmes were developed and submitted to the CHE for accreditation. Some of the challenges encountered were:

- CHE queries on the relationship between academic partnerships and UJ;
- Role of tutors in online provision;
- Ownership of intellectual property;
- Equivalence of provision;
- Teaching and learning strategy.

The delays had adverse effects on the launch dates for some of the programmes. To ensure that there were no delays within the University, an escalation process was devised. Traditionally, UJ staff have dealt with contact programmes. The introduction of online programmes has necessitated internal capacity building in order to ensure that appropriate support is provided.

Decolonisation

Decolonisation of the curriculum remains a key focus of all the University's activities. In June 2017, Senate approved the *University of Johannesburg Decolonisation Charter*. A reporting template was developed to enable the University to track and report on developments in relation to decolonisation. Faculties were required to report bi-annually on progress made. Faculty reports on decolonisation initiatives within faculties were perused and analysed. From fundamental adjustments to curriculum focus, to key language changes, each faculty continues to respond to the decolonisation imperatives in its own, unique and often innovative manner. The faculties continue to demonstrate commitment to enriching teaching and learning, adjusting pedagogy, and engaging with their communities in ways that clearly address the decolonisation agenda. Across the faculties, research is a key area in which decolonisation features, with many faculties indicating that staff and postgraduate student research into decolonisation in their disciplines will, in time, feed into the undergraduate teaching, ensuring that the curricula are underpinned by solid research initiatives.

A discussion forum was held with representatives from all faculties to discuss possible avenues for development, especially in relation to transformation of the curricula. Reports on all initiatives were tabled at Senate Teaching and Learning Committee (STLC), Senex, Senate and Council.

To ensure continuous engagement with the decolonisation theme, the following activities are planned for 2018:

- Development of a Decolonisation Framework;
- Think tanks to be held on decolonisation of the curriculum;
- Continuation of faculty reports on decolonisation initiatives;
- Faculty/discipline specific workshops on curriculum development.

Quality promotion

The strategic focus of quality promotion is to conduct reviews, finalise reports and work with units that have been reviewed to develop improvement plans.

A total number of 123 programme reviews were conducted in 2017. The programme reviews conducted identified key areas requiring improvement. These areas are programme management (45% of recommendations relate to

this), curriculum considerations (24% of the recommendations), teaching, learning and assessment (20% of the recommendations), and support (11% of the recommendations).

The UJ response to the Quality Enhancement Project (QEP) Phase 1 was concluded in 2017 and comments finalised on the framework for QEP Phase 2. As per the CHE requirement, UJ made its QEP Phase 2 submission to the CHE in November 2017. The focus area for the QEP Phase 2 was the curriculum.

CENTRE FOR ACADEMIC STAFF DEVELOPMENT

The role of the Centre for Academic Staff Development (CASD) is to address the institution's strategic objective of excellence in teaching and learning by providing developmental opportunities for academic staff and tutors to enhance their practice as facilitators of learning. Developmental opportunities include workshops, seminars, individual consultations, teaching and module reviews as well as a formal qualification in higher education, the Postgraduate Diploma in Higher Education (PGDip (HE)).

One of the highlights for 2017 was the Scholarship of Teaching and Learning in the South Conference. CASD in collaboration with the Chair of Teaching and Learning successfully hosted an international conference, focusing on the scholarship of teaching and learning in the Global South, from 24-27 July 2017. The keynote speakers were drawn from South Africa, Australia, Botswana, Chile, Singapore and the USA. The conference hosted 146 international participants and UJ academics who showcased their work and shared insights into a range of scholarly teaching practices and scholarship of teaching and learning. The conference saw the launch of the *Scholarship of Teaching and Learning (SoTL)* in the South Journal. The first edition was published online in September 2017.

SoTL was also supported through the Teaching Innovation Fund. The Teaching Innovation Fund (TIF) provided funding ranging from R17 750 to R94 606 for teaching related research projects. The TIF has resulted in SoTL publications and conference presentations.

Developmental opportunities for tutors, senior tutors, as well as new and more experienced academic staff remain a key focus for the institution, to ensure that we are developing academics and future academics as teachers. This was achieved through a number of training interventions, individual consultations, faculty and discipline specific interventions and the PGDip. Three students from the first cohort of students from the PGDip are graduating in 2018.

Tutoring at the University of Johannesburg has continued to play an integral part in teaching and learning. This has resulted in an increased need to support, develop and mentor academic staff and tutors. Tutor training continued to differentiate between levels of tutoring experience and focused on creating environments that promote active student engagement. The model of using experienced tutors to conduct and co-train new tutors once again proved successful in building tutor capacity. Staff workshops also focused on the importance of embedding tutorials into the curriculum. An online check-in session was piloted. In 2018, a blended model will be implemented when training and developing tutors and senior tutors.

A total of 434 academics participated in the training interventions offered by the Centre in 2017, which included the academic preparation programme for new staff and assistant lecturers; Curriculum Design and Planning your Module; Portfolio Development for Promotions; and Fostering Student Learning. A total of 673 tutors and 50 senior tutors received developmental training and, in addition, 907 tutors attended check-in sessions during 2017. To ensure an integrated and effective tutorial programme, workshops were offered for academic staff on the optimal use of tutors in the academic domain. More effort is required in this area, especially given that academics are required to equip the tutors for teaching and learning engagements. This is an area that is flagged for improvement, though the responsibility lies within the faculties.

The trend of high levels of teaching evaluations being conducted at UJ continued. A total of 923 teacher evaluations and 423 module evaluations were administered. It is envisaged that in 2018, a new online system will be developed for both teaching and module evaluations. The University has advocated for teaching and

module evaluations as a vital component of quality improvement and ensuring rigour in terms of teaching, learning and curriculum development.

SPECIAL PROJECTS

Global Teaching Excellence Award

UJ was the only university in Africa selected as one of the 27 finalists for the Global Teaching Excellence Award (GTEA). This global award recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence. The application was viewed as being of high quality, to the extent that feedback was solicited from the University on the process and criteria used to adjudicate.

Accelerating Transformation and the Accelerated Academic Mentorship Programme (AAMP)

The purpose of the Accelerated Academic Mentoring Programme (AAMP) is to provide career development opportunities and inputs with the goal of giving stimulus to the transformation of the academic staff profile, in terms of race and gender, to develop the next cohort of academic leaders. The number of participants has stabilised, while new participants continue to request entry, particularly to Level 1 and Level 2.

Since the launch of the AAMP in 2015, 60 participants have made significant progress in terms of promotions and completion of degrees. In 2017, there were 224 participants across the three levels of the programme, of which 126 were designated staff and 124 female staff. In 2017, nine academics were promoted to senior lecturer, 18 to associate professor, and three to full professor.

Table 76: AAMP promotions for 2016 and 2017

YEAR	BLACK SA	BLACK FOREIGN	WHITE SA	WHITE FOREIGN	FEMALE	MALE	TOTAL
2016	14	7	9	0	21	9	30
2017	15	6	8	1	16	14	30

AAMP is succeeding in preparing and creating enabling conditions for the self-development of academics. AAMP provides financial support to academics, which enables them to attend international conferences and visit prestigious universities, in order to support the developmental needs of academics in the areas of research development, teaching development, leadership development. Additionally, further enrichment initiatives, such as writing retreats and seminars with experts, are available to AAMP members. Over and beyond AAMP initiatives, participants are specifically invited for sessions held by the Research Office, Postgraduate School and the Centre for Academic Staff Development.

New Generation Academic Programme (nGAP)

The University was awarded three nGAP positions for Phase 3 and has successfully concluded the appointments process for these positions. Three new appointments were made in the Faculties of Law, Engineering and the Built Environment, and Health Sciences. Currently, the University has a total number of 14 nGAP scholars.

This initiative is significant as we are committed to growing a new generation of academics. The University hosted the DHET for a day-long visit on 8 September 2017 where they engaged with the 11 existing nGAP academics, HODs and the mentors. DHET was pleased with the management and administration of the programme as well as the progress of the scholars.

Assistant lecturers

Given the growth of student numbers and the desire of the University to produce an academic cohort, earmarked funds have been allocated for 75 assistant lecturer positions. The post of assistant lecturer (AL) is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The goal of

the Assistant Lecturer Programme is to migrate the assistant lecturers into permanent posts as these become available as a result of retirements and resignations.

In 2017, there were 64 assistant lecturer positions filled of which 54 were designated candidates and 33 female candidates. In addition, 15 assistant lecturers had been appointed into permanent positions by the end of 2017. It is important to note that 12 of the 15 assistant lecturers appointed into permanent academic posts were black South Africans.

CONCLUSION AND WAY FORWARD

2017 was characterised by the need to manage change that arose due to structural reorganisation. The integration of the two Centres and their alignment to a common purpose has occupied the space within which we operate. Strategic planning sessions held in 2017 were aimed at this alignment and integration, especially in relation to the work set out for 2018. The changes made structurally did not adversely impact on the output of the Division. As the Division enters its second year, it is anticipated that more progress will be made, especially in relation to strengthening of curricula, teaching and learning and advances in academic staff development.



Kirti Menon (Dr)

Senior Director: Academic Planning, Quality Promotion
and Professional Academic Staff Development

Operations

EXECUTIVE SUMMARY

Operations is a non-academic support division that offers services to faculties, support departments, students and staff. It is tasked with maintaining all academic and support facilities in order for them to be readily available, accessible, functional and safe. Activities include the maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens, and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, student life and the development of fitness for global excellence and stature through the fulfilment of the following 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

Operations Division is divided into a number of support units:

- Central Technical Services (CTS)
- Campus Management
- Protection Services
- Property Management
- Occupational Health and Safety
- Logistics and Auxiliary Services

CTS provides strategic planning for and maintenance of the University of Johannesburg's physical infrastructure in the framework of the University's Infrastructure Master Plan. CTS is tasked with managing the total life cycle of all non-maintenance related capital and operational projects – from small changes to office spaces to the overall management of the development of new major capital assets such as 500-bed residences.

Campus Management has the task of coordinating between campus users and the various other units within Operations – such as the Projects Office or Property Management. Since the insourcing of the cleaning services, this has also resorted under Campus Management. Lastly, Campus Management performs low-level maintenance tasks directly without the intervention of the Projects Office.

Protection Services is committed to its vision of creating and maintaining a safe and secure environment within and in the immediate vicinity of the University premises, in order to enable unhindered teaching and learning, and research and community engagement by all staff, students and visitors.

The management of university-owned property is the realm of Property Management, including the interface with external counterparties to UJ properties, such as the City of Johannesburg for regulatory inputs, and external lessees of university properties, such as space in student centres.

Occupational Health and Safety, in turn, seeks to ensure a healthy and safe working environment for staff, students and stakeholders by complying with the Occupational Health and Safety (OHSA) Act (Act No 181 of 1993), its regulations and relevant standards, ensuring the environmental sustainability of the institution and fulfilling the transportation needs of staff and students.

The vision of Logistics is to be a high-performing, reliable and dependable support unit, which manages the physical transportation needs of students and staff, the maintenance of gardens and grounds, as well as the maintenance of sport facilities of the University of Johannesburg.

All units 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 drive for global excellence and stature.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Governance structure

The Operations Division as a whole is governed by the UJ Statute, UJ Council and its subcommittees, such as the Planning and Resource Committee of Council; the Risk Management Committee of Council; the People with Disabilities Committee of Council; and the University Management Executive Committee (MEC), through the Advisor to the VC: Special Projects (Operations and Campuses). Governance of its operational functions is furthermore regulated by the UJ Finance Policy and Procedures; the UJ Procurement Policies and Procedures; the Operations Annual Performance Plan; and UJ's Master Plan.

External structures that require compliance and application of procedures and regulation of different disciplines within Operations also play an important role in ensuring that the University keeps abreast of national standard requirements. Some of the relevant legislative frameworks are: the Higher Education Act, 1997 (Act No 101 of 1997); the National Heritage and Resources Act, 1999 (Act No 25 of 1999); and the Occupational Health and Safety Act (OHSA) (Act No 181 of 1993).

In the specific case of Property Management, there is also the need to be involved in the broader property governance attributes regulated via the South African Property Owners Association (SAPOA), the South African Facilities Management Association (SAFMA) and the Higher Education Facility Management Association of Southern Africa (HEFMA).

RISKS AND RISK MANAGEMENT AND MITIGATION INTERVENTIONS/ INITIATIVES

- Lack of human resource capacity in CTS – A lack of appropriately skilled human resource capacity still affected the quality of services as well as our ability to service the full scope of services required of CTS during 2017. HR actively engaged in recruitment during 2017 to fill vacant posts. For 2018, it was resolved that recruitment of vacant posts should proceed.
- The Library Upgrade project – Outstanding compliance items during 2017 were the additional emergency exit stair and People with Disabilities (PWD) lift to the DFC Library Coffee Shop. The project experienced challenges with suppliers quoting higher than available budget during 2017 procurement, resulting in a delay; funds are to be sourced in 2018.

- Corporate Governance identified a risk with the signing of Lift Contract Maintenance Agreements during 2016. Subsequently, the contracts were sent to Corporate Governance for approval. 95% of contracts were signed with work completed in 2016 to finalise sign-off of outstanding contracts, such that all contracts were in place for 2017. The overall lift contracts expire in February 2018 and PURCO will assist with the tender process to award new lift contracts.
- Renewal of maintenance contracts for 2017 – A new risk was identified in 2016 relating to maintenance contracts that had expired or were set to expire at the end of 2016. Engagements with service providers and Procurement were held to identify and mitigate potential risks to service delivery. The resolution was to renew contracts on a monthly basis, while the tendering process for new tenders and contracts or contract renewals was to be undertaken in 2017.
- The Air Con Split Units contract was in place for 2017, but will expire in June 2018. PURCO will assist with the contract renewal process during 2018.
- The diesel electric generator maintenance contract – The contract expired in 2015 and a tender process was initiated in 2017, but the contract was never awarded. The Executive Director: Operations instructed CTS to renew the contract with the same supplier, but the Tender Department rejected this and instructed CTS to go out on tender for competitive bidding.
- The HT Maintenance contract expired in June 2017, and the Executive Director: Operations instructed CTS to renew it with the same supplier for consistency. Procurement advised, however, that it was necessary to go out on tender for competitive bidding, which will be undertaken in 2018.
- Chillers and air conditioner equipment for data centres – The contract expired in June 2017 and has been extended on a month-to-month basis, with the tender process to be initiated in 2018.
- The Fume Cupboards contract expired in June 2016 and has continued on a month-to-month appointment basis, with Procurement advising that it was necessary to go out on tender for competitive bidding. This will be undertaken in 2018.
- The resolution of audit findings for Capital Projects Planning and Execution with reference to Governance, Project Prioritisation and Business Case resulted, in 2016, in 88% of audit findings being resolved, with 12% of findings partially resolved. A number of elements were maintained during 2017, with some changes due to the reduced staff complement and improvements to project processes

Table 81: 2016 resolution of audit findings for capital projects planning and execution with reference to governance, project prioritisation and business case

PREVIOUS RATING	NUMBER OF FINDINGS			
	Total previous findings	Findings resolved	Findings partially resolved	Findings not resolved
Major	5	5	0	0
Significant	3	1	2	0
Minor	1	1	0	0
Total	9	8	1	0
Percentage	100%	88%	12%	0%

- Non-performance of the cleaning staff: Training of supervisors and team leaders was introduced and will end in March 2018. Weekly meetings with the cleaning staff were introduced and are continuing. There were also a number of disciplinary cases against those who were transgressing the UJ policies and procedures.
- Maintenance backlog: More work was done in this regard, especially at the residences, to eliminate some of the recurring backlog. This was made possible through DHET and UJ funding.
- Electricity consumption: An energy competition was discussed with the residences in 2017 for implementation in 2018. This will involve students, in that those residences that save power compared to what was used in 2017 will be rewarded.

- The rezoning of newly acquired properties from residential, business, etc. to educational is proceeding slowly.
- Town planning applications on SWC: Consent use and township establishment for the various properties that form the SWC Campus are proceeding slowly.
- Heritage management of buildings: Applications in terms of the National Heritage Resources Act (NHRA) (Act No 25 of 1999) are being lodged for alterations and demolition of all buildings older than 60 years.
- Student centres: Management of outstanding debt, health audits and corporate governance controls are an ongoing support issue.

STRATEGIC FOCUS AND TARGETS

Central Technical Services

Central Technical Services (CTS) as a key unit within the Operations Division is strategically positioned to provide strategic focus and support towards the development and implementation of the 2025 University Strategic Objectives. A number of portfolios were created and implemented in 2016 as per the portfolio facilities management methodology and aligned to the strategic framework for the development of the campuses through dedicated implementation of key initiatives that are aligned to the six strategic objectives of the University. Due to limited staff capacity during 2017, the portfolio approach was not expanded upon – although certain key initiatives remained and were progressed, such as that of student residence refurbishments. A number of portfolios will benefit from the release of DHET funding going into 2018.

The following reporting is mainly structured in terms of the CTS portfolios, with which the units mentioned earlier interface. These portfolios, too, may have an overlap in terms of the benefits that are provided, but for record purposes, each portfolio is discussed according to the particular strategic objective that it is most aligned with:

- **Strategic Objective One: Excellence in research and innovation**
 - Infrastructure Portfolio:

The portfolio charter was developed and approved during 2016, and infrastructure projects continued to be supported during 2017 towards the development of spaces to support research and innovation.
 - Space management activities align support by providing information as to space use, and for space planning purposes.
 - The DHET Gazetted Norms and Standards with regard to the provision of student accommodation also align with Strategic Objective One and relate to the various refurbishment projects undertaken during 2017 to address the standard of student accommodation. This aspect also links directly to Strategic Objective Four – that of an enriching student-friendly learning and living experience.
- **Strategic Objective Two: Excellence in teaching and learning**
 - Teaching and Learning Portfolio: A project manager was allocated to this portfolio of tasks and the portfolio charter was approved. The portfolio addresses all the needs of the four University campuses. A number of teaching and learning projects, including planning or implementation, were undertaken during 2017.
- **Strategic Objective Three: International profile for global excellence and stature**
 - Campus Master Planning Portfolio: The establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which this objective can be implemented. In this way, planning and development of infrastructure and related capital projects that support global excellence and stature can be better supported, and the profile of the University systematically improved in a consistent manner. Property Management assisted with a process to review the APK/APB Corridor Link as per the original 2013 Master Plan. Changes in the feasibility of the link and competition from developers have resulted in the requirement to review this aspect of the Master Plan.
- **Strategic Objective Four: Enriching student-friendly learning and living experience**
 - Student residence portfolio: A project manager was allocated to this portfolio and the portfolio charter was approved. After a significant number of residence upgrade projects had been completed in 2016,

- Phase 2 of the project was completed in 2017. This will be an ongoing project year to year.
- DFC Civil Engineering Upgrade Project: The DFC Civil Engineering Upgrade Project was completed during 2017 and it significantly improved the teaching and learning spaces in the building.
- Strategic Objective Five: National and global reputation management
- Although Operations' projects do not directly support this objective, the overall portfolio approach assists in improving residence, teaching, learning and research facilities that in turn support the objective of improving national and global excellence and stature.
- Strategic Objective Six: Fitness for global excellence and stature
- The CTS project portfolio included projects that support this objective, such as the improvement of laboratory facilities, the completion of the DFC Civil Engineering Building upgrade, the Qoboza/Klaaste (QK) Building refurbishment to create additional lecture venues, and the APK and APB Library heating, ventilation and air conditioning (HVAC) projects. They also included wayfinding projects, the improvement of accommodation, participation in community projects and other initiatives that either create or improve the overall experience of staff, students and visitors at UJ.
 - Sustainability portfolio: A project manager was allocated to this portfolio of tasks and the portfolio charter was approved. The objective of the portfolio is to address all sustainability matters on all campuses of UJ. Collaboration with the Faculty of Engineering and the Built Environment commenced in 2016 and continued in 2017, including the development of a formal UJ Sustainability Policy.

NOTABLE ACHIEVEMENTS

Project performance monitoring

- Strategic projects completed ahead of schedule during 2017:
- DFC Fume Cupboard Installation Phase 4
- Strategic projects completed on time during 2017:
- DFC, APK, APB, SWC residence refurbishment
 - DFC Civil Engineering Building renovations Phase 2
 - Auditorium and E Ring Phase 1 Reinstatement Project
 - Upgrade of the APB Library HVAC: Phase 2
 - Moving of APB AVU to F Red 15
 - APK Magasyn Chemical Storage instantiation
 - Installation of fire water booster pump system at APK

Table 82: Strategic projects completed with a budget saving during 2017

CAMPUS	PROJECT	PROJECT BUDGET
SWC	SWC Student Centre	R14 600 000.00
Multi	Residence Refurbishment Phase 2	R17 000 000.00
DFC	DFC Fume Cupboard Installation Phase 4	R3 500 000.00
DFC	DFC Civil Engineering Building Renovations Phase 2	R10 500 000.00
APB	Repairs to 'Ontdekking' Great Hall structural columns	R150 000.00
Multi	Remedial work to various areas across all campuses (previous: Earth Tremor Damage)	R1 638 536.00
APK	New video tower for Astro Hockey Fields	R450 000.00
DFC	Civil Engineering Tech Building – Exterior Paving	R 373 100.00
DFC	New laboratory for Chemical Engineering – Qoboza/Klaaste (Perskor) Building	R884 846.00
DFC	Room 7400 (1) to be refurbished to accommodate research instrument HTGC	R100 000.00

APK	Auditorium & E Ring Phase 1 – Reinstatement Project	R40 000 000.00
APB	APB B Red 22 Reinstatement Project	R2 300 000.00
APK	Installation of Fire Water Booster	R6 121 961.00
APB	Upgrade of the APB Library HVAC: Phase 2	R1 071 178.00
APB	Moving of APB AVU to F Red 15	R270 000.00
APK	Renovations to 1 St Swithins Ave	R219 185.00
APK	Renovations to 1 Tolip Ave – JIAS	R215 225.00
APK	Renovations to APK Moot Court	R77 770.08
APK	APK – D3 Lab 322	R70 483.92
APB	Moving of APB AVU to F Red 15	R270 000.00
APK	Renovations to 70 Twickenham	R161 623.28
APK	Renovations to 9 Auckland Avenue	R86 874.99
APK	Renovations to 48 Windsor Avenue	R28 659.90
DFC	Renovations to Phumulani and Gauta Residences	R150 444.60
DFC	Renovations 3311 Lab JOB	R31 218.90
DFC	Applied Chemistry Offices	R56 142.72
DFC	Old Clinic	R208 050.00
APK	New TTO Offices & Innovation Centre – Plantation Road	R806 000.00
APB	FADA Library reconfiguration – GSA Studio	R748 000.00
APK	Magasyn Chemical Storage	R500 000.00
APK	Academic Development Office Alterations	R75 000.00
Multi	Waterproofing	R8 000 000.00
APB	Drainage system at Kerzner Building	R106 000.00
APK	Alterations and Additions to C Ring 7 APK	R2 400 000.00
APK	Madibeng Level 5	R489 000.00
APB	J Black upgrade	R147 000.00
APK	DFC coffee shop turnstile	R15 000.00
Multi	Structural integrity	R440 000.00

Total budget savings on the above projects of more than R12 million were recorded, compared to the budgeted values. No strategic projects experienced overspend during 2017.

Strategic planning for maintenance of physical infrastructure at the University of Johannesburg

CTS manages the Service Desk and ArchiBus Maintenance Management System in order to improve the maintenance service delivery, and to establish a comprehensive maintenance strategy. Comprehensive maintenance consists of planned maintenance (PM) and reactive (unplanned) maintenance.

Condition assessment updates were provided at high level by BuiltCare for overall backlog maintenance planning purposes. Previous project support documentation provided from BuiltCare allowed the residence refurbishment projects to continue in 2017 to meet the government gazetted minimum norms and standards for student residential housing.

Reactive (unplanned) maintenance

For reactive (unplanned) maintenance, CTS monitors the response by Campus Operations by means of a Service Level Performance Score (SLPS), which is a composite score that measures maintenance service response against a 48-hour standard and upon completion (within 48 hours or on promised date). The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 = Acceptable and 5 = Excellent). This includes a penalty for taking longer than two working days to respond to the client.

Figure 10 below shows the overall maintenance performance score for 2017, which includes both client and operations work requests. The rated average for 2017 was 1.75. Effort will need to be made in going forward to improve the response times on work requests so as to improve the score.

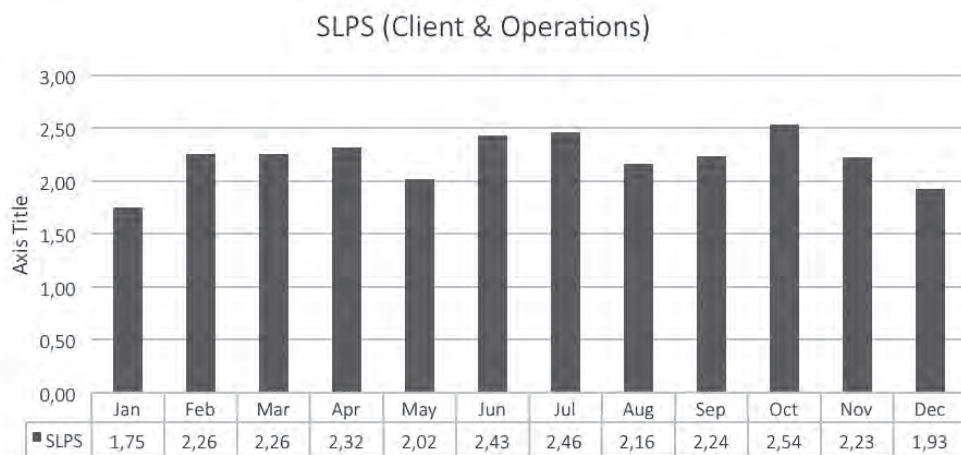


Figure 10: Client and operations overall activity and SLPS for 2017

Preventative maintenance (PM)

PM compliance refers to the percentage of completed versus issued PM work orders each month. For a particular month, all PM work should be executed by the last day of the month. Contractors and maintenance teams have up to the end of the first week of the following month to return all paper work for capture into ArchiBus. During 2017, all campus preventative maintenance compliance averaged 94%. Figure 11 below shows the PM compliance statistics per campus for the year 2017.

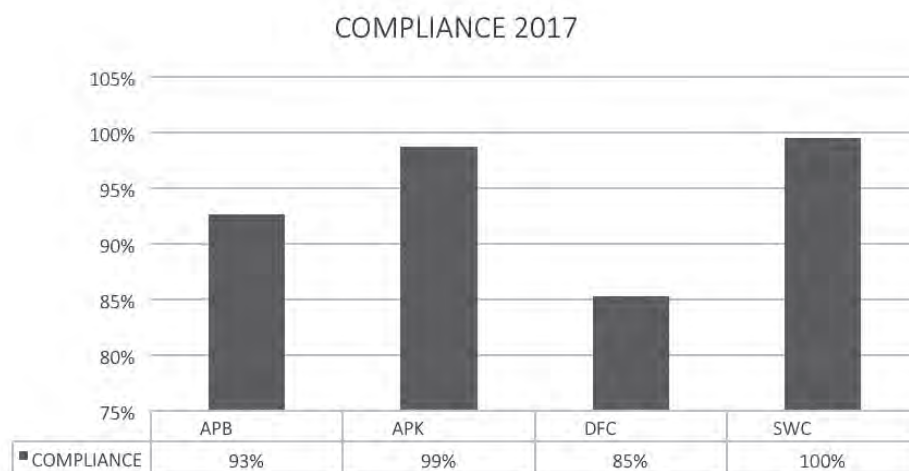


Figure 11: PM compliance per campus for 2017

Outstanding on-demand work requests

The total number of outstanding work requests was 2 237 from January to December 2017. Below is the number of outstanding requests per campus.

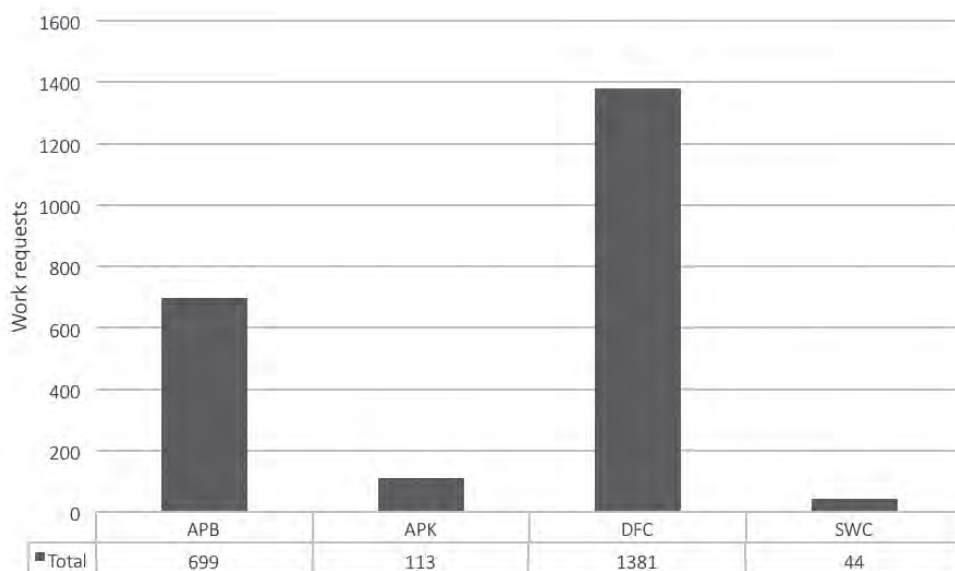


Figure 12: Outstanding on-demand work requests for 2017

Lift maintenance

The lifts are maintained via the PURCO contract, with the engineering consultants, Aurecon, assisting with legal compliance and quality inspections. The PURCO contract is structured to allow for penalties to be applied if service providers do not adhere to the service level requirements (maximum stoppages and response times).

Space data overview

At the end of 2017, UJ had a gross built area of 664 520 m². (This is made up of assignable square metres (ASMs) and non-assignable square metres (non-ASMs), which are used for institutional level HEMIS reporting.)

■ Space data audits

- Space data audits and updating of changes to building layouts continued in 2017, with inclusion in the ArchiBus and ITS databases as appropriate.
- Assistance was provided to Central Academic Administration with lecture venue updates as required on the ITS space database.
- Some additional off-campus houses were purchased during 2017, with updates into space databases scheduled for 2018.

■ HEMIS reporting

- The HEMIS annual submission of space data to DHET was submitted on time before the end May 2017.

■ People with Disabilities projects

- Operations assisted UJ PsyCaD with People with Disabilities (PWD) related planning and infrastructure development that aligns with the 2014 PWD Infrastructure audit findings and with the National Building Regulations. They also assisted with priority PWD projects as required. However, limited staff capacity and funding impacted the level of assistance provided; funding and additional capacity have been put into place for 2018.

SAFETY AND SECURITY: PROTECTION SERVICES

The security environment requires constant vigilance and ongoing effort to mitigate risks and reduce crime. Key initiatives were implemented in 2017 across a spectrum of security related areas. These include social media

campaigns on key topics, regular security sweeps, stricter access control, and increased visibility of security, a focus on security enhancement projects and other specific initiatives and interventions. Improvements in performance were also encouraged through continued enhancements of the Safety and Security Strategy. In 2017, these included a shift towards a strategically integrated Protection Services that is intelligence driven, while in parallel increasing the investment in a state-of-the-art Security Monitoring and Control Room.

Crime statistics

Table 83: Crime statistics for 2016 vs 2017

MONTH/YEAR	2016	2017
January	24	30
February	89	42
March	108	54
April	92	34
May	130	35
June	61	29
July	30	23
August	82	53
September	90	43
October	73	34
November	58	34
December	19	12
Total	856	423

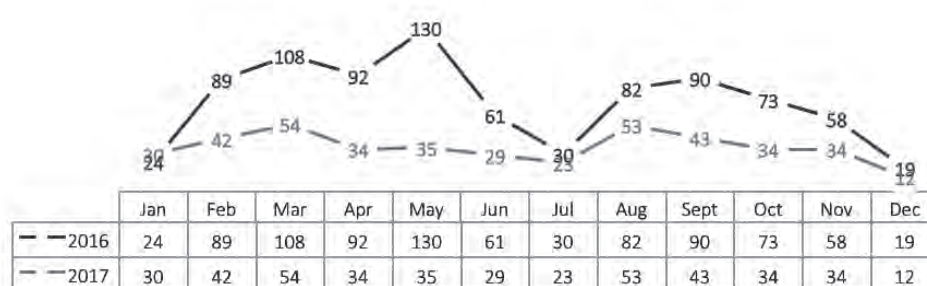


Figure 13: UJ crime statistics 2016-2017

Upon analysis of the crime statistics for 2016 and 2017, the following was noted:

- In 2017, crime reduced by 49,42%.
- In 2016, crime increased upon student returns from mid-semester vacations (April and May); however, crime statistics for 2017 for the same period decreased by 31%.
- Crime decreased during the winter vacation (June/July 2016); crime statistics for 2017 for the same period further decreased by 57,14%.
- During July 2016 to December 2016, 352 incidents of crime were reported, whereas from July 2017 to December 2017, 199 crime incidents were reported. This shows a reduction of 56,53% in crime. It is evident that the July 2017 implementation of the safe route project had a positive impact on the decrease of crime. During the same period, additional safe keeping venues were implemented.

PLANS AND TARGETS FOR 2018

The following high-level plans are presented for 2018.

Central Technical Services

- Focus on delivery of DHET and key capital projects in alignment with strategic objectives and campus master planning initiatives:
 - FEBE BEng Tech at new space development in the DFC Q/K Building – August 2018.
 - APK Library HVAC replacement – September 2018.
 - SWC third residence – Mid 2019.
 - DFC Habitat (2018) and Kopano (2019) residence upgrade project.
 - Other DHET and priority projects, regarding residences, lecture venue upgrades, waterproofing, backlog maintenance.
 - Ongoing review of Campus Master Planning Initiatives.
- A focus on completion of 2015/16/17 projects to manage capacity and cash flow.
- Improvement of specific funding approval and implementation of key priority projects.
- Streamlining of procurement for different projects.
- Streamlining of procurement and methodology of contracting of specialised consultant resources.
- Provision of tools in support of project delivery.
- Continuation of stakeholder engagement, and improvement in communication channels.
- Resolution of the physical location of CTS – to enable it to work as an integrated and effective unit.
- Finalisation and approval of project processes and methodologies.
- Resolution and clarification of roles, responsibilities and reporting lines.
- Streamlining of decision-making and reporting channels.
- Allocation of balanced resourcing of portfolios and projects to project managers.
- Assistance with improvement of effective project delivery.
- Formal consolidation of portfolio management office structure and concept regarding staffing and resourcing of CTS.

Maintenance Management

- Recruitment of vacant Maintenance Manager Post.
- Renewal of expired Maintenance Service Contracts for critical or specific services, via Procurement.
- Development of contract specific approach with Procurement for renewal of contracts or for going out on tender for generic contracts.
- Review of metrics for Service Level Performance Score, towards improving the SLPS rating, and of other maintenance management metrics.
- Improvement in management and monitoring regarding consistent and systematic processing and closing out of job cards.
- Review and improvement of administration processes and record keeping of maintenance.
- Reduction in backlog maintenance by 15% per annum.
- Completion of outstanding projects from 2015/2017, followed by identification and prioritisation of key 2018 maintenance related projects.
- Finalisation of merger of OPS/CTS Service Desk with UJ strategic help desk that includes HR and ICS, while still ensuring service delivery. (The Phase 1 stage was completed in 2017, with Stages 2 and 3 planned for 2018.)

Space Management

- Implementation of approved Space Management Policy.
- Improved visibility and stakeholder engagement regarding space information.
- Submission of HEMIS space database to DHET on schedule.
- Continuation of space audits and inclusion of new properties, to maintain updated space information.

- Continued support for planning activity for projects that improve PWD access to facilities.
- Improvement in formalised process for space alterations and space requests.
- Planning assistance to space allocation and alteration requests from various stakeholders.

People Resource Management

- Engagement with HR to recruit for vacant posts as a matter of urgency.
- Identification of suitable office space to accommodate new staff.
- Use of specialist consultant and capacity resourcing for professional disciplines.
- Engaging with Procurement to review and update methodology and pre-approval process, whereby specialist consultants are resourced.
- Review and resolution of temporary staff contracts in collaboration with HR, to ensure improved stability for the Division and for staff.

CONCLUSION AND WAY FORWARD

Summary of performance

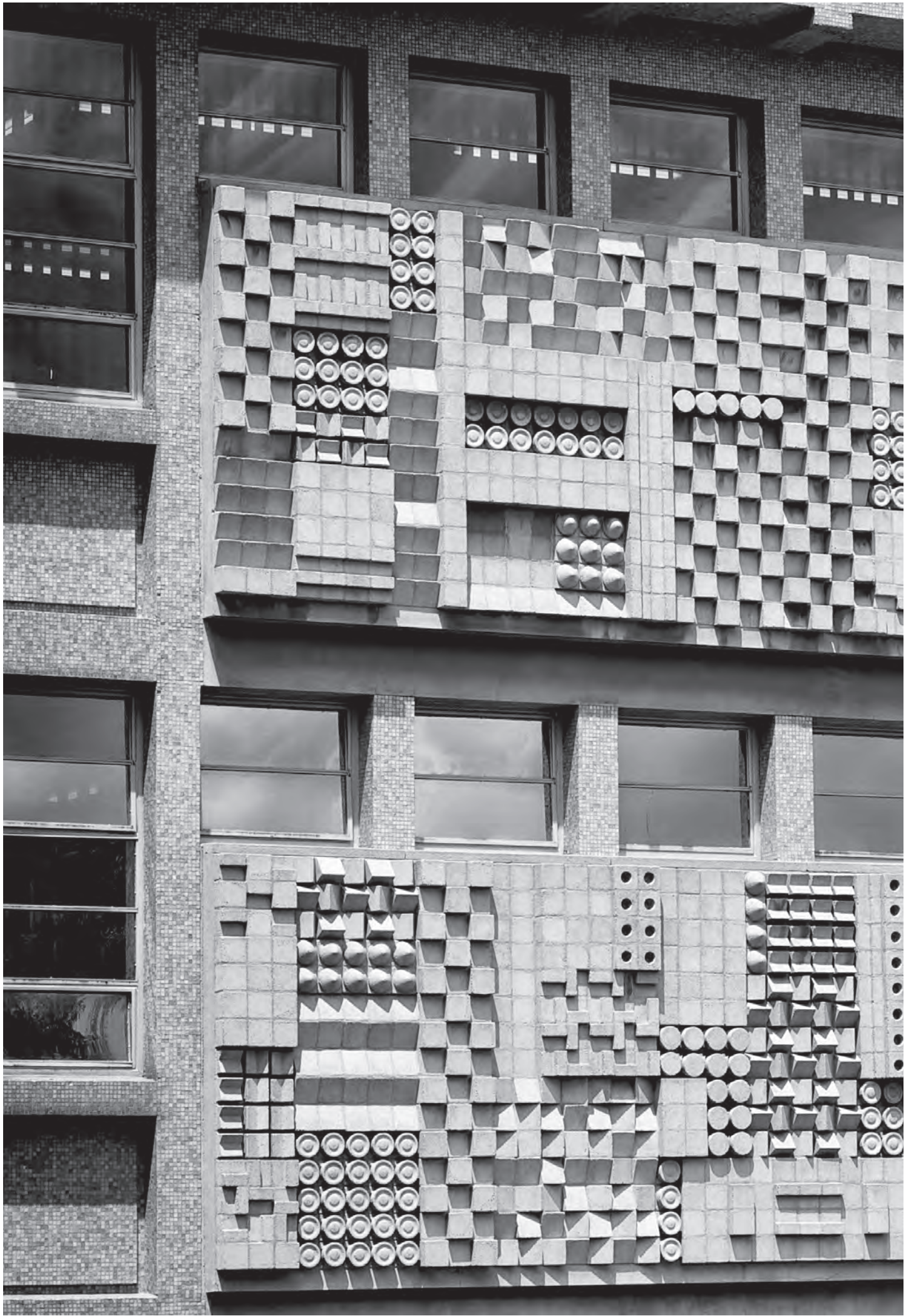
CTS has accomplished an extraordinary number of projects given the lack of strategic leadership for the majority of 2017 and the succession of staff changes.

The majority of staff in the Operations Division are to be congratulated on maintaining an exceptional level of commitment to their tasks while being generally unrecognised and often vilified.



André Nel (Prof)

Executive Director: Operations (Acting)





Financial Sustainability

OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

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

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management;
- UJ financial strategy and five-year plan, approved by Council;
- Financial policies and procedures;
- Fundraising Policy;
- Policy on Student Fee Structure;
- Financial and contract delegation of authority;
- National Student Financial Aid Scheme Rules and Regulations;
- Risk Management Policy;
- Procurement policies and procedures;
- Tender policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco);
- Audit and Risk Committee of Council (ARCC);
- Financial Sustainability Committee of Council (FSCC).

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MECRM) is chaired by the DVC: Finance (refer to Statement on Risk Management, Section Four in this Annual Report). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The following four divisions reported to the Deputy Vice-Chancellor: Finance during the year under review:

- Financial Governance and Revenue
- Finance Expenditure
- Commercialisation
- Information and Communication Systems

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management were reflected on the Institutional Risk Register:

- Increasing trend of non-payment of tuition and residence fees resulting in increased doubtful debt. This is a direct result of the #FeesMustFall Campaign and students advising the University that they await the outcomes of the Presidential Commission on fee-free university education.
- Continued uncertainty around university fee increases into the future. While the Council on Higher Education (CHE) submitted its report on a proposed framework to regulate this to the Minister, no pronouncement has been made in this regard.
- The financial impact of the ratings downgrade on universities' cost base, especially foreign exchange based costs. The downgrade could also, eventually, impact negatively on the level of disposable income of our students' parents, which could, in turn, reduce their ability to pay tuition and residence fees.
- Qualified academic and professional staff are in high demand and are a scarce national resource, resulting in extreme competition for top talent among universities, which in turn results in sharp increases in staffing costs, which itself could lead to a growing fixed cost base that could cripple the university sector.
- Failures in governance in the commercialisation domain resulting from noncompliance with the University statute and policies. These failures presented an opportunity for the University to review and revise its governance processes around commercialisation to ensure full transparency and accountability.
- The financial consequences associated with the insourcing of outsourced services and staff, since insourced staff could precipitate a new wave of demands for much higher salaries.
- 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.
- The shortage in student residence spaces in the university sector and the lack of capital on universities' balance sheets to build student residences, which are major risks to the stability of the sector.
- The inability of universities – due to the lack of reserves on their balance sheets – to adequately maintain their facilities, equipment and student residences, which will reduce the ability of universities to provide appropriate quality education and a superior student experience.
- The occurrence of petty crime in areas surrounding our campuses, which could, if not managed, limit our ability to provide safe spaces for teaching and learning.

Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above are affecting the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, ARCC and the FSCC. Strategies adopted to manage this risk include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.

- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

Financial sustainability risks associated with student funding

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate state subsidy, which will allow the University to provide quality teaching and learning, research and community service.

- While universities were allowed to increase fees for 2017 and 2018 by up to 8%, the University and the sector remain uncertain about increases in the future. The recommendations of the Presidential Commission and the Council on Higher Education, which will provide guidance on this, are expected during the course of 2018.
- It is important to note that the Council of UJ also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. An adequate level of reserves, on which investment income is earned, is required to fund the expenditure of infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve level.

Increase in irrecoverable student debt

The University is acutely aware of the economic status of our students and their parents. The uncertainty on the fee landscape has negatively impacted our ability to collect outstanding student debt.

It is 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. We will continue to manage this risk actively.

Inadequate NSFAS allocation

The University has a strategic intent of providing access to students from working-class parents. This strategy results in the admission of a less affluent cohort of students, which places incredible pressure on the financial resources of the University and the adequacy of our allotted NSFAS funding. This also has a material influence on the unrecoverable debt of the University. In 2017, in addition to its 2017 NSFAS allocation, the University provided assistance to NSFAS students in the amount of R20 million.

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

Despite the above interventions, 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 has assisted 3 645 students settle their full tuition fees through the University funded SRC Trust Fund, as well as with funds raised through the 'Missing Middle' Campaign. This Campaign doubled its efforts of last year and raised an astounding R201 million through the support of the Vice-Chancellor, University Council and Executive Leadership, staff and alumni.

These subventions are not a sustainable solution and will have to be limited to an affordable amount in the near future. While we have seen a significant increase in the number of students funded by NSFAS over the year under review, there is a need to continue growing this number. This will be achieved over time, with the revision in the NSFAS funding threshold in 2018.

Real decline in Government subsidy

Taking note of the risks described above and the financial effect of these on the long-term financial sustainability of the University, the real decline in the per capita subsidy in the recent past remains an institutional risk for the University.

Impact of the funding framework review on the subsidy of the University

The report of the Ministerial Committee dealing with the review of the funding formula has not been finalised. The possible impact of the review is a significant downward shift in funding for Business/Commerce Studies, with particular implications for UJ for the College of Business and Economics (formerly Faculties of Management and of Economic and Financial Sciences). When the report is finalised, we will study the report to determine the impact of any changes to the subsidy formula and formulate strategies to manage this risk.

Increased electricity and other utility costs

The increasing cost of energy, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption, and all new developments and any refurbishments are designed to be energy efficient. We have also conducted research and launched a process to develop more ways of reducing our electricity consumption. This is a strategic issue and we are continually improving our processes to manage this risk. An additional item, which increases our risk in this area, is the poor accounting, misallocation of payments made, incomplete and faulty customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The Executive of the University has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

Impact of insourcing

The University committed to insourcing approximately 1 000 staff, who had previously performed outsourced services. The last of these staff were insourced during the year under review. The additional costs associated with the insourcing pose a risk to the financial sustainability of the University, which will be managed very closely in the future.

General financial risk management

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

The Finance Division, under policies approved by ARCC that provide written principles for overall risk management, carries out financial risk management. ARCC oversees the manner in which management monitors compliance with the risk management policies and procedures, and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to ARCC.

Credit risk

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

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the use of debt collection attorneys and agencies. As already indicated above, this risk is ever increasing as students expect free tertiary education.

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

Liquidity risk

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

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments. The guaranteed state subsidy also assists in managing this risk.

Currency risk

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

Interest rate risk

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

The University's investment policy determines that the University's fund managers manage all long-term investments, including capital and money market investments, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

Market risk

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

Operational risk

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

FOCUS

In 2017, we continued to focus on cost consciousness, effectiveness, and sustainable resource generation. An additional focus was raising bursary funding from external sponsors, as well as refining strategies for generating other third-stream income.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

FINANCIAL PERFORMANCE

Management accounts show the University has achieved an operating surplus of R206 million against a projected operating deficit of R19 million. The income generated during the year, including investment income, exceeded our budget by 3% (budget: R3.366 billion vs actual R3.480 billion). Our actual expenses for the year were at 97% of budget (budget: R3.385 billion vs actual R3.274 billion).

In respect of the comprehensive and consolidated operating results – of both the budgeted and the non-budgeted cost centres – and including research income and donations, interest income, income from investments, finance income and costs, share of profit/loss, other gains/losses, other comprehensive income, fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on defined benefit plans, the actual outcome is a surplus of R257 million. Our financial position remains strong with consolidated net assets of R5.6 billion (2016: R5.2 billion).



Nolwazi Mamorare (Ms)

Deputy Vice-Chancellor: Finance (Acting)

Financial Governance and Revenue

OPERATING CONTEXT, GOVERNANCE & RISK MANAGEMENT

Financial Governance and Revenue has five separate subdivisions and delivers a range of services on all four campuses of the University.

The subdivisions are:

- Treasury and Reporting
- Financial Risk and Insurance
- Budget and Project Management
- Student Finance
- Strategic Financial Projects

We have positioned ourselves to be a world-class empowered strategic partner striving for excellence and stature. Our primary strategic goal is to ensure financial stability and sustainability of the institution, to support the global excellence and stature (GES) drive. We strive to deliver service excellence by ensuring that the financial information system process re-engineering is aligned to GES. We promote the culture of good governance, transformation and empowerment. We are continuously formalising strategic partnerships across the University. The Division promotes a culture of value-driven staff and a productive and satisfied workforce to sustain the achievement of our pre-determined objectives.

The Financial Governance and Revenue Division is an integral part of the University, working with internal and external stakeholders. The Division faces many challenges while also seeking to benefit from opportunities that arise. Risk areas are under constant scrutiny and identified risks are addressed and mitigated in a well-structured process. We have implemented a fraud prevention strategy that seeks to detect any fraudulent activities within the environment. Risk registers are continually updated. The Division mitigates its risks by incorporating appropriate precautionary measures in all its business processes.

Major risks identified in 2017

- The uncertainties in student funding and subsidy grants, which have a direct impact on the financial sustainability of the institution.
- The lack of a proper regulatory framework on annual tuition fee increases.
- The challenges with governance in UJ's commercial entities.
- The growth in loans for UJ's commercial entities with no real return on investment.
- Inadequate utilisation of technology to enhance efficiency and productivity.
- Impact on long-term investments due to fluctuating markets.
- Ineffective NSFAS administration processes.
- Escalating municipal costs and incorrect billing by the City of Johannesburg.
- An emerging risk is the lack of timeous responses from departments.

Treasury and Reporting – Director: Tommie Ramage

The subdivision is divided into two subdepartments:

- General Ledger and Reconciliations – responsible for the UJ income budget, statutory reporting, the maintenance of the general ledger and related financial structure and systems.
- Cash Management and Sundry Debtors – responsible for cash flow planning, the short- and long-term investment management according to the UJ mandate set by the UJ Investment Committee, as well as the effective management of sundry debtors.

The major strategic and operational successes in 2017

- Submitted audited Consolidated Annual Financial Statements and other financial stakeholder reports, on time and as and when required.
- Audited Consolidated Annual Financial Statements were completed and included in the UJ Annual Report within set timeframes.
- Prepared MEC-approved annual half-year financial reports, and submitted these to DHET.
- Compiled quarterly Management Reports, with narratives on under- and over- spending for MEC.
- Ensured UJ compliance with the VAT Act, submitted monthly returns to SARS and completed annual Apportionment Ratio calculations and reports.
- Reviewed and updated the Council approved Financial Sustainability Model – fiveyear financial plan.
- Optimised the use of financial systems to maintain and improve financial governance.
- Created and updated the standard Funds Available Reports, for use by UJ faculties and support units in managing their finances.
- Reviewed, updated and enhanced the chart of accounts to now include the newly established College and associated Schools.
- Served as technical administrator of the budget system, which included a version upgrade as well as a server upgrade.
- Reconciled and distributed the annual publication subsidy.
- Reconciled block grant subsidy and earmarked grants to Ministerial Statements.
- Calculated and distributed annual Vice-Chancellor Awards timeously.
- Improved relationships through continuous engagement with banks, which led to a reduction in bank charges.
- Automated Sundry Debtor's statements, thereby reducing operational costs.
- Assisted online degree development with financial modelling; the first courses were launched in October 2017.
- Implemented and upgraded the FNB eWallet solution to replace cash when issuing petty cash.
- Optimising UJ cash flow management, short- and long-term forecasts.
- Managed UJ and UJ Trust's long-term and short-term investments to higher than expected outcomes.
- Submitted daily cash flow reports used for key decision making.
- Took part in various community engagement projects/activities during the year under review, i.e. visits to old-age homes and participation in Mandela Day activities.
- Managed to fill all critical vacant positions in 2017. The team is fully capacitated and effective.

Major strategic and operational improvement areas and projects for 2018

- Draft, submit and implement official University and UJ Trust Investment Policies.
- Review investment mandates to align strategic objectives to UJ, and UJ Trust, optimise cash flow management, reduce cost and increase return on investments.
- Create meaningful and individualised dashboards for key decision makers by using Oracle Business Intelligence (BI) application.
- Create and implement standard Oracle BI reports.
- Effectively manage UJ reserves and associated investment returns, which will be included in key decision-making dashboards and reports and Financial Sustainability Model.
- Review and obtain MEC approval of UJ Financial Policies to ensure continued adherence to good financial governance in the institution.

- Assist UJ initiatives and project managers with financial modelling.
- Implement a third-stream income recognition and allocation solution.
- Automate general ledger journal process via Oracle journal approvals.
- Implement and activate categorised budget control.
- Enhance Annual Financial Statements (AFS) template and management accounts.

Financial Risk and Insurance – Senior Manager: Este Sorour

Financial Risk and Insurance is responsible for the coordination of UJ's risk management function, the insurance portfolio of UJ and the process of managing the various internal and external audit functions. Risk management underpins institutional management processes by continuously capturing risks in the University's risk registers for management review.

The University continuously strives to build its risk governance structures and processes. As part of the 2017 internal audit plan, the University considered the key risks documented in the University's Institutional Risk Register and divisional risk registers, as well as other areas of concern identified by management. Risk management continues to be an ongoing and accepted process that is integrated into the day-to-day management activities of the University. The risk governance structures and processes ensure that the institution is ahead of any current and emerging risks.

Successes as part of the overall process of seeking assurance

- Internal Audit:
 - Our internal audit approach was reviewed and approved by the Audit and Risk Committee of Council, with the aim of enabling reprioritisation of the internal audit plan to adequately cover all the key business processes in an end-to-end approach. This approach will allow both the internal audit team and management to obtain more insight into the University's value chain, which will potentially result in fewer audits, but deeper coverage.
 - The University appointed KPMG as its internal auditors. Both management and the Audit and Risk Committee of Council approved the Internal Audit Plan for the year ended December 2017.
 - We also perform detailed reviews of internal audit reports to ensure accuracy, validity, and value-add.
 - Internal Audit Reviews were conducted in the following areas:
 - Research and sponsorship
 - Human resources
 - Cyber maturity assessment
 - Finance
 - ICS third-party review
 - Procurement services
- Fraud Prevention:
 - As part of the Fraud Prevention Strategy, a series of Fraud Risk Assessment Workshops were held to identify the different types of fraud that could occur within the University and to assess the likelihood of these fraudulent activities occurring.
 - The Fraud Prevention Strategy included the formalisation of a Fraud Risk Register to further discuss and report on potential fraud risks, controls and weaknesses in controls, as well as action plans.
- Risk Management:
 - As part of the Risk Management Implementation Plan, the Risk Management Office facilitates ongoing emerging risk reviews and management discussions by compiling relevant information from both internal and external sources. Emerging risks that are identified and considered material are further assessed and monitored.
 - Tracking and weekly dashboard reporting to the MEC of potential risks related to protests, crime and other incidents around the campuses.
 - We continue to report on statistics related to insurance claims in order to create an awareness of potential risks and in an effort to mitigate risk and reduce losses for the University.

- The Risk Management Office is proactively engaging departments on any major, developing risks that might affect the institutions.
- Business Continuity:
 - The University is committed to ensuring the continuity of its business in the event of a material disruption to critical business activities. To achieve this, the University has established a Business Continuity Framework as an integral part of the day-to-day business operations. During 2017, we have tested Business Continuity Plans in various divisions and faculties and have embarked on the development of Emergency Response Plans for each campus.
 - An annual review of the business continuity model is performed to align its relevancy to the current business elements.
- External Audit
 - The University underwent a Request for Proposal to appoint new external auditors in 2017, for the next three years commencing January 2018. The University appointed PricewaterhouseCoopers (PwC) as its external auditors. Both management and the Audit and Risk Committee of Council approved the client service plan for the year ending 31 December 2017.
- Governance
 - The Risk and Insurance team assisted in the area of governance to compile a roadmap for a revised strategy and structure for commercialisation. We have conducted research and benchmarking, reviewed legislation and current policies and drafted proposed structures and guidelines.
 - The Insurance Policy was reviewed to include due care guidelines for computers and the incorporation of potential insurance risks. Additional guidelines for the protection of assets during travel were also drafted and issued.

2018 developmental areas

- Increase awareness and arrange training in terms of accurate and detailed reporting on fraud controls and potential exposure to fraud.
- Arrange additional training and awareness around business continuity processes and ensure information is relevant and up to date.
- Work with Operations and Budget, and Project Management personnel in implementing processes to track DHET funded project costs more accurately and efficiently.
- Continuously engage with the internal audit team to improve process flow, relevance and value-add.
- Further develop and roll out the Integrated Assurance Model for the University. This will be rolled out in terms of an Integrated Risk and Assurance Register, which defines responsibilities of oversight structures and risk responsibility allocation associated with these structures as well as assigning appropriate assurance types and activities.
- Review the Risk Management Policy to align with King IV and the updated ISO 31000 Risk Management Standard.
- Develop a Fraud Prevention Policy.
- Implement more robust reporting, communication and awareness to mitigate the high number of insurance claims and associated risks.
- Continuously monitor performance of internal and external auditors, taking into consideration the concerns raised on their associations with questionable organisations.

Budget and Project Management – Director: Mariana Erwee

The subdivision is responsible for reporting to internal clients on financial management information. The compilation of the UJ expense budget, research expenditure reporting, expense budget management and project accounting and reporting are the major functions of this Division. Service delivery is attained through dedicated financial business partners for each of the faculties and professional services divisions.

One of the primary functions of the Division is the preparation of the annual UJ expenditure budget. The approved budget sets out the financial parameters for expenditure control, and the Division is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances. Due to the constant pressures on the financial resources, the Division is required to review the financial policies on an annual basis.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

Successes for the Division in 2017

- The residence (FNB) cards were successfully implemented from January 2017; these replaced the Wizzit cards. Stricter control measures were set where purchases were channeled through I-Procurement. Project limits and the upload thereof were drastically reduced.
- Variance reports on actual/budget expenditure on Peromnes post level and consolidated faculty/divisional level were presented in detail during the budget process. Recommendations were made and processes in HR implemented to further improve the accuracy of the budget.
- Research income has increased from 2014 to 2017 by 184%. This increase in work was reallocated and managed successfully.
- A substantial role was played in the optimisation project of insourced staff for Protection Services.
- Revised processes for recording NRF income were successfully implemented.
- The Micros Fidelio System with STH has been reconfigured to work correctly. This financial function was transferred to the Division in 2017.
- The Division has played a pivotal role in preventing financial losses to the University. In 2017, fraudulent transactions in the form of theft and submission of fake documents were discovered and reported to management.
- The Division played a major role in achieving a net surplus for the 2017 Budget, for the first time in five years, thus contributing to the financial sustainability of UJ.

Improvement areas for 2018

- Align the Division's operational plans to the 2018 finance annual performance plan.
- Change our culture to ensure that staff are not afraid to question instructions received from management.
- Change the Financial Business Partner (FBP) mindset and redefine their role to an advisory function.
- Revise existing processes to reduce operating costs.
- Undertake a complete overhaul of staff performance contracts, and align to divisional Annual Performance Plan (APP).
- Review half-year expenditure, budget vs actuals.
- Activate budget control on remuneration budget.
- Manage and ensure accurate CoJ utility payments.
- Reconcile and report on monthly HR/IDU remuneration post variances.
- Analyse financial information on a higher level.
- Develop and implement BI reports.
- Implement budget monitoring and controls.

Student Finance – Acting Director: Daphney Nemakhavhani

This subdivision is responsible for the administration of student fees, NSFAS funding, bursaries and student debtors. Student Finance strives to provide excellent service to all students, parents, sponsors, donors, and internal and external clients. The Division has grown in terms of student fee income generated. The growth in NSFAS and external bursaries has had a positive impact on the cash flow and also the financial sustainability model. Despite the increase in funding categories for financially needy students, the University is still under intense pressure due to non-payment of debt by cash paying students.

The Division is decentralised on all four campuses; services offered include financial aid, bursaries, cashier services and student debtor queries.

Successes for the Division in 2017

- A substantial decrease in student debt as at the end of 2017. The percentage of outstanding debt total in income was 34% in 2016, when compared to 20% in 2017. This is due to the increase in NSFAS funding, bursary growth and the strict credit control measures in place.
- Implementation of the DHET Tuition Fee Grant Model. The UJ Fee Grant Model was later adopted by DHET to be rolled out to other universities.
- Successful implementation of student service automation, increasing UJ's green footprint.
- Successful implementation of the student finance designated call centre for debt collection and other general finance queries.
- Increase in state funded students, 68% increase from the 2016 academic year.
- Timeous payments received from NSFAS.
- The introduction of NSFAS online loan agreement forms reduced spending on paper print.
- Elimination of paper work as a result of the NSFAS student centred model, centralising applications.
- Increased external sponsors from 2016, a target for R120 million was set for 2017. As at end of 2017, R201 million was received, which was a 100% increase from the year 2016. Full tuition for over 3 645 students was settled.
- Ongoing discussions with departments relating to the new revised bursary policy have led to a decrease in student debt. Strict control measures were implemented on refund applications, double dipping and debt recovery strategies for outstanding student debt, by appointing temporary staff.
- Successful integration of the bursaries office and refunds to optimally utilise staff capacity and fast track service delivery.

Strategic Financial Projects (SFP): Director – Melinda De Wet

The subdivision assists in providing governance and financial management services to the commercial entities, designated projects and centres of excellence. The Division prepares the financials of the smaller entities and submits these to the Board of Directors for sign off.

The operational successes in 2017

- Complied with all forensic requirements in the minimum time frame.
- All commercial entities received unqualified audit reports.
- All annual financial statements were produced within the tight deadlines.
- SFP complied with all tasks beyond the financial functions of the commercial entities.
- Successfully registered all commercial companies with the Companies and Intellectual Property Commission (CIPC) and submitting the annual returns on time.
- Adhered to all required statutory regulations in the form of:
 - Shareholders certificates
 - Register of directors
 - Minutes of meetings
 - Memorandum of Incorporation
 - Shareholders agreements
 - Statutory documentation
- Managed the SARS (Income Tax, VAT, PAYE, Skills Development Levy (SDL) & UIF) registration process, registered as a SARS e-filing user and submitted returns.
- Ensured that all commercial entities were tax compliant.
- Managed the opening of corporate bank accounts, and applied for procurement and credit cards.
- Managed cash flow effectively.
- Put in place a reliable financial reporting system specific to the core business of the commercial ventures.
- Allocated all financial transactions on Pastel and financial management reporting.

- Managed the annual financial audits.
- Managed the B-BBEE verification process.
- Held financial management meetings to ensure effective financial governance.
- Compiled financial policies and procedures, and the revised delegation of authority.
- Managed and implemented the consolidation of all commercial ventures into UJ's management accounts on a monthly basis.
- Compiled forms and documents to support processes.
- Conducted regular strategic discussions to support governance and processes.
- Clarified roles and responsibility requirements within the SFP structure.
- Ensured effective budget monitoring and controls, and implemented the annual budget for each commercial entity.
- Efficiently and effectively managed funds in such a manner as to accomplish the objectives of UJ.
- Rolled out a pilot document storage repository system for the commercial entities.

Operational improvement areas and projects for 2018

- Implementing Asset Module and Pastel Evolution.
- Revising processes, policy and procedure specifically relating to the commercial unit environment.
- Providing effective and efficient support to the commercial environments.
- Ensuring effective budget management, and implementing the annual budget.
- Managing user access to Pastel Evolution.
- Efficiently and effectively managing funds in such a manner as to accomplish the objectives of UJ.
- Developing a business policy and process to enforce statutory compliance with all new commercial entities.
- Process mapping of tasks within the Strategic Financial Project Division.
- Ensuring loan agreements for all loans compiled.
- Successfully deregistering dormant companies as per the Council resolutions.
- Successfully liquidating companies voluntarily.
- Reviewing the Charter for the Social and Ethics Committee for Resolution Circle (Pty) Ltd.
- Developing and implementing an effective contract management system.
- Further implementing the pilot document storage repository system database.
- Implementing internal audits within the commercial entities.
- Supporting the Office of the General Counsel in all pending law suits as well as providing required documentation and information.
- Aligning the Division's operational plans to the 2018 finance annual performance plan.

OPPORTUNITIES IN THE FINANCIAL GOVERNANCE AND REVENUE DIVISION

Despite the challenges, the Financial Governance and Revenue Division at the University of Johannesburg has taken advantage of the opportunities that arose in 2017. Some of these opportunities are stated below:

- Finance Division staff are full of agility, skills, knowledge, experience and competency, with innovative ideas to create positive value in their work and for the University of Johannesburg.
- Increase in shared responsibilities, segregation of duties, processes, functions, ownership and accountability by staff.
- Unqualified audit report for the University of Johannesburg.
- Improvement of financial systems, policies, procedures and governance framework for the University, and prudent cash flow management.
- Finance embraces technology and enterprise resource planning – Business Intelligence reports, integration of system with third parties, student services automation.
- Finance leadership is empowered to take its own decisions through appropriate delegation of authority and responsibility.
- Exploration of third-stream income potential using UJ's massive infrastructure, great student numbers and staff competencies.

Cost-cutting initiatives undertaken in 2017

A strong emphasis on budget monitoring and control is key to curbing wasteful expenditure. We have engaged with various departments to adopt a culture of saving, and to reprioritise resources where it is required.

- Review the use of temporary staff.
- Enforce the policy on functions and entertainment spending.
- Reduce the number of desktop printers, save on paper and cartridges.
- Reduce spending on overtime.

CONCLUSION AND WAY FORWARD

The beginning of 2017 started with challenges; however, many notable successes were realised towards year end. The continued engagement of staff with the finance team has shown positive outcome during a difficult period of uncertainty and increased workload. Stakeholder engagements and strategic partnerships were at a peak and strengthened UJ's position in the sector. For the first time since 2014, the University has shown a very strong cash flow position, and this is the result of prudent financial management and improved debt collection strategies.

The Commercialisation Unit plays an integral part in the University; management has committed to put proper governance structures in place and to establish oversight committees that will drive the UJ strategy in the Unit.



Mzwakhe Matukane (Mr)

Executive Director: Financial Governance and Revenue (Acting)

Finance Expenditure

OVERVIEW

The Finance Expenditure Division consists of Accounts Payable, Fixed Assets, Payroll, and Supply Chain Management. Procurement, Tenders, Warehousing and Distribution (Stores), Supplier Management as well as Contracts and Commodities Management resort under Supply Chain Management.

During 2017, many factors influenced activities within the Finance Expenditure Division, such as alignment to customer expectations, changes introduced by the budget speech (tax and other implications), and the need to ensure value for money. Ensuring a smooth transition between these and many other challenges meant that Expenditure had to perform with great agility, but still within the boundaries of governance. Improved communication with the UJ community and suppliers resulted in greater efficiency and improved turnaround times. The shift from commodity focus to customer focus helped to identify, evaluate and manage customer needs and expectations. The change was aimed at service excellence in Expenditure's approach towards client support, and at creating awareness about adherence to policy and procedures, while achieving value for money.

FINANCE EXPENDITURE

The Finance Expenditure Division sought to maximise its value during 2017. Initiatives included improving credibility, collaboration, stakeholder relationships, ensuring value for money and meeting the needs of our customers. The roll-out of a business intelligence system for Finance Expenditure enabled a better understanding of the cost drivers. These service improvement initiatives generated a general savings of around R11 million for 2017.

Turnaround considerations included:

Supply chain management

Supply chain management plays an integral part in assisting the University to achieve its objectives. The following interventions were implemented:

- Effective expediting of purchase orders reduced the overall percentage of overdue orders to 15%.
- All requests for quotations (RFQs) were managed through the help desk to ensure that sourcing was managed and monitored adequately.
- Post tender negotiations were conducted to negotiate prices during acquisition, taking into account total cost of ownership and general value for money in the acquisition process.
- A request for information (RFI) process was undertaken at year end to assist with developing a cleaning optimisation strategy.
- Effective tendering administration ensured successful delivery of key projects, such as:
 - Refurbishment of the Habitat residence, currently in the construction phase, was concluded within budget.
 - Refurbishment of the Qoboza/Klaaste Building was concluded on time.
 - DFC Civil Engineering Technology Building renovations are currently under way.

- The APK Library heating, ventilation and air conditioning (HVAC) replacement project was awarded within budget and is currently at construction phase.
- The Soweto Student Centre was successfully handed over for occupation during the year.
- Nine residences on APK Campus underwent maintenance and refurbishment to ensure that minimum standards are met.

All transgressions of the Procurement Policy are recorded and closely monitored. Procurement spend amounted to R242.8 million, while R566 million was expended through tender administration.

Accounts payable

A number of automation processes were investigated in our quest for improvement. Elements introduced to optimise resources and create efficiencies included:

- Automation of the foreign payment process. This reduced not only our transactional costs, but also paper usage and transportation costs as well as time saved.
- Given the extensive use of credit cards within the University, it made sense to pay the credit cards within 30 days and to minimise on the interest charged for payments pending over 55 days.

Accounts Payable processed R1.2 billion in payments during the year (2016: R1.5 billion) and 66 123 invoices (2016: 66 543)

Asset management

Asset management operations were reviewed and policies and procedures were updated.

- The update included assessment of the useful life of University assets, impairments of assets and assessment of residual values.
- The barcoding of all physical locations on all campuses was completed, and the grouping of assets to these locations is 85% complete.
- Fixed assets capitalised for the year amounted to R328 million, while the net book value (NBV) of assets stood at R2.2 billion.

Supplier management

The University is committed to transformation of the supplier database and to ensuring a drive for preferential procurement and supplier and enterprise development.

Total B-BBEE spend for the year was R913 million (98,41% of qualifying spend). This resulted in 29.26 out of 50 total points being earned.

We continued to invest in the development of suppliers as part of the B-BBEE Code of Good Conduct. Some of our achievements included:

- 120 suppliers enrolled for the Small Business Enrichment Programme in 2017.
- Procurement recognition level was assessed at 80,29%.
- To minimise the supplier onboarding process and related costs, VendorSure, an electronic web-based system, was implemented to streamline supplier vetting and management processes. The online portal went live in March 2017. Suppliers can now register online, and the main benefit is then empowerment of suppliers who update their information directly, while the University has a credible supplier database.
- Supplier performance management will become critical in maintaining a credible supplier database.
- Supplier mentoring was introduced to ensure sustainability of small businesses.

STAKEHOLDER ENGAGEMENT

Engagement with faculties and divisions improved understanding of the customers' needs. This engagement also created awareness as to expenditure policies and procedures.

Payroll

Regular benchmarking and reinvention in a bid to improve efficiency and effectiveness are necessary in the operations of the Payroll Department. A review of procedures and practices ensured optimisation of the

Protection Services Division. This review managed to ensure a streamlined approach towards the overtime of Security personnel.

Ensuring successful payments for the cleaning staff being insourced meant the team had to be ready to meet tight pressures. In total, 650 cleaning staff were successfully insourced in April 2017.

These are some of the highlights:

- The general salary increases were successfully implemented. The increases were differentiated, based on the Peromnes grade of the employee. Despite the delay in the conclusion of the negotiations, the increases were successfully and timeously processed in the January 2017 pay run.
- The Budget Speech also had an impact on the Payroll Department, due to the budget changes that were announced. The most notable of these was the increase in the tax rate of all employees earning in excess of R1 500 000 p.a. to 45% p.a. (previously a maximum of 41%).
- The annual and biannual tax submissions were successfully done on time.
- Continuous engagement with HR ensured an improved approach towards onboarding of temporary staff.
- Merit bonuses were also successfully processed to all qualifying staff in December 2017.
- InfoSlips were rolled out to all University staff in January 2017. This has helped improve communication with the UJ community. Staff also have online access to their payslips from their desktops, laptops and cellphones.

Personnel

Continued professional development of the Finance Expenditure staff is a key focus within the Division. Other development initiatives included conference and attendance at update sessions.

Engagement with staff

Finance Expenditure held its planning session in January 2017. This helped to set the tone for improvement of operations.

A follow-up session was held with all staff in August 2017. The workshop was a 'health check' of sorts, aimed at highlighting the achievements of the Finance Expenditure Division, as well as the challenges and risks faced and measures taken to mitigate them.

Continuous professional development

A number of staff members are studying towards a recognised qualification, or attended professional development sessions. These included the following:

- A number of buyers are studying towards the CIPS (Chartered Institute of Purchasing and Supply) qualification.
- The Payroll staff attended a number of training sessions hosted by CRS (Pty) Ltd. The training focused on Workmen's Compensation, Tax Insight, Retirement Reform and Payroll Best Practice.
- The Supply Chain team attended an in-house course on Value Analysis and Value Engineering presented by Commerce Edge.
- The Payroll Reconciliation staff attended a South African Payroll Administrators workshop in July 2017, which gave them the opportunity to network with others in the Payroll field who experience the same challenges, and brainstorm on methods used to mitigate these challenges.

Risk and control

Fraud and corruption remain a major concern in our operations. Efforts to identify and combat fraudulent and corrupt activities are ongoing. Some of the measures put in place to mitigate the risk of fraud and/or corruption include:

- Zero tolerance approach towards fraud and corruption.
- The use of internal auditors and forensic auditors in developing fraud prevention strategies and investigations.
- User awareness of the applicable policies and procedures.
- Investigation of every allegation related to suspicious activities.
- Prosecution of perpetrators.

CHALLENGES

Transgression of policy remains the biggest frustration in our operations, in many instances resulting in unnecessary pressure on staff. Other challenges faced by the Division are:

- Greater cooperation by heads of departments with regard to accountability over assets in their environment and verification thereof. This will minimise the potential financial loss and loss of assets that we are exposed to.
- Incorporation of the surrounding community into the normal procurement processes can impact the timely completion of some critical projects. Engagement of representatives of the municipal wards, when construction projects are implemented, is ongoing.
- Suppliers are at times presenting invalid documentation when updating their supplier information, which includes invalid tax clearance certificates and invalid BBBEE credentials.

GOING FORWARD

Going forward we are committed to ensure financial viability, stability and sustainability to support the global excellence and stature (GES) drive by:

- Enhancing the financial information system and business process re-engineering in line with industry.
- Promoting good governance, transformation and empowerment.
- Formalising strategic partnerships across the University.
- Introducing procurement demand plans throughout the University to leverage on spending.

CONCLUSION

The Expenditure Division has come a long way in its turnaround and is constantly looking at improving the way we do business, through improved effectiveness and efficiency of its processes. Improvement of customer service requires a coordinated effort. To achieve this, the review and enhancement of business processes from time to time, in line with global best practice, is a necessity that will be ongoing. This will ensure service excellence within the Expenditure Division. The Expenditure Division commits to rendering value for money as well as effective and efficient services to the UJ community.



Sarah Makinta (Ms)

Executive Director: Expenditure

B-BBEE Compliance

The B-BBEE rating of the University of Johannesburg for the year ended 31 December 2017 is Level 8 from a Level 7 rating for the year ended 31 December 2016.

The points of the University are as follows:

Element	UJ Points 2016	UJ Points 2017	Weighted Points
Management Control	11.67	13.45	20
Skills Development	26	19.69	30
Enterprise Supplier Development	27.99	28.4	54
Socio Economic Development	5	5	5
Total	70.66	66.54	109

The verification outcome is that UJ is a Level 8 contributor with a 10% Procurement recognition level and is an empowering supplier.

Assessment of the scores per Code

2.1 Management Control

Under the new codes, Management Control and Employment Equity became one element with a total of 20 points. This resulted in a substantial drop in points available. For the period under review, the University scored 13.45 points. This is an improvement from the score gained in 2016 of 11.67.

2.2 Skills Development

19.49 points were scored for Skills Development as compared to 26 points in 2016. The drop in the points for 2017 is mainly attributable to the fact that:

- no points were scored by the University for Skills Development spending on Learning Programmes specified in the Learning Programme Matrix for black employees with disabilities; and
- no bonus points were scored for number of black people absorbed by the University at the end of the Learnerships programme.

2.3 Enterprise Supplier Development

The University had to achieve a minimum of 40% on each of the targets of the following categories in the scorecard:

- Preferential Procurement;
- Supplier Development; and
- Enterprise Development

Failure to achieve 40% on any of these categories resulted in the overall achieved B-BBEE status level being discounted.

Enterprise and Supplier Development (ESD) initiative is currently funded under the Supplier Enrichment Program. This resulted in bonus points on the overall ESD scorecard and has increased the drive to ensure

that spending is made with contributing suppliers. Supplier review and performance monitoring has assisted to identify suppliers who required development and mentoring.

Campaign is being rolled out to ensure spending which is targeted towards black owned (BO) suppliers, business with people with disabilities and black women owned suppliers (BWO).

2.4 Social Development

For this element, only the points changed from 15 points (old codes) to 5 points (new codes). The University scored the total available.

As much as the University has not reached the maximum points on the B-BBEE scorecard, it is clear that more emphasis is on the Enterprise and Supplier Development element. Transformation of the current supplier database is critical and intervention are being put in place to ensure sourcing which is aligned to the targets.



Nolwazi Mamorare (Ms)

Deputy Vice-Chancellor: Finance (Acting)



**Broad-Based Black Economic Empowerment Scorecard
Generic Enterprise Certificate**

Certificate No: BM17180-090118

Name of Entity: University of Johannesburg
Trading Name: Not Applicable
Entity Registration number: Not Applicable
Vat Number: 4900127681
Physical Address: Cnr. Kingsway & University Road,
Aucklandpark, Johannesburg, 2092

Applicable BEE Codes: B-BBEE Codes of Good Practice (Gazette Number 38766 of 06 May 2015) – Specialised Enterprise Scorecard
Issue of the Rating Standard applied: Section 10 of the B-BBEE Act 53 of 2003 as amended by Act 46 of 2013.
Applicable scorecard: Generic Enterprise (> / or = R50 Million annual turnover*)

Element	Weighting	Score
Management Control	20	13.45
Skills Development	30	19.69
Enterprise and Supplier Development	54	28.40
Socio-Economic Development	5	5.00
Overall Score	109	66.54

Broad Based BEE status level: LEVEL 8 Contributor to B-BBEE
BEE procurement recognition level: 10%
Black Ownership: N/A
Black Female Ownership: N/A
51% Black Owned Designated Groups Supplier: N/A
Empowering Supplier: YES
Modified Flow Through Applied: N/A


 Selvin Munusamy

Verification Agency: BEE~Matrix S.A. (Pty) Ltd
 Tel: 011 436 1921
 Fax: 011 436 1941
 Web: www.beematrix.co.za
 E-mail: info@beematrix.co.za

Date of issue: 09 January 2018
 Expiry date: 08 January 2019
 Period of validity: 12 Months

BEE~Matrix S.A. (Pty) Ltd has performed an independent and impartial verification of the BBBEE status of the above mentioned entity, in accordance with the Department of Trade and Industry's Codes of Good Practice on Broad-Based Black Economic Empowerment as gazetted on 06 May 2015.

UJ Trust

OVERVIEW & CONTEXT

The University is the sole beneficiary of the UJ Trust. The Trust allocates, on an annual basis, funds to the University for specific, agreed strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since 2013, the Trust has distributed a total of R151 million to the University towards research and development for centres, underprivileged student support and postgraduate bursaries, as follows:

Table 84: UJ Trust contributions

CATEGORY	2017	2016	2015	2014	2013
• Research development for centres, innovation and commercialisation	R12.5 million	R7.5 million	R16 million	R10 million	R7.5 million
• Underprivileged student support (food, books and bursaries)	R10 million	R15 million	R12 million	R15 million	R9 million
• Postgraduate bursaries	R2.5 million	R2.5 million	R10 million	R15 million	R6.5 million
TOTAL	R25 million	R25 million	R38 million	R40 million	R23 million

2017 FUNDS ALLOCATION

The disbursement of R25 million transferred to the University in 2017 was allocated as follows:

Research development for centres, innovation and commercialisation

An amount of R2.5 million was earmarked for the development of interdisciplinary research and technology projects. This interdisciplinary research combines research of various UJ faculties with a commercial opportunity. These are projects where interdisciplinary research will form part of a commercial and community organisation. An additional amount of R10 million was earmarked for investment in a start-up company for the commercialisation of intelligent recognition software.

The technology project emerged from a UJ research project that has been developed over the past five years. At this stage, it is ready to be commercialised and we are negotiating with various possible partners.

In light of the current uncertainties around subsidy and fees in the public higher education landscape, due to the #FeesMustFall Campaign and the general lack of adequate funding for higher education, commercialisation and innovation at UJ are a non-negotiable strategic activity to ensure the financial sustainability of the University.

Underprivileged student support

The 2017 allocation for assistance to UJ students was used as a contribution towards funding of our meal assistance programme for financially needy students. UJ Trust, in partnership with Gift of the Givers, provided

two meals a day to at least 3 200 students, who otherwise would have had no food. An amount of R8 million was used for this purpose. In addition, R2 million was awarded to underprivileged students to assist with tuition, accommodation and book allowances.

Postgraduate bursaries

The UJ Trust allocated R2.5 million towards postgraduate bursaries in 2017. This amount was used to fund honours bursaries, with the goal of further building postgraduate numbers. With more external funding available for master's and doctoral bursaries than for honours bursaries, 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. The increase in postgraduate students is a strategic imperative of the University, thus the amount allocated by the UJ Trust assists in achieving the strategy of the University.

FINANCIAL PERFORMANCE

The UJ Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and deposits) carefully selected under agreed mandates. While the downward turn in the performance of equity and bond markets during the year negatively impacted our return on these investments, our reserves remain healthy.

TRUSTEES

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees.

The following trustees represented the UJ Trust in 2017:

Mr S Rossouw (Chairperson)

Prof RD Marcus (until 28 September 2017)

Mr M Teke

Ms Z Matlala

Ms K Gugushe

Prof A Dempsey

Prof PH O'Brien

Prof IL Rensburg

Mr JA van Schoor (until 1 December 2017)

Dr ME Gama

Adv S Khumalo

Prof LG Mpedi



Nolwazi Mamorare (Ms)

Deputy Vice-Chancellor: Finance (Acting)

Resolution Circle

OVERVIEW

Resolution Circle (RC) is a wholly owned subsidiary of the University of Johannesburg. The company was formed in 2012 with substantial investment from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). This investment was made to establish an ecosystem of equipment, infrastructure and support services that could support its dual mission statement: *An ecosystem that commercialises technology and develops practical engineering skills.*

A Board of Directors governs Resolution Circle (RC), which is a private company in terms of the South African Companies Act. Until the end of the 2017 financial year, the members of the Board consisted of both UJ and independent directors (mostly specialists from industry). The UJ directors represented key roles of the University of Johannesburg in relation to the mission statement of Resolution Circle, e.g. the Deputy Vice-Chancellor: Finance, Deputy Vice-Chancellor: Research and Internationalisation, Executive Deans from the Faculties of Science, Engineering and the Built Environment (FEBE), and Art, Design and Architecture (FADA), the Director: Technology Transfer and Commercialisation, and the Director: Strategic Financial Projects.

An external independent director chaired the Board. RC senior management had two representatives on the Board in the form of the Chief Executive Officer and the Chief Financial Officer.

A new Interim Board of Directors was appointed with effect from 1 January 2018, to implement the UJ vision for the entity. This interim Board comprises the UJ Vice-Chancellor, Deputy Vice-Chancellor: Finance, Deputy Vice-Chancellor: Research and Internationalisation, Executive Director: Research and Innovation, Executive Director: Financial Governance and Revenue, and two external UJ Council members.

Resolution Circle operates from two sites – the Resolution Circle Towers site is mostly focused on the commercialisation aspects, and the Qoboza/Klaaste (QK) Building, DFC, is mostly focused on the work-integrated learning (WIL) and production activities.

In pursuing its vision, Resolution Circle developed six strategic goals for the period 2016-2020, which were approved by both the Board of Directors of Resolution Circle and the shareholders:

- To be the benchmark in technology solutions for industry
 - Reputation as a technical solutions partner
 - Ability to deliver solutions successfully
 - Productivity and efficiency
- Preferred ecosystem for commercialising innovation
 - Recognised tech innovation platform
 - Preferred partner for commercialisation
 - Preferred ecosystem for fostering entrepreneurship
- Excellence in technical skills development for industry
 - To provide student employability
 - To provide applied skills for improved productivity

- Credible engineering services execution partner
 - Productivity and efficiency
 - Reputation as a delivery partner
- UJ brand enhancement by being an effective gateway to industry
 - UJ brand enhancement
 - Effective gateway to industry
 - Growing postgraduate students
 - Supporting teaching and learning
- Responsible and sustainable corporate citizen
 - Shareholder return on investment
 - B-BBEE level
 - Responsible citizen
 - Employment practices
 - Staff development

This was the third year of full operations as an independent company (e.g. without NSF financial support). In total, Resolution Circle managed to generate R76 million revenue (up 10% from 2016 revenue), with a loss of R1.5 million, down from R7.5 million loss in 2016.

The Training Business Unit did exceptionally well across the board, establishing itself as a key player in the market for workshop-based training, as the entity broadens its horizons beyond solely work-integrated learning (WIL). This required a complete revamp of the structure of the programme, to better offer WIL and also general workshop-based programmes, such as for the Gauteng Department of Education technical teachers, and to accommodate Technical and Vocational Education and Training (TVET) institutions requiring workshop practicals in the future.

Resolution Circle again won the Gauteng Department of Education tender to train technical teachers in workshop practice. This now concludes this programme in Gauteng, with Resolution Circle having developed the curriculum content and presented it to most technical teachers in Gauteng from Grades 10 to 12.

Another notable achievement was the development and commercialisation of our Fibre Optic Technicians Course. This was successfully introduced and presented, with good industry acceptance. This initiative is aligned with the increasing roll-out of fibre in the country.

Regarding our core WIL training, Resolution Circle trained 225 P1 and 218 P2 students last year. The total 2017 value of this was R13.4 million, with funding from MerSETA. The WIL system is very successful, with 100% acceptance by Universities of Technology nationally. After a successful review of the P1 programme to align it more closely with a future workshop-based offering, the P2 programme was also revised in the second semester.

Although UJ students still form a substantial percentage of the total WIL population, students from other institutions are increasing. We expect this trend to continue as WIL is being phased out in the UJ Faculty of Engineering and the Built Environment. However, this also indicates that Resolution Circle's brand is now accepted nationally across Universities of Technology.

As part of the WIL P2 programme, students have to obtain varied experience in installation, maintenance, and projects. The collaboration with UJ on maintenance was very successful, and absorbed 90% of the P2 students. In total, 4 796 tickets were closed across the four UJ campuses. The photovoltaics (PV) contract, which Resolution Circle won to take two camps in the Kruger National Park off grid, also provided excellent design and installation experience to our P2 Electrical students. This project will finalise in 2018 and continue to provide training for new P2 Electrical students. As part of the P2 programme revision, Resolution Circle successfully developed and presented a Project Management (as used at Kruger), Programmable Logic Controller (PLC) and Solar Course to the P2 students. The P2 students obtained good exposure in production as they became involved in the soldering, assembly and testing of 3 000 least cost routers for Huge Telecom (electrical) as well as the production of almost 200 000 injection moulding parts of foosball tables and of 12 dragging equipment detectors for the railway (mechanical).

In line with the phasing-out of WIL, Resolution Circle started with a graduate internship programme. In total, we took in 115 students and developed the programme around them. Ultimately, we are proud that only 49

reached the end of the year with Resolution Circle, as the others found meaningful employment based on their acceptance into the internship programme at Resolution Circle.

As a value-add to our students, and in recognition of their mostly impoverished backgrounds, Resolution Circle has made available a free-of-charge medical centre. In addition to normal medical support, Resolution Circle also provides a SETA accredited first aid certificate to all our WIL students (as prescribed), which provides a large cost saving.

The Technology Commercialisation Division remains a challenge. Although the Idea-to-Barcode process is being recognised by industry, there are still fundamental challenges to be solved. However, there are some bright spots in this division to celebrate, with 50 start-up product projects completed in 2017, more than 38% returning clients, three localisation products developed and produced for the international market, and three outsourced innovation programmes that we managed. These are definitely successes we will build on.

Resolution Circle was selected as one of Fast Company's Top 25 most innovative companies in South Africa for 2017, mostly based on our Technology Commercialisation approach.

RISK MANAGEMENT

- The CEO takes overall responsibility for risks and risk management, which are also reported to the Board through a risk register, which is updated regularly.
- Financial sustainability risks are constantly monitored and managed by the CFO and UJ's Strategic Financial Projects Division through monthly management accounts consisting of cash flow statements and analysis, sales pipeline reports, debtors' age analysis and budget variance reports. Material risks are recorded on the risk register, and reported to MANCO and the Board.
- Insurance of equipment and facilities is included in UJ's comprehensive insurance, as UJ owns most of these and is able to obtain more cost-effective insurance premiums.
- Operational risks are the responsibility of the various group managers. These are managed by weekly senior management meetings, and where they are material, recorded on the risk register and reported to MANCO and the Board.
- The business support groups, specifically the Health and Safety Department, manage health and safety risks. This group is also responsible for the security function at RC Towers, which, where it is material, is recorded on the risk register and reported to MANCO and the Board.

The Resolution Circle Board and management team recognise that certain risks, e.g. reputational risks, cross company borders to UJ. The management team of Resolution Circle is cognisant of this fact in evaluating day-to-day risks.

The key risks for 2017 were negotiating the economic downturn, managing the cash flow and gaining operational traction. Various operational support systems were implemented to provide better visibility of the company's operational and financial sustainability.

FUTURE STRATEGIES

In the period 2012 to 2016, the key focus of Resolution Circle was on establishing infrastructure and defining the general operations. The training division has done exceptionally well during this period, and as the core mandate of Resolution Circle, will continue to be the key focus.

Resolution Circle will start to diversify away from a purely MerSETA driven training model. This will be achieved by working with other SETAs, engaging directly with Universities of Technology that receive SETA funding for WIL, cashing in on the newly introduced WIL type training required by the TVETs, and collaborating with the Gauteng province.

The Commercialisation mandate will be reconfigured to ensure that the UJ vision of being a leader in innovation is achieved.



Nolwazi Mamorare (Ms)
Deputy Vice-Chancellor:
Finance (Acting)

Chairperson of Council Financial Sustainability Committee Report

OVERVIEW

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, pressures of the #FeesMustFall Campaign, rising utility bills, uncertainty around the funding of and increased cost of higher education, insourcing of staff, and the shift in the socioeconomic circumstances of the University's students were some of the factors impacting on the financial results for the year. UJ received R96 million more government subsidy than budgeted for, which could be mainly attributed to Foundation Provisioning and better than expected research output. As a result of the decision of 0% fee increases for 2016, and the State contributing to the shortfall created, through a three-year, phased-out approach, UJ was allocated R32 million in 2017. Externally generated income was also R15 million more than budget.

The financial principles adopted by UJ clearly state that the University will endeavour at all times to ensure a match between recurring expenses and recurring income, and this assisted in managing the finances during the tough times. Non-recurring income is used to finance once-off capital expenditure, to further enhance the overall sustainability of the University and for strategic interventions of a non-recurring nature.

The budget process is strategy-led, whereby all faculties and departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide strategic goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detailed issues, such as affordability of the budgeted requests and the priorities of the relevant faculty or department in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the Management Executive Committee (MEC) for consideration. On recommendation by the MEC, the Financial Sustainability Committee of Council (FSCC) will consider the suggested budget and recommend the final approval of the budget to Council.

As the University moves forward on the implementation of its 2025 Strategic Plan, it is clear that additional income generated from the strong Statement of Financial Position as well as third-party financial contributions will remain very important in supporting and funding future strategic initiatives.

As with other universities, we were able to increase our tuition and residence fees by 8% in 2017 as directed by the Minister. The grant provided by the State to fund the fee increase for students from households with an annual income below R600 000 assisted in managing the impact of the fee increase on our students and their families. The number of our students funded by NSFAS also increased significantly during the year, resulting in

alleviation of the cash flow pressures often created by the low collection on student debt. Despite the above interventions from the State, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University has assisted 3 645 students settle their full tuition fees through the university funded SRC Trust Fund, as well as funds raised through the 'Missing Middle' Campaign.

Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the FSCC, an approved Financial and Contract Delegation of Authority Framework and budget control as exercised by relevant financial business partners in the various faculties and departments. Our risk management and internal audit strategies and processes have been heightened to prevent breach and failures in our internal control and governance processes.

The governance failures in the commercialisation domain presented an opportunity for the University to review and redefine its processes in this area. We have established Management and Council committees to strengthen oversight over our investment in commercial projects and entities. Our revised governance framework will ensure increased transparency and accountability in this area and create opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead role in this area to continue to excel in innovation.

The 2017 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training reporting requirements. Management accounts show UJ achieved an operating surplus on budgeted activities of R206 million (2016: R137 million). A consolidated total surplus of R257 million (2016: R329 million) was achieved, before post-retirement obligation adjustments and fair value adjustments, and after taking investment income into account. The main drivers for this outperformance were the better than expected state subsidy income, increased external funding, reduction in doubtful debt provisions and savings on operating expenses.

UJ closely monitors the ratio of remuneration and related expenses (including leave payments, post-retirement medical aid (PRMA) and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of the institution. During 2017, the actual ratio was 62% (2016: 59%). Management is satisfied that this ratio is not too high; however, continuous efforts are made to manage the ratio, more specifically in light of the approximately 1 000 insourced staff who had performed previously outsourced services. The last group of these staff were insourced during the year under review.

With an upward turn in performance of equity markets positively impacting our return on long-term investments, our reserves remained on an upward trend during the year, aided by the operating surplus achieved. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).

UJ's financial position, as stated in the Statement of Financial Position, remains strong with consolidated net assets of R5.6 billion (2016: R5.2 billion) and reflects the financial control measures implemented and executed in 2017. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2018 and beyond.



Kone Gugushe (Ms)

Chairperson: Financial Sustainability Committee of Council





Consolidated and Separate Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2017

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Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2017

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

The consolidated and separate financial statements presented on pages 456 to 513 of this Annual Report for 2017 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

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

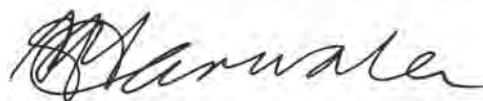
The consolidated and separate financial statements have been audited by PricewaterhouseCoopers Inc., who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to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

APPROVAL OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 456 to 513 of this Annual Report were approved by the Council on 14 June 2018 and signed on its behalf by:



MS Teke
Chair of Council



T Marwala (Prof)
Vice-Chancellor and Principal



N Mamorare
Deputy Vice-Chancellor: Finance (Acting)



REPORT OF THE INDEPENDENT AUDITORS TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE 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 456 to 509, which comprise the consolidated and separate statement of financial position as at 31 December 2017 and the consolidated and separate statement of comprehensive income, statement of changes in equity and statement of cash flows as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of Johannesburg and its subsidiaries as at 31 December 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the group in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Council for the financial statements

The council is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act and for such internal control as the council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the council is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council

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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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the university. We have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2017:

Objectives	Pages in the annual report
Objective 1: Excellence in Research and Innovation	66
Objective 2: Excellence in Teaching and Learning	66-68
Objective 6: Fitness for Global Excellence and Stature	69



We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for the above-mentioned objectives.

Achievement of planned targets

Refer to the annual performance report on pages 65 to 70 for information on the achievement of planned targets for the year and explanations provided for the under/ overachievement of a number of targets.

REPORT ON AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the university with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

The material finding on compliance with specific matters in key legislation is as follows:

Non-compliance with the Higher Education Act

Two members of Council, did not, before they assumed office, declare business, commercial or financial activities undertaken for financial gain that may raise a conflict or a possible conflict of interest with the public higher education institution concerned, as required by s27(7)(c) of the Higher Education Act. We noted that the council members of the University failed to declare their interest in an entity and its related entities despite them being directors of these entities. Total award payments of R 14.5 million were made to the entities by the University from 2014 to 2017.

OTHER INFORMATION

The council is responsible for the other information. The other information comprises the information included in the annual report which includes the Chairperson of Council report, the Vice-Chancellor and Principal Report to Council, Council and Council Committees' Governance Report, Senate and Senate Committees' Governance Report, Report of the Management Executive Committee (MEC), Student Representative Council (SRC) Report, Student Services Committee (SSC) Report, Institutional Forum (IF) Report, Convocation Report, Report from the MEC Risk Management Committee (RMC), Report from the Audit and Risk Committee of Council (ARCC), Risk reporting, Chairperson of Council Financial Sustainability Committee Report and the Supplementary consolidated and separate statement of comprehensive income. The other information does not include the consolidated and separate financial statements, the auditor's report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.



Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INTERNAL CONTROL DEFICIENCIES

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.

OTHER REPORTS

We draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the university's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Performance audits

No performance audits in progress.

Investigations

Forensic investigations that have been performed by SizweNtsalubaGobodo are listed below.

- Forensic Investigation into corporate governance, potential conflicts of interest and related parties (Phase 1 and 2);
- Review of the alleged irregularities relating to a member of council;
- Misuse of funds by certain official; and
- Review of the credit card of the chairperson of council.

The following forensic investigation was performed by TFS Africa Forensics:

- Investigation into The City of Johannesburg Community Innovation Fund Engagement- Alleged Plagiarism, Collusion, Fraud, Money Laundering and Racketeering.

Audit-related services and special audits - Agreed-upon procedures

Agreed-upon procedures on certificates were performed for grants, other funding and similar items. Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2017.

Engagement name	Description of engagement	Period-end	Name of party performing the engagement	Date
NGAP	Verification procedures performed over the grant received from DHET relating to New Generation of Academics Programme and its correct utilization.	31/03/2018	SizweNtsaluba Gobodo	17/05/2018
DHET Foundation grant utilisation	Verification procedures performed over the grant received from DHET and its correct utilization.	31/03/2018	SizweNtsaluba Gobodo	17/05/2018
DHET Teacher development grant utilisation	Verification procedures performed over the grant received from DHET and its correct utilization.	31/03/2018	SizweNtsaluba Gobodo	17/05/2018
TIA grant utilisation	Verification procedures performed over the grant received from the Technology Innovation Agency and its correct utilization.	31/03/2018	SizweNtsaluba Gobodo	26/05/2018
NRF	Verification procedures performed over the grant received from National Research Foundation and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	8/3/2018
Confucius Institute	Verification procedures performed over the grant received from the Institute and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	21/4/2018
DHET Childhood	Verification procedures performed over the grant	31/3/2018	SizweNtsaluba	17/5/2018

Education	received from DHET and its correct utilization.		Gobodo	
DHET Research & Development Grant	Verification procedures performed over the grant received and its correct utilization.	31/3/2018	SizweNtsaluba Gobodo	17/5/2018
Health Science Clinical Grants	Verification procedures performed over the grant received and its correct utilization.	31/3/2018	SizweNtsaluba Gobodo	17/5/2018
Teaching development collaboration grant	Verification procedures performed over the grant received from DHET and its correct utilization.	31/3/2018	SizweNtsaluba Gobodo	17/5/2018
Mintek grant utilisation	Verification procedures performed over the grant received from Mintek and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	14/04/2018
THRIP grant utilisation	Verification procedures performed over the THRIP grant received and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	14/04/2018
UJ Metro - GDE grant utilisation	Verification procedures performed over the UJ Metropolitan Academy grant received Gauteng Department of Education grant received and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	27/02/2018
DHET Infrastructure development	Verification procedures performed over the grant received from DHET and its correct utilization.	31/3/2018	SizweNtsaluba Gobodo	15/05/2018
Cancellation And Withdrawal Of Qualification Certificates	Verification procedures performed over cancellation and withdrawal of qualification certificates.	31/12/2017	SizweNtsaluba Gobodo	30/11/2018
HEAIDS Global Fund	Verification procedures performed over the grant received from HESA and	31/3/2018	SizweNtsaluba Gobodo	15/6/2018



	its correct utilization.			
Raucall Metlife	Verification procedures performed over the grant received and its correct utilization.	31/12/2017	SizweNtsaluba Gobodo	30/4/2018
HEMIS	Verification of various information relating to the HEMIS submission to DHET.	31/12/2017	PwC	15/06/2018
Financial Data	Verification of financial data from the financial statements.	31/12/2017	PwC	15/06/2018
Research Articles	Verification of research journals.	31/12/2017	PwC	31/05/2018

Report on other legal and regulatory requirements

In accordance with our responsibilities in terms of sections 44(2) and 44(3) of the Auditing Profession Act, we report that we have identified reportable irregularities in terms of the Auditing Profession Act. We have reported such matters to the Independent Regulatory Board for Auditors. The matters pertaining to the reportable irregularities have been described in note 27.6 to the financial statements.

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.

Director: Roshan Ramdhany

Registered Auditor

Johannesburg

25 June 2018



Annexure – Auditors’ responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on reported performance information for selected objectives and on the group’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to our responsibility for the audit of the consolidated and separate financial statements as described in 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 university’s internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
 - Conclude on the appropriateness of the council’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Johannesburg and its subsidiaries ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause a university to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
 - Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



Communication with those charged with governance

3. We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and where applicable, related safeguards.

CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2017

	Notes	Consolidated		University	
		2017	2016	2017	2016
		R'000	Restated R'000	R'000	Restated R'000
ASSETS					
Non-current assets		5 922 679	5 519 132	5 096 918	4 797 364
Property, plant and equipment	3	2 243 459	2 175 189	2 153 133	2 083 289
Intangible assets	4	24 282	26 022	12 659	15 539
Investments in subsidiaries, associates and joint ventures	5	18 523	47 704	118 994	166 420
Available-for-sale financial assets	6	3 571 391	3 205 124	2 747 108	2 467 023
Long term employee benefits	15	65 024	65 093	65 024	65 093
Current Assets		939 268	622 701	881 214	570 298
Inventories	7	6 150	4 394	5 883	4 394
Trade receivables and prepayments	8	374 445	366 711	364 071	351 594
- Students fees		188 753	203 207	185 305	196 252
- Other receivables		185 692	163 504	178 766	155 342
Cash and cash equivalents	9	558 673	251 596	511 260	214 310
Total Assets		6 861 947	6 141 833	5 978 132	5 367 662
EQUITY AND LIABILITIES					
EQUITY					
Non-distributable reserves		2 853 927	2 519 679	2 593 708	2 434 823
Funds invested in property, plant and equipment		2 250 279	2 080 933	2 162 318	2 094 847
Non-current investment revaluation		603 648	438 746	431 390	339 976
Reserve funds		2 774 027	2 671 363	2 167 076	2 022 779
<i>Restricted use funds</i>		<i>1 098 445</i>	<i>1 186 950</i>	<i>543 783</i>	<i>612 619</i>
Student residences funds		112 374	102 136	112 373	166 018
Trust/donor/bursary funds		986 071	1 084 814	431 410	446 601
<i>Unrestricted use funds</i>		<i>1 675 582</i>	<i>1 484 413</i>	<i>1 623 293</i>	<i>1 410 160</i>
Designated/committed funds		749 973	39 242	749 973	81 028
Undesignated funds		925 609	1 445 171	873 320	1 329 132
Non-Controlling Interests		1	3 007	-	-
Total Equity		5 627 955	5 194 049	4 760 784	4 457 602
LIABILITIES					
Non-current liabilities		287 393	297 276	279 667	283 289
Trade payables, accruals and other liabilities	13	11 184	13 849	11 184	13 849
Borrowings	10	10 637	17 462	2 911	3 475
Long term employee benefit obligations	15	265 572	265 965	265 572	265 965
Current liabilities		946 599	650 508	937 681	626 771
Trade payables, accruals and other liabilities	13	715 057	514 329	721 879	498 163
Student deposits and accounts in credit	11	182 143	130 663	172 663	128 102
Borrowings	10	6 824	5 516	564	506
Deferred revenue	12	42 575	-	42 575	-
Total Liabilities		1 233 992	947 784	1 217 348	910 060
Total Equity and Liabilities		6 861 947	6 141 833	5 978 132	5 367 662

CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	Consolidated		University	
		2017	2016	2017	2016
		R'000	R'000	R'000	R'000
Revenue		3 618 610	3 432 135	3 606 323	3 422 958
State appropriations - subsidies and grants	16	1 720 674	1 633 506	1 720 674	1 633 506
Tuition and other fee income	17	1 690 948	1 601 729	1 678 661	1 592 552
Research income		206 988	196 900	206 988	196 900
Other operating income	21	484 953	524 343	451 551	532 948
Operating income		4 103 563	3 956 478	4 057 874	3 955 906
Personnel costs	14	(2 398 290)	(2 148 214)	(2 348 981)	(2 098 195)
Depreciation	3	(104 424)	(105 660)	(101 727)	(102 247)
Amortisation	4	(7 473)	(4 043)	(5 942)	(3 956)
Bursaries	19	(471 059)	(330 537)	(471 059)	(330 533)
Other operating expenses	18	(1 191 435)	(1 389 503)	(1 190 773)	(1 404 853)
Operating (deficit)/surplus		(69 118)	(21 479)	(60 608)	16 122
Share of loss of associate	5	-	(5 987)	-	(5 987)
Net impairment (losses)/reversal of impairment	20	(86 920)	8 609	(97 986)	(34 480)
Income from investments	22	369 251	302 803	310 839	247 506
Finance income	23	50 644	46 459	49 412	44 539
Finance costs	23	(6 768)	(1 739)	(4 542)	1 096
Surplus for the year		257 089	328 666	197 116	268 796
Other comprehensive income/(loss)					
<i>Items that may be subsequently reclassified to profit or loss</i>					
Fair value adjustments on available-for-sale financial assets	6	164 902	(178 042)	91 414	(140 556)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'		(188 793)	(146 923)	(157 852)	(118 433)
Increase/(decrease) in fair value of investments		353 695	(31 119)	249 266	(22 123)
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial gains and (losses) on defined benefit plans	15	14 652	9 778	14 652	9 778
Total comprehensive income for the year		436 643	160 402	303 182	138 018
Surplus for the year attributable to:					
- University		257 596	328 397	197 116	268 796
- Non-Controlling Interests		(507)	269	-	-
		257 089	328 666	197 116	268 796
Total comprehensive income attributable to:					
- University		437 150	160 133	303 182	138 018
- Non-Controlling Interests		(507)	269	-	-
		436 643	160 402	303 182	138 018

CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2017

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Controlling Interests R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2017	1 445 171	39 242	1 484 413	1 084 814	102 136	1 186 950	3 007	438 746	2 080 933	5 194 049
Surplus for the year	146 101	-	146 101	101 983	9 512	111 495	(507)	-	-	257 089
Other comprehensive (loss)/income	14 652	-	14 652	-	-	-	-	164 902	-	179 554
Transactions in the Non-Controlling Interests	-	-	-	-	-	-	(2 737)	-	-	(2 737)
Total comprehensive income	160 753	-	160 753	101 983	9 512	111 495	(3 244)	164 902	-	433 906
Transfers between funds	(680 315)	710 731	30 416	(200 726)	726	(200 000)	238	-	169 346	-
Balance as at 31 December 2017	925 609	749 973	1 675 582	986 071	112 374	1 098 445	1	603 648	2 250 279	5 627 955
Balance as at 01 January 2016	1 356 462	20 036	1 376 498	969 899	85 774	1 055 673	2 223	616 788	1 983 085	5 034 267
Surplus for the year	303 851	-	303 851	8 658	15 888	24 546	269	-	-	328 686
Other comprehensive (loss)/income	9 778	-	9 778	-	-	-	-	(178 042)	-	(168 264)
Transactions in the Non-Controlling Interests	-	-	-	-	-	-	(619)	-	-	(619)
Total comprehensive income	313 629	-	313 629	8 658	15 888	24 546	(350)	(178 042)	-	159 783
Transfers between funds	(224 920)	19 206	(205 714)	106 257	474	106 731	1 134	-	97 848	-
Balance as at 31 December 2016	1 445 171	39 242	1 484 413	1 084 814	102 136	1 186 950	3 007	438 746	2 080 933	5 194 049

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2017

University	Notes	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2017		1 329 132	81 028	1 410 160	446 601	166 018	612 619	339 976	2 094 847	4 457 602
Surplus for the year		134 884	-	134 884	52 000	10 232	62 232	-	-	197 116
Other comprehensive (loss)/income		14 652	-	14 652	-	-	-	91 414	-	106 066
Total comprehensive income		149 536	-	149 536	52 000	10 232	62 232	91 414	-	303 182
Transfers between funds		(605 348)	668 945	63 597	(67 191)	(63 877)	(131 068)	-	67 471	-
Balance as at 31 December 2017		873 320	749 973	1 623 293	431 410	112 373	543 783	431 390	2 162 318	4 760 784
Balance as at 01 January 2016		1 342 640	56 624	1 399 264	356 119	84 401	440 520	480 532	1 999 268	4 319 584
Surplus for the year		199 882	-	199 882	(12 703)	81 617	68 914	-	-	268 796
Other comprehensive (loss)/income		9 778	-	9 778	-	-	-	(140 556)	-	(130 778)
Total comprehensive income		209 660	-	209 660	(12 703)	81 617	68 914	(140 556)	-	138 018
Transfers between funds		(223 168)	24 404	(198 764)	103 185	-	103 185	-	95 579	-
Balance as at 31 December 2016		1 329 132	81 028	1 410 160	446 601	166 018	612 619	339 976	2 094 847	4 457 602

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	Consolidated		University	
		2017	2016	2017	2016
		R'000	R'000	R'000	R'000
Cash flows from operating activities					
Cash generated from/(utilised in) operations	25	254 117	108 384	269 928	121 385
Finance cost	23	(6 768)	(1 739)	(4 542)	1 096
Finance income	23	50 644	46 459	49 412	44 539
Net cash generated from operating activities		297 993	153 104	314 798	167 020
Cash flows from investing activities					
Purchases of property, plant and equipment	3	(174 423)	(208 397)	(173 310)	(187 996)
Proceeds from disposal of property, plant and equipment	25	1 811	3 150	1 821	2 663
Purchases of intangible assets	4	(5 733)	(14 323)	(3 062)	(14 777)
Purchase of investments	6	(1 325 379)	(1 672 942)	(878 038)	(1 313 917)
Proceeds from sale of available-for-sale financial assets		1 337 866	1 635 059	882 259	1 242 621
(Increase) in loan to associate	27	-	(1 792)	-	(1 792)
Interest income	22	125 765	114 061	110 598	97 127
Dividends received	22	54 693	41 819	42 389	31 946
Net cash inflow/(outflow) from investing activities		14 600	(103 365)	(17 343)	(144 125)
Cash flows from financing activities					
Repayments of borrowings	10	(5 516)	(4 479)	(506)	(540)
Net increase/(decrease) in cash and cash equivalents		307 077	45 260	296 950	22 355
Cash and cash equivalents at beginning of the year		251 596	206 336	214 310	191 955
Cash and cash equivalents at end of the year	9	558 673	251 596	511 260	214 310

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

1 General information

The consolidated and separate financial statements were authorised for issue by the Council on 14 June 2018.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rand (thousands, except as disclosed in note 29 which is not in thousands).

2.1 Basis of presentation

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended ("IFRS").

The consolidated and separate financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 28.

2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the short to medium term.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continues to adopt the going concern basis in preparing its annual consolidated and separate financial statements.

2.1.2 Changes in accounting policies and disclosures

During the year, the following amendments to IFRS became effective:

	Effective date: Years beginning on or after	Impact:
Amendment to IAS 7, 'Cash flow statements' Statement of cash flows on disclosure initiative - This amendment introduces an additional disclosure that will enable users of financial statements to evaluate changes in liabilities arising from financing activities.	01 January 2017	Not material
Amendment to IAS 12, 'Income taxes' Recognition of deferred tax assets for unrealised losses - The amendment was issued to clarify the requirements for recognising deferred tax assets on unrealised losses. The amendment clarifies the accounting for deferred tax where an asset is measured at fair value and that fair value is below the asset's tax base. It also clarifies certain other aspects of accounting for deferred tax assets. The amendment clarifies the existing guidance under IAS 12. It does not change the underlying principles for the recognition of deferred tax assets.	01 January 2017	Not material
Annual improvements 2014-2016 (part) IFRS 12, 'Disclosure of interests in other entities' - The amendment was issued to clarify the scope of the standard. The amendment clarifies that the disclosures requirement of IFRS 12 are applicable to interest in entities classified as held for sale except for summarised financial information (para B17 of IFRS 12). Previously, it was unclear whether all other IFRS 12 requirements were applicable for these interests. These amendments should be applied retrospectively for annual periods beginning on or after 1 January 2017.	01 January 2017	Not material
IFRS 9 'Financial Instruments' (2009 & 2010), Financial liabilities, Derecognition of financial instruments, Financial assets and General hedge accounting - This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of financial assets and liabilities; it also includes an expected credit losses model that replaces the current incurred loss impairment model.	01 January 2018	Initial high level assessment performed resulting in an expected medium impact
IFRS 15 'Revenue from contracts with customers' - IFRS 15 is a single, comprehensive revenue recognition model for all contracts with customers to achieve greater consistency in the recognition and presentation of revenue. Revenue is recognised based on the satisfaction of performance obligations, which occurs when control of good or service transfers to a customer.	01 January 2018	Initial high level assessment performed resulting in an expected low impact
Amendment to IFRS 15 'Revenue from contracts with customers' - The amendments clarify the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation).	01 January 2018	Initial high level assessment performed resulting in an expected low impact

2.1.3 Changes in accounting policies and disclosures - not yet effective

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

	Effective date: Years beginning on or after	Expected impact:
<p>IFRS 16 'Leases' - This standard replaces the current guidance in IAS 17 and is a far reaching change in accounting by lessees in particular. Under IAS 17, lessees were required to make a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet). IFRS 16 now requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard. Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. IFRS 16 supersedes IAS 17, 'Leases', IFRIC 4, 'Determining whether an Arrangement contains a Lease', SIC 15, 'Operating Leases – Incentives' and SIC 27, 'Evaluating the Substance of Transactions Involving the Legal Form of a Lease'.</p>	01 January 2019	Initial high level assessment performed resulting in an expected high impact
<p>Annual improvements 2014-2016.</p> <ul style="list-style-type: none"> • IFRS 1, 'First-time adoption of IFRS', regarding the deletion of short term exemptions for first-time adopters regarding IFRS 7, IAS 19, and IFRS 10. • IAS 28, 'Investments in associates and joint ventures' regarding measuring an associate or joint venture at fair value. IAS 28 allows venture capital organisations, mutual funds, unit trusts and similar entities to elect measuring their investments in associates or joint ventures at fair value through profit or loss (FVTPL). The Board clarified that this election should be made separately for each associate or joint venture at initial recognition. 	01 January 2018	Not material
<p>Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures' on sale or contribution of assets.</p> <p>The postponement applies to changes introduced by the IASB in 2014 through narrow-scope amendments to IFRS 10 'Consolidated Financial Statements' and IAS 28 'Investments in Associates and Joint Ventures'. Those changes affect how an entity should determine any gain or loss it recognises when assets are sold or contributed between the entity and an associate or joint venture in which it invests. The changes do not affect other aspects of how entities account for their investments in associates and joint ventures.</p> <p>The reason for making the decision to postpone the effective date is that the IASB is planning a broader review that may result in the simplification of accounting for such transactions and of other aspects of accounting for associates and joint ventures.</p>	Postponed, initially 01 January 2016	Not material
<p>Amendment to IAS 40, 'Investment property' Transfers of investment property - These amendments clarify that to transfer to, or from, investment properties there must be a change in use. To conclude if a property has changed use there should be an assessment of whether the property meets the definition. This change must be supported by evidence.</p>	01 January 2018	Not material
<p>Amendments to IFRS 2 'Share-based payments' - This amendment clarifies the measurement basis for cash-settled, share-based payments and the accounting for modifications that change an award from cash-settled to equity-settled. It also introduces an exception to the principles in IFRS 2 that will require an award to be treated as if it was wholly equity-settled, where an employer is obliged to withhold an amount for the employee's tax obligation associated with a share-based payment and pay that amount to the tax authority.</p>	01 January 2018	Not material
<p>IFRIC 22, 'Foreign currency transactions and advance consideration' - This IFRIC addresses foreign currency transactions or parts of transactions where there is consideration that is denominated or priced in a foreign currency. The interpretation provides guidance for when a single payment/receipt is made as well as for situations where multiple payment/receipts are made. The guidance aims to reduce diversity in practice.</p>	01 January 2018	Not material
<p>IFRIC 23, 'Uncertainty over income tax treatments' - IFRIC 23 provides a framework to consider, recognise and measure the accounting impact of tax uncertainties. The Interpretation provides specific guidance in several areas where previously IAS 12 was silent. The Interpretation also explains when to reconsider the accounting for a tax uncertainty. Most entities will have developed a model to account for tax uncertainties in the absence of specific guidance in IAS 12. These models might, in some circumstances, be inconsistent with IFRIC 23 and the impact on tax accounting could be material. Management should assess the existing models against the specific guidance in the Interpretation and consider the impact on income tax accounting.</p>	01 January 2018	Not material

2.2 Basis of Consolidation

2.2.1 Subsidiaries

a) Acquisition of subsidiaries

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the University. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Subsidiaries are fully consolidated from the date on which control is transferred to the University.

The University recognised any non-controlling interests in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement.

Any contingent consideration to be transferred by the University is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the University's accounting policies.

b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(c) Disposal of subsidiaries

When the University ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the University had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- o National Research Foundation and similar funds – restricted use
- o Endowment funds – restricted use
- o Bursaries and scholarship funds – restricted use
- o Residences funds - restricted use
- o Funds attributable to fair value adjustments

- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated-use funds” a further category is used, namely “Committed funds”, this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates (“the functional currency”). The consolidated and separate financial statements are presented in South African Rand (‘R’) which is both the University's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within ‘other operating expenses’.

2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of a replaced part is derecognised.

Library purchases are written-off in the year of acquisition as these mainly have useful life of less than a year.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 to 100 years
Building Lifts	40 years
Air-conditioner plants	20 years
Electric generators	20 years
Air-conditioners	15 years
Uninterrupted power supply	15 years
Furniture and equipment (including gas boilers)	10 to 12 years
Computer equipment	5 years
Vehicles	10 years
Network and mainframe computer equipment	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R15 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating surplus/(losses).

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years, on the straight line basis.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.8 Financial assets

2.8.1 Classification

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

2.8.2 Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted closing prices as this is most representative of fair value in the circumstance. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the statement of comprehensive income within 'income from investments'.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) by the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the statement of comprehensive income.

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the asset is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10%, or more, of the value of the investment, per year, over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

2.8.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.13 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

In determining whether the University has access to a surplus on the plans, the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

2.14 Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

2.15 Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.16 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

2.16.1 Tuition and other fee income

Tuition fees are recognised in the period to which they relate and at the time that they are formally billed. The revenue is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

2.16.2 State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.16.3 Research income

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

2.16.4 Donations

Bursary donations are recognised on receipt of contract. These donations are included in 'other operating income' in the statement of comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract. Other donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

2.16.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

2.16.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.16.7 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

2.16.7.1 Grants with specific conditions

These are grants with specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore are recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of financial position.

2.16.7.2 Grants with no specific conditions

These are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, are transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

2.16.8 Rental income

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

2.16.9 Finance income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.17 Accounting for leases

2.17.1 Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.17.2 Finance leases

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

2.18 Government grants

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.19 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

2.20 Provisions

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

2.21 Tax

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

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.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

3 Property, plant and equipment

Consolidated	Land & Buildings	Building Lifts	Furniture & equipment	Network & Mainframe computer equipment	Computer equipment	Uninterrupted power supply	Air-conditioners	Air-conditioner plants	Vehicles	Electric generators	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2017											
Gross carrying amount as at 1 January 2017	1 910 048	46 495	613 713	108 212	39 912	66 920	37 630	15 240	54 018	17 775	2 909 963
Additions during the year	41 686	8 385	78 107	29 820	4 008	67	6 800	-	1 897	3 653	174 423
Disposals during the year	-	-	(3 507)	(634)	(2 033)	-	-	-	(2 184)	-	(8 358)
Gross carrying amount as at 31 December 2017	1 951 734	54 880	688 313	137 398	41 887	66 987	44 430	15 240	53 731	21 428	3 076 028
Accumulated depreciation as at 1 January 2017	(310 371)	(9 492)	(225 699)	(60 345)	(28 052)	(40 720)	(13 392)	(2 529)	(34 021)	(10 153)	(734 774)
Current year depreciation	(22 370)	(1 276)	(45 037)	(22 848)	(3 933)	(2 185)	(2 676)	(726)	(2 809)	(564)	(104 424)
Depreciation on disposals made during the year	-	-	2 695	634	1 977	-	-	-	1 323	-	6 629
Accumulated depreciation as at 31 December 2017	(332 741)	(10 768)	(268 041)	(82 559)	(30 008)	(42 905)	(16 068)	(3 255)	(35 507)	(10 717)	(832 569)
Net carrying amount											
Cost as at 31 December 2017	1 951 734	54 880	688 313	137 398	41 887	66 987	44 430	15 240	53 731	21 428	3 076 028
Accumulated depreciation as at 31 December 2017	(332 741)	(10 768)	(268 041)	(82 559)	(30 008)	(42 905)	(16 068)	(3 255)	(35 507)	(10 717)	(832 569)
Net carrying amount as at 31 December 2017	1 618 993	44 112	420 272	54 839	11 879	24 082	28 362	11 985	18 224	10 711	2 243 459

Assets with zero net carrying value as at 31 December 2017 included in the balances above (cost price).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is property to the value of R11 441 (2016: R141 385) that is still under construction.

As of 31 December 2017, assets to the accumulated amount of R642 855 (2016: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.18).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2016: R112 168).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

3 Property, plant and equipment

Consolidated	Land & Buildings	Building Lifts	Furniture & equipment	Network & Mainframe computer equipment	Computer equipment	Uninterrupted power supply	Air-conditioners	Air-conditioner plants	Vehicles	Electric generators	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2016											
Gross carrying amount as at 1 January 2016	1 955 577	40 356	425 033	73 011	33 047	66 239	33 433	15 239	46 780	17 355	2 706 070
Additions during the year	32 775	6 139	191 096	33 953	7 622	681	4 269	1	8 129	420	285 085
Written off as a result of government grants received	(76 688)	-	-	-	-	-	-	-	-	-	(76 688)
Reclassifications	(1 616)	-	-	1 582	-	-	34	-	-	-	-
Disposals during the year	-	-	(2 416)	(334)	(757)	-	(106)	-	(891)	-	(4 504)
Gross carrying amount as at 31 December 2016	1 910 048	46 495	613 713	108 212	39 912	66 920	37 630	15 240	54 018	17 775	2 909 963
Accumulated depreciation as at 1 January 2016	(289 251)	(8 410)	(176 835)	(41 950)	(24 642)	(38 566)	(11 144)	(1 804)	(28 301)	(9 620)	(630 523)
Current year depreciation	(21 186)	(1 083)	(49 536)	(18 546)	(3 574)	(2 154)	(2 250)	(725)	(6 073)	(533)	(105 660)
Depreciation on reclassifications	66	1	672	151	164	-	2	-	353	-	1 409
Accumulated depreciation as at 31 December 2016	(310 371)	(9 492)	(225 699)	(60 345)	(28 052)	(40 720)	(13 392)	(2 529)	(34 021)	(10 153)	(734 774)
Net carrying amount											
Cost as at 31 December 2016	1 910 048	46 495	613 713	108 212	39 912	66 920	37 630	15 240	54 018	17 775	2 909 963
Accumulated depreciation as at 31 December 2016	(310 371)	(9 492)	(225 699)	(60 345)	(28 052)	(40 720)	(13 392)	(2 529)	(34 021)	(10 153)	(734 774)
Net carrying amount as at 31 December 2016	1 599 677	37 003	388 014	47 867	11 860	26 200	24 238	12 711	19 997	7 622	2 175 189
Assets with zero net carrying value as at 31 December 2016 included in the balances above (cost price).											
	887	-	22 751	25 026	21 040	25 040	2 677	-	19 347	1 800	118 568

As of 31 December 2016, included in the carrying amount for Land & Buildings, is property to the value of R141 385 (2015: R398 509) that is still under construction.
As of 31 December 2016, assets to the accumulated amount of R642 855 (2015: R566 167) were capitalised and written off in full as a result of government grants received (Note 2.18).
As of 31 December 2016, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2015: R109 733).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

3 Property, plant and equipment

University	Land & Buildings	Building Lifts	Furniture & equipment	Network & Mainframe computer equipment	Computer equipment	Uninterrupted power supply	Air-conditioners	Air-conditioner plants	Vehicles	Electric generators	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2017											
Gross carrying amount as at 1 January 2017	1 800 164	42 290	611 704	108 212	37 749	66 920	37 561	15 238	53 720	17 774	2 791 332
Additions during the year	41 390	7 670	78 014	29 820	4 001	67	6 799	-	1 896	3 653	173 310
Disposals during the year	-	-	(3 507)	(634)	(2 033)	-	-	-	(2 184)	-	(8 358)
Gross carrying amount as at 31 December 2017	1 841 554	49 960	686 211	137 398	39 717	66 987	44 360	15 238	53 432	21 427	2 956 284
Accumulated depreciation as at 1 January 2017	(286 062)	(9 412)	(224 911)	(60 345)	(26 653)	(40 720)	(13 387)	(2 530)	(33 870)	(10 153)	(708 043)
Current year depreciation	(20 463)	(1 138)	(44 833)	(22 848)	(3 527)	(2 185)	(2 672)	(725)	(2 772)	(564)	(101 727)
Depreciation on disposals made during the year	-	-	2 693	634	1 969	-	-	-	1 323	-	6 619
Accumulated depreciation as at 31 December 2017	(306 525)	(10 550)	(267 051)	(82 559)	(28 211)	(42 905)	(16 059)	(3 255)	(35 319)	(10 717)	(803 151)
Net carrying amount											
Cost as at 31 December 2017	1 841 554	49 960	686 211	137 398	39 717	66 987	44 360	15 238	53 432	21 427	2 956 284
Accumulated depreciation as at 31 December 2017	(306 525)	(10 550)	(267 051)	(82 559)	(28 211)	(42 905)	(16 059)	(3 255)	(35 319)	(10 717)	(803 151)
Net carrying amount as at 31 December 2017	1 535 029	39 410	419 160	54 839	11 506	24 082	28 301	11 983	18 113	10 710	2 153 133

Assets with zero net carrying value as at 31 December 2017 included in the balances above (cost price).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is property to the value of R11 441 (2016: R141 385) that is still under construction.

As of 31 December 2017, assets to the accumulated amount of R642 855 (2016: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.18 and Note 12).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2016: R97 968).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

3 Property, plant and equipment

University	Land & Buildings	R'000	Building Lifts	R'000	Furniture & equipment	R'000	Network & Mainframe computer equipment	R'000	Computer equipment	R'000	Uninterrupted power supply	R'000	Air-conditioners	R'000	Air-conditioner plants	R'000	Vehicles	R'000	Electric generators	R'000	Total	R'000
2016																						
Gross carrying amount as at 1 January 2016	1 863 005		38 650		423 053		73 011		31 446		66 239		33 362		15 238		46 482		17 354		2 607 840	
Additions during the year	15 463		3 640		191 067		33 953		7 060		681		4 271		-		8 129		420		264 684	
Written off as a result of government grants received	(76 688)		-		-		-		-		-		-		-		-		-		(76 688)	
Reclassifications	(1 616)		-		-		1 582		-		-		34		-		-		-		-	
Disposals during the year	-		-		(2 416)		(334)		(757)		-		(106)		-		(891)		-		(4 504)	
Gross carrying amount as at 31 December 2016	1 800 164		42 290		611 704		108 212		37 749		66 920		37 561		15 238		53 720		17 774		2 791 332	
Accumulated depreciation as at 1 January 2016	(267 371)		(8 368)		(176 243)		(41 950)		(24 440)		(38 566)		(11 143)		(1 805)		(28 187)		(9 620)		(607 693)	
Current year depreciation	(18 691)		(1 044)		(49 332)		(18 546)		(2 941)		(2 154)		(2 245)		(725)		(6 036)		(533)		(102 247)	
Depreciation on disposals made during the year	-		-		664		151		728		-		1		-		353		-		1 897	
Accumulated depreciation as at 31 December 2016	(286 062)		(9 412)		(224 911)		(60 345)		(26 653)		(40 720)		(13 387)		(2 530)		(33 870)		(10 153)		(708 043)	
Net carrying amount																						
Cost as at 31 December 2016	1 800 164		42 290		611 704		108 212		37 749		66 920		37 561		15 238		53 720		17 774		2 791 332	
Accumulated depreciation as at 31 December 2016	(286 062)		(9 412)		(224 911)		(60 345)		(26 653)		(40 720)		(13 387)		(2 530)		(33 870)		(10 153)		(708 043)	
Net carrying amount as at 31 December 2016	1 514 102		32 878		386 793		47 867		11 096		26 200		24 174		12 708		19 850		7 621		2 083 289	

Assets with zero net carrying value as at 31 December 2016 included in the balances above (cost price).

As of 31 December 2016, included in the carrying amount for Land & Buildings is property to the value of R141 385 (2015: R398 509) that is still under construction.

As of 31 December 2016, assets to the accumulated amount of R642 855 (2015: R586 167) were capitalised and written off in full as a result of government grants received (Note 2.18 and Note 12).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

4 Intangible assets

Consolidated	Computer Software 2017 R'000	Artwork 2017 R'000	Total 2017 R'000	Computer Software 2016 R'000	Artwork 2016 R'000	Total 2016 R'000
Period end						
Gross carrying amount						
Opening cost	50 172	1 192	51 364	35 849	1 192	37 041
Additions	5 649	84	5 733	15 397	-	15 397
Disposal	-	-	-	(1 074)	-	(1 074)
Total cost	55 821	1 276	57 097	50 172	1 192	51 364
Amortisation						
Opening balance	(25 342)	-	(25 342)	(22 373)	-	(22 373)
Amortisation charge for the year	(7 473)	-	(7 473)	(4 043)	-	(4 043)
Amortisation on disposals	-	-	-	1 074	-	1 074
Total accumulated amortisation	(32 815)	-	-	(25 342)	-	(25 342)
Net carrying amount						
Gross carrying amount as at 31 December	55 821	1 276	57 097	50 172	1 192	51 364
Accumulated amortisation as at 31 December	(32 815)	-	(32 815)	(25 342)	-	(25 342)
Net carrying amount as at 31 December	23 006	1 276	24 282	24 830	1 192	26 022

University	Computer Software 2017 R'000	Artwork 2017 R'000	Total 2017 R'000	Computer Software 2016 R'000	Artwork 2016 R'000	Total 2016 R'000
Year ended 31 December						
Gross carrying amount						
Opening cost	39 411	1 192	40 603	24 634	1 192	25 826
Additions	2 978	84	3 062	15 851	-	15 851
Disposal	-	-	-	(1 074)	-	(1 074)
Adjustment	-	-	-	-	-	-
Total cost	42 389	1 276	43 665	39 411	1 192	40 603
Amortisation						
Opening balance	(25 064)	-	(25 064)	(22 182)	-	(22 182)
Amortisation charge for the year	(5 942)	-	(5 942)	(3 956)	-	(3 956)
Amortisation on disposals	-	-	-	1 074	-	1 074
Total accumulated amortisation	(31 006)	-	(31 006)	(25 064)	-	(25 064)
Net carrying amount						
Gross carrying amount as at 31 December	42 389	1 276	43 665	39 411	1 192	40 603
Accumulated amortisation as at 31 December	(31 006)	-	(31 006)	(25 064)	-	(25 064)
Net carrying amount as at 31 December	11 383	1 276	12 659	14 347	1 192	15 539

5 Investments in subsidiaries, associates and joint ventures

5.1 Investments in subsidiaries and other entities

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Cost of investment in commercial entities	-	-	108 086	105 366
Impairment of investments in commercial entities	-	-	(13 845)	(3 400)
Total loans to commercial entities (note 27.4)	407	529	64 085	56 968
Impairment of loans to commercial entities (note 27.4)	-	-	(57 448)	(39 689)
Other investments	4 416	4 764	4 416	4 764
	4 823	5 293	105 294	124 009

5.2 Investment in associates and joint ventures

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 38.40%. 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 2017.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Cost of investment – 1 January	9 141	9 141	9 141	9 141
Total loan to associate opening balance	93 963	92 171	93 963	92 171
Additional loan to associate	-	1 792	-	1 792
Accumulated impairment recognised - 1 January	(51 552)	(49 080)	(51 552)	(49 080)
Additional impairment of loan to associate	(28 711)	(2 472)	(28 711)	(2 472)
Plus: share of associate's post tax (loss)	-	(5 987)	-	(5 987)
Accumulated share of associate's post tax (loss)	-	(3 153)	-	(3 153)
Impairment of investment	(9 141)	-	(9 141)	-
Carrying amount of investment – 31 December	13 700	42 411	13 700	42 411

The unrecognised losses, as at 31 December 2017 is Consolidated R14 504 / University R14 504 (2016: Consolidated R11 420 / University R11 420).

18 523	47 704	118 994	166 420
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Impairment losses

Subsequent to the testing of external loan accounts, an additional impairment of the loan to PTIP was calculated to the amount of Consolidated R28 711 / University R28 711 (2016: Consolidated R2 472 / University R2 472). The accumulated impairment recognised at year end is at 100% of the total investment.

6 Available-for-sale financial assets

Consolidated	Cost	Fair Value	Cost	Fair Value
	2017	2017	2016	2016
	R'000	R'000	R'000	R'000
Opening balance 1 January	2 776 863	3 205 124	2 680 917	3 278 457
Cost of additions during the year	1 325 379	1 312 868	1 672 942	1 668 639
Disposals during the year	(1 037 168)	(1 053 294)	(1 588 077)	(1 575 011)
(Impairment)/reversal of impairment of shares	(58 209)	(58 209)	11 081	11 081
Fair value adjustments on available-for-sale financial assets	-	164 902	-	(178 042)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(188 793)	-	(146 923)
Increase / (decrease) in fair value recognised in other comprehensive income	-	353 695	-	(31 119)
	3 006 865	3 571 391	2 776 863	3 205 124

Available-for-sale financial assets include the following:

Government bonds and stocks	308 307	307 723	157 995	163 562
Listed - stocks and debentures	304 530	321 964	404 001	414 166
Listed - shares	1 834 382	2 384 969	1 794 300	2 203 238
Fixed deposits	63 058	71 200	54 535	58 567
Other deposits	460 856	464 684	330 300	328 615
Endowment policies	35 732	20 851	35 732	36 976
	3 006 865	3 571 391	2 776 863	3 205 124

6 Available-for-sale financial assets (continued)

University	Cost 2017 R'000	Fair Value 2017 R'000	Cost 2016 R'000	Fair Value 2016 R'000
Opening balance 1 January	2 137 700	2 467 023	2 068 237	2 529 517
Cost of additions during the year	878 038	868 401	1 313 917	1 309 663
Disposals during the year	(622 533)	(638 657)	(1 255 535)	(1 242 682)
(Impairment)/reversal of impairment of shares	(41 073)	(41 073)	11 081	11 081
Fair value adjustments on available-for-sale financial assets	-	91 414	-	(140 556)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(157 852)	-	(118 433)
Increase / (decrease) in fair value recognised in other comprehensive income	-	249 266	-	(22 123)
	2 352 132	2 747 108	2 137 700	2 467 023

Available-for-sale financial assets include the following:

Government bonds and stocks	258 858	256 467	132 373	134 419
Listed - stocks and debentures	225 725	235 618	320 524	324 355
Listed - shares	1 378 658	1 769 319	1 318 988	1 639 051
Fixed deposits	63 058	71 200	54 535	58 567
Other deposits	390 101	393 653	275 548	273 655
Endowment policies	35 732	20 851	35 732	36 976
	2 352 132	2 747 108	2 137 700	2 467 023

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 2017. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale.

Net impairment (losses)/reversal of impairment

Impairment indicators were identified at year end, as per policy which lead to impairment testing of shares. Over and above the policy indicators was the extraordinary event of Steinhoff accounting irregularities. Therefore as per the requirements of IAS 39, the University did impair the investment in Steinhoff as there was objective evidence of impairment identified due to significant changes in the environment in which they operate, indicating that the cost of these shares might not be recovered. Subsequently, shares were impaired to the amount of Consolidated (R58 209) / University (R41 073) (2016: Consolidated R11 081 / University R11 081).

7 Inventories

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Consumables at cost	6 150	4 394	5 883	4 394
	6 150	4 394	5 883	4 394

The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R17 211 / University R17 211 (2016: Consolidated R16 017 / University R16 017).

8 Trade receivables and prepayments

	Consolidated		University	
	2017	2016 Restated	2017	2016 Restated
	R'000	R'000	R'000	R'000
Student receivables	454 490	692 381	451 042	684 812
Less: NSFAS and other student receipts	(83 665)	(235 683)	(83 665)	(235 683)
Less: Provision for impairment	(182 072)	(253 491)	(182 072)	(252 877)
Student receivables - net carrying amount	188 753	203 207	185 305	196 252
Other receivables	185 692	163 504	178 766	155 342
Advances and pre-payments	62 741	31 468	60 007	31 468
Deposits	3 157	3 124	2 578	2 546
Staff loans, receivables and advances	654	638	254	238
Value Added Tax	1 562	3 926	4 256	(702)
Interest and dividends receivable	440	440	440	440
Non-student receivables - net carrying amount	117 138	123 908	111 231	121 352
Non-student receivables	123 384	130 310	116 784	127 754
Less: Provision for impairment	(6 246)	(6 402)	(5 553)	(6 402)
	374 445	366 711	364 071	351 594

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 26.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Student receivables

As of 31 December 2017, student receivables of Consolidated R188 753 / University R185 305 (2016: Consolidated R203 207 / University R196 252) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Students enrolled in current year	188 753	203 207	185 305	196 252
	188 753	203 207	185 305	196 252

As of 31 December 2017, student receivables of Consolidated R182 072 / University R182 072 (2016: Consolidated R253 491 / University R252 877) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

Students enrolled in current year	65 955	137 607	66 235	136 993
Students enrolled in prior year	65 711	64 841	65 552	64 841
Students enrolled more than two years ago	50 406	51 043	50 285	51 043
	182 072	253 491	182 072	252 877

Movements in the provision for impairment of student receivables are as follows:

At 1 January				
Provision for impairment	253 491	132 416	252 877	132 416
Increase/(decrease) in provision for receivables impaired	(29 597)	150 819	(29 597)	150 819
Receivables written off during the year as uncollectible	(41 822)	(29 744)	(41 208)	(30 358)
At 31 December	182 072	253 491	182 072	252 877

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

8 Trade receivables and prepayments (continued)

Other receivables:

As of 31 December 2017, other trade receivables of Consolidated R185 692 / University R178 766 (2016: Consolidated R163 504 / University R155 342) were fully performing.

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
The ageing of these receivables is as follows:				
Up to 3 months	185 692	163 504	178 766	155 342
3 to 6 months	-	-	-	-
	<u>185 692</u>	<u>163 504</u>	<u>178 766</u>	<u>155 342</u>

As of 31 December 2017, other trade receivables of Consolidated R6 246 / University R5 553 (2016: Consolidated R6 402 / University R6 402) 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:

	2017 R'000	2016 R'000	2017 R'000	2016 R'000
3 to 6 months	1 927	1 975	1 713	1 975
Over 6 months	4 319	4 427	3 840	4 427
	<u>6 246</u>	<u>6 402</u>	<u>5 553</u>	<u>6 402</u>

Movements in the provision for impairment of other trade receivables are as follows:

	2017 R'000	2016 R'000	2017 R'000	2016 R'000
At 1 January	6 402	4 978	6 402	4 978
Provision for impairment	-	1 472	-	1 472
Receivables written-off during the year	(156)	(48)	(850)	(48)
At 31 December	<u>6 246</u>	<u>6 402</u>	<u>5 552</u>	<u>6 402</u>

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

9 Cash and cash equivalents

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Call deposits, cash in the bank and cash on hand	176 302	161 547	128 889	124 261
Short term deposits	<u>382 371</u>	<u>90 049</u>	<u>382 371</u>	<u>90 049</u>
	<u>558 673</u>	<u>251 596</u>	<u>511 260</u>	<u>214 310</u>

The fair value of cash and cash equivalents approximates its carrying amount.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is disclosed in note 26.

The following cessions in favour of Bidvest Bank are in place:

	1	4 456	1	4 456
Bidvest account 90000926958				

The following facilities have been approved by ABSA Bank:

	2 000	2 000	2 000	2 000
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	450	4 500	450
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	3 000	3 000	3 000	3 000

The following facilities have been approved by Bidvest Bank:

	50 000	10 000	50 000	10 000
Spot				

10 Borrowings

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Borrowings	17 461	22 978	3 475	3 981
Current portion transferred to current liabilities	(6 824)	(5 516)	(564)	(506)
	10 637	17 462	2 911	3 475
a) Government loans secured by increment guarantees	2 598	3 104	2 598	3 104
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
b) Loans secured by Government guarantees	877	877	877	877
Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
c) Other secured loans - Quantim Capital and INCA	13 986	18 997	-	-
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings included under 'Buildings' in note 3. The gross carrying amount as at 31 December was R26 461.				
	17 461	22 978	3 475	3 981

The repayment dates of the University's borrowings at the reporting dates are as follows:

Up to 1 year	6 824	5 516	564	506
Between 1 and 2 years	8 354	6 824	628	564
Between 2 and 5 years	1 406	9 497	1 406	1 770
After 5 years	877	1 141	877	1 141
	17 461	22 978	3 475	3 981
Less: current portion	(6 824)	(5 516)	(564)	(506)
	10 637	17 462	2 911	3 475

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

11 Student deposits and accounts in credit

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
At 1 January	130 664	105 739	128 103	105 739
Deferred during the year	81 231	34 723	74 312	32 162
Credited to the statement of comprehensive income	(29 752)	(9 799)	(29 752)	(9 799)
At 31 December	182 143	130 663	172 663	128 102
Less: current portion	(182 143)	(130 663)	(172 663)	(128 102)
Non-current portion	-	-	-	-

Included in the current portion are amounts primarily for student accounts in credit of Consolidated R110 976 / University R110 976 (2016: Consolidated R96 125 / University R96 125), and income received in advance of Consolidated R40 564 / University R31 085 (2016: Consolidated R24 275 / University R21 713).

12 Deferred revenue

The Minister of Higher Education and Training has approved student enrolment plans for all higher education institutions for the period up to 2017. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Opening balance as at 1 January	-	76 688	-	76 688
Grants received during the year	42 575	-	42 575	-
Grants utilised to reduce asset cost	-	(76 688)	-	(76 688)
	<u>42 575</u>	<u>-</u>	<u>42 575</u>	<u>-</u>
Non-current portion of deferred revenue	-	-	-	-
Current portion transferred to current liabilities	(42 575)	-	(42 575)	-
	<u>(42 575)</u>	<u>-</u>	<u>(42 575)</u>	<u>-</u>

13 Trade payables, accruals and other liabilities

	Consolidated		University	
	2017	2016	2017	2016
	R'000	Restated R'000	R'000	Restated R'000
Non-current				
Provision for Deferred Compensation - Long-term	11 184	13 849	11 184	13 849
	<u>11 184</u>	<u>13 849</u>	<u>11 184</u>	<u>13 849</u>
Current				
Trade and other payables	586 458	375 098	593 611	359 042
Accruals	58 652	52 152	58 364	52 042
Leave pay accrual	68 927	70 647	68 927	70 647
Provision for Bonus - Short-term	-	4 884	-	4 884
Provision for Deferred Compensation	977	11 548	977	11 548
Income Tax payable by subsidiaries	43	-	-	-
	<u>715 057</u>	<u>514 329</u>	<u>721 879</u>	<u>498 163</u>
	<u>726 241</u>	<u>528 178</u>	<u>733 063</u>	<u>512 012</u>

The fair values for trade payables, accruals and other liabilities above approximate their carrying amounts.

14 Personnel costs

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Academic professionals	1 091 483	977 671	1 069 042	954 906
Support personnel	1 104 850	989 644	1 082 134	966 602
Other post-retirement costs	44 605	39 954	43 688	39 024
Pension cost - defined contribution plans	143 469	128 509	140 519	125 517
Pension cost - defined benefit plans	13 883	12 436	13 598	12 146
	<u>2 398 290</u>	<u>2 148 214</u>	<u>2 348 981</u>	<u>2 098 195</u>

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	4 353	3 449	4 236	3 387
Part Time	3 799	3 445	3 423	3 342

15 Long term employee benefits

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Post-retirement medical benefits (note 15.1)	226 209	227 421	226 209	227 421
UJ Long service awards (note 15.4)	39 363	38 544	39 363	38 544
	265 572	265 965	265 572	265 965
Reconciliation of the actuarial gains / (losses) on long term employee benefits:				
- Post-retirement medical benefits	16 592	100	16 592	100
- UJ Pension fund	39 827	67 713	39 827	67 713
- UJ Disability fund	4 995	(13 178)	4 995	(13 178)
- UJ Long service awards	1 900	271	1 900	271
	63 314	54 906	63 314	54 906
Reconciliation of the change in asset limit:				
- UJ Pension fund	(44 076)	(58 811)	(44 076)	(58 811)
- UJ Disability fund	(4 586)	13 683	(4 586)	13 683
	(48 662)	(45 128)	(48 662)	(45 128)
Net Actuarial (losses) on defined benefit plans	14 652	9 778	14 652	9 778
UJ pension fund (note 15.2)	65 024	65 093	65 024	65 093
Amounts for the latest actuarial valuation and previous four periods are as follows:				
	2013 R'000	2014 R'000	2015 R'000	2016 R'000
Defined benefit obligation (note 15.1 and 15.4)	(170 287)	(234 213)	(250 572)	(265 965)
Fair value of plan assets (note 15.2)	68 681	65 715	53 232	65 093
Retirement benefit obligation	(101 606)	(168 498)	(197 340)	(201 714)

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2017.

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Present value of the obligation	(226 209)	(227 421)	(226 209)	(227 421)
	(226 209)	(227 421)	(226 209)	(227 421)
Reconciliation of the movement in the defined benefit obligation:				
Present value of obligation: beginning of the year	(227 421)	(210 378)	(227 421)	(210 378)
Current service cost	(4 222)	(4 245)	(4 222)	(4 245)
Interest cost	(21 735)	(22 185)	(21 735)	(22 185)
Benefits paid	10 577	9 287	10 577	9 287
	(242 801)	(227 521)	(242 801)	(227 521)
Remeasurements:				
- (Gain)/loss from change in financial assumptions	(11 612)	(2 183)	(11 612)	(2 183)
- (Gain)/loss from change in demographic assumptions	(4 980)	2 083	(4 980)	2 083
	(16 592)	(100)	(16 592)	(100)
Present value of obligation: end of the period	(226 209)	(227 421)	(226 209)	(227 421)

The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

15.1 Post-retirement medical benefits - Wholly unfunded (continued)

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Effective date of assumptions	31-DEC-2017	31-DEC-2016	31-DEC-2017	31-DEC-2016
Post retirement plan				
Discount rate	9.60%	9.80%	9.60%	9.80%
Health care cost inflation	8.60%	9.20%	8.60%	9.20%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	6.60%	7.20%	6.60%	7.20%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(11 397)	(10 577)	(11 397)	(10 577)

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%	Increase by 13.8%	Decrease by 11.4%
Discount rate	1%	Decrease by 11.6%	Increase by 14.3%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Decrease by 2.8%	Increase by 2.4%

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.

15.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary plan as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2017. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Balance at end of the year				
Present value of the obligation	(798 158)	(721 359)	(798 158)	(721 359)
Fair value of plan assets	1 371 016	1 285 370	1 371 016	1 285 370
Unrecognised surplus due to IAS 19(a) limit	(507 834)	(498 918)	(507 834)	(498 918)
Defined benefit surplus at 31 December	65 024	65 093	65 024	65 093

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

Reconciliation of the present value of the obligation

Defined benefit obligation at beginning of the year	721 359	677 082	721 359	677 082
Member contributions	2 199	2 220	2 199	2 220
Service cost	5 985	6 381	5 985	6 381
Interest cost	61 881	67 125	61 881	67 125
	791 424	752 808	791 424	752 808
Remeasurements:				
- Actuarial (gain)/loss	88 795	8 956	88 795	8 956
Benefit payments	(82 061)	(40 405)	(82 061)	(40 405)
Defined benefit obligation at 31 December	798 158	721 359	798 158	721 359

Reconciliation of the fair value of plan assets

Fair Value of assets as at 1 January	1 285 370	1 253 051	1 285 370	1 253 051
University contributions	4 259	4 409	4 259	4 409
Member contributions	2 199	2 220	2 199	2 220
	1 291 828	1 259 680	1 291 828	1 259 680
Remeasurements:				
-Net interest income/expense	112 281	124 852	112 281	124 852
-Actuarial gain/(loss)	48 968	(58 757)	48 968	(58 757)
	161 249	66 095	161 249	66 095
Benefits paid	(82 061)	(40 405)	(82 061)	(40 405)
Fair Value of assets as at 31 December	1 371 016	1 285 370	1 371 016	1 285 370
The actual return on plan assets is as follows:	161 249	66 095	161 249	66 095

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

15.2 Pension obligations - Wholly funded (continued)

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	Consolidated		University	
	2017	2016	2017	2016
Cash	9.58%	15.54%	9.58%	15.54%
Equity	42.60%	37.33%	42.60%	37.33%
Bonds	20.26%	20.16%	20.26%	20.16%
Property	2.17%	2.29%	2.17%	2.29%
International	23.46%	23.05%	23.46%	23.05%
Other	1.93%	1.63%	1.93%	1.63%
Total	100.00%	100.00%	100.00%	100.00%

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2017.

	Consolidated		University	
	2017	2016	2017	2016
Discount rate	8.60%	9.00%	8.60%	9.00%
Inflation rate	5.50%	6.40%	5.50%	6.40%
Salary increase rate	6.50%	7.40%	6.50%	7.40%
Pension increase allowance (Ex-NTRF)	3.03%	3.52%	3.03%	3.52%
Pension increase allowance (Other pensioners)	3.58%	4.16%	3.58%	4.16%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

	6 018	7 662	6 018	7 662
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Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	Obligation R'000	+1% R'000	-1% R'000
Discount rate			
Defined benefit obligation	(798 158)	(733 958)	(883 056)
Change		(8.00%)	10.60%
Inflation rate			
Defined benefit obligation	(798 158)	(850 351)	(754 697)
Change		6.50%	(5.40%)

15.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2017.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Balance at end of the year				
Present value of the obligation	(25 815)	(25 570)	(25 815)	(25 570)
Fair value of plan assets	175 438	158 754	175 438	158 754
Unrecognised surplus due to IAS 19(a) limit	(149 623)	(133 184)	(149 623)	(133 184)
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	25 570	24 460	25 570	24 460
Current service cost	392	481	392	481
Interest cost	2 095	2 239	2 095	2 239
	28 057	27 180	28 057	27 180
- Actuarial (gain)/loss	2 205	2 105	2 205	2 105
Benefits paid (net of reinsurance proceeds)	(4 447)	(3 715)	(4 447)	(3 715)
Present value of obligation: end of year	25 815	25 570	25 815	25 570

Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	158 754	158 219	158 754	158 219
Contributions (net of reinsurance premiums)	(392)	(481)	(392)	(481)
Value of assets as at 31 December	158 362	157 738	158 362	157 738
Remeasurements:				
-Net interest income/expense	13 931	15 323	13 931	15 323
-Actuarial (loss)/gain	7 200	(11 073)	7 200	(11 073)
	21 131	4 250	21 131	4 250
Benefits (net of reinsurance premiums)	(4 055)	(3 234)	(4 055)	(3 234)
Value of assets as at 31 December	175 438	158 754	175 438	158 754
The actual return on plan assets is as follows:	21 131	4 250	21 131	4 250

15.3 Disability Fund (continued)

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Cash	(2.50%)	(1.44%)	(2.50%)	(1.44%)
Equity	44.40%	45.95%	44.40%	45.95%
Bonds	13.37%	11.16%	13.37%	11.16%
Property	16.89%	15.45%	16.89%	15.45%
International	25.09%	27.51%	25.09%	27.51%
Other	2.75%	1.37%	2.75%	1.37%
Total	100.00%	100.00%	100.00%	100.00%

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2017.

Claimants

Number of members	16	20	16	20
Annual benefit	6 152	6 749	6152	6 749
Annual reinsured benefit	2 940	4 190	2940	4 190
Benefit weighted average service	56.7 yrs	56.6 yrs	56.7 yrs	56.6 yrs
Effective date of assumptions	31-DEC-2017	31-DEC-2016	31-DEC-2017	31-DEC-2016

The principal assumptions used for accounting purposes were as follows:

General inflation rate	5.20%	6.20%	5.20%	6.20%
Discount rate	8.10%	8.90%	8.10%	8.90%
Expected increases in benefits	6.20%	7.20%	6.20%	7.20%

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	Change in assumption	Impact on defined benefit obligation	Decrease in assumption
Inflation rate	1%	Increase by 7.8%	Decrease by 7.2%
Discount rate	1%	Decrease by 5.2%	Increase by 5.7%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- The death of the member; or
- The member attaining normal retirement age; or
- The member ceasing to be a member of the Fund; or
- Discontinuance of the payment of premiums in respect of a member; or
- Absence of the member as defined; or
- The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

15.3 Disability Fund (continued)

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

15.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2016. This obligation is funded from University's reserves.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Reconciliation of the movement in the long service award obligation:				
Present value of obligation: beginning of the year	38 544	34 696	38 544	34 696
Current service cost	4 567	3 725	4 567	3 725
Interest cost	3 399	3 326	3 399	3 326
	<u>46 510</u>	<u>41 747</u>	<u>46 510</u>	<u>41 747</u>
- Actuarial (gain)/loss	(1 900)	(271)	(1 900)	(271)
Benefits paid	(4 081)	(2 932)	(4 081)	(2 932)
Present value of obligation: end of period	<u>40 529</u>	<u>38 544</u>	<u>40 529</u>	<u>38 544</u>
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:				
	4 225	4 081	4 225	4 081
The significant actuarial assumptions were as follows:				
Discount rate	9.90%	9.30%	9.90%	9.30%
Salary inflation	8.00%	8.30%	8.00%	8.30%
CPI inflation	6.50%	6.80%	6.50%	6.80%
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 7.2%	Increase by 8.2%
Salary inflation	1%	Increase by 9.0%	Decrease by 7.9%
Expected retirement age	1 year	Increase by 4.0%	Decrease by 3.9%

16 State appropriations - subsidies and grants

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Block grant	1 599 024	1 394 826	1 599 024	1 394 826
Teaching development	36 888	46 984	36 888	46 984
Research development	6 006	7 133	6 006	7 133
Foundation phase development	38 117	36 828	38 117	36 828
Interest and redemption of government approved loans	859	1 054	859	1 054
Clinical training of health professionals	7 348	6 813	7 348	6 813
Zero-percent increase grant	32 432	139 868	32 432	139 868
	1 720 674	1 633 506	1 720 674	1 633 506

17 Tuition and other fee income

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Tuition Fees	1 441 128	1 382 276	1 441 128	1 382 285
Residence Fees	179 357	148 657	167 070	139 471
Registration Fees	35 443	36 292	35 443	36 292
Levy Income	33 414	33 214	33 414	33 214
Application Fees	1 290	845	1 290	845
Deposit Income Retained	302	436	302	436
Remark of Exam Papers	14	9	14	9
	1 690 948	1 601 729	1 678 661	1 592 552

18 Other operating expenses

The following items are included in 'other operating expenses':

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Auditors remuneration	19 485	20 292	19 391	20 227
- external audit	5 322	5 652	5 322	5 652
- internal audit	4 379	4 985	4 379	4 985
- other audit services	9 784	9 655	9 690	9 590
Advertising and marketing	33 514	40 222	33 419	40 116
Bank Charges	7 077	7 315	6 994	7 247
Cartridges	4 377	4 660	4 375	4 658
Cleaning	42 880	83 235	42 332	82 232
Conference Registration Fees	16 888	16 020	16 916	16 055
Consulting and contract costs	67 718	70 821	67 162	69 248
Copyright fees	5 102	4 891	5 119	4 891
Corporate functions	6 018	7 556	6 349	8 069
Cost of sales	6 823	5 670	6 823	5 670
Data lines	9 034	7 003	9 034	6 989
Functions and entertainment	39 809	36 685	39 935	36 842
Books and periodicals	140 644	80 505	140 368	66 973
Foreign exchange (gains)/losses	1 974	6 907	1 959	6 910
Fuel, Oil and Gas	9 309	8 043	8 956	7 783
Grants and donations	184	133	184	133
Hire/Rental	14 064	14 540	14 618	15 432
Insurance	9 303	8 455	9 299	8 451
Legal fees	11 381	10 213	11 129	9 774
Medical Aid Pensioners	10 309	9 204	10 309	9 204
Membership fees	7 558	8 740	7 516	8 723
Municipal rates, taxes and electricity	139 980	122 359	128 900	113 600
Repairs and maintenance and non-capital items	139 596	130 515	139 076	130 347
Leases - Equipment and vehicles	21 557	15 577	21 557	15 577
Printing	23 681	24 790	23 421	24 582
Security contracts	24 950	70 602	24 397	68 955
Services Rendered - outsourced	69 534	122 493	74 382	144 245
Software licenses	42 185	36 584	42 185	36 584
Stationery	5 652	5 610	5 556	5 480
Staff development	20 849	15 449	20 846	15 381
Student expenses	51 934	56 388	62 163	72 178
Tax expense in subsidiaries	666	512	-	-
Teaching and laboratory consumables	32 121	32 814	32 138	32 743
Telephone and fax	3 642	8 788	3 083	8 280
Travel and accommodation	93 606	87 781	93 527	87 618
Uniforms and Protective Clothing	8 130	7 708	7 962	7 505
Impairment/(reversal of impairment) of student debt	(29 051)	153 374	(29 597)	152 696
Other expenses	78 952	47 049	78 990	53 455
	1 191 435	1 389 503	1 190 773	1 404 853

19 Bursaries

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Student bursaries	(471 059)	(330 537)	(471 059)	(330 533)
	<u>(471 059)</u>	<u>(330 537)</u>	<u>(471 059)</u>	<u>(330 533)</u>

Bursary expenses represents student funding from University's own generated resources.

20 Net impairment losses/reversal of impairment

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Available-for-sale financial assets - Impairment of shares (note 6)	(58 209)	-	(41 227)	-
Available-for-sale financial assets - Impairment reversal (note 6)	-	11 081	155	11 081
Loan to associate (note 5)	(28 711)	(2 472)	-	(2 472)
Loans to subsidiaries and other entities (note 5)	-	-	(46 469)	(39 689)
Investments in subsidiaries and other entities (note 5)	-	-	(10 445)	(3 400)
	<u>(86 920)</u>	<u>8 609</u>	<u>(97 986)</u>	<u>(34 480)</u>

21 Other operating income

The following items are included in 'other operating income':

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Hire out of facilities	8 183	8 506	8 245	7 912
Public sales and services	92 411	90 406	38 662	76 737
Project income	33 589	144 760	28 779	142 949
Sundry income	35 456	16 445	35 561	16 412
Donations	250 729	184 652	275 718	209 364
Consultation/Evaluation income	24 822	29 424	24 822	29 424
Profit on disposal of Property, plant & equipment	82	55	82	56
Insurance claims	28 958	39 284	28 959	39 284
Other income	10 723	10 811	10 723	10 810
	<u>484 953</u>	<u>524 343</u>	<u>451 551</u>	<u>532 948</u>

22 Income from investments

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Dividend income on available-for-sale financial assets	54 693	41 819	42 389	31 946
Interest income on available-for-sale financial assets	125 765	114 061	110 598	97 127
Fair value movement transfer on disposal of investments	188 793	146 923	157 852	118 433
Profit on sale of investments	248 616	256 545	205 185	198 524
Loss on sale of investments	(59 823)	(109 622)	(47 333)	(80 091)
	<u>369 251</u>	<u>302 803</u>	<u>310 839</u>	<u>247 506</u>

23 Finance income and finance costs

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Finance cost				
- borrowings	(2 881)	(3 320)	(655)	(485)
- defined benefit plan	(3 887)	1 581	(3 887)	1 581
	<u>(6 768)</u>	<u>(1 739)</u>	<u>(4 542)</u>	<u>1 096</u>
Finance income				
- students fees	44 327	39 878	44 131	39 727
- current accounts	6 317	6 581	5 281	4 812
	<u>50 644</u>	<u>46 459</u>	<u>49 412</u>	<u>44 539</u>

NSFAS funded students are considered a separate class of debtor which creates a financing element within the bucket of student debtors. NSFAS funded students are not charged interest on late payments and based on the past practice of NSFAS not paying on time, this is an indicator that the revenue recognised may include a financing element. With the time value of money taken into account the amount of interest on NSFAS student accounts included in 'Finance income - student fees' was Consolidated R23 613 / University R23 613. (2016: Consolidated R20 997 / University R20 997).

24 Commitments

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Commitments – approved, not contracted for	298 433	343 233	298 433	343 233
Commitments – contracted	51 574	56 555	51 574	56 555

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank Guarantees				
SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110
Johannesburg City Council	-	-	-	-
Knowles Husain Lindsey Incorporated	-	-	-	-
ABSA Bank Limited	1 119	1 119	1 119	1 119

Operating leases

Certain of the University's desktop computers and computer equipment are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	17 568	26 413	17 415	26 413
Lease amounts payable later than one year to five years	5 598	24 379	5 598	24 379
Total operating lease amounts payable	<u>23 166</u>	<u>50 792</u>	<u>23 013</u>	<u>50 792</u>

The University does not apply the smoothing principle, for operating leases, of IAS 17 as there are no fixed escalation clauses in the lease agreement.

25 Cash generated from operations

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Surplus for the year	257 089	328 666	197 116	268 796
Adjustments for:				
– share of loss from associate (note 5)	-	5 987	-	5 987
– (decrease)/increase in student bad debt provision (note 8)	(71 419)	121 075	(70 805)	120 462
– (decrease)/increase in non-student bad debt provision (note 8)	(156)	1 424	(849)	1 424
– depreciation (note 3)	104 424	105 660	101 727	102 247
– amortisation (note 4)	7 473	4 043	5 942	3 956
– profit on disposal of property, plant and equipment	(82)	(55)	(82)	(56)
– finance income (note 23)	(50 644)	(46 459)	(49 412)	(44 539)
– interest income on investments (note 22)	(125 765)	(114 061)	(110 598)	(97 127)
– finance cost (note 23)	6 768	1 739	4 542	(1 096)
– impairment losses (note 20)	86 920	(8 609)	97 986	34 480
– dividends received (note 22)	(54 693)	(41 819)	(42 389)	(31 946)
– profit on sale of shares (note 22)	(188 793)	(146 923)	(157 852)	(118 433)
– movement in post-retirement obligations and assets (note 15)	(324)	3 532	(324)	3 532
– foreign exchange losses on operating activities (note 18)	(1 974)	(6 907)	(1 959)	(6 910)
– decrease in government grant (note 12)	42 575	(76 688)	42 575	(76 688)
Changes in working capital:				
– receivables and prepayments (note 8)	(7 734)	(46 612)	(12 477)	(42 012)
– trade payables, accruals and other liabilities (note 13)	200 728	(2 966)	223 716	(25 487)
– student deposits and income received in advance (note 11)	51 480	24 924	44 561	22 362
– inventory (note 7)	(1 756)	2 432	(1 489)	2 432
	<u>254 117</u>	<u>108 384</u>	<u>269 928</u>	<u>121 385</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 21)	82	55	82	56
Net book amount (note 3)	1 729	3 095	1 739	2 607
Proceeds from disposal	<u>1 811</u>	<u>3 150</u>	<u>1 821</u>	<u>2 663</u>

Overview

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

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

26.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

i) Currency risk

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

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a Consolidated R3 824 / University R3 824 (2016: Consolidated R900 thousand / University R900 thousand) interest income influence on an annual basis. This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R3 824 / University R3 824 (2016: Consolidated R900 thousand / University R900 thousand).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Listed equities	2 385 000	2 203 000	1 769 000	1 639 000
10% change impact	238 500	220 300	176 900	163 900

For the period ended 31 December 2017, 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 385 million / University R1 769 million (2016: Consolidated R2 203 million / University R1 639 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

26.2 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with BB+ rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

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

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

Details of the student receivables as at 31 December 2017:

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Student receivables	370 825	456 698	367 377	449 129
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	188 753	203 207	185 305	196 252
- impaired (more than 4 months overdue)	182 072	253 491	182 072	252 877
Less: Provision for impairment	(182 072)	(253 491)	(182 072)	(252 877)
Student receivables – net carrying amount	<u>188 753</u>	<u>203 207</u>	<u>185 305</u>	<u>196 252</u>

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

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2017 are as follows:

	Consolidated		University	
	2017 R'000	2016 R'000	2017 R'000	2016 R'000
Other receivables	191 938	169 906	184 319	161 744
- fully performing	185 692	163 504	178 766	155 342
- past due but not impaired	-	-	-	-
- impaired	6 246	6 402	5 553	6 402
Less: Provision for impairment	(6 246)	(6 402)	(5 553)	(6 402)
Other receivables – net carrying amount	<u>185 692</u>	<u>163 504</u>	<u>178 766</u>	<u>155 342</u>

26.2 Credit risk (continued)

i) Student and other receivables (continued)

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Student receivables				
At 1 January	253 491	132 416	252 877	132 416
Provision for receivables impaired	(29 597)	150 819	(29 597)	150 819
Receivables written off during the year as uncollectable	(41 822)	(29 744)	(41 208)	(30 358)
At 31 December	182 072	253 491	182 072	252 877
Ageing of provision for impairment				
Handed over to collecting agencies – 2016	50 406	51 043	50 285	51 043
Handed over to collecting agencies – 2017	65 711	64 841	65 552	64 841
4 Months overdue	65 955	137 607	66 235	136 993
	182 072	253 491	182 072	252 877
Other receivables				
At 1 January	6 402	4 978	6 402	4 978
Provision for receivables impaired	-	1 472	-	1 472
Receivables written off during the year as uncollectable	(156)	(48)	(850)	(48)
At 30 June	6 246	6 402	5 552	6 402
Ageing of provision for impairment				
Handed over to collecting agencies – 2016	1 953	229	1 953	229
Handed over to collecting agencies – 2017	4 214	1 959	3 600	1 959
Impaired as at reporting date	79	4 214	-	4 214
	6 246	6 402	5 553	6 402

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 8.

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Trade receivables				
Counterparties without external credit rating:				
- Current students which will register in 2017/2018.	188 753	203 207	185 305	196 252
These students are still studying and had no defaults in the past.				
The University expects them to pay their outstanding fees during the 2017/2018 registration period.				
- Interest and dividends receivable.	-	-	-	-
This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BB+ (2016: BBB) rated entities.				
- Other receivables				
Group 1 *	117 138	123 908	111 231	121 352
	305 891	327 115	296 536	317 604
Cash and cash equivalents				
BB+ (2016: BBB) Rating:				
- Prime South African Bank	145 299	123 515	97 886	86 229
BB+ (2016: BBB) Ratings:				
- Prime South African Banks	413 375	128 081	413 375	128 081
	558 674	251 596	511 261	214 310
Available-for-sales financial assets				
BB+ (2016: BBB) Rating:				
- Government stocks and bonds	307 723	163 562	256 467	134 419
- Listed stocks and debentures	321 964	414 166	235 618	324 355
- Listed shares all top 40 companies	2 384 969	2 203 238	1 769 319	1 639 051
- Fixed and other deposits, prime South African Banks	535 884	387 182	464 853	332 222
- Endowment policies, top 40 South African insurance	20 851	36 976	20 851	36 976

*Group 1 – New customers (less than 2 months).

26.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 Years R'000	Over 5 Years R'000	Total R'000
Consolidated					
31 December 2017					
Non-current borrowings	6 824	8 354	1 406	877	17 461
Accounts payable	645 110	-	-	-	645 110
	651 934	8 354	1 406	877	662 571
31 December 2016					
Non-current borrowings	5 516	6 824	9 497	1 141	22 978
Accounts payable	427 250	-	-	-	427 250
	432 766	6 824	9 497	1 141	450 228
University					
31 December 2017					
Non-current borrowings	564	628	1 406	877	3 475
Accounts payable	651 975	-	-	-	651 975
	652 539	628	1 406	877	655 450
31 December 2016					
Non-current borrowings	506	564	1 770	1 141	3 981
Accounts payable	411 084	-	-	-	411 084
	411 590	564	1 770	1 141	415 065

26.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

26.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

Consolidated	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2017			
Financial assets			
Available-for-sale financial assets	-	3 571 391	3 571 391
Trade and other receivables (excluding prepayments)	305 891	-	305 891
Cash and cash equivalents	558 673	-	558 673
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			17 461
Trade payables			645 110

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2016			
Financial assets			
Available-for-sale financial assets	-	3 205 124	3 205 124
Trade and other receivables (excluding prepayments)	327 115	-	327 115
Cash and cash equivalents	251 596	-	251 596
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			22 978
Trade payables			427 250

26.5 Financial instruments by category (continued)

University	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2017			
Financial assets			
Available-for-sale financial assets	-	2 747 108	2 747 108
Trade and other receivables (excluding prepayments)	296 536	-	296 536
Cash and cash equivalents	511 260	-	511 260
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			3 475
Trade payables			651 975

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2016			
Financial assets			
Available-for-sale financial assets	-	2 467 023	2 467 023
Trade and other receivables (excluding prepayments)	317 604	-	317 604
Cash and cash equivalents	214 310	-	214 310
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			3 981
Trade payables			411 084

26.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices)

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2017:

	Level 1 R'000	Level 2 R'000	Total R'000
Consolidated			
Available-for-sale financial assets			
- listed shares	2 384 969	-	2 384 969
- listed stocks and debentures	321 964	-	321 964
- government stocks and bonds	307 723	-	307 723
- fixed deposits	-	71 200	71 200
- other deposits and loans	-	464 684	464 684
- endowment policies	-	20 851	20 851
	3 014 656	556 735	3 571 391

The following table presents the Consolidated assets that are measured at fair value at 31 December 2016:

	Level 1 R'000	Level 2 R'000	Total R'000
Consolidated			
Available-for-sale financial assets			
- listed shares	2 203 238	-	2 203 238
- listed stocks and debentures	414 166	-	414 166
- government stocks and bonds	163 562	-	163 562
- fixed deposits	-	58 567	58 567
- other deposits and loans	-	328 615	328 615
- endowment policies	-	36 976	36 976
	2 780 966	424 158	3 205 124

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2017:

	Level 1 R'000	Level 2 R'000	Total R'000
University			
Available-for-sale financial assets			
- listed shares	1 769 319	-	1 769 319
- listed stocks and debentures	235 618	-	235 618
- government stocks and bonds	256 467	-	256 467
- fixed deposits	-	71 200	71 200
- other deposits and loans	-	393 653	393 653
- endowment policies	-	20 851	20 851
	2 261 404	485 704	2 747 108

The following table presents the University's assets that are measured at fair value at 31 December 2016:

	Level 1 R'000	Level 2 R'000	Total R'000
University			
Available-for-sale financial assets			
- listed shares	1 639 051	-	1 639 051
- listed stocks and debentures	324 355	-	324 355
- government stocks and bonds	134 419	-	134 419
- fixed deposits	-	58 567	58 567
- other deposits and loans	-	273 655	273 655
- endowment policies	-	36 976	36 976
	2 097 826	369 199	2 467 023

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

27 Related party transactions

27.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Consolidated		University	
	2017	2016	2017	2016
	R'000	Restated R'000	R'000	Restated R'000
Salaries and other short-term employee benefits				
- members of council	897	757	897	757
- management (note 30)	86 230	60 697	86 230	60 697
	<u>87 127</u>	<u>61 454</u>	<u>87 127</u>	<u>61 454</u>
Member of Council				
Baleni MF	55	32	55	32
Burger JP	18	20	18	20
Dikgole TJ	38	64	38	64
Dlamini S	47	28	47	28
Gebhardt CR	36	64	36	64
Gugushe K	32	-	32	-
Hildebrandt D	38	-	38	-
Khosa G	42	32	42	32
Lushaba D	17	35	17	35
Marcus RD	98	146	98	146
Matlala Z (Visiting)	46	12	46	12
Memela Khambule T	65	8	65	8
Mjwara P	-	20	-	20
Mkhonto M	68	52	68	52
Ndema Y	35	-	35	-
Njeke MJ	-	40	-	40
Rowland W	76	66	76	66
Sibiya BK	17	40	17	40
Teke MS	98	56	98	56
Van Staden C	4	-	4	-
White MJ	67	42	67	42
	<u>897</u>	<u>757</u>	<u>897</u>	<u>757</u>

27.2 Payment to members of Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – aggregate R'000	Reimbursement of expenses - R'000
31 December 2017			
Chair of Council	2	153	43
Chairs of Committees	4	102	0
Members of Council	13	591	8
31 December 2016			
Chair of Council	1	92	54
Chairs of Committees	5	220	0
Members of Council	13	409	6

27.3 Related parties

The University of Johannesburg controls or owns shares of the following companies:
All related parties with a Year End's other than December are consolidated up to December.

Company and principal business activities	Year End	Shareholding	Principal place of business
<ul style="list-style-type: none"> Million Up Trading (Pty) Ltd <p>The principal activities of this company is to provide accommodation to students.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Resolution Circle (Pty) Ltd and its subsidiaries <p>The principal activities of this company is to create an inter-disciplinary and applied technology research and development ecosystem which provides work-integrated learning to students in the science and engineering fields by undertaking industry related projects under supervision of experienced professionals to develop students' workplace readiness skills and to drive commercial exploitation of intellectual property. The subsidiaries of Resolution Circle are:</p> <ul style="list-style-type: none"> - Intellilab (Pty) Ltd in which it has 85% shareholding - Isibaya Somontho (Pty) Ltd in which it has 45% shareholding 	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> ARSA (Pty) Ltd <p>The principal activities of this company is to purchase private properties on behalf of the University. This company is dormant.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UJ Properties (Pty) Ltd <p>The principal activities of this company is to purchase properties and utilize these as investment property for rental income.</p>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> UJ Investment Holdings (Pty) Ltd <p>The principal activities of this company is to be the holding company for all UJ's investments in commercial companies. This company is dormant.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UJ Propco (Pty) Ltd <p>This is a shelf company which is dormant. No business activities have been defined in terms of registration documentation and no restrictions have been placed on business activities. (Previously known as Appsbybrats)</p>	31 December	100%	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.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UJ Trust <p>The principal activity of this trust is to hold the University's investments in trust. The funds are managed by an independent board of trustee's.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> City Lodge Educational Trust <p>The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women.</p>	30 June	100%	Cnr University and Kingsway Rd, Auckland Park

27.3 Related parties (continued)

The University of Johannesburg has an interest in the following companies:
All related parties with a Year End's other than December are consolidated up to December.

Company and principal business activities	Year End	Shareholding		Principal place of business
		University of Johannesburg	Non-controlling interest	
<ul style="list-style-type: none"> Bio Media Technologies (Pty) Ltd The principal activities of this company is to develop facial recognition software. (Dormant in 2017) 	31 December	50.00%	50.00%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity. (Dormant in 2017) 	31 December	25.00%	75.00%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Naledi Computer Systems (Pty) Ltd The principal activities of this company is to provide computer related services, products and technology. (Dormant in 2017) 	28 February	80.00%	20.00%	Forty Four Main Street, Johannesburg
<ul style="list-style-type: none"> QVS - Qualification Verification Services (Pty) Ltd The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified. 	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> Photovoltaic Intellectual Property (Pty) Ltd The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. 	28 February	38.40%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC. 	31 December	4.76%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> EyeThenticate (Pty) Ltd Retina scanning technology. EyeThenticate (Pty) Ltd was not consolidated in 2016 and 2017 due to non-reliance on the financial information provided by the company. 	28 February	43.80%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Youth Development Institute of South Africa Conduct youth development research. Develop and execute youth development initiatives. 	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Kutu Capital (Pty) Ltd Asset Management Company 	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Enerkey Solutions (Pty) Ltd Dormant 	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UDEV (Pty) Ltd Main objects of the Company: Economic upliftment; Job creation; Urban renewal; Property development; and Community development. 	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Innovative Aquaculture Holding (Pty) Ltd This company is bringing to market a 10,000 tonne High Density Reticulation Aquaculture System within the East London Industrial Development Zone. 	31 December	100.00%	N/A	Cnr University and Kingsway Rd, Auckland Park

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

27.4 Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd	
	2017	2016
	R'000	R'000
Opening balance	42 411	43 091
Loans advances during year	-	1 792
Loans repayment received	-	-
Impairment of loan	(28 711)	(2 472)
Closing balance	<u>13 700</u>	<u>42 411</u>

Impairment on loans made to associates was recognised in the current year, to the amount of R28 711 (2016: R2 472). This impairment relates to the loan provided to PTIP.

University	Photovoltaic Intellectual Property (Pty) Ltd		Resolution Circle (Pty) Ltd		Isibaya Somnotho Trust		Innovative Aquaculture Holdings (Pty)		Gradnet Portal (Pty) Ltd		Intelliab (Pty) Ltd		BioMedia Technologies (Pty) Ltd		EyeThenticate (Pty) Ltd	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	42 411	43 091	12 711	30 577	5	-	10	10	1 383	1 383	(5)	8 085	-	258	243	243
Loans advances during year	-	1 792	-	13 733	-	5	-	-	-	-	-	-	-	-	5 045	-
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reallocation/Write off	-	-	767	-	-	-	-	-	-	-	787	-	-	-	-	-
Impairment of loan	(28 711)	(2 472)	(11 688)	(31 599)	-	-	-	-	-	-	(782)	(8 090)	-	-	(5 288)	-
Closing balance	<u>13 700</u>	<u>42 411</u>	<u>1 790</u>	<u>12 711</u>	<u>5</u>	<u>5</u>	<u>10</u>	<u>10</u>	<u>1 383</u>	<u>1 383</u>	<u>-</u>	<u>(5)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>243</u>

University	Naledi Computer Systems (Pty) Ltd		UDEV (Pty) Ltd		Enerkey Solutions (Pty) Ltd		Kutu Capital (Pty) Ltd		Conceptua Survey Solutions (Pty) Ltd		Praestet (Pty) Ltd		Sentimeter		SugaRushed Records (Pty) Ltd		Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	215	250	50	5	-	5	-	-	212	2 639	-	28	-	5	5	59 690	84 129
Loans advances during year	-	1 924	-	200	-	5	-	5	-	-	546	2 639	(28)	-	-	-	5 563	20 331
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reallocation/Write off	-	(2 139)	-	-	-	-	-	-	(212)	-	-	-	-	-	-	-	1 554	(2 609)
Impairment of loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(46 469)	(42 161)
Closing balance	<u>-</u>	<u>-</u>	<u>250</u>	<u>250</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>-</u>	<u>-</u>	<u>3 185</u>	<u>2 639</u>	<u>-</u>	<u>28</u>	<u>5</u>	<u>5</u>	<u>20 338</u>	<u>59 690</u>

Impairment on loans made to associates was recognised in the current year, to the amount of R28 711 (2016: R2 472). This impairment relates to the loan provided to PTIP.

The loans are unsecured, bear no interest and have no repayment terms.

27.5 The following transactions were carried out with related parties:

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
(a) Purchase of goods and services				
Purchases of services:				
from Resolution Circle (Pty) Ltd	-	-	25 378	46 938
from Intellilab (Pty) Ltd	-	-	381	198
from UJ properties (Pty) Ltd	-	-	-	-
from Naledi Computer Systems (Pty) Ltd	-	-	-	33
from Gradnet Portal (Pty) Ltd	-	-	10 374	15 690
(b) Year-end balances arising from sales/purchases of goods/services:				
Payables to related parties:				
Resolution Circle (Pty) Ltd	-	-	231	245

27.6 Related party interests:

Certain members of council and management of the University failed to disclose material interests that they had in external entities that conducted business with the University and/or were subsequently party to channelling an amount of funds to the entities in which they had an interest, without disclosure to the University. As this conduct constitutes material breach of fiduciary duties and possibly fraud, the University terminated its relationship with these persons and is pursuing legal action to recover losses suffered.

Remuneration and payments made to certain senior staff of the University were incorrectly accounted for, resulting in non disclosure in prior year Financial Statements, incorrect calculation of Employees Tax and consequently payment to South African Revenue Services (SARS) thereof. As indicated in Note 30.2, this matter is being addressed.

28 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.

28.1 Provision for impairment of trade receivables and student debtors

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration for the new academic year has taken place.

28.2 Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2017 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

28.3 Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

28.4 Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2.

28.5 Impairment of related party loan

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgement. The reason that the full loan was not impaired is because the University expects to recover the remaining R13.7m. Photovoltaic Technology Intellectual Property (Pty) Ltd currently has an offer to purchase their investment property which makes the outstanding loan recoverable.

28.6 Critical judgements applying the University's accounting policies

The University follows the guidance of IAS 39 to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

28.7 Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment.

The useful life of all zero value assets is reviewed on an ongoing basis.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

29 Executive Remuneration 2017

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
		R'	R'	R'	R'	R'	R'	R'
Vice-Chancellor & Principal	I L Rensburg	3 423 485	41 543	445 515	3 910 543	-	13 772 159 *	17 682 702
Vice-Chancellor Designate	T Marwala	1 320 619	47 771	152 381	1 520 771	117 051	695 429	2 333 252
DVC Finance	J A Van Schoor	2 197 199	63 848	311 668	2 572 716	119 033	1 524 517	4 216 266
DVC Academic	A Parekh	2 459 838	48 069	351 883	2 859 790	242 133	1 416 833	4 518 756
DVC Research & Internationalisation	T Marwala	1 097 374	42 575	127 294	1 267 243	-	1 457 501	2 724 744
	S Sinha	172 196	2 596	19 471	194 262	-	335 101	529 363
DVC Employees & Student Affairs	K C Mketi	2 267 107	31 149	256 527	2 554 783	-	1 835 889	4 390 673
Executive Dean Art, Design & Architecture	F Freschi	1 617 988	20 765	199 517	1 838 270	70 771	673 259	2 582 300
Executive Dean Economic & Financial Sciences	A Dempsey	832 153	28 383	120 854	981 389	-	400 531	1 381 920
Executive Dean Education	S J Gravett	1 653 070	266 956	258 943	2 178 969	75 560	406 115	2 660 644
Executive Dean Engineering & the Built Environment	S Sinha	1 491 052	19 035	168 713	1 678 800	-	939 165	2 617 965
Executive Dean Health Sciences	A Swart	1 696 386	20 765	245 626	1 962 777	37 780	1 317 661	3 318 218
General Council	P H O'Brien	1 888 757	31 149	268 343	2 188 249	84 232	881 472	3 153 953
Executive Dean Law	L G Mpedi	1 498 361	20 765	194 989	1 714 116	-	668 442	2 382 558
Executive Dean College of Business and Economics	D Van Lill	1 790 487	31 465	203 626	2 025 579	42 741	535 290	2 603 610
Executive Dean Science	D Meyer	1 610 395	20 765	195 845	1 827 005	-	402 825	2 229 830

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

29 Executive Remuneration 2017

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
		R'	R'	R'	R'	R'	R'	R'
Executive Dean Humanities	A B Broadbent	1 509 746	20 765	183 604	1 714 115	65 996	413 140	2 193 252
Executive Director Academic Development and Support	R P Ryan	1 668 278	20 765	237 772	1 926 816	74 177	1 287 431	3 288 423
Executive Director Finance Expenditure	S M Makinta	1 401 404	74 765	176 996	1 653 165	-	239 466	1 892 631
Executive Director Financial Governance	N Mamorare	1 540 385	253 693	174 297	1 968 375	-	1 314 781	3 283 157
Executive Director Human Resources	V Singh	854 562	10 383	96 762	961 707	-	2 049 070	3 010 777
Executive Director Information & Communication Systems	A A Swartbool	898 650	10 383	115 534	1 024 567	202 465	-	1 227 032
Executive Director Internationalisation	P G Mekgwe	1 645 004	20 765	212 008	1 877 777	171 091	1 323 164	3 372 032
Executive Director Library & Information Centre	R Bawa	706 157	8 652	92 278	807 087	187 668	1 268 812	2 263 567
Executive Director Operations	E K O'Brien	1 069 968	13 844	130 032	1 213 844	-	-	1 213 844
Executive Director Research & Innovation	C B Nonkwelo	1 417 602	20 765	172 398	1 610 765	-	316 774	1 927 539
Registrar	I C Burger	2 056 237	20 765	292 138	2 369 140	91 189	771 112	3 231 442
		<u>41 784 459</u>	<u>1 213 147</u>	<u>5 405 015</u>	<u>48 402 621</u>	<u>1 581 888</u>	<u>36 245 940</u>	<u>86 230 450</u>

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* Includes deferred compensation for performance linked to retention incentive over a ten year period.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

29 Executive Remuneration 2016
Restated

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit and Other Payments R'	Total R'
Vice-Chancellor & Principal	I L Rensburg	3 417 243	39 191	232 757	3 689 191	-	2 077 769	5 766 960
DVC Strategic Services	ME Letlape	876 116	12 244	100 134	988 494	-	-	988 494
DVC Finance	J A Van Schoor	2 128 549	67 686	305 761	2 501 996	117 385	1 001 351	3 620 733
DVC Academic	A Parekh	2 317 551	46 306	334 058	2 697 915	20 767	599 874	3 318 556
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	2 065 460	83 386	241 883	2 390 729	92 020	578 401	3 061 150
Executive Dean Art, Design & Architecture	F Freschi	1 525 058	19 590	189 568	1 734 217	66 769	316 415	2 117 401
Executive Dean Economic & Financial Sciences	A Dempsey	1 566 739	55 590	229 349	1 851 678	71 287	344 116	2 267 081
Executive Dean Education	S J Gravett	1 556 365	49 590	245 723	1 851 678	35 644	360 248	2 247 569
Executive Dean Engineering & the Built Environment	S Sinha	1 533 084	19 590	174 963	1 727 637	-	367 211	2 094 848
Executive Dean Health Sciences	A Swart	1 600 365	19 590	231 723	1 851 678	71 287	366 948	2 289 913
General Council	P H O'Brien	1 692 595	29 386	242 231	1 964 212	79 468	386 200	2 429 880
Executive Dean Law	LG Mpedi	1 412 295	19 590	185 205	1 617 090	62 264	277 264	1 956 618
Executive Dean Management	D Van Lill	1 632 004	30 290	187 473	1 849 767	71 214	220 315	2 141 295
Executive Dean Science	D Meyer	1 517 815	19 590	186 185	1 723 590	-	30 485	1 754 075
Executive Dean Humanities	A B Broadbent	1 422 952	19 590	174 548	1 617 090	126 602	188 251	1 931 943
Executive Director Academic Development and Support	R P Ryan	1 572 515	106 524	225 645	1 904 684	69 982	265 182	2 239 849

1 January
to
31 May

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

29 Executive Remuneration 2016
Restated

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total	
		R'	R'	R'	R'	R'	R'	R'	
Executive Director Advancement	M V Damianov	696 781	9 795	79 604	786 180	-	-	786 180	1 January to 30 June
Senior Executive Director	K C Mkei	1 974 334	29 386	225 306	2 229 026	-	586 954	2 815 980	15 November to 31 December
Executive Director Finance Expenditure	S M Makinta	168 398	9 403	21 480	199 281	-	-	199 281	
Executive Director Financial Governance	N Mamore	1 451 925	19 590	165 700	1 637 215	-	441 440	2 078 655	
Executive Director Human Resources	V Singh	1 611 086	90 633	183 865	1 885 584	69 859	161 314	2 116 757	
Executive Director Information & Communication Systems	A A Swartbooi	1 694 020	19 590	219 535	1 933 145	74 420	125 675	2 133 241	
Executive Director Internationalisation	P G Mekgwe	1 550 461	19 590	201 436	1 771 488	79 565	261 245	2 112 298	
Executive Director Library & Information Centre	R Bawa	1 597 415	19 590	210 363	1 827 368	35 176	271 654	2 134 198	1 January to 31 July
Executive Director Operations	S Mpambane	836 354	11 428	95 521	943 303	-	-	943 303	1 April to 31 December
Executive Director Research & Innovation	C B Nonkwelo	1 002 195	14 693	122 805	1 139 693	-	98 748	1 238 441	1 January to 30 September
Executive Director Student Affairs	M R Laka-Mathebula	1 148 528	14 693	142 811	1 306 032	-	-	1 306 032	
Registrar	I C Burger	1 938 108	19 590	277 339	2 235 038	86 032	284 758	2 605 827	
		43 506 313	915 713	5 432 972	49 854 998	1 229 741	9 611 818	60 696 557	

30 Contingencies

30.1 The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for in (note 24).

A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges and charges not billed towards the University's account. The University has performed a calculation in respect of unbilled charges which City of Johannesburg has not charged the University for services consumed. A contingent asset exist with regards to City of Johannesburg municipality for incorrect charges billed towards the University's account.

During 2017 the University staff met with the Member of Mayoral Committee (MMC Finance) and several other directors from the municipality to resolve all queries but with little success. The University will negotiate an escalation process in 2018 again with City of Johannesburg to ensure all queries are resolved within a reasonable period.

	Consolidated		University	
	2017	2016	2017	2016
	R'000	R'000	R'000	R'000
Incorrect allocation of charges	7 657	8 262	7 657	8 262
Rates and services not billed	34 289	28 094	34 289	28 094
Incorrect charges to be claimed back	(1 208)	(3 668)	(1 208)	(3 668)
Net contingent liability	40 738	32 688	40 738	32 688

30.2 Employee Tax

A contingent liability of R25 million exists as a result of incorrect calculation of employees tax deducted and paid to the South African Revenue Services (SARS) during the year. The University has since filed a Voluntary Disclosure Programme (VDP) with SARS in this regard and we await a response. Once it has been established that the University is responsible for the tax liability, the University will recover the full amount from the employees affected. The University is of the opinion that this poses no material financial risk as the amount owing is fully recoverable.

31 Prior period restatement

31.1 Reclassification of Receipts

Student receipts that are not directly attributable to student debt were previously classified and included under "Trade receivables and prepayments". These receipts have been reclassified and included in "Trade payables, accruals and other liabilities" in the current financial statements, to enhance the presentation in the financial statements.

Summary of restatement - Consolidated 2016

	Reported 2016 R'000	Reclassification of Receipts Adjustments R'000	Consolidated 2016 Restated R'000
Statement of Financial Position items:			
Current assets: Trade receivables and prepayments - Student fees	69 241	133 966	203 207
Current liabilities: Trade payables, accruals and other liabilities	380 363	133 966	514 329

Summary of restatement - University 2016

	Reported 2016 R'000	Reclassification of Receipts Adjustments R'000	Consolidated 2016 Restated R'000
Statement of Financial Position items:			
Current assets: Trade receivables and prepayments - Student fees	62 286	133 966	196 252
Current liabilities: Trade payables, accruals and other liabilities	364 197	133 966	498 163

Summary of restatement - Consolidated 2015

	Reported 2015 R'000	Reclassification of Receipts Adjustments R'000	Consolidated 2015 Restated R'000
Statement of Financial Position items:			
Current assets: Trade receivables and prepayments - Student fees	86 959	129 537	216 496
Current liabilities: Trade payables, accruals and other liabilities	387 758	129 537	517 295

Summary of restatement - University 2015

	Reported 2015 R'000	Reclassification of Receipts Adjustments R'000	Consolidated 2015 Restated R'000
Statement of Financial Position items:			
Current assets: Trade receivables and prepayments - Student fees	80 816	129 537	210 353
Current liabilities: Trade payables, accruals and other liabilities	394 114	129 537	523 651

31.2 Restated Consolidated And Separate Statement of Financial Position As At 31 December 2015

	Consolidated 2015 R'000	University 2015 R'000
ASSETS		
Non-current assets	5 478 757	4 772 392
Property, plant and equipment	2 075 547	2 000 147
Intangible assets	14 669	3 644
Investments in subsidiaries, associates and joint ventures	56 852	185 852
Available-for-sale financial assets	3 278 457	2 529 517
Long term employee benefits	53 232	53 232
Current Assets	533 261	508 363
Inventories	6 826	6 826
Trade receivables and prepayments	320 099	309 582
- Students fees	216 496	210 353
- Other receivables	103 603	99 229
Cash and cash equivalents	206 336	191 955
Total Assets	6 012 018	5 280 755
EQUITY AND LIABILITIES		
EQUITY		
Non-distributable reserves	2 599 873	2 479 800
Funds invested in property, plant and equipment	1 983 085	1 999 268
Non-current investment revaluation	616 788	480 532
Reserve funds	2 432 171	1 839 784
<i>Restricted use funds</i>	<i>1 055 673</i>	<i>440 520</i>
Student residences funds	85 774	84 401
Trust/donor/bursary funds	969 899	356 119
<i>Unrestricted use funds</i>	<i>1 376 498</i>	<i>1 399 264</i>
Designated/committed funds	20 036	56 624
Undesignated funds	1 356 462	1 342 640
Non-Controlling interest	2 223	-
Total Equity	5 034 267	4 319 584
LIABILITIES		
Non-current liabilities	273 510	254 513
Trade payables, accruals and other liabilities	-	-
Borrowings	22 938	3 941
Long term employee benefit obligations	250 572	250 572
Current liabilities	704 241	706 658
Trade payables, accruals and other liabilities	517 295	523 651
Student deposits and accounts in credit	105 739	105 739
Borrowings	4 519	580
Deferred revenue	76 688	76 688
Total Liabilities	977 751	961 171
Total Equity and Liabilities	6 012 018	5 280 755

31.3 Restatement of Executive Remuneration

The "Executive Remuneration" note for 2016 has been restated in the current year.

Summary of restatement - 2016

	Reported 2016	Adjustments	2016 Restated
Executive Remuneration - Total	58 618 788	2 077 769	60 696 557

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

CONSOLIDATED					
	Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted
		R'000	R'000	R'000	R'000
2017					
Total income					Total 2016
Recurring items					R'000
State appropriations – subsidies and grants	16	3 829 354	509 741	4 339 095	184 363
Tuition and other fee income	17	3 829 272	509 741	4 339 013	184 363
Income from contracts		1 720 674	-	1 720 674	-
For research		1 506 974	4 629	1 511 603	179 345
For other activities	21	52 698	178 857	231 555	255
		39 736	166 997	206 733	255
		12 962	11 860	24 822	-
Sales of goods and services	21	133 465	48 002	181 467	2 853
Private gifts and grants	21	69 889	205 840	275 729	-
Sub-total		3 483 700	437 328	3 921 028	182 453
Income from investments	22	298 379	70 695	369 074	177
Share of profit/(loss) in Associate	5	-	-	-	-
Finance income	23	47 193	1 718	48 911	1 733
Non-recurring items					
Profit/(loss) on disposal of PPE	21	82	-	82	-
					55
					82
					285 213
					209 652
					3 956 423
					302 803
					(5 987)
					46 459

512

UNIVERSITY		Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Total 2017	Total 2016
			R'000	R'000	R'000	R'000	R'000	R'000
2017								
Total income								
Recurring items								
State appropriations – subsidies and grants	16		3 829 353	416 891	4 246 244	171 881	4 418 125	4 241 964
Tuition and other fee income	17		3 829 271	416 891	4 246 162	171 881	4 418 043	4 241 908
Income from contracts			1 720 674	-	1 720 674	-	1 720 674	1 633 506
For research			1 506 974	4 629	1 511 603	167 058	1 678 661	1 592 552
For other activities	21		52 698	178 857	231 555	255	231 810	226 323
			39 736	166 997	206 733	255	206 988	196 900
			12 962	11 860	24 822	-	24 822	29 423
Sales of goods and services	21		133 465	14 611	148 076	2 853	150 929	294 105
Private gifts and grants	21		69 889	205 829	275 718	-	275 718	209 364
Sub-total			3 483 700	403 926	3 887 626	170 166	4 057 792	3 955 850
Income from investments	22		298 378	12 284	310 662	177	310 839	247 506
Share of profit/(loss) in Associate	5		-	-	-	-	-	(5 987)
Finance income	23		47 193	681	47 874	1 538	49 412	44 539
Non-recurring items								
Profit/(loss) on disposal of PPE	21		82	-	82	-	82	56

SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

UNIVERSITY			Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Total 2017	Total 2016
				R'000	R'000	R'000	R'000	R'000	R'000
2017									
Total expenditure									
Recurring items									
Personnel			14	3 694 470	364 891	4 059 361	161 649	4 221 010	3 973 168
Academic professional			14	3 640 694	361 690	4 002 384	159 373	4 161 757	3 908 010
Other personnel			18	2 261 741	64 146	2 325 887	23 094	2 348 981	2 098 195
Other current operating expenses			3	1 210 484	34 331	1 244 815	12 360	1 257 175	1 122 954
Depreciation			4	1 051 257	29 815	1 081 072	10 734	1 091 806	975 241
Amortisation of software			19	1 002 246	4 650	1 006 896	124 624	1 131 520	1 339 695
Bursaries			23	71 410	19 010	90 420	11 307	101 727	102 247
			20	3 705	2 144	5 849	93	5 942	3 956
				199 364	271 440	470 804	255	471 059	330 533
Sub-total				3 538 466	361 390	3 899 856	159 373	4 059 229	3 874 626
Finance costs				4 242	300	4 542	-	4 542	(1 096)
Other (gains)/losses				97 986	-	97 986	-	97 986	34 480
Non-recurring items									
Capital expenditure expensed			18	53 776	3 201	56 977	2 276	59 253	65 158
Surplus/(Deficit) for the year				134 884	52 000	186 883	10 232	197 116	268 796
Other comprehensive income									
Fair value adjustments on available-for-sale financial assets			6	91 414	-	91 414	-	91 414	(140 556)
Actuarial gains and losses on defined benefit plans			15	14 652	-	14 652	-	14 652	9 778
Total comprehensive income for the year				240 950	52 000	292 949	10 232	303 182	138 018