



Council Meeting November 2021 Overview Report and Minutes

South Africa emerged from the devastating third COVID-19 wave in September, with all nine provinces officially exiting the wave early in October. Although a historical event (all nine provinces simultaneously being in a COVID-19 ebb), this did not merit any celebration or signal that we could relax our guards. Experts predict that South Africa may enter a fourth wave in the near future. The only way to drive down the expected rise in COVID-19 cases, and the inevitable new mutations that will arise, is to vaccinate and move towards herd immunity. To this end, Government aimed to have 70% of the adult population vaccinated by the end of 2021. Unfortunately, vaccine updates remain slow; [in South Africa](#), only 23% of the population is vaccinated compared to a [global average](#) of 48%.

To contribute towards the national and global drive to understand and mitigate the impact of COVID-19, the evolution of the SARS-CoV-2 virus, and concomitant vaccine efforts, UJ opened a call to support research that is 'core' to the pandemic (see [here](#) for the core COVID-19 grant call). Funded through the VC's GES 4.0 Discretionary Funds, R1 million has been expensed in this effort. The funded projects are both discipline-specific (Science, Engineering and Technology (SET) as well as Humanities and the Social Sciences (HASS)) and transdisciplinary.

It remains a key concern for universities individually, and USAf as a collective, that the majority of students have not had face-to-face engagements for close to two years. This concern is exacerbated by inequity, the digital divide, and other socio-economic challenges. In an attempt to be proactive and open a way for staff and students to safely return to campuses, several South African universities have started discussions to make vaccinations for staff and students mandatory. UJ continues to strongly advocate for staff and students to get vaccinated (UJ staff and students are urged to report their vaccination status [here](#)), while the university management is engaging staff and students and formulates an official COVID-19 vaccination plan. To this end, the University Management is requesting input via a survey, which can be accessed [here](#).

More generally, the last two years have seen an unprecedented increase in another unstemmed pandemic, that of gender-based violence (GBV). UJ is acutely aware of this societal ill, which is particularly prevalent in South Africa, and through Senate and Council, released a statement taking a strong stance against GBV. 'In teaching, research, and administration, we the staff of UJ undertake to ensure the holistic safety of women at our institution and far beyond our walls through the work that we do'. The full statement, initially developed through the Centre for the Study of Race, Gender and Class, is available [here](#).

Accolades

UJ staff and students continue to excel.

- During a cabinet reshuffle in early August, Dr Sydney Mufamadi, a Director in the School of Public Management, Governance, and Public Policy (SPMGP), was appointed as the National Security Advisor. During the same reshuffle, Ms Nkhensani Mmamoloko Kubayi-Ngubane was appointed as the Minister of Human Settlements; Honourable Minister Kubayi-Ngubane is enrolled for her PhD at UJ.
- UJ's Facebook page was placed among the top university pages globally. During the MACE (Marketing, Advancement and Communication in Education) awards, the UJ Marketing and Brand Management team walked away with three silver, two gold and a special award. UJFM also received three awards at the annual Radio Awards.
- The Honourable Minister of Basic Education, Ms Angie Motshekga, appointed Dr Nolitha Vukuza and Prof Mbangiseni Nephumbada as members of the 7th South African National Commission for UNESCO.
- The Presidency invited Professor Daniel Meyer to serve on the 2021 Sustainable Infrastructure Development Symposium (SIDSSA). This platform is galvanising around a key goal of accelerating an infrastructure-led economic recovery plan.
- Ms Nomsa Mahlangu, Senior Director of Sport, received a Legendary Sport Administrator Award from the Mpumalanga Provincial Government.
- Prof Philiswa Nomngongo received the NSTF South32 (2021) Award in the Engineering Research Capacity Development category [female].
- Ms Boniswa Madikizela, a senior lecturer and member of the UJ Council, received the Trailblazer in Academia Award at the African Women Chartered Accountants (AWCA) recognition awards.
- The Honourable Minister of Higher Education, Science, and Innovation, Dr Blade Nzimande, approved Prof Shanade Barnabas and Dr Nonhlangabezo Mabuba as candidates in the prestigious Future Professors Programme (FPP) Phase 2. FPP Phase 2 is led by UJ nationally (nationally, 29 academics were supported).
- Prof Desiree Smal is the incoming president of the Design Education Forum of Southern Africa (DEFSA).
- Dr Stella Bvuma was elected as an Exco member of the South African Institute for Computer Scientists and Information Technologists (SAICSIT).
- Mr Leon Krige was awarded the First Prize in the Peri-Urban Narratives Photo Competition, as a part of the International Conference – Reimaging Peri-Urban Futures.
- Prof Nicolin Govender, a Visiting Academic, received an NVIDIA Award for his work on Digital Twins for Granular Material processes. The project connects with NVIDIA's Applied Research Accelerator Program.
- The UJ Arts & Culture Virtual Art Gallery, launched in partnership with MTN SA Foundation, received the Business and Arts South Africa (BASA) Innovation Award.
- The College Reading & Learning Association's (CRLA) International Tutor Training Program Certification (ITTPC) has accredited UJ's Tutor Training. This means that UJ is the only university in South Africa with an internationally accredited tutor training programme.

- Prof Adrian van Breda received the Association of South African Social Work Education Institutions (ASASWEI) Social Work Lifetime Achiever Award.
- Prof Saurabh Sinha was appointed by the Council on Higher Education (CHE) to lead an institutional audit.
- Prof Maria Frahm-Arp, the Executive Director of the Library and Information Centre, was promoted to a Full Professor within the Faculty of Humanities. Prof Frahm-Arp has also been elected as a Europe, Middle East and Africa (EMEA) Regional Council Delegate to the OCLC (a global library cooperative).
- Ms Akona Babana was selected as the Woman Academic of the Year by the Advancement of Black Accountants of Southern Africa (ABASA).
- Mr Wikus van Zyl, with more than 16 years of experience in scholarly and journal publishing, has recently been appointed as the Manager of the UJ Press. While UJ Press is primarily as an online press, one endeavour is to produce “on demand” printed copies.

Rankings

UJ has done well to maintain its position in the recently released ranking systems and has advanced in a number of subject rankings.

- In the 2022 Times Higher Education (THE) World University Rankings, UJ retained its position in the 601-800 band globally, for the sixth consecutive year, and is ranked joint seventh nationally.
- In the 2022 Quacquarelli Symonds (QS) Graduate Employability Rankings, UJ maintained its position in the 301-500 band in the world, for the fourth year running, moving up from joint fifth into fourth place nationally.
- In the 2022 Times Higher Education (THE) Subject Rankings, UJ made gains in four subjects: Law, Social Sciences, Engineering, and Life Sciences.
 - For Law, UJ climbed up two bands from 201+ to 151-175 globally, moving up to third place nationally and above the University of the Witwatersrand (Wits).
 - For Social Sciences, UJ climbed up a band from 301-400 to 251-300 globally, the only university in South Africa to improve and move up the table, placing joint third nationally.
 - For Engineering, UJ climbed up a band from 501-600 to 401-500, moving up to joint second place nationally and above the University of Cape Town (UCT).
 - For Life Sciences, UJ re-entered the table in the 401-500 band, having debuted in the same position two years ago in the 2020 edition, placing joint fourth nationally.
 - Further, UJ retained its position in five subjects, being ranked in the 301-400 band globally for Psychology (in joint second position nationally), in the 501-600 band globally for Business & Economics (in joint fourth position nationally) and Clinical & Health (in seventh position nationally), and in the 601-800 band globally for Computer Science (in joint fourth position nationally) and Physical Sciences. For Education, UJ was ranked in the 301-400 band globally, placing joint fourth nationally. The result for the last remaining subject, Arts & Humanities, will be released in November 2021.
- In the BGUR ranking, released at the end of October 2021, UJ again placed in the top 500 universities in the world, and at number 5 in South Africa. In the BGUR subject rankings, UJ was ranked in 9 subjects as follows:

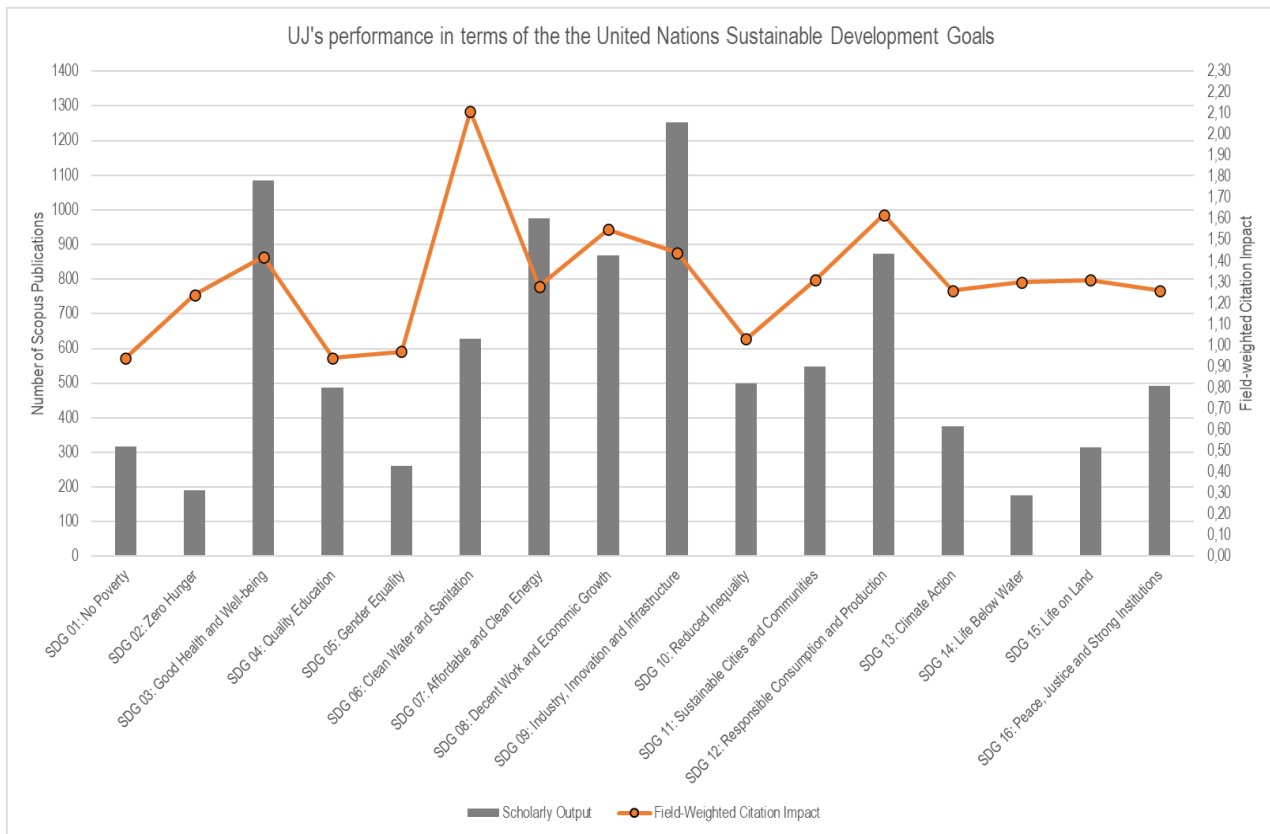
- Social Sciences and Public Health: climbed 66 places from 287 to 221 in the world – joint #3 in South Africa.
- Chemistry: climbed 53 places from 280 to 227 in the world – #1 in South Africa.
- Geosciences: dropped 19 places from 222 to 241 in the world – #3 in South Africa.
- Physical Chemistry: ranked 258 in the world in this new subject – #1 in South Africa.
- Physics: dropped 40 places from 289 to 329 in the world – #3 in South Africa.
- Engineering: dropped 6 places from 392 to 398 in the world – #2 in South Africa.
- Plant and Animal Science: dropped 10 places from 424 to 434 in the world – #8 in South Africa.
- Environment/Ecology: dropped 19 places from 463 to 482 in the world – #9 in South Africa.
- Materials Science: made debut at 591 in the world – #2 in South Africa.

Research and Innovation

UJ has been on a strong upward research trajectory, as evidenced by the increased number of research output units accredited over the previous years and the impact thereof. At the time of writing, more than 1 500 publications potentially worth more than 1 100 units have been submitted by the college/faculties, representing 44% against the target of 2 509 units to be reported in May 2022. Journal articles currently account for 83% of the units, with 78% indexed in Scopus. Books, chapters in books, and conference proceedings account for 10%, 5%, and 2%, respectively. In line with the UJ focus, 16% of the units originate from publications in the field of 4IR, while 9% address Scholarship of Teaching and Learning (SoTL). UJ has also authored 236 publications eligible for submission to the DHET on the COVID-19 pandemic; these [COVID-19 publications](#) have attracted almost 1 700 citations, an average of seven citations per paper.

It is important to note that the DHET requirements around the accreditation of publications become more stringent every year. The DHET has moved towards implementing 4IR principles and techniques to ensure compliance with the Research Outputs Policy, and publications that are not accompanied by detailed funding information, full demographic profiles of the authors, and a comprehensive set of supporting documentation, are likely to be rejected for subsidy. Given UJ's increasing publication volumes and the rigorously enforced compliance requirements, it is imperative that authors and college/faculty officers submit publications to the Research and Innovation Division as soon as they are published.

Turning to research impact, the performance of higher education institutions in terms of the United Nations Sustainable Development Goals (SDGs) has become an increasingly important input into university rankings. UJ was ranked as the top university in Africa during previous rankings, and the figure below provides insight into UJ's performance according to this metric.



UJ's performance in terms of the United Nations Sustainable Development Goals (For the period, 2016-2021, Scopus data accessed on 13 October 2021).

UJ produced the highest scholarly output in SDG 9: Industry, Innovation and Infrastructure, followed by SDG 3: Good Health and Wellbeing, and SDG 7: Affordable and Clean Energy, with 1 252, 1 084 and 976 Scopus-indexed publications, respectively, over the period 2016-2021. UJ achieved a higher-than-average academic impact, as measured by the Field-weighted Citation Impact (FwCI), for publications in 81% of the SDGs. UJ's publications in SDG 6: Clean Water and Sanitation achieved a FwCI of 2.11, showing that UJ's publications were cited 2.11 times (or 110%) more than average compared to publications in that SDG by other institutions. Other SDGs in which UJ excelled over the period were SDG 12: Responsible Consumption and Production (62% greater academic impact than the average), and SDG 8: Decent Work and Economic Growth (55% greater academic impact).

In terms of the 'quantity over quality' debate, UJ's increase in publication productivity has not been to the detriment of the scientific impact of the institution's output. UJ has an *h5*-index of 87 (the *h5*-index is the equivalent of the *h*-index, but measured over the past five years). An *h5*-index of 87 indicates that UJ has a minimum of 87 publications that were cited at least 87 times over the past five years. For publications authored in 2021, UJ achieved a FwCI of 1.33. Also, more than a third (37%) of UJ's articles are published in open access journals. Over 58% of UJ's publications are co-authored with international scholars, with 16% of the publications featuring in the top 10% most cited worldwide. Our research impact is further supported by 27% of UJ's publications that appear in the top 10% most highly cited journals. These figures exceed the national performance of 15% and 25%, respectively.

External Research Income

The external research funding received by the end of September 2021 stands at R246.9 million (the research income for the same period last year was R175.6 million). This income breaks down to R121.4 million derived from the NRF (this amount includes R50.9 million in the form of bursaries) and R125.5 million from other funding streams. A very encouraging trend is that international contract research income is growing year-on-year, with R41.3 million received for this year-to-date (compared to R21.5 million for the same period last year).

Progressing the research-innovation-commercialisation nexus

Enterprise and entrepreneurship remain the engine of economic growth. UJ is actively fostering an entrepreneurship ecosystem, with a strong emphasis on graduate employability (linking also to one of the aims of **Resolution Circle (Pty) Ltd (RC)**). To this end, the **Technology Transfer Office (TTO)** is responsible for developing a culture of innovation at UJ to strengthen this ecosystem. Through the TTO, feeding into **UJ Invnt (Pty) Ltd**, the commercialisation of the UJ intellectual property portfolio is actively advanced. Through training initiatives, RC (a subsidiary of UJ Invnt (Pty) Ltd) ensures an uptake into the workforce.

- The new UJ Intellectual Property Policy was approved by Council in September, after consultations with UJ stakeholders.
- UJ has been selected as one of the pilot universities for the Entrepreneurship Development in Higher Education (EDHE) Economic Activation Office initiative. The TTO will coordinate UJ's efforts to work across disciplines, optimise the use of resources, integrate UJ's various entrepreneurship initiatives and therefore streamline our entrepreneurship ecosystem.
- A Technology Innovation Agency (TIA) Seed Fund call received 17 applications; the final awards will be made shortly.

The following patents were filed with inventors, Prof Simon Connell and Dr Martin Cook, Faculty of Engineering and the Built Environment:

- Method and System for irradiating and activating an object – MinPET 3.
- Detector arrangement, detection system and method of positioning a detector arrangement to reduce imaging artefacts – MinPET 5.

In relation to the research-innovation-commercialisation nexus, the UJ Invnt (Pty) Ltd company has furthered the strategy for Intellectual Capital Platforms (ICPs). ICPs refer to clustering of intellectual products and/or services enabling commercialisation. ICPs under consideration include MinPET, CIMERA, Robotic Chemistry and Atomic Layer Deposition. UJ recognises the need to provide specialised and dedicated technical skills training to advance and maximise the benefits from 4IR technologies in the work environment; these link strongly to student employability. Through a suite of Short Learning Programmes (SLPs), Work-integrated Learning (WIL), Registered Skills Programmes, Apprenticeships, and the Engineering Council of South Africa (ECSA) Candidacy Programmes, **RC** actively feeds new developments in research to the workforce. For example, the South West Gauteng TVET college contracted Resolution Circle around lecturer development; this is in addition to several other ongoing apprentice development programmes. SLPs on e-Waste,

Energy Management and Solar PV are ongoing, as are WIL for 600 engineering diploma students.

In terms of financial performance: despite 21 days being lost due to COVID-19 in 2021, RC is forecasting a profit. The Quarter 3 financial figures are looking good with anticipation of new revenue towards the end of this year.

Institutes and flagship programmes

UJ, through the Institute for Intelligent Systems (IIS), acquired ‘Dog’ (aka Spot) – a Boston Dynamics quadruped robotic programmable platform. This advanced platform is able to climb stairs – this ability requires an additional level of complexity in its programming. Dog/Spot has been introduced to the UJ public on several occasions (including to one of UJ’s now familiar faces, Pluto – see [here](#)). This acquisition will add significantly to the UJ 4IR teaching and training mission and has already opened avenues for the IIS to develop technology transfer and innovations around its use in industry. Staff and students can book engagements with Spot [here](#). The Master’s Programme in Artificial Intelligence (AI) has been approved, with the first intake in 2022. The Institute for Pan-African Thought and Conversation (IPATC) jointly hosted five meetings of the Pan-African Pantheon Lecture Series with the London-based Centre of Pan-African Thought Institute. The IPATC also partnered with the US-based Howard University, the UJ SARChI Chair in Teaching and Learning, and the UJ Library to launch its edited volume Transforming Humanities Curricula in South Africa, Africa and African American Studies in a two-part webinar series. IPATC also co-hosted a high-level expert webinar with the Swedish-based Nordic Africa Institute on Strengthening Research on the UN Security Council. The Research Centre for Private International Law in Emerging Countries recently published two books, *Tacit Choice of Law in International Commercial Contracts – A Global Comparative Study* and *Indian Private International Law*. Prof Eesa Fredericks attended the Experts’ Group on Jurisdiction meeting under the auspices of the Hague Conference on Private International Law in October 2021. The group investigates the possibilities of proceeding to an international convention or a set of principles on jurisdiction in international civil and commercial cases. Prof Fredericks also attended the annual meeting of the Governing Council of UNIDROIT, as the only representative from Africa. Apart from receiving a NSTF South32 Award, Prof Philiswa Nomngongo, DSI/NRF SARChI Chair: Nanotechnology for Water, was featured by the DSI, in partnership with Sunday World, in their [Heroic Women supplement](#). Within a short period of time, the Graduate School of Architecture has developed a strong postgraduate offering and is establishing itself as the premier producer of postgraduate students in Architecture in South Africa. Their flagship programme, the Master’s of Architecture, has been running since 2020. Following on this success, a doctorate programme is currently being developed. A new programme, namely the Postgraduate Diploma in Architectural Management, will launch in 2022. Prof António Tomás will be the Guest Curator of the 2nd edition of the LUUANDA residency. Lesley Lokko and Sumayya Vally presented ‘Scenographies of Diaspora and Dispersal’ during the GSA Lecture Series in September. GSA radio was launched in August 2021 and kicked off with a Black-Magic Podcast series hosted by Mxolisi Makhubo. The inaugural episode featured Mpho Matsipa, while the second episode featured a conversation with the award-winning filmmaker, Sifiso Khanyile.

Postgraduate Studies

Funding remains one of the key barriers that prevent students from pursuing postgraduate degrees; this is most noticeable in the reduction in student enrolment numbers at honours level (against a baseline of first degree graduate output). The funding application cycle for postgraduate and postdoctoral studies for 2022 has opened, and the application forms and relevant deadlines are available on the [website](#). These include applications to the NRF as well as a number of other funding sources. The Postgraduate School (PGS) presented a number of webinars and workshops, and these were well attended by students – all of these sessions can be downloaded from the website. Similarly, Research Capacity Development is critical, and a number of workshops and events are held every month to build capacity.

‘Visualise your Thesis’ is an international competition where postgraduate students present their research in a 60-second visual clip. Thapelo Mametja (School of Tourism and Hospitality) was the winning UJ entry with a presentation entitled ‘[The Adoption of Digital Technologies by Women-Owned Tourism Micro Enterprises](#)’. This presentation was viewed more than 1 170 times since uploaded on 8 September. The [2021 Three Minute Competition](#) was also held in August. The winner was Dean van der Merwe from the Faculty of Education, with a presentation entitled ‘Lesson design in pre-service teacher education: foreground learning and the development of competencies for a fast-changing world’. The second place was awarded to Opeoluwa Akinradewo from the Faculty of Engineering and the Built Environment, with a presentation entitled ‘Development of a blockchain-based information management system for the construction industry’.

Library and Information Centre (LIC)

As a result of the COVID-19 pandemic, the need for online engagements and the digital dissemination of information (including for learning activities) grew exponentially. The UJ LIC successfully made the transition to this new platform. For example, online training videos were viewed 90 000 times on Blackboard and YouTube (for the period January to September 2021). The successful rollout of the chatbot to respond to queries allowed specialist librarians to deal with more complex requests. The increased use of e-books (as the loans of actual library books were not possible) and open-access journal articles may spell a fundamental shift in the way libraries conduct their business going forward. The importance of digitising material was pushed to the fore as a result of the devastating fire at the University of Cape Town’s Jagger Library. In 2021, the UJ LIC digitised more than 3 000 documents – this effort is continuing.

Towards the end of August, the LIC ran another highly successful TEDx event. The event was streamed live on Facebook, and all the talks can be downloaded from the LIC YouTube channel. The theme of the TEDx talks for 2021 was ‘Gaining the Edge’. On 7 and 8 September, the LIC held its fourth international conference. As in 2020, this conference was held in collaboration with the ACU. The title of the conference was ‘Conversations about the Journey of Change’. In July, the LIC ran its annual online Expo for books, and by the end of September, the LIC, in collaboration with academics from all the faculties, had spent 100% of the book budget.

Internationalisation

During the past few months, the International Office (IO) has actively driven engagements with diplomatic missions. Discussions identified mobility programmes for students and staff, mutually beneficial joint projects, and further funding opportunities. The IO met with the Ambassador of Sweden to South Africa, H.E. Mr Hakan Juholt, as well as the Ambassador of Bulgaria to South Africa, H.E. Dr Maria Pavlova Tzotzorkova. The IO jointly hosted a high-level luncheon at the residence of the Swiss Ambassador in October 2021, which included eight ambassadors from European countries and a delegation of the European Union. The high-level engagement related UJ's work, in the context of South Africa's quest for the Fourth Industrial Revolution, and the Horizon Europe granting instrument.

Emphasis has been placed on leveraging UJ networks by advertising opportunities and supporting students and staff to participate in programmes offered by Universitas 21 (U21), the Association of Commonwealth Universities (ACU), and the International Education Association of South Africa (IEASA). The IO coordinated a funding proposal with the Centre for Entrepreneurship at the Johannesburg Business School, in partnership with the Warwick Institute for Employment Research at the Warwick University (UK), and received a grant of R1.1 million from the British Council's Innovation for African Universities programme.

The IO hosted several webinars, including a webinar in partnership with Leading Like Mandela and the Thembekile Mandela Foundation. The theme was 'Leading Africa to Rise Above the Effects of the Pandemic and to Unlock Opportunities Arising from the 21st Century'. The IO also hosted a virtual book discussion with Dr Sizwe Mpofu-Walsh to discuss his latest book, *The New Apartheid*. The discussion was a collaborative effort between IO's World Café Series and the Vice-Chancellor's Reading Club. After a long period of limited travel, the Africa-by-Bus initiative started again with students from the Faculty of Education visiting Namibia. Incidentally, a high-level delegation from the University of Namibia also visited UJ and took forward a conversation on green hydrogen, around their visit.

Academic staff development

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 Programme, a DHET project that prepares promising early career academics to become a new cohort of South African professors. The Minister of Higher Education, Science and Technology approved the shortlist of 29 candidates in August 2021, and all universities and participants were notified of the outcome. The official launch of the programme is scheduled to take place on 17-18 November 2021. These meetings will be UJ's first official welcome and engagement with the 29 participants. The programme for the launch has been finalised, and Prof Marwala will be delivering a keynote address.

All processes for filling the nGAP Phase 6 posts have been finalised, and four of the five candidates have commenced their duties. One position has been finalised and is awaiting approval from DHET. There have been significant delays in the approval process on the part of DHET. In total, UJ has 29 nGAP posts hosted by different faculties under Phases 1-6. The Division of Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD) arranged several activities to support the nGAP lecturers, including individual and group coaching sessions conducted by Prof Moyra Keane and Prof Ahmed Wadee in the second semester. The nGAP annual narrative and audit reports were finalised and

submitted to DHET in August 2021. The University received a clean audit outcome for the programme.

The Accelerated Academic Mentorship Programme (AAMP) was established to effect institutional change in the race and gender profile of the academic staff complement. Thirteen workshops for AAMP have been conducted to date. Funding and support have been provided for the participants. Five AAMP Level 1 completed and graduated with their doctorates, and 17 have submitted their theses and are awaiting results in 2021. Thirty-five AAMP members have been promoted in 2021.

The Teaching Advancement at Universities (TAU) programme, a DHET project, is led by UJ. The programme for the development of the third cohort of TAU fellows began in July this year. TAU 4, which will begin at the end of 2022, was launched in October 2021, and institutions have been invited to nominate participants for TAU 4. To date, the South African higher education sector has more than 100 TAU fellows who play a crucial role in enhancing teaching and learning. Kibbie Naidoo has been invited to a panel at the HELTASA conference to talk about the TAU project in a session entitled 'Shaping the HE academic project through grounded praxis'.

The DAPQPASD hosted 17 masterclasses and two sessions under the theme 'The Beautiful Ones Are Not Yet Born: The Academic Journey' presented by Prof Sehaam Khan and Prof Annie Temane in August. The second one scheduled in November is to be presented by Prof Philiswa Nomngongo. The sessions provide a platform for academics to engage and share teaching and learning practices. Furthermore, five Connect@1 sessions were hosted to showcase the work of previous VC Award winners for Teaching and Learning.

The Centre for Academic Staff Development (CASD) offered 29 workshops this year, which were well attended by 843 staff members. In addition to working towards the professionalisation of academics as teachers, CASD develops new, experienced, and senior tutors. To date, 1 604 tutors have been trained to make a valuable contribution to online teaching and learning. CASD staff also contribute nationally to tutor development. Dr Frade serves as the co-convenor of the HELTASA Peer Support Collaborative Learning Communities (CLC).

Professional development is also informed by data, in particular the student experience. To date, 5 142 evaluations have been conducted. This figure will increase significantly as the last cycle of evaluations is in progress.

Academic development and support for students

As part of a commitment to UJ's multilingual strategy, ADS recently compiled a list of action verbs most often used during assessments and had these translated into eight common home languages of UJ students. The list will be incorporated in the 2022 UJ learning guides and made available in all Blackboard modules. In addition, several forms used by Chiropractic students in the UJ Health Clinic have been translated into five official languages. The Department of Commercial Accounting's Auditing and Internal Control 2A terminology lists were translated into five languages for inclusion in the 2022 learning guides.

UJ houses the South African National Resource Centre (SANRC) for the First Year Experience (FYE) at its Bunting Road Campus. The SANRC was established in 2015 and has contributed much to improving first-year students' experience and success at public universities in South Africa. The SANRC has hosted six annual National FYE conferences and produced numerous resources to support the HE community. In September 2021, DHET confirmed the approval of just over R8 million to continue the work of the SANRC until the end of 2023.

External programme reviews and audits

The CHE will be carrying out institutional audits of all public and private universities in terms of the Framework for Institutional Audits (March 2021). The audit's focus is on the internal quality assurance mechanisms of the University, transformation, social impact and social justice. The role of technology, the Fourth Industrial Revolution (4IR) in society, and data analytic capability also form part of the stated focus. The first draft of the UJ self-evaluation report (SER) is complete, and in October 2021 is out for comment and critical reading. Extensive consultations have been held across the University with all support divisions and departments, academic administration, research, and other offices whose work is integral to preparing the SER and the collation of evidence. Comprehensive submissions have been received across all the University's core areas to draft the report and aggregation of data, documents and evidence for the portfolio. The Audit Working Group and Audit Steering Committees have met. Faculty consultations have provided information essential to the SER, and further sessions will be held on finalising the SER prior to its submission to MECA. The SER will be submitted to the CHE by the second week of January 2022. Timelines and activities for the preparation for the site visit (16-20 May 2022) will be developed by the end of 2021.

On 31 July, UJ received the Final Institutional Report on the National Doctoral Review. Overall, the Panel report concurs with UJ's assessment of its performance against the standards and captures the factual position outlined by the University. Several issues were highlighted in respect of correction and/or clarification. None of the highlighted issues were major. The Division of Academic Planning, Quality Promotion and Academic Staff Development and the Postgraduate School completed the Improvement Plan, which was submitted to the CHE on 30 October 2021.

The CBE School of Accounting, Department of Accountancy, has received a Level 1 accreditation from SAICA. The planning and organising skills demonstrated by the Department of Accountancy clearly serve as a benchmark in view of the rigorous accreditation review conducted in the course of 2021.

Internal reviews

The Centre for Academic Planning and Quality Promotion (CAPQP) is facilitating the review of research entities of UJ. Six entities are involved in Phase I of the review, with four on track for completion by the end of 2021. The two initiated in 2021 will be completed in 2022. In 2021, five programme reviews have been completed, with 30 programme reviews currently in process. By the end of 2021, 15 of 30 programme reviews will be completed. A series of workshops on re-curriculation, assessment and programme design was offered to the following departments in preparation for site visits by professional bodies: Biokinetics,

Optometry, Nursing Science, Medical Imaging and Radiation, and Environmental Health. The HPCSA accredited the Environmental Health programme and four programmes in Medical Imaging and Radiation. ECSA and SACPLAN visits were completed and resulted in the accreditation of nine programmes in FEBE.

To date, 30 programme reviews are under way, and 15 of these will be completed by the end of 2021, with the remainder in the first semester of 2022. In addition to the internal programme reviews, a series of workshops on re-curriculation, assessment, programme design as well preparation for accreditation visits by professional boards have been conducted for the teams teaching the following programmes: Biokinetics, Optometry, Nursing Sciences, Medical Imaging and Radiation Sciences, and Environmental Health. A report on the aggregated findings of the internal reviews was submitted to the STLC in October, and the findings noted for further action as required.

Programme development

Programme development slowed down in 2021 as the final alignment to the HEQSF was effected in 2020. Despite this, the PWG reviewed 89 programme and rule amendments and recommended 75 new short learning programmes (SLPs) to the Senex for approval. The inter- and multidisciplinary programmes (MPhil and DPhil) accredited in 2020 took effect in 2021, with specialisations in Mythology and Ancient Cultural Studies, Quality Engineering, Innovation and Development, Digital Transformation, Afrikaans Creative Writing, Sports Management and Children's Literature being processed. DHET approved the addition of five new programmes to the UJ PQM, and one title change: Programmes approved for addition to the PQM were the Master of Quality Engineering, Master of Engineering in Electrical and Electronic Engineering, Master of Science in Data Science, Master of Science in Machine Learning, and the Master of Engineering in Sustainable Advanced Materials. The name of the Master of Arts in Audio-Visual Communication was amended to the Master of Arts in Film and Television Studies. CHE accreditation was received for four new programmes with three conditions to be addressed. SAQA issued two new numbers and requested clarification on two programmes. The reduced load and staffing changes at the regulatory bodies appear to be affecting improved turnaround times across the board.

Graduate employability survey

There were 7 821 responses to the 34 872 questionnaires distributed in the Graduate Employability Survey. The respondents were 58.8% female, 82.6% black, with 42.3% having English as their primary home language. Of the respondents, 1.1% was differently abled. A majority of 65.1% was either employed or studying further.

Of the employed respondents, 56.0% had secured employment within three months of completing their studies, and 85.7% within 12 months. Across faculties, the employed respondents from the Faculty of Health Sciences secured a job the quickest, with 73.6% employed within three months of completing their studies and 92.7% within 12 months.

In the employed respondent category, 67.4% indicated that they were either satisfied or very satisfied with their job, which aligned with many respondents who stated that an important factor in career selection is whether the job is enjoyable. Moreover, experience emerged as a critical factor that employers consider when hiring candidates. Those respondents who gained work experience during their studies through holiday work, weekend jobs, part-time

work, or full-time work were more likely to be employed than those who had no prior experience. The most cited factor by respondents in reasons for not having secured employment was the requirement by employers for prior work experience.

Enrolment Planning Cycle 2021/2022

Overall, the implementation phase of the 2021 enrolment plan in January and February was a success. The delays caused by the pandemic and associated lockdowns, which required an extended registration period, supported the achievement of targets. The University has done exceptionally well at the undergraduate (UG) and postgraduate below master's (PGbM) levels to achieve 100.3% and 99.6% of the total (contact and distance) targets, respectively. Master's and doctoral targets exceeded the planned targets, reaching 104.5% and 106.2%, respectively. Contributing factors include over-enrolment in the distance master's continuing student category in EDU and the doctoral category in CBE, FEBE, and HUM.

The annual enrolment review provided significant engagement and reflection on the previous cycle (2020/2021) to integrate perspectives into a holistic view. Stakeholders had the opportunity to give feedback on the processes, identify setbacks and contribute constructively and tangibly to the overall improvement in the next cycle (2021/2022). Benchmarking was also undertaken with other universities to establish an external system perspective. Meetings held with representatives of five universities compared the effects of contextual realities in the higher education landscape.

The annual planning process for 2022 commenced in April. After three rounds of discussions with each faculty, faculties set high-level targets per qualification type. The Executive Deans, Postgraduate School, and Internationalisation Division have all signed off the 2022 high-level headcount targets. Further rounds of engagement continued until the programme level headcount, and registration targets were also formally approved. The table below shows the 2021 actuals, and 2022 targets against the 2022 targets in the six-year plan approved by DHET in 2019. The DHET-approved targets are 1.1% and 1.0% above the total UG and PG levels, respectively, illustrating the underlying principle of stability.

Enrolment targets per qualification type for total enrolment (contact and distance) compared to 2021 actuals and 2022 DHET-approved targets¹

Qualification Type Grouping	2021 Actuals	2022 Final Targets	Variation	%	2022 Targets approved by DHET	Variation	%
UG Degrees	28 919	29 045	126	0.4%	29 246	-201	-0.7%
UG Diplomas	10 818	10 779	-39	-0.4%	10 159	620	5.8%
UG Total	39 737	39 824	87	0.2%	39 405	419	1.1%
PG below Master's	4 386	4 402	16	0.4%	4 830	-428	-9.7%

¹ Data extracted on 11 October 2021.

Master's	4 754	4 889	135	2.8%	4 358	531	10.9%
Doctoral	1 681	1 703	22	1.3%	1 698	5	0.3%
PG Total	10 821	10 994	173	1.6%	10 886	108	1.0%
Grand Total	50 558	50 818	260	0.5%	50 291	527	1.0%
UG	78.6%	78.4%			78.8%		
PG	21.4%	21.6%			21.2%		

The 2022 annual planning was set against a broader view of 2022 to 2025 to prepare proactively for the DHET Mid-Term Review process. The Mid-Term Review offers all universities an opportunity to reconsider the 2023 to 2025 targets submitted in 2019, taking contextual factors into account. The DHET engaged with universities at the HEMIS Institute in August, indicating their intention to obtain Council-approved Mid-Term Review targets by the end of March 2022. DIPEM developed an internal process to achieve another iteration of targets before the end of 2021. Meetings with individual faculties were held in October to support faculties through the next iteration. DIPEM will aggregate the faculty targets and analyse the submissions in relation to the 2025 UJ strategic objectives.

Virtual graduations and the collection of certificates

On 22 October the last group of graduates for the year were celebrated at a virtual graduation ceremony. The virtual ceremony took the form of pre-recorded videos during which the Chancellor, Prof Ndebele, and the Vice-Chancellor and Principal, Prof Marwala, congratulate all those who comply and whose names appear in the respective graduation programmes. This year's virtual graduation videos have been enhanced to allow each graduate the opportunity to upload a photo for a personal graduate slide. Supervisors were also recorded where they read the laudations of each doctoral graduate.

At this last set of virtual graduations, UJ awarded more than 1 150 qualifications, which include 316 master's and 93 doctoral qualifications. A dedicated facility is available for graduates to collect their certificates, hire gowns, and take graduation photographs with family members. This facility will be available until the end of November for graduates to use.

During the October virtual graduation celebrations, UJ awarded one Honorary Doctoral degree to Mr Mteto Nyati.

Final assessments, recess period and registrations for next year

The final assessments for the year commenced slightly earlier than planned on Tuesday, 26 October. This is because the group of assessments scheduled for 1 November had to be moved earlier because the day was declared a public holiday. Assessments are progressing well, and in cases where students are affected by load-shedding or other interruptions, alternative arrangements are being made. Only around 12% of students will be writing their assessments on campus during this time, and all the assessment venues have emergency power provisions.

Assessments are scheduled until 19 November. Thereafter, the supplementary assessments will commence from 29 November until 3 December. The recess period for academics commences on 10 December and for administrative staff on 15 December. Duties in the new year will commence on 3 and 12 January for administrative and academic staff, respectively.

Everything is in place for the start of the new year, with online registrations set to open from 17 January 2022 until 11 February 2022. First-year students will register online as soon as the Grade 12 results have been published (expected between 20 and 25 January 2022). Senior and first-year students will commence with academic activities on 14 February 2022.

Applications for 2022

Applications for 2022 were opened at the start of April. By the closing date of the end of October, more than 293 000 applicants have already applied for undergraduate studies at UJ next year. This is a significant increase compared to 214 000 applicants by the end of October last year. Applicants for honours studies have increased to 15 336 compared to 13 000 last year at the same time. International applicants also increased to 9 500, compared to 8 300 last year, which is positive to note during these difficult times impacted by the pandemic.

Student Affairs

- The second electronic SRC elections (voting) took place from 4-6 October 2021. The voter turnout increased from 13% in the 2020 elections to 19%, which exceeds the 18% target.
- Despite the residence occupancy being at 84%, the University did not have an outbreak of infections in residences due to the vigilant process of compliance and adherence to the COVID-19 regulations.
- Through the Student Wellness Programme, 2 267 qualifying students have been provided with monthly meal packs through the partnership of Student Affairs and the School of Tourism and Hospitality. Tiger Brands continued to provide monthly meal packs to 500 qualifying students. The contract, which governs the partnership of the University with Tiger Brands, has already been renewed for 2022.
- The University managed to assist 108 students with meal packs following the instances of looting, which was concentrated in Gauteng and KwaZulu-Natal that affected some of our students around the Doornfontein and Soweto areas.
- The professional relationship by the Management Executive Committee with students, particularly student leaders, has ensured stability. Despite some challenges, there were no disruptions of the business and services of the University.

University Relations

UJ has continued with its upward trajectory dominating the media space and influencing public debate on matters of national and international interest. As many as 513 UJ experts in various fields were active in national media, while 216 appeared in global media, according to two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater. In total, 9 614 media clippings were generated. No less than 280 opinion articles penned by UJ experts were published across all media platforms.

Of these, 47 had a strong link to 4IR, while 24 had a COVID-19 link. More than 52 research and innovation stories featured on national/global media platforms.

An effective and efficient internal communication strategy is important in fostering an engaging workplace environment and building relationships based on positive and constructive engagement and trust. UJ produced the most compelling content, including news stories complemented with videos, about student and staff experiences across various University programmes, facilities, and activities. On 12 August 2021, the University Relations Unit hosted UJ's 2020 Stakeholder Report launch, reflecting on the performance and challenges of the last academic year (2020). [Click here to read more about the event.](#)

Since 2018, the Marketing and Brand Unit has aligned its efforts with the University's 4IR strategy by introducing an award-winning brand marketing campaign in order to position UJ as a 4IR thought leader. The campaign targets two major audience categories: mature market and youth market (potential undergraduate market). The campaign has reached over 518 million people to date (1 million in 2021) via the various channels and more than 6 billion (2.6 billion in 2021) through social media – UJ and paid for.

During 2021, an additional four Cloudebates took place; four editions of Beyond Imagining – the 4IR e-zine went live and six new 4IR in Action Stories were produced as part of this project. A 4IR Social Media Influencer and Ambassador campaign has also been rolled out with ten Ambassadors and four Influencers promoting the UJ 4IR message to the broader community.

The biennial brand research study has been completed and UJ is still topping the list as the most recognised HE institution with a score of 79%.

During 2021, UJFM made a significant contribution towards communications and information dissemination.

- 3 185 UJ-related news, highlighting 4IR and institutional successes, made headlines on UJFM.
- 80 COVID-19 Public Service Announcements were broadcast in partnership with Government Communications Information System (GCIS).
- UJFM further partnered with Campus Health to broadcast COVID-19 and vaccination related updates on a daily segment.

UJFM is building capacity and grooming talent where students will form part of the UJFM 2022 programme. In 2021, 300 students were auditioned and 40 UJ students are currently in training.

Government and Stakeholder Relations (GSR) has shared 27 events with government stakeholders, as well as the VC Book Reading Sessions. In collaboration with Career Centre, GSR hosted the *Work-integrated Learning and Internship Virtual Career Expo* on 2 August 2021 as well as the Government Career Day on 1 September 2021.

The Community Engagement (CE) Unit recruited and trained more 5 838 student volunteer champions across all campuses in promotion of responsible citizenship. CE collaborated with Soweto TV and KMTV Media for a 13-episode dialogue on HIV/Aids, education, health

and socio-economic issues, which have been broadcast weekly from May until October 2021. The Unit also introduced and rolled out the mobile libraries and tutoring projects to improve literacy in communities and primary schools in and around the University. Additionally, CE successfully organised and hosted important institutional events, such as the UJ Nelson Mandela International Day, which focused on the Sustainable Development Goals (SDGs).

To improve the efficacy of student volunteerism as well as knowledge and skills development, CE designed and implemented the Performance Management System for Student Volunteer Champions taking part in projects. This makes it mandatory for internal and external stakeholders to evaluate the performance of UJ Volunteer Champions when undertaking the organised outreach projects.

UJ Sport

- The UJ men's senior football team was crowned champions of the 2021 FNB Varsity Football tournament on 4 October 2021. This is the University's first Varsity Football title since the inception of the competition in 2013.
- Two UJ students signed professional contracts with teams in the Premier Soccer League: Tristan Nikitaridis with Baroka Football Club; and Sihle Mbele with Moroka Swallows.
- UJ won the 2021 USSA Cross Country championships with 10 medals (6 Gold, 2 Silver and 2 Bronze) out of 26 universities hosted by Free State University.
- Basketball men finished second out of 26 teams at the USSA Basketball Club Championships hosted by the Nelson Mandela University.
- UJ won the Africa University Kings of Rugby tournament out of 10 universities (from Kenya, Uganda and South Africa) hosted by Makerere University. The team will represent Africa in the World University World Cup in Kazan in 2022.
- UJ was certified by the Healthy Campus Program from the Federation of International University Sport (FISU) as one of the Healthy Campuses.

Financial overview

UJ Financial Performance against operating budget

UJ achieved positive operating results, despite a tough economic environment. The COVID-19 pandemic and the stringent lockdown protocols posed a significant risk to our going concern and liquidity, to which we responded quickly and decisively by re-aligning our financial plans accordingly, being deliberate about achieving maximum cost efficiencies in the year to cushion the impact of the uncertainty on future income generation. This has resulted in a strong balance sheet, with enhanced liquidity and cash flow profile.

The University has achieved an operating surplus of R318 million against the budgeted deficit of R77 million for the period, with operating income exceeding our budget by 1% and expenses at 89% of budget. A large component of the surplus is from savings achieved as a result of the extended COVID-19 lockdown and delayed return to campus leading to reduced activity (e.g., travel, printing etc.), associated delayed spending, vacancies not filled and from improved short-term cash management and investment strategies.

Our projection for financial performance for 2021 is a surplus of R151 million against the budgeted surplus of R100 million. This has been adjusted downwards from previous projections to factor in an unexpected invoice from the municipality for utilities that are in dispute given differentials in utilisation as evidenced by respective meter readings.

With the above projection, Council-controlled reserves are expected to amount to R2.287 million at year end, which represents 90% of annual permanent remuneration budget.

The year-end cash position projection is expected to come in at R2 billion, informed by income and payment trends realised to date and the outlook for the year ahead.

The investment strategy continues to be implemented with the long-term portfolio having grown by 13% since the beginning of the year.

We continue to monitor and assess our liquidity in light of current economic conditions and prevailing uncertainty.

Despite the South African economy battling the low growth trap and record unemployment rate, the Fundraising and Development Office has done exceptionally well in raising funds for the missing middle students and other research projects. To date, a total of R225 million, against an annual target of R200 million was committed by the external donors. We are incredibly thankful for the generosity shown by our external donors. In addition, UJ has finally concluded the in-kind donation of R110 million for the Devland project.

Financial sustainability

The following major risks still persist and are being managed closely and taken into consideration in the management of the financial plans for the next five years:

- Reduction in subsidies as a result of the economic decline, reduced research productivity and competing sector needs, e.g., NFSAS funding.
- Decline in student debt collection amid the political pressure and concessions made in the sector. Outstanding student debt currently stands at R476 million for registered students and R363 million for non-registered students.
- Reduced NSFAS and National Research Foundation funding. Funding assistance for students continue to be required in this regard, with the shortfall for postgraduate students growing further.
- Uncertainty on future fee increases.
- Anticipated decline in third-party funding for scholarships, contract research and other services.
- Decline in international student enrolments.
- Reduction in occupancy of UJ residences.
- Lower investment returns.

The 2022 proposed budget will serve at the next Council meeting and is supported by our Financial Sustainability Model for the years 2022 to 2025, which makes provision for the following in income and expense growth trends:

- Block grant – 3.5%
- Tuition fees – 4.6%
- Residence fees – 6.6%

- Short Learning Programmes income – 6%
- Investment and other income – 4%
- Overall expenses – 4.5%

With the above assumptions and approved strategic investments to date (infrastructure, GES etc.), Council-controlled reserves remain healthy between 73% and 71% over the next five years.

Investment of the reserves

While we await the outcome of the funding allocation for Infrastructure Grant (current cycle) and Block and other earmarked grants for 2022 onwards, as well as the review on student funding that is currently under way, priority for utilisation of reserves is recommended to be on the following:

- Infrastructure projects – ICT, backlog maintenance and critical new capital projects
- Academic staff appointments – including research
- Student bursary funding

Investment in the above will be made while we continue to generate maximum return on the available funds through the investment strategy being implemented. Detail of the recommendation on the above will be presented with the 2022 budget proposal to Council in November.

Commercial entities

All subsidiaries are operating within budget, ending the first half of the year in a net surplus position, primarily a result of savings on expenditure due to reduced activity emanating from the lockdown. Key developments to note include:

- Resolution Circle – 2021 budget approved in the May Board meeting with a projected year-end surplus of R12 million. Cash flow challenges continue due to slow collection of debtors.
- UJInvnt – A myriad of activities are under way at the UJInvnt with extensive work being undertaken by the Executive Manager in collaboration with the newly appointed Director: TTO. The detailed budget informing activities for the year were approved by the Board with a number of projects being put forward to implement performance objectives for the year.

ICS

The ICS Division undertook a strategic planning process to evaluate its performance against strategic objectives and finalise focus areas for this year. The Division had to realign and change its 2021 commitments and deliverables by assessing internal and external factors and stakeholder requirements in its planning. Further details of the projects affected are provided in Table 1 of the project's status section of the document.

The national lockdown was the main contributor to most project delays, resource availability, and contract finalisation delays. The following projects are delayed, and this is due to access to offices and staff members working remotely:

- DFC Network and Wi-Fi Upgrade Project (98% completed).
- APB and SWC Network and Wi-Fi Upgrade Project – Phase 2 (98% completed); and
- APK Network and Wi-Fi Upgrade Project Phase 2 (98% completed).

ICS appointed two Project Managers and one Project Coordinator in June 2021. As part of the ICS upskilling initiative, five staff members were recommended to participate in the Project Management Mentorship Programme to capacitate the ICS PMO with project coordination and management skills. The appointed resources started the training with the Project Management Institute (PMI) in September 2021.

Regarding audits, the following:

- Data Centre Review – completed;
- Data Management Review – fieldwork in conclusion stage;
- IT Incident Management Review – fieldwork in progress;
- Firewall Management System – commenced; and
- Identity Management – planned for commencement.

Protection Services (PS)

Gender-based violence (GBV), particularly violence against women, is a persistent and universal pandemic. Despite the South African stance and stringent laws against GBV, we continue to experience an increase in incidents in this form of violence. Regrettably, UJ is not immune to the occurrences of these types of incidents; and accordingly, creating awareness and supporting survivors of such incidents are key priorities for the University. During Quarter 3, PS received six reports of GBV-related incidents, including rape, sexual harassment, or sexual assault, which is an increase of three incidents compared to Quarter 2.

Crime statistics reflect a decrease in the number of incidents reported during Quarter 3 compared to those reported during Quarter 2. In total, 82 incidents were reported during Quarter 3 compared to 106 incidents reported during Quarter 2, which translates to a 23% decrease in crime.

During Quarter 3, 12 incidents of theft through the negligence of owners were reported. This translates to a 33% decrease in theft by the negligence of owner incidents when compared to Quarter 2.

This decrease is attributed to the arrest of a suspect in June 2021, following a sting operation. The suspect has been linked to three theft cases and is currently in SAPS custody. The case is remanded for trial on 12 October 2021. Since the arrest, only one theft through negligence was reported at the APK Library during Quarter 3.

The safety and security of staff and students outside the campuses' confines remain a significant challenge. Staff and students are targeted primarily for their electronic devices and bags. During Quarter 3, 10 incidents were reported, which is a decline compared to Quarter 2, during which 16 incidents were reported. Please find the breakdown of Q3 incidents below:

- Four incidents of common robbery off campus were reported at DFC. The City Improvement District (CID) rollout around DFC has improved safety in the immediate area around campus, with reported incidents occurring further away from campus.
- Five incidents of common robbery off campus were reported at APK. Unfortunately, all incidents except for one incident were outside, out of view of our CCTV coverage. PS identified the registration number of the suspect's vehicle from our CCTC and the investigation into this matter is ongoing.

Of the 82 cases received during the period under review, 42 were investigated and closed off. Forty incidents are still under investigation.

PS is currently in the process of appointing an additional investigator as well as a manager for the Unit. It is anticipated that these interventions will improve the case throughput of the Unit in the coming months.

Human Resources and Transformation

The 21st Century project regarding the review of structures, resource optimisation and efficiency in support divisions has been concluded and approved by Council. Council also approved several policies, including but not exclusive to the following:

- Policy on Appointment and Reappointment of Members of the Executive Leadership group, excluding the Vice Chancellor;
- Revised Policy on Resourcing;
- UJ Bullying, Harassment, Sexual Harassment and Rape Policy; and
- UJ Anti-Xenophobia Policy.

All executive appointments have been finalised, with the incumbent COO commencing duty on 1 September 2021, the Executive Dean: FADA on 1 October 2021 and the Executive Dean: Education on 1 January 2022.

A 360-degree leadership review is currently under way, and ethics training and awareness to commence in November 2021.

Building and improvement projects

In addition to the July 2021 APK Student Centre, we experienced a large fire in the Karibu Jami residence (27 September 2021) and a smaller fire at the FADA Jewellery Department (fortunately without any serious injuries), and this has necessitated two further remediation projects.

Present progress on the major capital projects can be summarised as follows:

- Soweto Fourth Residence – R160 million – Practical completion and handover have been achieved but a snag list is still being addressed. The installation of the 160kWp rooftop solar PV tenders have been received and a contractor appointed, and the installation should be complete by year end. We are also dealing with a challenge from the CoJ Environmental Affairs.

- FS/FEBE building on DFC – R75 million – Practical completion has been achieved and only some small snag list items are being addressed. The second phase development, which may add costs of about R22 million, has been awarded to Triviron and GVK Siya Zama and Operations is busy managing the final design issues before completion of the second phase commences.
- FHS Rescue Simulation Centre on DFC – R41 million – This project is now severely delayed and there is a good chance that the contractor will not be able to complete the project. It is now at the point where daily meetings on quality and progress on site are being held – especially since the first cast concrete walls rising from the foundations have been rejected by the engineer and need rebuilding. It is, however, still the project with the poorest budget and time performance and there is a strong chance that we may need to proceed after termination to find a contractor to complete the project with substantial cost implications.
- The transfer of the Media24 building to UJ has been finalised. The Media24 lecture space conversion project is progressing very well and is on target, both from a funding and time perspective. Upgrading of the above ground areas as well as space allocation will commence after the second set of appointed architects manage the space allocation and above ground redevelopment and complete their study by the end of November. The aim is that the lecture venues would be constructed in the upper-level parking basement by end February 2022 and that most of the staff in the above ground area will already move in during January and February 2022.

The progress of the minor capital projects can be summarised as follows:

- The purchase of the main chillers for the APK Main Building – this is a work package of more than R20 million to ensure climate control for most of the venue space on the APK Campus has not been awarded because of the funds returned to DHET. In the meantime, an investigation into the energy use of typical large-scale centralised HVAC systems was done. A proposal was presented to the Tender Committee to consider the use of a specialist consultancy, which will allow a pre-tender phase specification design that will make it possible to go out on tender requesting a range of possible solutions that would save substantial amounts on the energy consumption of the chiller in the future. When capital funds do become available, Operations will be ready to go out on a fully specified tender for the replacement of the chillers, pumps, and routing equipment.
- The implementation of additional fire and smoke alarms at all student residences – as required recently by DHET in terms of revised Norms and Standards – has already seen tenders to the value of R5 million awarded for five hi-rise residences on SWC and APK and two of these have already been completed – the remainder of UJ residences are ready for award at the coming Tender Committee with completion in early 2022. This was a R15 million project totally funded from the Operations Strategic Initiative Funds allocated by the CFO. This is also becoming a more important project as the number of fires in student residences are escalating due to equipment misuse and ignorance.
- The Spatial Development Plan (Campus Master Plan) project is well on the way and a first interim report was shared with the UJ ELG Breakaway group in September. The team, led by the architectural consultancy, Activate, have already held meetings with various stakeholders to collect information needed for the development of the new campus development framework. The final first-phase report is due in late November.

- A large project to upgrade the Robin Crest residence has been awarded and the contractor is ready to move onto site. This project will address the student housing issues that have plagued this residence for a while. Robin Crest is the last residence that has not been upgraded yet.
- The final cleaner change room project has now also been tendered and will be addressed in the next few months, bringing all staff on all campuses to the same level of change rooms and eating facilities.
- The DFC QK Construction of a Mining Simulation Tunnel is complete, and the installation of some actual mining equipment is proceeding under the guidance of FEBE before being commissioned for mining student training – this is a first in South Africa and allows our students to be trained in a safe but realistic environment on campus.

Devland Campus: Work has been ongoing on completion of this project. Although compliance certificates have been achieved for both electrical and plumbing works, fire compliance is still outstanding. It is envisaged that practical completion will be achieved by 15 November 2021.

DHET IEG 6th funding application process

As reported previously, UJ had presented to DHET its proposed projects request list for the Digital Transformation Phase (IEG 6 Phase 1 Funding grant), which amounted to R89.1 million. The feedback from the review panel was positive, but there has been no further feedback on the approval (or not) of the application. This may be due to the national level of concern around NSFAS funding preventing DHET from committing to the Phase 1 applications from all SA universities. Since then, DHET had scheduled an information session on 6 June 2021 to give information regarding the three-year DHET IEG 6 funding cycle.

The cycle has been cut to the 2022/3 and 2023/4 financial years.

- The amount was cut (to facilitate extra funds for NSFAS) to only R4.3 billion (down from R9 billion).
- The 10 least funded universities would receive 56% of the cycle funding (after the Science Infrastructure funding was removed).
- The remaining 14 universities (these exclude University of Mpumalanga and Sol Plaatjie University) would split the R1.7 billion.
- New submission dates were then announced of 30 June 2021.
- UJ submitted its revised funding application by the August cut-off date and no further information has been forthcoming from DHET.

As a result of the information session, Operations redeveloped the infrastructure related project proposal document for submission by 30 June 2021. This required Operations to weigh the relative importance of backlog maintenance and new build projects given that UJ could expect at most R140 million from DHET in the two financial years. As a result, Operations removed from its original application all three of the proposed residences and cut two of the lesser important maintenance projects to achieve an application of around R179 million. This was strenuously rejected by DHET, and we put back the residences but indicated that since minimal DHET funding was to be made available and with UJ Reserves being precarious, that this cannot be fully funded from reserves.

UJ Operations then added back the three residences, but indicated that the DHET contribution was limited to about R10 million and the UJ contribution to about R75 million – also worth noting is that DHET argued that UJ had already received about R69 million of the DHET IEG 6 funds via interest earned from funds previously dispensed prior to payment to third parties. The remainder was indicated in the application to be funded via proposals that would only be available when the final SHIP (JLL) feasibility study is presented to DHET and UJ in mid-September 2021. It is expected that this feasibility study will indicate that the funding mechanism must be developed along the lines of a debt funded process (which could be provided from the President’s announced Strategic Infrastructure Programme process or from some form of public/private funding process, which JLL would present in the study) for which UJ would need to determine its ability/desire to take on debt financing of the order of R670 million. For the 2 000 beds allocated to UJ, this results in an approximate additional funding requirement of about R670 million for the 2022-2024 period to be provided by the debt funder or infrastructure project funds.

Universal Access

Progress has been made with the following projects.

- DFC Lift Extension to Library Coffee Shop – completed.
- PsyCaD – Technology updates and upgrades for PWD equipment, including new computer and software upgrades.
- Additional access ramps at APK and DFC Campus. Scope is for new PWD ramps at four APK residences, a new ramp at DFC Louisa Street House 5, and for PWD Accessible toilets at APK C1 Lab. Louisa Street House 5 project – the project is complete, and C2 Lab bathroom project in final stages.
- Blind Pedestrian Walkways – The revised new proposed technical solution and scope are complete. The scope involves constructing proper long-lasting concrete walkways with a durable yellow coating. Costing of the project has been finalised for both APK and SWC pedestrian walkways. The APK route is in procurement and is being implemented as a proof of concept and, if successful, this can be rolled out to other routes.
- Following completion of the internal ramp at APK Auditorium, the first phase external ramp has been completed.

Occupational Safety

The overall Occupational Safety compliance for the reporting period is 84.7% (84.7% for last reporting period).

Regarding waste management, the table below highlights the overall picture related to waste management.

Waste generated 2021	Waste recycled 2021	Percentage of waste recycled
960.33 T	498,27T	51.88%

(969,33T)

(498,27T)

(51.81%)

The COVID-19 pandemic required several additional interventions. The table below highlights the non-pharmaceutical interventions by this domain.

COVID-19 INTERVENTIONS						
Signage installed	Foot sanitizers installed	Waste boxes placed	Waste removed	Contractors' safety files approved	Tenants' safety files approved	Risk assessment completed
2 360	814	189	285.7 kg	117	20	23
(2 360)	(694)	(189)	(206.2 kg)	(95)	(19)	(23)

Property Management

The Department undertook a property valuation on 13 external properties. The combined value of the properties was estimated at R30 million. Submissions to MEC for sale of most of the above properties is under way. There will be no purchases of properties in this financial year.

The University is currently in the process of rezoning all UJ properties to 'Educational'. This process is ongoing and applications for the rezoning of the properties located at each individual campus have been submitted to the City of Johannesburg (CoJ) for consideration and approval, while others are at RFP stage. A brief overview of land-use projects is presented below.

Campus	Zoning	Projects	Progress	Target
Off-Campus Properties (14 Chiselhurst)	Residential 2	Rezone Property to Institutional to permit new Confucius Institute Campus	On-Hold – Further consultations with stakeholders	2021/2022
Auckland Bunting Park	Multiple	Bunting Campus Master Consolidation project	1-pager with a list of suppliers submitted for approval to TC in October 2021	2021
Soweto	Educational, Farm Portion	Township Establishment	1-pager with a list of suppliers submitted for approval to TC in	2021

Campus	Zoning	Projects	Progress	Target
			October 2021	
2/805 Auckland Park Vacant Land	Institutional	Request for Proposal – Development for rental	On hold	2021/2023 August 2021-January 2022

Campuses

Maintenance activities continued to be directed to challenges found during assessment of venues in lecture rooms, laboratories, libraries, etc. These were attended to, ensuring that the domains are ready when academic activities resume in the current and new academic year.

On the cleaning front, the domain has been making sure that facilities and spaces are cleaned daily and ensuring that all spaces and containers that need sanitisers are provided accordingly.

The assessment of the institution's residences is going well due to the work of the Residence Coordinators to audit residences (daily) and report issues to be dealt with to the Campuses Maintenance Managers for actioning.

Boiler replacements have been ongoing at several residences, with some challenges experienced on the APB Campus. The matter has subsequently been resolved, but not without additional cost.

Litigation

In the litigation space, the greatest success has been the University's successful appeal to the Constitutional Court in the Auckland Park Theological Seminary and Wamjay Holdings Investment (Pty) Limited matter. The University successfully sued in the High Court for the eviction of the Auckland Park Theological Seminary and Wamjay Holdings Investment (Pty) Limited from vacant land in Kingsway Avenue bordered by the Sophiatown residence on the one side and the seminary on the other side.

A former employee in the Finance Division was found guilty of fraudulently misappropriating UJ funds over an extended period through the transfer of UJ funds (R10 136 367) to her own bank account and to those of third parties who had no relationship to UJ.

Contract development

In the contract space, the OGC has reviewed and finalised over 500 contracts over the past couple of months and anticipates that a further 200 to 300 contracts will be finalised before the end of 2021. The major contracts, which have been successfully reviewed and negotiated, include but are not limited to Grant and Scholarship Agreements, Local and

International Collaboration Agreements, Services Level Agreements, License Agreements, and many more.

Compliance

The University is required to comply with several mandatory legislation and regulatory requirements. With the sector being exposed to a myriad of increasingly complex rules and regulations, the University of Johannesburg resolved to formalise the compliance process, which will result in the University being appreciative of the key compliance priorities. A Compliance Steering Committee, which includes the Office of the General Counsel, Corporate Governance and Financial Governance, has actively driven the Compliance Project. With the assistance of the Compliance Institute, the Committee has successfully established a Compliance Policy, Compliance Framework and Compliance Regulatory Universe.

Phase 1 of the Protection of Personal Information Act (POPIA) project has been concluded. Phase 1 includes a gap analysis, contract/policy review and training. Phase 2 will include a University-wide privacy implementation plan, which aims to align our business processes with the requirements of POPIA and, where possible/applicable, international privacy requirements.