UNIVERSITY OF JOHANNESBURG **LIBRARY**

Annual Report
2021

UNIVERSITY
OF
JOHANNESBURG

The Future
Reimagined
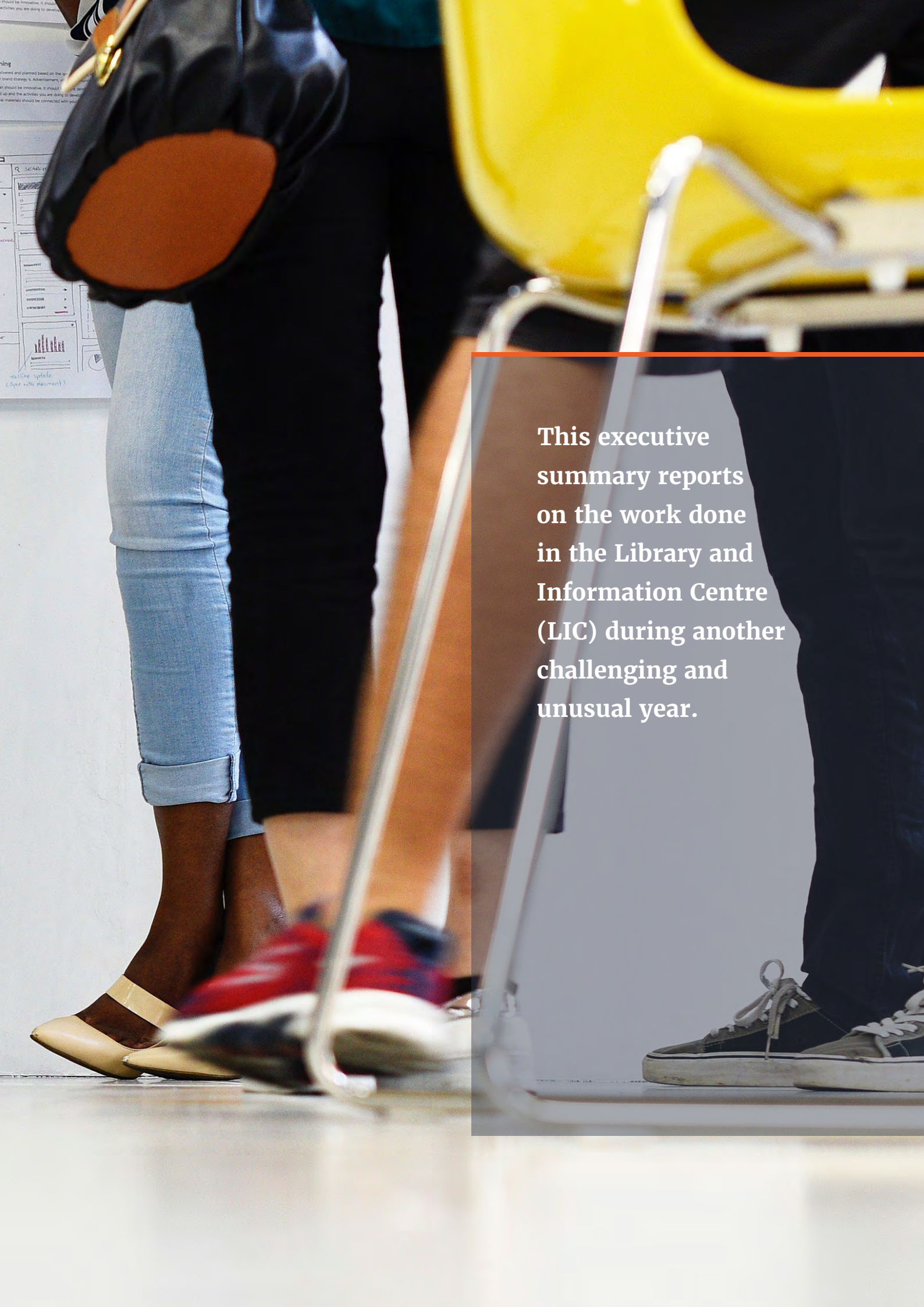
The high levels of motivation and purpose regarding their work, speak to the staff's dedication and commitment to offering the best service possible to the larger UJ community.

UJ LIBRARY ANNUAL REPORT 2021

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This executive summary reports on the work done in the Library and Information Centre (LIC) during another challenging and unusual year.

EXECUTIVE SUMMARY OF THE LIBRARY AND INFORMATION CENTRE OF THE UNIVERSITY OF JOHANNESBURG

1. LIBRARY AND INFORMATION CENTRE

This executive summary reports on the work done in the Library and Information Centre (LIC) during another challenging and unusual year. To understand how the staff experienced 2021 and what type of support they needed going forward, a small research team in the LIC asked the LIC staff to complete a survey in November 2021. The survey, completed by a third of the staff, asked them to report on their experiences during COVID. In the survey, 41% of the participants stated that they were grieving the death of a family member or very close friend. Most people in the survey reported feeling overwhelmed at different times during the year. 68% self-reported feeling anxious almost all the time, whilst 65% self-reported feeling depressed most of the time. Yet within this same cohort, two-thirds of the respondents also reported feeling that they had purpose and were motivated to do their jobs most of the time. Overall, 90% of the respondents reported that most of the time they felt supported by the LIC. This survey highlights the emotional toll that COVID has had on the staff members and the challenges which they faced, going into 2022, as grief, depression, and anxiety are not things that people overcome easily. The high levels of motivation and purpose regarding their work, speak to the staff's dedication and commitment to offering the best service possible to the larger UJ community. This executive summary highlights the many ways in which the LIC has excelled during a challenging time.

1.1 New Innovations Implemented in 2021

1.1.1 The University of Johannesburg Press

UJ Press was launched officially in 2021 and in October, our new UJ Press Manager, Wikus van Zyl, joined the LIC Team. By the end of 2021, UJ Press had two monographs being finalised for publication in 2022, with three monographs under review. In 2022, several of these will be published on the Open Monograph Press (https://ujonlinepress.uj.ac.za/). The Press has a total of 10 journals on the online platform, with several more journals exploring how they can best move over to be hosted on the UJ Online Journal System (https://journals.uj.ac.za/).

1.1.2 The Information and Research Management Programme for Honours Students

An exciting collaboration which came about in 2021, was the launch of an Information and Research Management Programme for Honours students, run by the Postgraduate School and the LIC. This programme focusses on teaching students how to find information, critique that information, use an electronic referencing tool, how to structure and write a literature review, how to write an argument and follow that through in a long essay or research report, and how to ensure that the data which they collect, are captured and stored securely on the UJ Research and Data Management site. For 2022, there are plans to run this programme with each faculty and tailor-make the programme for the needs of students in different disciplines.

1.1.3 The Library Coffee Shops

The long-awaited coffee shops on APK and DFC opened their doors in 2021. Due to COVID-19 restrictions, the coffee shops struggled at first,

but in 2022 we expect to see them become an important social space on these campuses. One of the aims on APK is to keep the coffee shop open until 20:00 so that students do not need to leave campus to find something to eat or something hot to drink. In this way, the LIC hopes to play a significant role in helping to create safe learning spaces for students.

1.1.4 Learning through Gaming

A small team from the LIC, together with Dr Pieter Myburg, Dr Andre Potgieter, and Prof Abejide Ade-Ibijola was awarded R39,000.00 by the UJ Teaching Innovation Fund to help develop an online game through which students can learn about digital literacy. Digital literacy is the ability to critically assess all the information found on digital platforms and thereby identify fake news, misinformation, disinformation, and conspiracy theories. The aim is to roll out the finalised game to the students later this year. In 2021, the very popular online plagiarism game was completely reimagined and made into a much more interactive and complex online game with the aim to launch it to UJ students in the first term of 2022.

1.1.5 Podcasts

In 2021, the LIC opened a podcast studio in the APK campus Library. During COVID-19, podcasts have grown in popularity, and currently the studio offers academic staff a space in which to make podcasts that are of a high sound quality. Podcasts have many benefits for students: Key among these is that it requires very little data for students to download and can be listened to on public transport, which is often an unproductive learning time for students. A lot of very interesting research was done on COVID-19 at UJ during 2020 and 2021. In 2021, Prof Maria Frahm-Arp hosted a series of podcasts called "Innovative Research at UJ". In these podcasts she interviewed researchers at UJ who had done research on COVID-19, ranging from understanding it from a health science point of view, to analysing its social, economic and political impact in South Africa. The podcasts can be found at https://soundcloud.com/the-university-of-johannesburg/sets/covid-19-innovative-research.

1.2 Highlights from 2021

1.2.1 3M Gates Replaced

For several years, the ailing 3M gates in the LIC were a key risk. These are the exit gates which react to the magnetic strip in a book and sound an alarm if a book is taken out of the Library without being properly issued. Without these gates, students can walk out of the Library without checking out books, which could lead to a loss of our assets. Five of the old gates were replaced, whilst another six will be installed in 2022.

1.2.2 Digitisation of the Archives

Following the devastating fire at the University of Cape Town in which a significant portion of their archives was lost, the MEC agreed to give the LIC just under R1 million to upgrade the archives at UJ. The goal is to ensure that the space is more secure against fire and water threats, and that the atmosphere in the archives is continually at the optimal setting to preserve our rare and special collections. The Archives and Special Collections have also been granted R1.8 million to be spent over three years to digitise the whole collection. Once digitised, the collection will become accessible to scholars throughout the world.

1.2.3 Hybrid Conference Venue

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

1.2.4 Reaching our Students Virtually

Over the last two years, the LIC's social media presence has increased dramatically. One of the most successful features is Botsa – the LIC chatbot that averages 392 engagements with students per week. The VC's reading group is another highlight, with people from Namibia and Zimbabwe joining these sessions. Like all LIC webinars, it is streamed on Facebook and recorded. The recordings can be watched on the LIC YouTube channel. On the whole, many more people downloaded and watched the recorded VC's reading group sessions than attended the sessions in real time. Students report that they enjoy being able to download webinars from the LIC YouTube channel to watch them in their own time.

1.2.5 Thought Leader in Library, and Information Management Globally

The LIC is becoming a thought leader, particularly in Library leadership and management. The Executive Director, Prof Maria Frahm-Arp, was a keynote speaker at five international conferences during 2021. She was also elected to the Online Computer Library Centre (OCLC) executive board for the Europe, Middle East, and Africa region. OCLC is the second largest provider of Library products and systems software and the organisation that manages the international interlibrary lending system worldwide. Once again, the

LIC hosted a highly successful TEDx event, as well as the UJ Library international conference, partnering again with the Association for Commonwealth Universities.

1.2.6 Research Support

A new initiative for postgraduate student support by the LIC was the establishment of the "Postgraduate Research Lounge". The Lounge is an online space dedicated to research students undertaking Honours, Master's, and PhD programmes. It aims at further supporting the research communities at the University of Johannesburg. Additionally, the Research Lounge provides a supportive environment where students can socialise, help each other grow by having an interdisciplinary conversation, network for future opportunities, and take the opportunity to bring any Library-related queries they have to the attention of a librarian.Publishing a high-quality paper in a scientific journal only brings researchers halfway to making their research visible. The rest of their research journey is dependent on how they can generate interest in what they have written and get people to read and cite their work. Based on this, the Library identified the need to start the Research Conversations Series as a way of improving the impact, visibility, and citation rate of UJ researchers. These conversations were aimed at professors, lecturers, postdoctoral fellows, and PhD candidates who have published or are intending to publish papers and would like to increase the visibility, impact, and citation index of their papers. The conversations had reference to various research disciplines. Some of the topics covered, include: "How to publish Open Access", "Understanding the impact of your research and improving it", "Funding your research beyond and outside the NRF", and "Writing for non-scientific audiences".

1.2.7 Teaching and Learning Support

Dr Elize du Toit, the Specialist Librarian for Teaching and Learning, received her PhD from Unisa, with the research topic, "Information Seeking Behaviour of First-Generation Students at the University of Johannesburg". Her research resulted in the University of Fort Hare Library requesting her to design and develop an information literacy course for their Library.

1.2.8 Staff Development

As part of staff development in the LIC, four Learning Commons Librarians, two General Librarians, as well as one Team Leader for Shelving received, throughout 2021, intensive training in the information literacy skills needed to train undergraduate students. They assisted in 28 training sessions and they themselves conducted 18 training sessions. This is a first for the LIC and shows how Fourth Industrial Revolution (4IR) jobs are being reimagined and the boundaries between who does which type of work are coming down.

1.3 Challenges Facing the LIC and Future Plans

1.3.1 Wi-Fi Access and Computers

The LIC has been working with ICS to ensure that there is full Wi-Fi coverage throughout each Library. The project will hopefully be completed in 2022 but has been held up due to budgetary constraints. As the students no longer receive free data in 2022, they will become more reliant on the free data in the LIC and the computer labs, therefore making it essential for the Library to have full, stable Wi-Fi coverage in all its spaces. Another critical concern for 2022 is the lack of available plug points for students in the LIC. Students who bring devices to campus, need to charge these devices, and the various libraries on the four campuses do not have sufficient plug points to meet the students' needs.

1.3.2 Virtual Reality Rooms

In 2022, the Library on the APB campus will be opening a virtual reality room where students can come to experience virtual reality. In this space, students will be able to play free virtual reality online games and games that help them to learn. The LIC will be purchasing virtual reality games for learning in consultation with lecturers. In mining, for example, a virtual reality program that simulates the experience of going down a mine, will be purchased. We hope that through these various games, students will have a more immersive experience of what they are learning.

1.3.3 Learning with New Technologies

In 2022, the LIC will have an expanded Makerspace on the DFC campus, a virtual reality space on the APB campus, a podcast studio on APK, and two online games – one where students learn about plagiarism, the other through which they learn digital literacy skills. These different technologies open up new ways and spaces through which students can learn. One of the goals for 2022 for the LIC will be to help lecturers learn how to use these various technologies in their teaching. A very simple example will be to help lecturers use the format of podcasts and the podcast studio to make podcasts that offer students a guided reading of an academic article. This is something they can listen to whilst commuting, thus enabling them to use their travel time as a time for learning.

2. OPERATING CONTEXT

From the beginning of the second quarter of 2020, the Library was impacted by the onset of the COVID-19 pandemic. This meant that some Library services had to be adjusted in line with the lockdown regulations. Despite the lockdown challenges, 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 formats, excellent client services, and state-of-the-art online events. The Library offers the following services as part of its mandate:

- Access to academically sound information in print and electronic formats, to support
- teaching, learning, and research.
- Support in retrieving information relevant to academic work and research, offered by
- a team of Faculty Librarians and Information Librarians.
- Training in making optimal use of the Library's facilities and services.
- Spaces to meet a variety of needs: Learning Commons, Research Commons,
- Reading Corners, 24-hour study spaces, Meeting Rooms, and Tutor Rooms.
- Limited Wi-Fi coverage in all campus libraries.
- An Institutional Repository for disseminating the research output of the University.
- Developing Library collections that support the needs of students, academics, and
- researchers in collaboration with academic departments.
- Workshops, seminars, and public talks offering opportunities for students and staff to
- extend their involvement in academic discussions and debates.
- Bindery service.
- The UJ Press.

2.1 Governance

The UJ Library reports to the Deputy Vice-Chancellor: Research and Internationalisation. The Executive Director of the Library is a member of the University's Executive Leadership Group, as well as of the Senate.

a) The Management Committee:

The committee consists of the Executive Director, two Directors, Manager Operations and Quality Assurance, Manager Technical Services, Manager Library Systems and IT, Manager Client Services, Faculty Librarian Research, Coordinator Special Projects, Campus Librarians, Circulation Team Leaders, the Faculty Librarians, the Information Literacy Librarian and section heads for Archiving, the Bindery, Shelving, Cataloguing, and Acquisitions. The committee met bi-monthly to ensure smooth communication during the lockdown period.

b) Executive Management Team:

The Executive Management Team is made up of the Executive Director, two Library Directors, Manager Operations and Quality Assurance, Manager Technical Services, Manager Library Systems and IT, and the four Campus Librarians. The team met twice a week to ensure effective communication during the lockdown period.

c) The Library Task Teams:

The task teams consist of a task team leader and its members. Each staff member belongs to one task team. The task teams are project-based and the projects form part of the Library's strategic plan.

d) Staff Quarterly Engagements:

All the Library staff members participate in this interactive meeting. This is an opportunity for the Library Executive Director to update all the staff about progress in strategic issues, to discuss future plans with the staff, and ask them for their input on decision-making. To improve communication and staff engagement during the lockdown period, staff engagement meetings were held monthly.

2.1.1 Library Management Structure

a) Directorate
- Executive Director: Prof Maria Frahm-Arp.
- Director Research and Teaching and Learning: Ms Nomoya Mahlangu.
- Director Marketing and Events: Ms Alrina de Bruyn.

b) Campus Librarians
- Auckland Park Kingsway Campus Library: Ms Santha Geduld.
- Doornfontein Campus Library: Mr Kenneth Chinyama.
- Soweto Campus Library: Ms Moipone Qhomane-Goliath.
- Auckland Park Bunting Road Campus Library: Mr Frederick Mavhunduse.

c) Managers
- Specialist ILMS (Integrated Library Management Systems): Dr Pieter Hattingh.
- Technical Services: Ms Janina van der Westhuizen.

Despite the lockdown challenges, the UJ Library is well-positioned to fulfil its mandate to support teaching, learning, and research at UJ,

- Operations and Quality Assurance: Ms Hettie Wentzel.
- Special Collections and Archives: Mr Sipho Zulu.
- Client Services: Ms Happy Mphahlele.
- Faculty Librarian Research: Ms Ivy Segoe.
- Bindery: Mr Michael Mokoena.
- Specialist Librarian: Teaching and Learning: Ms Elize du Toit.

2.1.2 Advisory Committees

a) Library Advisory Committee

The purpose of the committee is to provide high-level advice and counsel to the Library staff on all matters relating to strategic planning, policy development, collections, and services offered to Library clients. It also serves as a communication and consultation forum between the Library and the University. An annual meeting was held in 2021, where the committee membership and its terms of reference were reviewed. The committee membership is made up of representatives from the following divisions: The Library, representatives from all the faculties, the Postgraduate School, the Centre for Academic Technologies, Protection Services, and the SRC.

b) Special Collections Advisory Committee

The purpose of this committee is to provide advice and counsel to the Library's Archives and Special Collections division on all matters relating to aligning the policies and collections of the division to the University's vision. The committee did not meet in 2021. Its membership was reviewed and a new manager of Archives and Special Collections was appointed in October 2021.

The staff that needed to work from home due to compliance regulations had the necessary tools such as laptops. The Library staff's online teaching skills improved as staff training interventions done in the previous year were continued in 2021. That equipped staff to offer an improved service to clients.

2.2 Risk Management

The Library experienced several risks in 2021. The impact of COVID-19 also presented risks to the Library and its services. The following risk areas were identified and managed, to allow the Library to achieve its goals and the institutional mandate to support teaching and learning and research, as well as other support functions:

- COVID-19 related risks.
- Maintenance of buildings.
- Occupational safety and security.
- Financial risks.
- Library information systems.
- Library governance and compliance.

Mitigating strategies and achievements are discussed in detail below.

2.2.1 COVID–19 Related Risks

a) Impact on Teaching and Learning and Research

During 2021, the Library continued to be an online teaching and learning environment. First-year students began their University career as online students with no access to physical tours, tutorials, or lectures. Lockdown restrictions due to COVID-19 continued to have an impact on access to physical information resources and face-to-face training. However, the Library was better prepared to mitigate challenges in 2021, compared to the previous year when the virus first hit South Africa. In 2021, all Library staff were ready and prepared to work in an online and later hybrid environment. The staff that needed to work from home due to compliance regulations had the necessary tools such as laptops. The Library staff's online teaching skills improved as staff training interventions done in the previous year were continued in 2021. That equipped staff to offer an improved service to clients. Due to the continued lockdown regulations and the subsequent COVID-19 variant threats, the Library usage was impacted in various ways. The print material circulation usage continued to decline. Database usage and the attendance of training sessions for both the undergraduate and postgraduate students also went down from 29,102 in 2020 to 19,476 in 2021. On the other hand, access to recorded training material increased, as some students opted to watch recorded material instead of attending online training sessions. 11 Audio-Visual Instructional Tutorials were developed and uploaded on Blackboard and the Library YouTube channel. Online virtual training via Zoom, Blackboard, or Microsoft Teams continued to be the order of the day. Librarians continued to upskill themselves to be able to conduct online training. The Library managed to train over 13,000 undergraduate students and more than 6,000 postgraduate students.The Library continued to scan relevant chapters from print-only prescribed books and made it available to access online. As a result, the usage of the Electronic Course Reserve material increased by 60%, from 9,942 in 2020 to 15,912 in 2021.

Some of the Archives and Special Collections were not accessible to researchers due to COVID regulations and compliance, as these had not yet been digitised. However, in 2021, the University provided financial resources for the digitisation of the Archives and Special collection project. This will improve online access to the collection.

b) Working in a Hybrid Environment and Support for Staff during COVID-19

In 2021, the University introduced a hybrid working space in order to comply with the COVID-19 lockdown rules. Working remotely and as a hybrid team with some people in the office and others at home have led to new ways of doing our work. This arrangement brought various challenges that ranged from added communication and extended working hours during this period. To mitigate these challenges, the following interventions were made:

Hybrid Working Workshops

The Executive Director, Prof Maria Frahm-Arp facilitated Hybrid Working Workshops to assist Library divisions to manage and cope with the new working environment. During the workshops, the team jointly came up with agreed-upon ways in which the team would

- run and participate in online meetings;
- set boundaries around what working from home means; and
- set out clear expectations of the working hours.

Upskilling Workshops for Information Services Team

A number of workshops were organised for the information services team to empower them to teach and train students in an online and hybrid environment. The workshops culminated in the librarians showcasing what they had learnt through presentations. The workshops were facilitated by Prof Lorette Jacobs from Unisa's Information Science department, with the focus on the following themes:

- Engage students through assessment.
- Flipping your training.
- Digital literacy and fake information.

Service of Remembrance and Thanksgiving

Some of the Library staff experienced the loss of loved ones in their families during 2020 and 2021. Some had contracted COVID-19 and had recovered. All these experiences were overwhelming and bound to impact on the staff's wellbeing at work. In light of this, the Library organised a Service of Remembrance and Thanksgiving in February 2022. Names of the loved ones lost during COVID-19 were listed and remembered during the service. Those amongst the staff who had recovered from COVID-19 were also acknowledged. The staff reported that this service was meaningful for them because they felt that their grief and stress were acknowledged in the workplace.

Added Value of "The Hand that Helps"

In an effort to support and embrace the staff during the hybrid working period in 2021, the Library Wellness team launched a new staff wellness logo, coined, "The Hand that Helps", the focus being on doing things that add value and not doing everything. This included being much more intentional about helping others and equally being able to ask for and receive help. Lizette de Ponte, the Wellness task team leader, narrates, "I can't think of anything that embraces the spirit of the Library and the staff who work here more than 'The Hand that Helps'".

2.2.2 Maintenance of Buildings

The Library completed various 2020/2021 maintenance and CTS projects this year, which include the following:

- FADA Training Room.
- FADA Learning Commons.
- DFC Lift Extension.

Several projects planned to be completed in 2022, are already in the planning or tendering phase. These projects include:

- DFC Coffee Shop staircase.
- DFC Makerspace.
- SWC roof replacement.
- DFC Archive addition of offices.
- DFC Archive temperature and humidity as well as gas suppression systems.

The following proposed plans are dependent on approved funding from the DHET:

- Extension of 24-Hour Areas.
- DFC HVAC replacement.
- DFC bathroom upgrade.

2.2.3 Occupational Safety and Security

Occupational safety and security remain a crucial Library operation as the Library continues to be compliant with COVID-19 lockdown regulations. The following are some of the occupational safety and security measures implemented in 2021:

a) COVID-19 in the Workplace

In 2021, with more staff returning to work on a rotational basis, COVID-19 protocols and training that were implemented in 2020 were retained. The provision of PPEs in the form of sanitisers, wipes, and surgical gloves to all staff and students are still important. It remains imperative to continue emphasising the importance of following the protocols and retraining, as the staff starts to experience COVID-19 fatigue.

b) Health and Safety Audit

Risk assessment COVID-19 audits were done on all five the Libraries by the Occupational Health and Safety team. Overall, the Library was compliant, other than a few recommendations which were highlighted and subsequently resolved. The recommendations included adding sanitiser stations at all campus Libraries. An additional audit by an external company on behalf of Occupational Health and Safety commenced in November 2021 and the findings will be shared with the Library staff in 2022.

Completed project – FADA Training Room

DFC lift

Library Makerspace renovations in progress

c) Library Mascot (Funda)

To further increase the security and safety compliance in the Library, Funda was introduced as the Library Mascot. Funda, meaning "Learner" is a registered student at UJ and was used as the Library Mascot for marketing-related purposes and to interact with staff and students. Funda was born from the idea that it would be easier to have something or someone more relatable to communicate with students on social matters, as well as security concerns. In that way, Funda would encourage students to comply with COVID-19 regulations.

2.2.4 Library Governance and Compliance

a) Deloitte Internal Audit

The Library Operations and Quality Assurance office spent the year to update the Library risk register, following up on an outstanding internal audit conducted by Deloitte in 2019/2020. The ailing 3M Security gates were flagged as a risk during the previous audit process. As such, in 2021, a total budget of R2,233,632.00 was approved for the replacement of five identified gates, and the addition of six new gates. The 3M gates are meant to trigger the magnetic strip in a book if the book has not been desensitised. Without the 3M gates, students can walk out of the Library without checking out books, which could lead to a loss of assets.

b) Financial Risks

To mitigate the financial challenges, the Library continued with the following third-stream income-generating activities

- Annual Library e-Book Expo.
- The Library hires out its venues to departments inside UJ and outside stakeholders. In this way, the Library generates an income as the UJ community has access to the wonderful venues maintained by the Library.
- International conference: "Conversations about the Journey of Change: A New Normal".

2.2.5 Information Technology Risks, Challenges, and Improvements

a) Library Verification (Access) System

Shortly after the COVID-19 lockdown in March 2020, the Library reconfigured the existing "Programme Registration" module, which enabled clients to book a Library session prior to visiting a Library. However, with lower lockdown levels in 2021, queues started to form at the entrances of the campus Libraries. The Library Systems team investigated some alternative systems to this booking system and came up with an

idea to make use of Google Drive and Excel forms to configure some sort of "Verification System". No additional costs were needed as current/old PCs, Screens, and Proximity Readers were used. The system was implemented at the APK Library in July 2021 and eventually rolled out to the remaining four Libraries by September 2021. As soon as capacity is reached in a campus Library, the students are stopped from entering the space until some students have left and new students can be allowed in. The system counts people as they enter and exit, and therefore has a real-time display of how many people are in each campus Library at any given time. The

#### b) Staff Client Interface between ITS/Oracle and Sierra

The Staff Client Interface continued to be configured, tested, and implemented during 2021. Previously, the staff client records were updated by manually loading a flat file of data to Sierra. The auditors recommended that student and staff data should be updated automatically, with no human intervention. The Interface was written to ensure that all changes done to the UJ staff records on HR's Oracle system/ITS Integrator/Impro also reflect on the UJ staff record on the Sierra system. The system was vigorously tested between the test environment of the ITS Integrator and the Sierra DR site. Multiple tests had been done to ensure that any changes in records would transfer to Sierra. The testing phase was completed on 23 November 2021. The Staff Client Interface was activated on 6 December 2021.

c) Penetration Testing and Vulnerability Scanning on Library Systems

As per policy and procedure from ICS, a rigorous penetration testing regime is followed every month to try to mitigate any vulnerabilities that may occur on the Library systems and servers. To date, all severe penetration results have been attended to. Certain issues are being addressed by the vendor in subsequent releases, awaiting further requirements from ICS, as audit findings are released. It is also possible that new vulnerabilities might occur as the systems evolve and the perpetrators find new ways to access systems illegally. Therefore, a strict vulnerability regime needs to be followed.

d) Sierra DR Data Refresh and Test

All patches, hard-, and firmware have been completed for 2021. Together with this, a yearly backup, restored for the Sierra test environment was scheduled, in order to test recovery preparedness for the Libraries' mission critical system. This was completed and tested in September 2021.
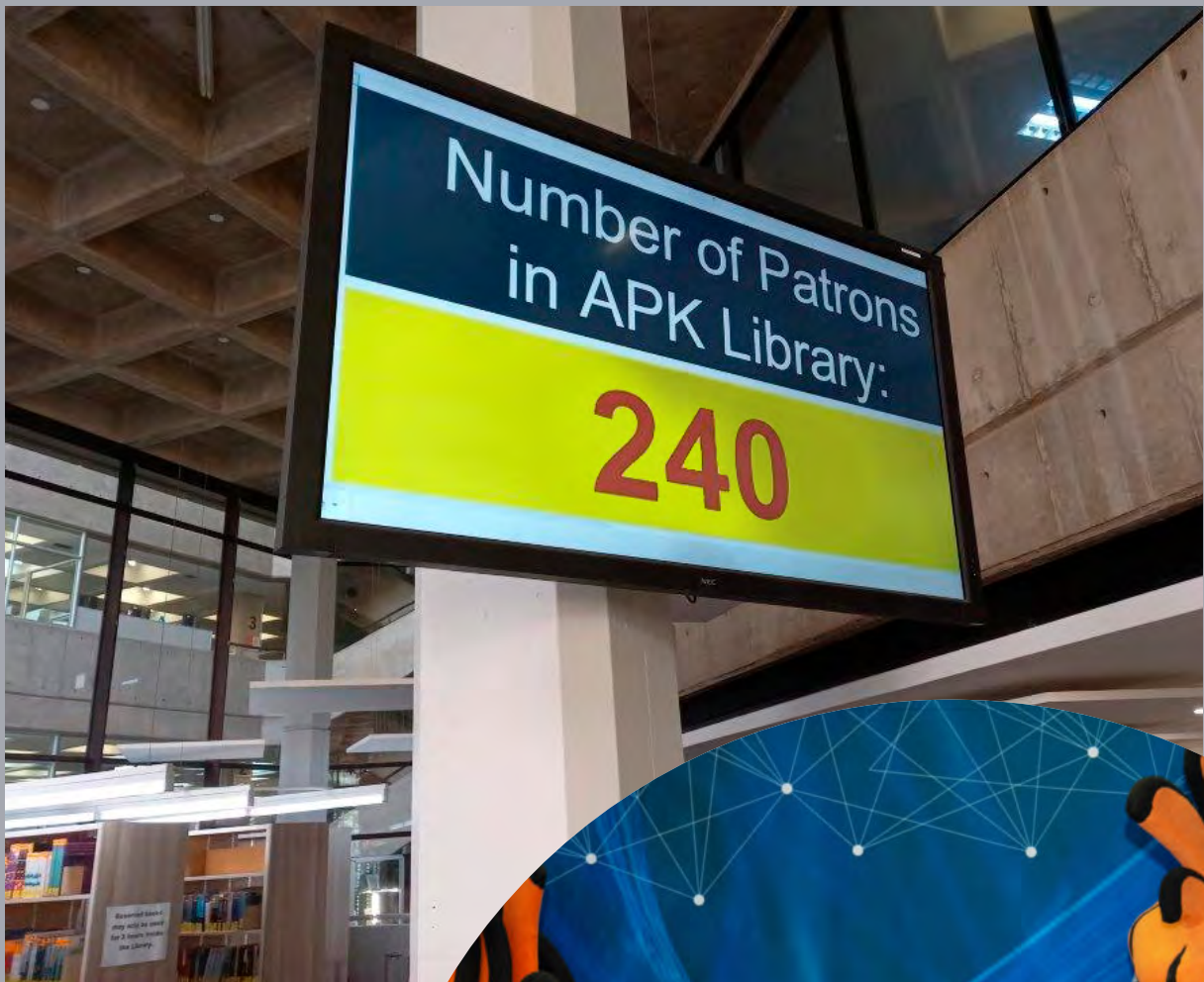
Library Verification (Access) System.

Funda, the Library Mascot.

3. STRATEGIC FOCUS AND TARGETS

3.1 Introduction

The University has six strategic objectives to drive Global Excellence and Stature (GES). To reach these objectives, the Library's primary strategic focus in 2021 was to interrogate how and to what extent the Library is offering services and resources of value to the University community as a whole. To do this, the Library used evidence-based decision making to evaluate all the functions and resources of the Library. The exercise highlighted that there were four key objectives that the Library should focus on:

3.1.1 Key Goals to Implement Value Add

- Help to develop a rich understanding of the Sustainable Development Goals (SDGs)
- in the UJ community.
- Develop Open Scholarship at UJ.
- Increase UJ citation rates and impact through targeted research support.
- Teaching information literacy as a critical lifelong skill.

3.1.2 Key Objectives to Implement Value Add

- Improve the quality of what we do, rather than doing more.
- Collectively market all our services and offerings more effectively.

- Improve staff expertise in using technology creatively and to its full potential.
- Implement evidence-based decision making to measure value add.
- Ensure all positions are optimally aligned to provide the best possible service.

3.1.3 The Focus for 2022

The Library's focus for 2022 is on reconnecting. This will be achieved through the following key focal areas:

- Diverse development: Understanding that each individual is unique, and recognising our individual differences; connecting with our unique differences; and decolonisation in LIC, particularly in cataloguing.
- Digital connectedness: Empowering staff and students to use the latest tools and technologies; digitise the archives; and using SharePoint effectively.
- Client connectedness: Reimagine our customer service culture and connect in new ways with our undergraduate students.
- Congeniality: Creating a workplace atmosphere of respect and friendliness, becoming an influencer in the international Library community.

Strategic planning for 2022
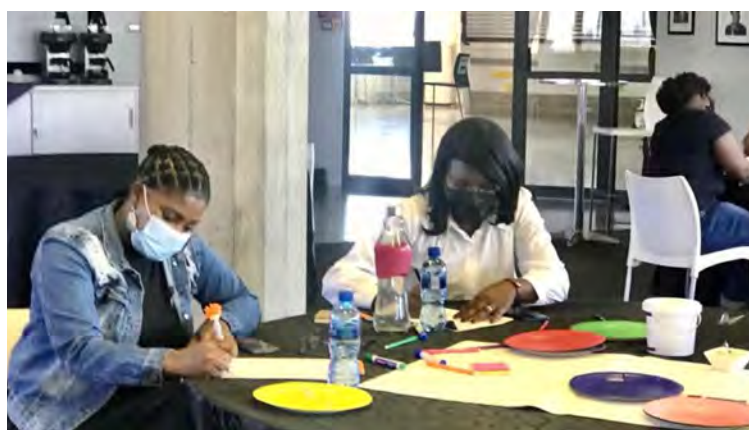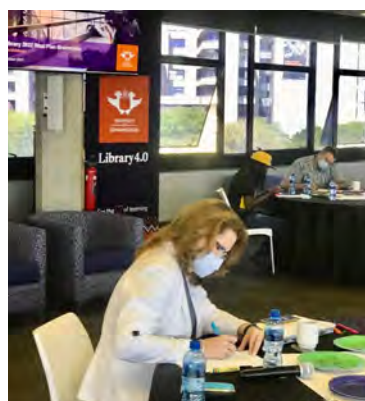
The Library's primary strategic focus in 2021 was to interrogate how and to what extent the Library is offering services and resources of value to the University community as a whole.

3.2 Highlights of the Library's Achievements for 2021

The Library was able to achieve most of its goals in 2021, despite the challenges presented by the pandemic. Below are the main highlights for 2021:

3.2.1 Teaching and Learning

- The Library achieved a 26% increase in the use of the Library Online Information Literacy Module from 232,584 in 2020 to 292,375 in 2021.
- 11 Instructional Video Tutorials were developed and uploaded on Blackboard and the Library YouTube channel.
- There was a 5% increase in the access of LibGuides.
- During 2021, there was a 60% increase in the usage of Electronic Course Reserves (ECR).

3.2.2 Research Support

- The Library developed the Information and Research Management Honours Programme.
- Online Postgraduate Workshops were presented.
- A virtual Postgraduate Research Lounge was established.
- A series of workshops helping postgraduate students align their research to the SDGs were held.
- There was a 50% increase in Interlibrary Loans services, from 6,023 in 2020 to 9,005 in 2021.

3.2.3 Scholarly Communication Services

- UJ Press successfully hosted eight journals on its Open Journal System (OJS). In October 2021, Wikus van Zyl was appointed as the Manager.
- UJ launched a series of podcasts on conversations with academics, working on COVID-related research done at UJ.
- There was a 16% increase in the number of items added to the Institutional Repository from 2,420 items in 2020 to 2,801 in 2021.
- Six Open Access Seminars were hosted.
- UJ Library Archives and Special Collections received funding to digitise its physical resources.

3.2.4 4IR Initiatives

- The UJ Library on the Kingsway Campus launched its very own podcast studio.
- A Library access verification system was implemented.

- The staff client interface was activated.
- The electronic Library navigation services and information sharing services via the Library App were implemented.
- The Hublet Tablet Station where students can check out a Samsung tablet to use in the Library, was introduced.

3.2.5 Collection Development and Usage

- The electronic collection increased by 15%.
- A successful annual Library expo was held. A total of 149 e-book collections, that consist of 16,122 individual e-book titles, were purchased.
- The e-book usage increased by 25%.

3.2.6 Events and Community Outreach Programmes

- 286 online events were hosted.
- The Fourth International UJ Library conference was hosted in partnership with the Association of Commonwealth Universities (ACU), titled "Conversations about the Journey of Change: A New Normal". The conference was virtual.
- TedxUniversityofJohannesburg was hosted online.
- An online teacher-librarian seminar was hosted.
- Nine virtual VC Reading Groups were hosted.
- A successful social media campaign was implemented.

3.2.7 Staff Development

- All Library staff belonged to a task team that encouraged learning and development in 2021.
- Hybrid Working Workshops were conducted for Library staff.
- Blended Learning Workshops were conducted for Library staff to understand and implement blended learning.
- Professional Staff Development Workshops were held to encourage academic discourse.
- Me Elize du Toit obtained the PhD in Information Science.3.2.8   Maintenance, Safety, and Security* The FADA Training Room and Learning Commons were completed.
- The DFC lift extension was completed.
- To further increase security and safety compliance in the Library, Funda was introduced as the Library Mascot.
- A budget was approved to replace five 3M gates and to add six more security gates.

3.3 Teaching and Learning Support

The Library used various mechanisms and channels to support undergraduate students. In 2021, the Library training sessions were presented online, due to the lockdown requirements. The Library continued to reach out to students through various channels to promote the importance of using the Library and its resources. In a nutshell, the Library's undergraduate support entailed the following:

- Providing generic information literacy training.
- An Online Information Literacy Module.
- Audio-visual instructional material.
- Online support to individual students who requested it.
- Providing Electronic Course Reserves.
- LibGuides.

3.3.1 Information Literacy Training

Librarians offered generic information literacy training to undergraduate students on topics related to information literacy. To reach students remotely, the training sessions were conducted online as live sessions via different online platforms. 89 generic training sessions were conducted with 9,330 students attending.

To get a clear understanding of the student profile, an authentication system was introduced. This gave us a clear picture of our student attendance profile. Additional training sessions were conducted during the students' June recess, to help them prepare for the second semester. This ran from 28 June to 1 July. Four after-hours sessions were held to accommodate students who were not able to attend during the day. Residence student advisors were orientated in how to use the Library resources, with 52 residence student advisors attending.

As part of staff development, four Learning Commons Librarians and two General Librarians, as well as one Team Leader for Shelving, received intensive training throughout 2021 in information literacy skills to empower them to train undergraduate students. They assisted in 28 training sessions and conducted 18 training sessions by themselves.

3.3.2 Online Information Literacy Module

The Online Information Literacy Module has attracted the attention of various academic departments, which subsequently made the module compulsory for their students. This led to an increase of 26% in the Information Literacy Module views in 2021. By the end of 2021, the module received 292,375 views, whilst in 2020, the views were 232,584. The increase in the Online Information Literacy Module usage is due to it being made compulsory in the Humanities and the Education faculties. In 2021, an Information Literacy framework was compiled, together with a strategy to guide the information literacy instructions.

The training sessions were live interactive sessions and it was recorded. The recorded sessions were uploaded to the students' learning management system, Blackboard. The students could revert to the recorded sessions as refreshers and those who did not have the opportunity to attend the live sessions could listen and watch the recorded sessions in their own time. Graphic PowerPoint slides and training content hand-outs were made available to the students via Blackboard and the Online Information Literacy LibGuide.

3.3.3 Short Instructional Video Tutorials

To meet students' needs during the lockdown, the Library developed a series of short electronic instructional videos, which covered the essential "need to knows", so that students were able to use the Library's electronic resources. In 2021, the Library produced 11 scripted instructional videos for students to assist them in understanding the Library resources. The videos are uploaded to the Library YouTube channel and the students' learning management system, Blackboard. These have proven to be particularly popular with students.

3.3.4 Empowering Librarians through Information Sharing

The Teaching and Learning Librarian presented the following topics at the Library's staff Info Forum meetings:

- "Information seeking behaviour of first-generation students at the University of Johannesburg". The findings were based on Dr Du Toit's PhD research.
- "Challenges of finding quality information in the chaos of infodemics".
- "Collaboration and technology".
- "Current roles and challenges of academic online learning librarians".
- "Information literacy and the original researcher's information needs".

Workshop invitation.

Instructional tutorial: How to use the Library catalogue.

Oxford dictionaries, (2020): false or inaccurate information, which is deliberately intended to deceive.

Other interpretations: false and often harmful information, which is not shared with malicious intent.

Biggest Culprit?   Internet and Social media

Dolphins and swans in clear water Venice canals.
(*National Geographic*, 2020)

Presentation on "Challenges of finding quality information in the chaos of infodemics".

3.3.5 LibGuides

LibGuides continued to be an effective mechanism to provide subject-specific guidance to students, or to create guides on specific topics, e.g., "Information Literacy", "Research Support", and "Plagiarism". There was a 5% increase in the use of LibGuides from 712,796 in 2020 to 747,067 in 2021.

Table 01: Usage of LibGuides 2017-2021

Platforms	2017	2018	2019	2020	2021	Difference	%
LibGuides	379,285	591,924	721,844	712,796	747,067	34,271	5

3.3.6 Teaching and Learning Focus Areas for 2022

In 2022, the Teaching and Learning goal is to integrate information literacy, digital literacy, media literacy, and data literacy into the following framework so as to keep in line with 21st-century learning:

- Authority as constructed.
- Information creation as a process.
- Information has value.
- Research as inquiry.
- Scholarship as conversation.
- Searching as strategic exploration.

3.4 Technology Support for Teaching and Learning and Research

The following value add IT developments and 4IR driven projects were implemented or enhanced in 2021:

a) Podcast Studio

The UJ Library on the Kingsway Campus launched its very own podcast studio. This podcasting studio offers UJ staff a professional audio and video recording space. The acoustically treated studio is equipped with four microphones and four

The UJ Library Podcast Studio.

headphones, all controlled through a Pro Podcast Production Studio board, configured for an easy-to-use experience that allows users to record a raw audio file. The primary purpose of the studio is to provide UJ staff and faculties access to the studio's resources, to supplement studies in various areas, and to facilitate academic discussions beyond the classroom. The studio will provide UJ staff members with additional space and equipment to develop educational material.

b) UJ Library 2021 Social Media Campaigns

In 2021, the UJ Library endeavoured to maintain its online presence through its social media brand. It provided creative visuals of the campus Library spaces and related student content. After the long lockdown period, the UJ Library social media pages have been a powerful tool in virtually reconnecting with the UJ students and have played a significant part in helping them to adapt to the "new normal". The ongoing content creation during the year is reflected in the increasing engagement of the Library on a variety of social media platforms. The plan for 2022 is to expand on a grander scale in forming an improved content experience for students.

The following social media stories and campaigns were carried out:

1. The promotion of the UJ Library App. When the staff came back to campus, the Library staff members wore printed t-shirts which created an awareness of the Library App.

2. A "No Fines" Campaign on social media encouraged students to return overdue books to the Library, without asking anyone to pay a fine. This proved to be highly successful.

3. The Exams Campaign #UJLibrarySupport2021. The Exam Campaign motivated and encouraged students to use the Library resources during the final year's end exam season. The social media platforms provided referral links that navigated students to the relevant online support pages and the UJ Library website.

Duduzile Chulu and Remember Ndlovu.
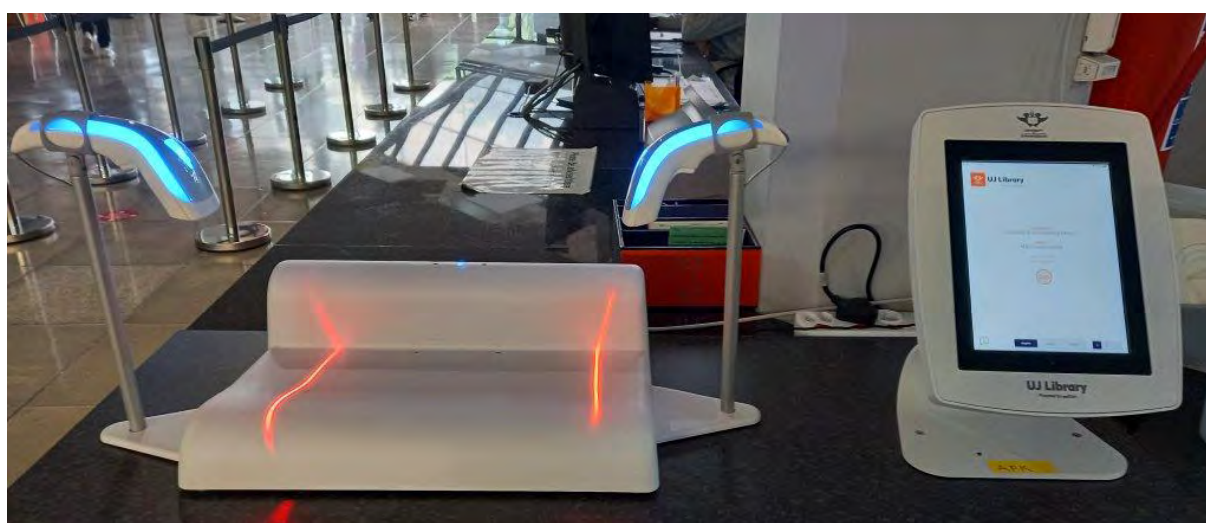
The Library Meescan.

StackMap & Explore.

c) Library App

The Library App with all its features was made fully operational in 2021. The App is available in both the Google Play Store and the Apple Store. On the app, students are able to check out and return Library books themselves without the assistance of Circulation staff members. Before leaving the Library with their books, clients have to demagnetise the books at the meeScan stations next to the Circulation desks at each campus Library. The app can also be used by students to pay their fines online which means that the Library staff no longer needs to handle any cash on site.

d) Finding your way in the Library

Using the Library App on a smart device like a smartphone or by going to the StackMap station at the entrance of each Library, clients are able to get a "road map" to find their way to a specific bookshelf in the Library.

e) Hublet Tablet Station – Managing Digital Content

The Library has introduced a service where clients can check out a Samsung tablet as quickly as taking a book from the shelf without any staff intervention. Hublet is an easy and secure self-service solution that makes digital content and news about events and services available for all Library clients. This pilot project is being run at the APK Library and will be extended to other campus libraries, should the budget be approved for 2022.

Any UJ client with a valid UJ card will be able to check out and use a tablet within the coverage area of UJ's Wi-Fi network (https://gethublet.com/portfolio/libraries/).

The content on the tablets will be managed by designated Library staff so as to offer clients added services, for example:

- Installed Apps facilitating access to E-resources, e.g., Kindle.
- Favourite/Bookmarked URLs to relevant and important E-resources and/or Library services.
- Important and timeous client services information, e.g., "Reminder, next week is amnesty week for late returned books".
- Marketing of upcoming Library events.

3.5   Research Support (Training and Workshops)

When the COVID-19 pandemic necessitated the move to remote learning, the UJ Library had to continue with the delivery of its online research support services. During the first year of COVID-19, a lot of online measures to support research were already in place. Many lessons were drawn from the previous experiences and this helped the librarians to further introduce a suite of online research support services. Some of the research support services and highlights for 2021 were:

- Information and Research Management Honours Programme.
- A programme of various Postgraduate Workshops aimed to support postgraduate students.
- Postgraduate Research Lounge.
- Researcher Visibility Conversations.
- Facilitated workshops on the Sustainable Development Goals.
- Sourcing external online and print sources of information through the Interlibrary Loans Service.

a) Embedded Librarianship: Information and Research Management Honours Programme

One of the greatest initiatives for 2021 has been the move to place librarianship in the flow of teaching and research efforts. With courses going online, a deeper integration of both Library resources and personnel into course management systems was essential in ensuring that students gain information literacy skills.

The Honours students often struggle with many aspects of the research process. They are not undergraduates but are often left out of postgraduate engagements focused on MA and PhD students. Yet, at the Honours level, most students do their first research and write down their findings in a form of a long essay.

It is in this light that the Library developed the Information and Research Management Honours Programme. The programme is aimed at increasing the students' exposure to the Library's resources and research skills, further enabling them to cope better with their research reports. Additionally, the programme will help to shape valuable research skills, which will be of great benefit if they enroll for an advanced degree.

This is a very practical module, based on a pedagogy of learning through doing. Each week, students learn skills they need for their research and directly apply it to the formulation of their own draft research proposals. Throughout the process, students are strongly advised to collaborate with their supervisors when they start to draft a research proposal during this module.

At present, this is not a credit-bearing module. Continuous assessment is used in this module and the final product is the draft proposal that the student had worked on throughout the module and handed in at the end of the eight weeks.

b) Online Postgraduate Workshops

The Library presented several online training opportunities for postgraduate students and researchers, as well as new academic staff members. It was conducted on a monthly basis and was aimed at supporting researchers throughout their research journey. The workshops were divided into the following categories:

- Tier 1: Researchers beginning their research journey.
- Tier 2: Researchers in the middle of their research journey.
- Tier 3: Researchers typing up findings and literature for final submission.

c) Postgraduate Research Lounge

The Postgraduate Research Lounge is an online space dedicated to research students undertaking Honours, Masters and PhD programmes. It aims at building a research community at the University. Additionally, the Research Lounge provides a supportive environment where students can socialise, and help each other grow by having an inter-disciplinary conversation, networking for future opportunities, and getting opportunities to bring any Library-related queries they have to the attention of a librarian.With the launch of Prof Refilwe Phaswana-Mafunya's new book, "Vision Never Dies: Learning Curves from my Non-Linear Career Journey", the Research Librarian saw an opportunity to expand the Postgraduate Research Lounge even further.

UJ Library 4.0
For the ♡ of learning

Information and Research Management HONOURS PROGRAMME

"Efficiency is doing things right; effectiveness is doing the right things" – Peter Drucker.

OPEN INVITATION to Honours students from Humanities and/or the College of Business and Economics.

YOU ARE INVITED to join an eight-week Honours Information and Research Management Online Programme that will help you complete your research project, use the library resources to find the relevant literature and use reference managers to create automatic bibliographies. This online programme will help you acquire the information and research management skills you need to excel in your degree.

We would like to have you in this online programme. Please complete the form at this link: https://forms.gle/PPZaBway7cYvQL9n8

The date of commencement will be shared with you once you have completed the enrolment form.

For queries, please send an email to Ivy Segoe – imsegoe@uj.ac.za.

Topics covered in this programme include:
- Introduction to Literature Searching
- Academic integrity: Citing and referencing for your research
- Google like a Pro and using Lean Libraries
- Getting Finished: Planning your research and managing your time
- Finding newspapers, thesis, conference papers, social media and other media literature
- Writing to make an argument
- Keeping up to date and citation searching
- How to write a literature review
- RDM: Research Data Management

The Future Reimagined

Library4.0

For the ♡ of learning

#ujlibrary
@ujlibrary

INVITATION

Online Library Postgraduate Research Lounge

Are you a postgraduate student and have questions on using any of the library resources for your research? If yes, the Postgraduate Research Lounge is the place to be! You will also have an opportunity to bring your questions to the attention of a librarian, to meet and learn from the other Postgraduates in the Lounge.

DATES
15 April 2021 (16:00-17:00) ▪ 22 April 2021 (16:00-17:00)

Please make your booking to join the lounge on https://forms.gle/x4mEM2BmYDqpveZm8. The session link will be sent to you upon receipt of your booking.

For queries: pmokati@uj.ac.za

I N V I T A T I O N

The UJ Library invites you to a Public Lecture titled:

Research impact: What, Why, Who, Where & How?

In this insightful and information-rich seminar, you will be invited to think further and deeper about research impact, particularly non-academic impact. The seminar will ask questions such as what you see as research success, is a contribution to knowledge sufficient as research impact. It also discusses practicalities including in which ways research influences, who are the potential audience for research, where and how to reach research audience, are researchers the only ones who should disseminate their own work, and where to track research impact. In this talk, the focus will not only be on social science or education, but also include examples from other disciplines.

FACILITATOR • **Prof Mdu Ndlovu**
Vice Dean: Research and Postgraduate Studies (Faculty of Education)

SPEAKER • **Prof Ke Yu**
Department of Education Leadership and Management (Faculty of Education)

DATE • **28 September 2021**

TIME • **16:00-17:00**

REGISTRATION LINK:
https://zoom.us/meeting/register/tJMpceGspzguHtfLus8ULtvi-gnskXL3IiZ1

For enquiries, please contact Lloyd Makhubela at lmakhubela@uj.ac.za

DISCLAIMER: This event will be photographed, live streamed and video recorded for marketing, social media and media purposes. By attending this event, you grant the University of Johannesburg permission to use and publish any recorded material.

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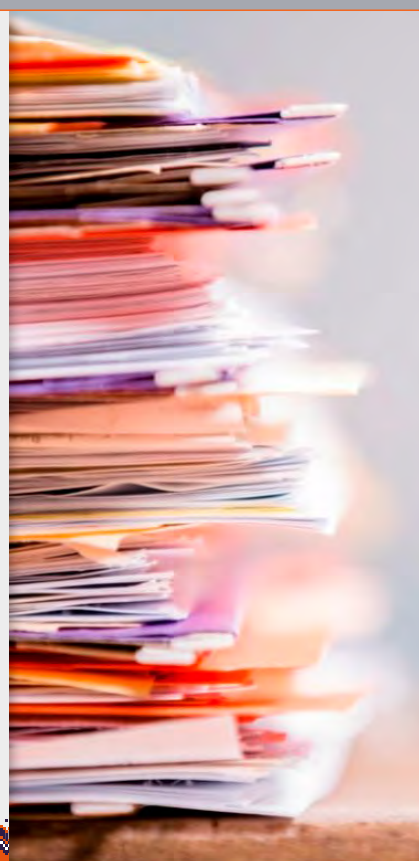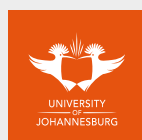
I N V I T A T I O N

The UJ Library invites you to join a conversation titled: Research towards SDGs: where does UJ stand?

Academics make an indispensable contribution towards the UN Sustainable Development Goals (SDGs). One of the critical ways of doing so is through research to innovate and find solutions for the global challenges identified by the United Nations' Agenda 2030 for a sustainable future. In this two-part webinar, we present a brief analysis of the University of Johannesburg's research contribution toward sixteen Sustainable Development Goals followed by a practical demonstration of how SciVal facilitates analysis of SDG-related research and expanded collaboration. SciVal is a research performance visualization tool accessible via UJ Library's electronic resources.

SPEAKER • **Lucia Schoombee:**
Senior Research Intelligence Consultant, Elsevier

DATE • **12 August 2021**

TIME • **15:00-16:00**

REGISTRATION LINK:

https://elsevier.zoom.us/webinar/register/WN_i1GGqOX7RHOtlzejNiCkHw

For enquiries may please contact lmakhubela@uj.ac.za

UNIVERSITY OF JOHANNESBURG

The Lounge is now a platform for hosting research motivation sessions, where established academics can talk about how they broke barriers, embraced challenging endeavours, exercised versatility, made huge sacrifices, rose above deep waters, exploited opportunities, and never stopped against all odds.

d) Researcher Visibility Conversations

Publishing a high-quality paper in a scientific journal only gets researchers halfway to making their research visible. The rest of their research journey is dependent on how they can generate an interest in what they have written, and to get people reading and citing their work. Based on this, the Library saw the need to start the research conversations series as a way of improving the impact, visibility, and citation rate of UJ's researchers.

These conversations were aimed at professors, lecturers, post-doctoral fellows, and PhD candidates who have published, or are intending to publish papers and would like to increase their papers' visibility, impact, and citation index. The conversations applied to various research disciplines. Some of the topics that were covered included: "How to publish Open Access"; "Understanding the Impact of your Research and Improving it"; "Funding your research beyond the NRF"; and "Writing for non-scientific audiences".

e) Aligning Research to the Sustainable Development Goals

Research is one of the most important ways through which universities can contribute to the SDGs. To help UJ understand where it can and is making research contributions, the Library arranged for a session titled "Research towards SDGs: Where does UJ stand". This was in partnership with Elsevier. The publisher used their research analytical tools to search through past research for keywords related to the SDGs. Identifying research that matches SDG themes, helped the UJ researchers to learn about the areas in which they may already be contributing to the body of information around the SDGs, and the areas they can expand into in the future. The Library also hosted a session titled "What are Sustainable Development Goals and How to Use them in your Research". This session was aimed at giving the UJ community a broad overview of the SDGs.

3.6 Scholarly Communication Services

To promote scholarship and research at UJ, the Library provided the following services:

- The UJ Press.
- Podcast Series – COVID Research at UJ.
- Open Access Seminars.
- Research Data Management (RDM).

a) The First Year of the UJ Press

The past year has shown that it is essential to continually innovate and be adaptable to survive in this new digital age. It has also demonstrated the importance of future-proofing our environments by continuously adapting to new technologies and equipping ourselves with new skills. With this in mind, the UJ Library announced the founding of the UJ Press at a launch event in November 2020. Prof Maria Frahm-Arp, the Executive Director of the Library, and Prof Saurabh Sinha, the DVC: Research and Internationalisation at UJ, took the lead.

Since then, the Press has successfully hosted eight journals on their Open Journal System (OJS), with six more journals in the pipeline. The UJ Library Open Journal System supports open access publishing and disseminating information through open access platforms, as part of the mission at the UJ Library is to support research. The plan is to expand the platform by hosting journals from other institutions as well.

In October 2021, the UJ Press welcomed Wikus van Zyl as its Manager. Wikus has been working in scholarly publishing for over 16 years and is experienced in book and journal publishing. He has a passion for research and brings a wealth of knowledge, experience, and a network of connections in the international scholarly publishing arena.

Wikus van Zyl: UJ Press Manager

Prof Mary Abukutsa-Onyango from Jomo Kenyatta University of Agriculture and Technology.

Dr Ayris, Pro-Vice-Provost (UCL Library Services & the UCL Office for Open Science and Scholarship).

Prof Habib Noorbhai presented a podcast on Health Technology 4IR during the pandemic of Covid-19.

Wikus will now spearhead the book publishing programme at the Press. With two publications in process and five in the pipeline, the Press is set for a successful second year. All titles will be hosted on the Open Monograph Press (OMP) platform.

All books and journals published by the Press will be subjected to a rigorous peer-review process, ensuring the quality of these publications. Books will be made available on a print-on-demand basis through platforms like Amazon Paperback, Lightning Source, Takealot, and Loot. UJ Press publications will also be available from the leading scholarly platforms like JSTOR, EBSCO Host, Google Scholar, and ProQuest. UJ Press will also make the titles available as Open Access through the OJS, OMP, Directory of Open Access Books (DOAB), and the Directory of Open Access Journals (DOAJ). Books and journals will be published in electronic format in PDF, XML, and EPUB formats. This will ensure that these publications will be accessible in as many ways as possible. It will also increase the reach, access, and impact of these titles. Apart from scholarly books and journals, the Press also plans to do co-publications with international publishers. This will ensure that books published by South African authors with global publishers will be available locally at a reasonable price. Lastly, the Press will also become involved in the reviving out of print titles. It will clear the copyright on behalf of the author and make the title available in print and electronic format again.

b) Podcast Series – COVID Research at UJ

The global podcast phenomenon has seen more than 1.7 million podcasts and 43 million episodes published worldwide just this year. On Thursday, 15 April 2021, UJ launched the first podcast series, "Innovative Research at the University of Johannesburg", comprising of conversations with academics working on COVID-related research done at UJ. Recordings of these podcasts were uploaded on Soundcloud, iTunes, and Spotify: https://soundcloud.com/the-university-of-johannesburg.

c) Open Access Seminars

Open Access remained an important part of the Library activities and services. In 2021, several workshops were presented on the topic. The following are the seminars that were hosted:

- "Publishing Open Access Books", presented by Rajini Dhingra from Taylor Group.
- "Predators, Pirates and Plan S: Open Access and Making Sense of the Contemporary Research Ecosystem", presented by Prof Keyan Tomaselli.
- "Open Access Publishing and Food Security", presented by Prof Mary Abukutsa-Onyango.
- "University College London's Experiences of Implementing Open Access", presented by Dr Paul Ayris.

d) Research Data Management and the Institutional Repository

RDM refers to the handling, organising, and structuring of research data throughout the research process. Submitting research data to a repository has become a funding requirement. To assist researchers in this regard, the Library subscribed to software called Figshare in order to establish a UJ data repository named UJ DR. The institutional data repository (or UJ DR) stores, back-ups, preserves, and shares the data produced by staff and students.

To create an awareness of the UJ DR, training sessions were conducted throughout the year on topics such as "Introduction to RDM", "Benefits of RDM", and "Data Management Planning".

In total, 493 participants attended the training. The UJ DR has grown exponentially, as shown by the following statistics:

- 27 published datasets;
- 2,528 views;
- 712 downloads; and
- 229 current users.

There was a 16% increase in the number of items added to the Institutional Repository, from 2,420 items in 2020 to 2,801 in 2021. The number of items received via Oross increased by 22% in 2021, with 2,740 in 2021 compared to 2,247 in 2020.

3.7 UJ Library Archives and Special Collections

The Archives and Special Collections continued to provide research support services to researchers and students, whilst also focusing on preserving research material, by digitising collections for future accessibility, in line with the vision to implement 4IR technologies for better service delivery.

In the wake of reimagining the Archives and Special Collections, the department received funding to digitise its physical material. The project will roll out over a period of three years. The funding comes as a positive development towards achieving digital archives. Funding was also given to improve the physical space with specific funding for the extension of the gas fire suppression system and an automated temperature and humidity control system. The automation of temperature and humidity readings is a unique new system that will be installed in the Archives and Special Collections to monitor the temperature and humidity for purposes of preservation of archival material. This will minimise the risk of disasters.

3.8 Building The Digital Library Collections

The Library continued to develop a strong collection of digital information sources as part of its strategic focus. In 2021, both the electronic and the print collections increased. In line with its e-first policy, the electronic collection grew by 15% whilst the print collection grew by 1%. The e-collection consists of electronic databases and e-books. The following figures illustrate various collections bought and growth trends in 2021:

Table 02: Growth Trend: Print and Electronic Collections

Collection type	2017	2018	2019	2020	2021	Difference: 2020/2021	%
Electronic	314,586	452,637	506,157	549,955	631,807	81,852	15
Print	595,991	599,819	602,779	605,472	609,302	3,820	1

3.9 Library Online Book 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. The Online e-Book Expo was held from 26 July to 13 August 2021. A total of 149 e-book collections, which consist of 16,122 individual e-book titles, were purchased at a value of R21,519,066.53. At the expo, 43% of the book allocated funds to faculties were spent.

3.10 Library Task Teams

The UJ Library task teams continue to be an effective tool for the implementation of complex projects. In 2021, there were 19 task teams that contributed to the achievement of the Library's strategic goals. Most of the task team projects are continuing into the new year due to their levels of complexity and worth. Below are some of the task teams and their achievements in 2021:

- The Staff Wellness task team contributed immensely to motivating the Library staff. Their innovations included posting well-wishing messages and the celebration of staff members' birthdays. The team also hosted wellness events in order to keep spirits high as the staff began to return to work.
- The Library Website task team contributed to the redesign of the new UJ Website. The team looked at various international and local academic Library websites against which to benchmark the UJ Library website.

- The LibGuides task team is completing its project of translating the Information Literacy LibGuide into isiZulu and isiPedi in order to improve the support given to students.
- The Scholarship task team is in the process of publishing two papers. The one is based on the experiences of the students using technology and change during the time of COVID-19. The second paper is about the experiences of Library staff in using new technologies and implementing change in the Library during COVID-19.
- The Marketing task team continues to play a role in training Library staff on the use of social media platforms to enable them to market their services and support students.
- The PC Assistance and Virtual Platform task teams provided MS Teams and Zoom training to its members and Library staff. Task team members assisted the Library staff with information technology-related matters. This is an ongoing task team. Each year a different person is the leader of the team. Overall, this task team aims to equip all Library staff with the knowledge to troubleshooting basic IT problems.
- The Learning Analytics task team looked at the UJ Library's readiness to conduct learning analytics projects. The team identified which metrics and data are available and relevant for the analytic projects. They also consulted relevant literature resources to understand the use of data analytics in libraries.
- The RDM task team continues to be instrumental in training researchers in Research Data Management at the University. As a result of the team's activities, the number of items on the RDM site has increased.
- The Student Wellness task team played an important role in supporting students through the difficult year. The team, in collaboration with PsyCad, organised talks to support students mentally. Students were also referred to the PsyCad Facebook page to access helpful information. Mr Siyabonga Ntshangase, Psychologist from PsyCad, facilitated one-on-one online sessions with students in the Library because some students were reluctant to go to PsyCad when referred, due to fear of being judged.
- The Client Service Excellence task team facilitated training sessions for the Circulation staff to empower them to work in the 4IR environment. The following are some of the training sessions: Zoom and Teams training; How to work remotely using 4IR; OLM system training (HR online booking via Oracle); Resilience in 4IR; and Cyber Security Training. The team also promoted and trained students in the use of the Library App.
- The Open Access task team continued to raise open access awareness among staff and students at the University. As such, the task team hosted four Open Access events in 2021.
- The Teaching and Learning task team facilitated the upskilling of Information and Faculty librarians through a number of workshops that were conducted by Prof Lorette Jacobs. Through these workshops, librarians learnt about training and teaching in a hybrid environment. Librarians demonstrated their acquired skills through presentations to the Library executive team.
- The Blackboard Collaborate task team focussed on ensuring that all staff who teach students learn how to use Blackboard effectively. The task team continues into 2022 as there is a lot to learn in using Blackboard collaborate as a teaching and learning tool.
- The Summon task team: Encore Duet reached its end and the UJ Library decided to migrate to Summon. Task team members assisted in the planning and solving of technical challenges during the implementation and testing of the new platform. The task team will finalise its project in 2022.

4. STATISTICAL REPORT

The compilation and analysis of Library statistics were done to describe and monitor the collections and use of services in the Library, to determine trends and development areas, and demonstrate the impact of the Library services on the University. Below is a statistical overview of the Library usage statistics.

4.1 Visits to the Libraries

During 2021, the virtual visits to the Library increased by 4%. This was an improvement on the previous year when there had been a decline. The LibGuides were the most visited sites as the librarians updated these guides which were found to be useful to the students. LibGuides are a powerful source of information as they guide students across all the Library services and resources.

Table 03: Library Visits through Various Platforms 2017-2021

Platforms	2017	2018	2019	2020	2021	Difference	%
LibGuides	379,285	591,924	721,844	712,796	747,067	34,271	5
UJoogle	118,189	174,279	193,131	199,591	192,779	-6,812	-3
Web access	941,067	796,142	891,862	828,960	874,531	45,571	5
Overall Virtual Visits	1,438,541	1,562,345	1,806,837	1,741,347	1,814,377	73,030	4

Overall Virtual Visits: 2017-2021
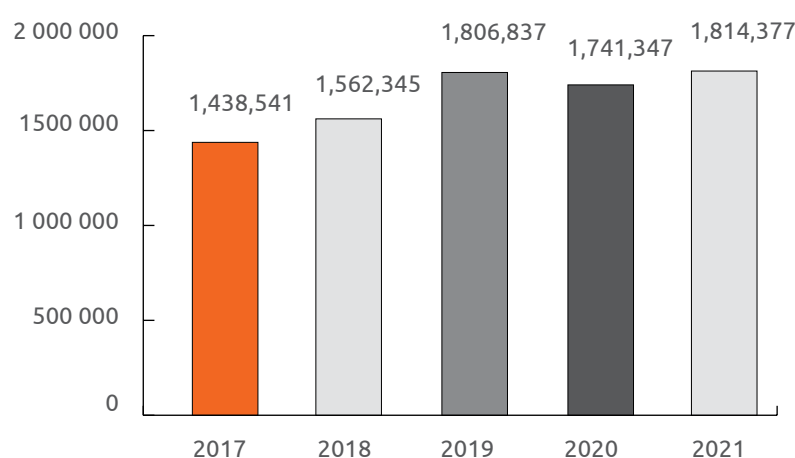
4.2 Use of the Book Collection (Print and Electronic)

In 2021, the overall book collection usage increased by 21%. Print usage decreased by 1%, whilst e-book usage increased by 25%. The increase in the usage of the e-book collection is an indication of the relevance of the information sources acquired. It is also linked to the increased visits and usage of the LibGuides, the increase in the visits to the Library's Online Information Literacy Module, the trainin g sessions conducted, and the increased one-on-one reference queries handled in 2021.

Table 04: Use of the Book Collection (Print and Electronic)

Collection Type	2017	2018	2019	2020	2021	Difference	%
Print	431,945	383,711	290,991	54,644	54,115	-529	-1
Electronic	453,233	433,569	495,664	345,932	431,361	85,429	25
Total	885,178	817,280	949,784	400,576	485,476	84,900	21

The increase in the usage of the e-book collection is an indication of the relevance of the information sources acquired.

4.3 Collection Development

In 2021, 49% of the total collection of the Library was available in print format, whilst 51% was electronically available. There is a consistent and focussed decline in the acquisition of print collections and an intentional increase in acquiring electronic resources. The Library increased its holdings with 85,682 titles, as compared to 81,955 titles in 2020.

Library Collection Growth 2020

Electronic 47%

Print 53%
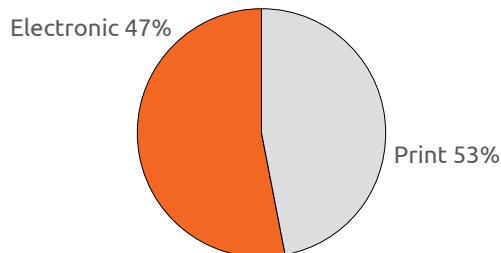
Library Collection Growth 2021

Electronic 51%

Print 49%
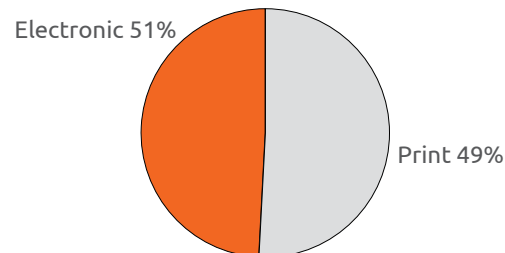
Electronic Collection

This collection includes both the electronic journal collection and e-books. The Library aimed at providing access to as many full-text electronic sources as possible. The marked growth in the electronic collection was a result of the e-first policy. The increase from 2020 to 2021 is 15%, from 549,955 in 2020 to 631,807.

Table 05: Details of the Electronic Collection and Growth Trends

Collection Type	2017	2018	2019	2020	2021	Difference	%
Single titles	37,732	77,873	109,912	139,325	163,927	24,602	18
E-books in collection	167,315	253,938	228,866	249,058	292,907	43,849	18
Journal titles with full-text access to databases	105,235	116,375	126,895	125,523	135,444	9,921	8
Individual e-journal titles	1,133	1,166	1,275	1,232	1,247	15	1

Table 06: Growth of the Database Collection (2017-2021)

Types of databases	2017	2018	2019	2020	2021	Diff	%
Abstract	9	11	11	11	11	0	0
Full text	127	172	182	189	193	4	2
e-Book	18	20	21	21	23	2	10
Bibliographic	22	23	23	23	23	0	0
Reference	11	12	13	13	13	0	0
Other	29	30	52	54	54	0	0
Archives (all formats)			48	73	74	1	1
Total	216	268	302	311	318	7	2

There is a consistent and focussed decline in the acquisition of print collections and an intentional increase in acquiring electronic resources.

b) Usage of the Database Collection

The UJ Library provided access to 318 electronic databases during 2021 as compared to 311 in 2020. The use of electronic databases declined by 38%, from 5,659,687 in 2020 to 3,489,718 in 2021. The decline could be due to the following reasons:

• Availability of open access material that publishers made available during the lockdown.
• Copies of articles placed on Blackboard for students to access easily.
• There were some problems with access to vendors as the Library transitioned from using the WAM system to OpenAthens.

To mitigate the decline, the Library plans to do a survey to enquire from students how they study in order to understand which resources they prefer to use. This will inform the budget for 2023.

Table 07: Database Usage Trend: 2017-2021

	2017	2018	2019	2020	2021	%
Databases	4,289,941	4,076,351	5,092,451	5,659,687	3,489,718	-38

Database Usage Trend: 2017-2021
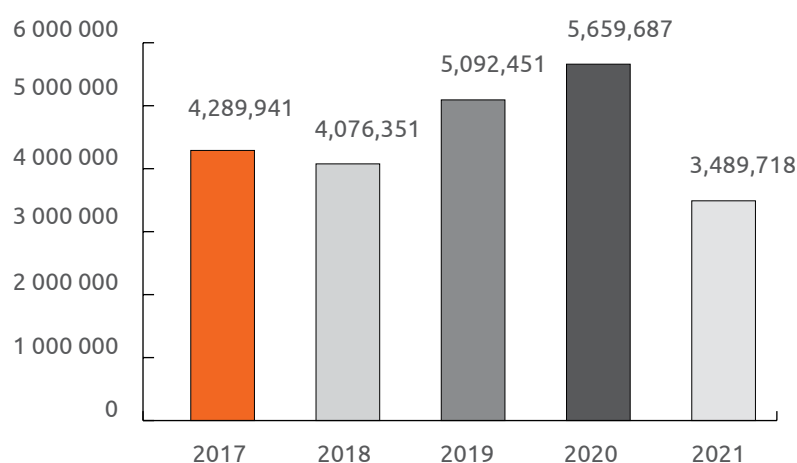
The appointment of
temporary staff was
done to assist various
departments to
achieve their specific
operational goals.
Appointments were
made against vacant
positions or the
Library reserves.

5. EMPLOYEE PROFILE

5.1 Staff Composition per Peromnes Levels

The UJ Library has 145 permanent positions. As of 31 December 2021, the Library had 12 vacant positions. 12 appointments were made in 2021 of which 11 were from the designated groups. The majority (57%) of the permanent staff is between Peromnes Levels 11 and 8, with 58% of the staff component being female. The equity profile is as follows: 73% Black, 5% Coloured, 2% Indian, and 20% White.

Table 08: Library Staff Peromnes Profiles

Peromnes Level	Number of positions	Percentage
P3	1	1
P5	2	1
P6	1	1
P7	22	17
P8	31	23
P9	10	8
P10	9	7
P11	43	32
P12	12	9
P14	2	1
Total	133	100

5.2 Staff Turnover (Appointments, Resignations, and Retirements)

5.2.1 Permanent Positions

As mentioned above, 12 appointments were made in 2021. There were 12 vacancies as of 31 December 2021 with a total of three resignations and one dismissal.

We would like to thank the following staff members who retired in 2021 for the excellent work performed during their tenure at the UJ Library: Ms Ester De Broize (Faculty Librarian CBE), Ms Portia Morake (Library Assistant: Physical Processing), and Ms Miriam Mabalane (Faculty Librarian: Education).

5.2.2 Temporary Appointments

The appointment of temporary staff was done to assist various departments to achieve their specific operational goals. Appointments were made against vacant positions or the Library reserves. Staff appointed worked on projects such as OJS, The Thinker Magazine, app development, and the UJ Press. Student assistants and general assistants were also employed to work on various projects in the Library.

Appointments made were as follows (including repeat appointments):

- Four full-day appointments against permanent posts.
- Seven student assistants.
- Five tutors funded by the Library.
- 17 consultants.
- One intern.

5.2.3 Equity Profile

Race Equity Profile

On 31 December 2021, 80% of the permanent Library staff were from the designated groups.
See figure 01 for details:

Figure 01: Race Equity Profile
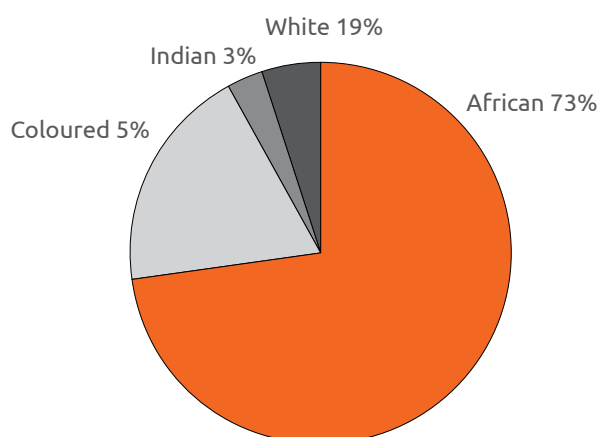
Table 09: Equity Profile – Race Trend

Category	2018	%	2019	%	2020	%	2021	%	Trend
African	100	70	101	72	98	73	96	73	=
Coloured	7	5	7	5	7	5	7	5	=
Indian	3	2	3	2	3	3	3	2	=
White	33	23	28	20	26	19	27	20	
Total	143	100	139	100	134	100	133	100	

Table 10: Equity Profile – Gender Trend

Gender	2018 Number	%	2019 Number	%	2020 Number	%	2021 Number	%	Trend
Female	83	58	77	55.39	75	56	77	58	
Male	60	42	62	44.60	59	44	56	42	
Total	143	100	139	100.00	134	100	133	100	

5.3 Staff Development

5.3.1 Conference Presentations, Publications, and Qualifications

In 2021, Library staff members presented papers at various conferences and seminars, published articles in peer-reviewed journals, and completed professional qualifications relevant to their areas of work.

a) Conferences

Presenter	Conference	Title of the Presentation
Prof Maria Frahm-Arp	UJ Library Conference: Conversations about the Journey of Change: A New Normal	"Finding an Invitation to a New Way of Being in the Dark Side of COVID"
Dr Elize du Toit and Ms Trishana Soni	UJ Library Conference: Conversations about the Journey of Change: A New Normal	"Collaboration: A 21st-century 4IR skill: Sharing Lessons Learnt in Helping Students with Academic Skills and Being Critical Reflective Practitioners"
Ms Nomoya Mahlangu	UJ Library Conference: Conversations about the Journey of Change: A New Normal	"The Rise to Prominence of Library Data Analytics in the Midst of the Lockdown Period – Examining the UJ Library Experience"
Ms Faith Zalekile	UJ Library Conference: Conversations about the Journey of Change: A New Normal	"Collection Development and Electronic Resources"
Mr Wikus van Zyl	Transcending Leadership Global Summit 2021: Retirement	"Book Publishing, a Guide for Potential Authors"

b) Workshop/Seminar Presentations

Presenter	Workshop/Seminar	Title of Presentation
Prof Maria Frahm-Arp	Supporting Postgraduates – a Library Perspective	"Using 4IR to Better Support Postgraduate Students"
Prof Maria Frahm-Arp	ProQuest – Webinar on Emerging Researchers	"Supporting Emerging Researchers through the Library"
Ms Nomoya Mahlangu	Learning and Leading in a Digital World: UJ Library School Seminar – October 2021	"UJ Library School Engagement Project"
Dr Elize Du Toit	Learning and Leading in a Digital World: UJ Library School Seminar – October 2021	"Understanding the POPI Act: Plagiarism, Fake News, Privacy and Consent in an Online Environment"
Ms Reneka Panday	Learning and Leading in a Digital World: UJ Library School Seminar – October 2021	"Communication Channels"
Ms Janina van der Westhuizen	Elsevier: Bright Talk Webinar	"Breaking the Mould: The Trials and Tribulations of the UJ OpenAthens Team"
Ms Janina van der Westhuizen	Ebsco Pyjama Party Series	"Breaking the Mould: The Trials and Tribulations of the UJ OpenAthens Team"
Ms Janina van der Westhuizen	ProQuest: Researchers Webinar	"UJ and PQTD: Our Journey"

c) Qualifications

Staff member	Qualification
Dr Elize Du Toit	PhD from the University of South Africa. Research topic: "Information Seeking Behaviour of First-Generation Students of the University of Johannesburg".
Mr Pfano Mukhwathi	Advanced Diploma in Real Estate

6. COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT, AND REPUTATION MANAGEMENT

The Library was able to host 286 virtual events over nine months. Of these, 59 were AI or 4IR related, and 115 were events paid for by clients outside the Library. The Library is grateful for the support from various stakeholders in hosting these events. Details of the events have been added as an addendum to this report.

6.1 The Vice–Chancellor Reading Group Discussion

In 2018, Prof Marwala began a monthly reading group for staff and students on campus. With lockdown, it moved into the online space and in June 2020 the Chair of Council, Mr Mike Teke, also started presenting book readings online. In 2021, the Library hosted nine virtual VC's Reading Groups:
- "The Protestant Ethic and the Spirit of Capitalism", by Max Weber.
- "Twelve Who Ruled: The Year of Terror in the French Revolution", by RR Palmer.
- "The Open Society and its Enemies", by Karl Popper.
- "Range: Why Generalists Triumph in a Specialized World", by David Epstein.
- "Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration", by Amy Wallace and Edwin Catmull.
- "Noise", by Cass Sunstein, Daniel Kahneman, and Olivier Sibony.
- "The God of Small Things", by Arundhati Roy.
- "Klara and the Sun", by Kazuo Ishiguro.
- "The Origin of Species", by Charles Darwin.

Mr Mike Teke, the Chair of Council, presented discussions on the following books:
- "Talking to Strangers: What We Should Know about the People We Don't Know", by Malcolm Gladwell.
- "Character Building", by Booker T Washington.
- "Dream Big: How the Brazilian Trio behind 3G Capital – Jorge Paulo Lemann, Marcel Telles and Beto Sicupira – acquired Anheuser-Busch, Burger King and Heinz", by Cristiane Correa.
- "The Precipice: Existential Risk and the Future of Humanity", by Toby Ord.

6.2 Virtual International Conference

The UJ Library, in collaboration with the Association of Commonwealth Universities (ACU), invited librarians from across the world to reflect on and share in conversations about lessons learnt, ongoing challenges, best practice examples, and innovative solutions to the "new normal" we find ourselves in.

Amid the numerous changes and challenges brought about by the COVID-19 pandemic, all spheres of work, learning, and research have been affected and had to evolve. During this period, Libraries have become fully integrated virtual and physical spaces. How Libraries have been building additional capabilities, innovating new services, and offering the support needed by users in these unusual times, were viewed as an important conversation for librarians to have. Thus, the conference focussed on the following themes:
- "Changes and Transitions in Collections Development".
- "Technology and Transitions in Libraries".
- "Personalisation and the Promise of Artificial Intelligence".
- "The Rise of Open Content".
- "Continuous Learning and Development: Reflections on Reimagining Staff Development".
- "The Library Website and Social Media as the Virtual Front Door".
- "Higher Education and the SDG (Sustainable Development Goals) Challenge".

The Library was able to host 286 virtual events over nine months. Of these, 59 were AI or 4IR related, and 115 were events paid for by clients outside the Library.

UNIVERSITY OF JOHANNESBURG

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For the ♡ of learning

🐦 #ujlibrary
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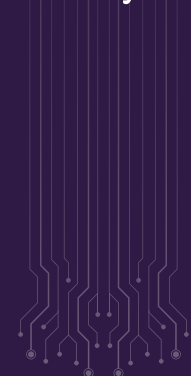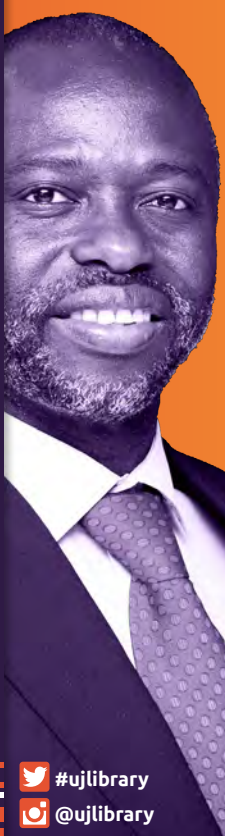
INVITATION ▪ VC's Reading Group

The Vice-Chancellor and Principal of the University of Johannesburg, Professor Tshilidzi Marwala invites you to his first recommended book read for 2021.

The protestant ethic and the spirit of capitalism by Max Weber.

Max Weber's best-known and most controversial work remains to this day a powerful and fascinating read. He is a German sociologist, economist, and politician. This book is considered the most informed work ever written on the social effects of advanced capitalism.

DATE ▪ **Friday, 19 February 2021**

TIME ▪ **14h00** (CAT)

Click on **https://zoom.us/j/97681767673** and join in the conversation.

UJ Library 4.0

For the ♡ of learning

Conversations about the Journey of Change: a "New Normal"

The University of Johannesburg Library in partnership with the Association of Commonwealth Universities (ACU) will be hosting its Second Virtual International Conference.

DATE ▪ **7 September** (09h00–15h30 SAST) & **8 September 2021** (14h00–18h00 SAST)
REGISTER ON ▪ **https://ujlibraryevents.co.za/conference2021/** – FREE TO ATTEND
VENUE ▪ Virtually via Zoom

CONFERENCE INVITATION

INVITATION | SEMINAR

🐦 #ujlibrary
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The UJ Library, in partnership with the **Faculty of Education** invites you to the **Teacher Librarian Seminar Series**

Learning and leading in a digital world

What is this about? Skills and competencies for a changing world

Reasons to attend: Learn, lead, share, and apply

Proof of value: To reconceptualise the role of the teacher librarians, to manage the information stream, learn how to prioritise new innovations and to cultivate habits of lifelong learning.

OUTCOMES:
• Advocate for teacher librarian
• Strengthen the sector
• Cultivate an awareness of new developments
• Responding to a changing world
• Leading in a digitally responsible manner
• Develop a Community of Practice of teacher librarians

Date ▪ 12, 14, 18 & 20 October 2021
Time ▪ 14:00 – 16:00
Click here to register
https://zoom.us/meeting/register/
tJYsdOysqDwuGt0ieBdXR7J1kF5FGbrDhQmd

6.3 TEDxUniversityofJohannesburg

TEDxUniversityofJohannesburg hosted its third independently organised TEDx event this year. Our vision was to showcase fascinating thinkers and leaders at UJ and in South Africa. The theme this year was Gaining the Edge.

The current technological revolution in which we exist, has evolved so rapidly that it has forced us to re-examine the fundamental ways in which we as humans live, operate, communicate, and understand each other. Humankind is experiencing a disruptive transformation like no other, where technology is fusing the spheres of the physical, digital, and organic worlds.

Our envisaged distant "future" has abruptly transformed into our daily reality. From self- driving cars, the swiftest vaccine manufacturing and distribution, decentralised financial systems, and digital currencies, to remote working, living in today's world has demanded that we gain the edge in order to stay ahead of this fast-paced digital revolution. Our response must be an integrated and comprehensive one in order to embrace the global economic, health, political, academic, and social transformation.

As South Africans and more so, Africans on the African continent, we must guide this technological revolution in a responsible manner and direct it

towards a unified future that reflects a common purpose and ideology to benefit all South Africans. Each of us can play an active role, irrespective of how big or small, to uplift humanity into a new collective and moral realisation, based on a communal sense of diminishing the social, economic, cultural, and human gaps in society, in order to meet the needs of today's fast-changing, fast-paced global race to "Gain the Edge".

6.4 Community Outreach, Collaborations, and Partnerships

The Library also developed partnerships with various entities as part of its community outreach programmes. Below are some of the social engagement activities in 2021.

a) Teacher Librarian Seminar: A Community Outreach Programme

The UJ Library, in partnership with the UJ Faculty of Education, hosted a successful online workshop for school librarians titled, "Learning and Leading in a Digital World". The event took place on 12, 14, 18, and 20 October 2021.

The school librarian workshop is part of the UJ Library's community engagement projects that aim to contribute towards the empowerment of school Libraries and librarians. The initial idea when the project started was to target quintile 1, 2, and 3 UJ feeder schools in and around the Johannesburg area. However, the virtual environment allowed us to open this workshop up to anyone who was interested and working in school Libraries or as teachers.

 The Library, in partnership with the Faculty of Education, identified a need to engage school librarians on an annual basis through workshops and seminars, the aim being to bring various experts in Libraries, Library education, and technologies to the school librarians, thereby contributing towards ensuring that learners are prepared when they enter tertiary education.

This year, the workshop focussed on empowering school librarians to teach in a digital environment. Hence, the programme was divided into four themes which touched on the following key aspects: Digital fluency and safety; open educational resources; communication channels, demystifying coding; working in a constraining and under-resourced environment; digital literacy and citizenship; and becoming a change agent.

What made this workshop interesting and quite effective is that the presenters and facilitators came from diverse environments and backgrounds from within and outside UJ. Under the leadership of Prof Jacqueline Bachelor from the UJ Faculty of Education, a number of senior students in the Faculty of Education facilitated various sessions based on the topics that they were either teaching or studying. This innovative way of involving UJ senior students, interns, and lecturers brought freshness and relevance to the workshop content

To bring balance to the workshop content, representatives from the basic education district office and teachers presented the current status of school Libraries in their environments. From these presentations, it was evident that there are various interventions towards the upliftment of teacher librarians and learners. However, the challenges facing school Libraries are much bigger than the efforts to improve their status in South Africa, especially within black communities.

7. RESOURCES MANAGEMENT AND SUSTAINABILITY

Due to the COVID-19 lockdown period, the Library offered limited income-generating services.

7.1 Income and Expenditure

The Library introduced a virtual events platform during the lockdown period. The total income generated from this service was R686,230.00 with a net profit of R500,260.00.

The Library hosted an international conference via an online platform, with the title, "Conversations about the Journey of Change: A New Normal". The conference obtained sponsorships in exchange for marketing at the events. The total income generated from the sponsorships was R98,900.00.

7.2 Financial Summary Done

In 2020, 98% of the Library budget was spent.

		2021		
		Budget	**Expenditure**	**%**
1	**Human Resources**	R82,538,240	R79,995,454	97
2	**Restricted Budget**	R907,796	R657,861	72
3	**Operational Budget**	R12,078,025	R6,323,553	52
	Sub Total (HR, Restricted, and Operational)	R95,524,060	R86,976,869	91
4	**Information Budget**	R135,286,688	R138,099,527	102
	Total	R230,810,748	R225,076,396	98

Note on Point 1: Human Resources
There was a number of vacancies during the year, thus creating the under-expenditure on the Human Resources/Personnel Remuneration category.

Note on Point 2: Restricted Budget
Expenses relating to Foreign Exchange Gains and Losses were allocated by Finance to a central Foreign Gains and Losses account, thus resulting in an under-expenditure in the Restricted Budget category.

Note on Point 3: Operational Budget
The under-expenditure in the Operational Budget category can be attributed to savings on various operational expense accounts as a result of the national lockdown.

Note on Point 4: Information Budget
The allocated Information Budget was spent as planned. The budget was optimally utilised.

8. THOUGHT LEADER

The UJ Library excelled in many areas despite the COVID-19 limitations. Below is a summary of the Library's most outstanding achievements:

- International presence: Prof Maria Frahm-Arp, Executive Director: UJ Library served on the Association of Commonwealth Universities (ACU) Supporting Research Steering Committee. She represented both UJ and the Sub-Saharan African Region. The ACU Supporting Research Steering Committee helps to strengthen and drive the activities and aims of the ACU Community, alongside fellow professionals from across the Commonwealth. Prof Frahm-Arp was elected to the Executive Committee of the OCLC (Online Computer Library Center) Europe, Africa, and the Middle East region. OCLC is the second-largest Library systems provider in the world. Prof Frahm-Arp also served on the board of Sabinet – the largest Library system provider in Southern Africa.

- International presence: Ms Reneka Panday, Marketing and Special Projects Librarian, was appointed as the ACU Ambassador for UJ. This is a voluntary position that the ACU has established to improve communication with its members and to help raise awareness of the membership and the benefits on offer to its member institutions.

- Ms Elize Du Toit received her PhD qualification. Her research topic was "Information Seeking Behaviour of First-Generation Students

at the University of Johannesburg". This led to her being requested by the Library at the University of Fort Hare to design a new hybrid information literacy curriculum for delivery in 2022 and beyond.

- The UJ Press has successfully hosted eight journals on its OJS, with six more journals in the pipeline. The UJ Library Open Journal System supports the open access publishing and disseminating of information through open access platforms, as part of the mission at the UJ Library is to support research.

- The UJ Library hosted its fourth successful international conference in partnership with the Association of Commonwealth Universities and continued to attract an international audience. The conference was online in 2021.

- Library virtual events: The UJ Library hosted 286 events. 115 of these were paid-for conferences.

- Support for Teacher Librarians in Quintiles 1, 2, and 3 schools: The Library hosted a very successful four-day workshop for Teacher Librarians in September 2021. The title of the seminar was, "Learning and Leading in a Digital World".

9. CONCLUSION AND THE WAY FORWARD

The Library's primary strategic focus in 2021 was to be a central point of value add toresources the University. The key objective was to improve the quality of what we do rather than to do more. The focus for 2022 is on reconnecting. The focus areas for 2022 will be achieved through the following key focal areas:

- Diverse development: Understanding that each individual is unique, and recognising our individual differences.
- Digital connectedness: Latest tools and technologies for staff and postgraduates.
- Client connectedness: Reimagine our customer service culture.
- Congeniality: Workplace atmosphere of respect and friendliness.

10. CONSOLIDATED LIBRARY EVENTS: 2021

DATE	EVENT	PARTNERS
16 Feb	**Webinar:** Regulation vs Self Regulation of Social media in a Democracy	Centre for Social Change / IEMSA
17 Feb	**Sociology Webinar Series:** Who wants the vaccine, who doesn't, and why? Findings and analysis from the UJ/HSRC COVID Democracy Survey	Dept of Sociology
18 Feb	**Public Lecture:** Process Mining as the Superglue between Data Science and Process Science by Professor Wil van der Aalst	School of Consumer Intelligence and Information Systems (SCiiS)
19 Feb	**Webinar:** Truth or conspiracy? Navigating the internet during a pandemic	School of Consumer Intelligence and Information Systems (SCiiS)
19 Feb	**2021 VC Reading Group**: The Protestant ethic and the spirit of capitalism by Max Weber	VC Office
23 Feb	**Book Discussion:** Nuts and Bolts by McLean Sibanda	School of Management / Centre for Entrepreneurship
24 Feb	**Sociology Webinar Series**	Dept of Sociology
25 Feb	**Public Lecture:** Civil Society as Agents of Change and Innovation in Africa	Dept of Politics and International Relations
26 Feb	**Book Discussion:** Leading in the 21st Century – The Call for a New Type of African Leader by Prof T Marwala	Office of the VC
02 Mar	**CBE Public Lecture:** NPC Review of Economic Progress and recommendations for course correction.	College of Business and Economics
03 Mar	**Sociology Webinar Series:** Freedom of (sexual) expression online – is content moderation an ally or an enemy?	Dept of Sociology
04 Mar	**Webinar:** Anthropology & Development Studies with Prof Loren Landau from Oxford University: African Mobility and Development in an Era of Containment	Dept of Anthropology and Development Studies
09 Mar	**Webinar:** International Women's Day	Transformation Division

DATE	EVENT	PARTNERS
09 Mar	**Book Discussion:** Tech Adjacent – The Exponential Guide to Leveraging Technology for Business Success by Mushambi Mutuma	School of Consumer Intelligence and Information Systems
10 Mar	**Sociology Webinar Series:** Sexuality and national liberation: Scholar activist views	Dept of Sociology
11-12 Mar	**Postgraduate Welcome Days**	Postgraduate Centre
15 Mar	**LEAN Library Launch**	Library Project
16 Mar	**Book Discussion:** Anxious Joburg: The Inner Lives of a Global South City - Seeking Asylum in Joburg	Transformation Division
17 Mar	**Sociology Wednesday Series:** Exploring Queerphobic Geographies in Southern Africa	Dept of Sociology
18 Mar	**Virtual Book Launch:** 'Mediating Xenophobia in Africa'	IPATC
19 Mar	**Mike Teke's Reading Group:** 'Talking to Strangers' by Malcolm Gladwell	VC Office
23 Mar	**Webinar** with IEMSA / Centre for Social Change: Is Electronic Voting the future of democracy?	Centre for Social Change / IEMSA
24 Mar	**Webinar:** How to cope with Online Learning during COVID By Siyabonga	PsyCaD
24 Mar	**Sociology Webinar Series:** Heteronormativity: what is it and why should we care?	Dept. of Sociology
25 Mar	**Webinar:** A new era in information security. Privacy and its impact in a post COVID world. .	Dept of Politics and International Relations
26 Mar	**Migration Webinar (1):** 'Africa/European Union (EU) Migration'	IPATC
29 Mar	**Book Discussion:** Searching Through Dustbins: An authentic account of the birth of a business by Abed Tau	Centre for Entrepreneurship
30 Mar	**VC Reading Group:** Twelve who Ruled by R R Palmer	VC Office
31 Mar	**Webinar:** Tsunami of Disinformation around the COVID-19 vaccine	Strategic Communications Division
31 Mar	**Book Launch:** Wrecking Ball – Why permanent technological unemployment, a predictable pandemic and other wicked problems will end SA experiment in inclusive democracy by Prof Stu Woolman	Faculty of Law
31 Mar	**Webinar:** SAAPS Panel on Meaningful collaboration Meaningful Collaboration in Political Science, International Relations and Related Fields	Dept of Politics and International Relations
07 Apr	**Climate Change Webinar:** What can we do to achieve Just Climate Change in South Africa?	Dept of Anthropology and Development Studies
08 Apr	**Book Discussion:** Competitive Edge – Lessons from the Sporting World for Sustained Success by Cyrus Rogers	Dept of Business Management and UJ Sport
09 Apr	**Webinar:** Swiss/South Africa Blockchain Ecosystem	Internationalisation Division
12 Apr	**Webinar:** Webinar: Elaborated Action Design Research by Dr Matt Mullarkey	SCiiS - School of Consumer Intelligence and Information Systems

DATE	EVENT	PARTNERS
13 Apr	**Public Lecture** with MIT Chancellor, Prof Phillip Clay	VC Office
14 Apr	**Sociology Seminar Series:** Sexuality and AmaXhosa women's agency	Dept of Sociology
15 Apr	**Webinar:** The Human in the machine by Carmen Murray and Taz Singh	Dept of Marketing
20 Apr	**Webinar:** National Minimum Wage	CSDA
20 Apr	**Commemorating Freedom Day with Author Kim Heller on the book:** 'No White Lies - Black Politics And White Power In South Africa'	Transformation Division
21 Apr	**Webinar:** 'Evaluating government use of digital media during COVID-19'	Dept of Strategic Communication
22 Apr	**Webinar:** Launching Men's Forum - Challenges faced by men in the 21st century	Transformation Division
22 Apr	**Book:** Celebrating Autism Month with author Prof Nokhanyo Mdzanga on her book 'Seems like its my destiny'.	Dept of Educational Psychology and Transformation Division
23 Apr	**Book Discussion:** Applied Information Systems (AIS) Virtual Reading Club: The prosperity paradox: how innovation can lift nations out of poverty by Clay Christensen, Efosa OJomo, and Karen Dillon (2019)	Dept of Applied Information Systems
28 Apr	**Book Launch:** The Global South and Comparative Constitutional Law Edited by Prof Philipp Dann, Dr Michael Riegner and Maxim Bönnemann	Faculty of Law / SAIFAC
29 Apr	**Virtual Book Launch:** 'The New Political Economy of Land Reform in South Africa'	IPATC
30 Apr	**Webinar:** with Alumni	Alumni Division
03 May	**Webinar:** World Press Freedom Day: Press Freedom in the Digital Age: Threats and Opportunities	Faculty of Humanities, Department of Strategic Communication
06 May	**Webinar:** UJ Marketing Fit - Jessica McEndoo : Tech future trends	Department of Marketing
07 May	**Webinar:** The Anatomy of a 4IR Crisis: How the Pandemic is Reshaping Knowledge Management	Department of Information and Knowledge Management
07 May	**Alumni Conversation series:** Sharing Solutions with Zanele Modiba and Allegro Dinkwanyane	Alumni Division
10 May	**Book Launch Webinar:** A 21st Century Employability Skills Improvement Framework for the Construction Industry by John Aliu, Clinton Aigbavboa and Wellington Thwala	Department of Construction Management & Quantity Surveying
11 May	**Academic Integrity Week**	Postgraduate Division
11 May	**Postgraduate Webinar:** What are the 17 Sustainable Development Goals and how to use them in your research	Postgraduate Division
11 May	**Webinar:** Techniques for developing measurement instruments with Prof Efosa Idemudia, from Arkansas Tech University in the United States	Department of Applied Information Systems
13 May	**Webinar:** Keeping Your Sanity: The Psychological Impact Of Information Overload & Fake News	PsyCaD
13 May	**Webinar:** UJ Marketing Fit – Future Trends	Department of Marketing

DATE	EVENT	PARTNERS
17 May	**Webinar:** Improving the Impact of Research: Shining a Light on Science in Africa	Postgraduate Division
18 May	**Webinar:** Funding for your research	Postgraduate Division
18 May	**UJ Marketing Fit – Future Trends:** The Real Metrics that Matter for Marketing Fitness by Katherine Medley	Department of Marketing
19 May	**Webinar:** How to use social media to share your research	Postgraduate Division
20 May	**Webinar:** Queer(ing) Pedagogies -Towards an Inclusive Society featuring Prof Kjaran and Prof Thabo Msibi	Transformation Division
20 May	**UJ Marketing Fit – Future Trends:** The Role of Cultural Intelligence in 2021 by Dali Tembo	Department of Marketing
21 May	**VC Reading Group:** The Open Society and its Enemies by Karl Popper	VC Office
24 May	**Workshop:** #SheMeansBusiness: Learn how to grow your business with the basics of digital marketing and business administration skills.	Department of Applied Information Systems
25 May	**Celebrating Africa Day:** with editors Melissa Steyn and William Mpofu on the book: Decolonising the Human - Reflections from Africa on Difference and Oppression	Transformation Division
25 May	**UJ Marketing Fit – Future Trends:** The Annual Flux Trends Briefing: The State we are in by Bronwyn Williams	Department of Marketing
26 May	**Webinar:** Research impact: concepts, challenges and developments in the field. Lucia Schoombee : Senior Research Intelligence Consultant at Elsevier	Postgraduate Division / Elsevier
26 May	**Book Launch:** Prof Séverine Autesserre on 'The Frontlines of Peace.'	Department of Politics and International Relations
27 May	**Book Discussion:** Optimal Operation and Control of Power Systems Using an Algebraic Modelling Language by Prof Jiangfeng Zhang (Fellow IET), Clemson University, USA Prof Murat Fahrioglu, METU Northern Cyprus Campus Arthur d'Herbemont, AIMMS, Netherlands	Department of Electrical & Electronic Engineering Science/ Centre for Cyber Physical Food, Energy & Water Systems/ AIMMS
28 May	**Public Lecture Webinar:** Introduction to Future Studies: Incorporating foresight for development: An innovation and 4IR perspective	College of Business and Economics
28 May	**Mike Teke Reading Session:** Character Building by Booker T Washington.	VC Office
1 Jun	**UJ Internationalisation Virtual Recruitment Session**	Division of Internationalisation
2 Jun	**Webinar:**The Impact of the 4IR on Data Protection and Cyber Crime.	School of Consumer Intelligence and Information Systems
2 Jun	**Webinar:** Africa Series Books - Discussion with Authors	Faculty of Education
8 Jun	**World Cafe with Internationalisation Division:** How can the youth continue to lead change by Mpho Letsoalo (International Marketing and Sales Specialist)	Division of Internationalisation
09 Jun	**Funeral Service** of Prof Michael Cross	Ali Mazrui Centre
9 Jun	Launch of SAJIA Special Issue: Terrorism and counter-terrorism in Africa: Reflections for a new decade	Department of Politics And International Relations

DATE	EVENT	PARTNERS
18 Jun	**Memorial Service** of Prof Michael Cross	Ali Mazrui Centre
21 -23 Jun	**Information Sessions with Schools**	Division of Internationalisation
24 Jun	**Webinar:** How well are children and caregivers faring? Findings from a psychosocial assessment of early grade learners during the COVID-19 pandemic	DST/NRF Chair in Welfare and Social Development at the CSDA
25 Jun	**VC Reading Group:** Range by David Epstein	VC Office
30 Jun	**Webinar:** Hacking the Vote – Cyber Security in Elections	IEMSA / HSRC / Wits / EIC
1 Jul	**Seminar on Gender-Based Violence:** When behaviour change is not enough: geographies of violence	Faculty of Humanities
07 Jul	**Tshimong Talks:** Reality Check: Do young people's career aspirations fit the reality of jobs in Africa?	Tshimong
08 Jul	**Seminar on Gender-Based Violence:** How do we create safer environments?	Faculty of Humanities
13 Jul	**Webinar:**Higher Education - An instrument for tolerance and equity: Possible areas of intervention by Prof Mcebisi Ndletyana	Department of Politics and International Relations /
13 Jul	**Public Lecture:** Restructuring and retooling SA Technology Facilities for 4IR	Institute for Intelligent Systems
15 Jul	**Distinguished 4IR webinar series**	Department of Anthropology & Development Studies
16 Jul	**Mike Teke's Reading Group Session:** Dream Big, By Cristiane Correa	VC Office
19 Jul	**Webinar:** Launch of Publication - Teaching Innovation for the 21st Century: A collection of UJ Teaching and Learning Vignettes	Division for Academic Planning, Quality Promotion and Academic Staff Development
23 Jul	**VC Reading Group:** Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration by Amy Wallace and Edwin Catmull	VC Office
26 Jul	**Webinar:**The future focused university by Ahmed Essop	Postgraduate School
27 Jul	**Webinar:** Queer Civil Society Book Launch	Transformation Division
28 Jul	**Book Discussion:** The Economy on your Doorstep - The political economy that explains why South African economy 'misfires' and what we can do about it by Ayabonga Cawe	College of Business and Economics
02 Aug	**Celebrating Women's Month** with First Lady of Namibia	Faculty of Education
03 Aug	**African Leadership Summit and Dialogue Series:** Leading Africa to rise above the effects of the pandemic and unlock opportunities	Internationalisation Division / IPM / Leading like Mandela Foundation/ Thembekile Mandela Foundation
04 Aug	**Women's Month Book Discussion:** Surfacing.: On being black and feminist in South Africa	Department of Social Work
04 Aug	**Formal launch of the VARSTEME hub** (Virtual and Augmented Reality in STEM Education)	Faculty of Education

DATE	EVENT	PARTNERS
05 Aug	**Webinar:** Social Media, Election Administration and Campaigning	Department of Politics and International Relations /
05 Aug	**University of Johannesburg - Tshimong Talks #2**	Tshimong NGO
06 Aug	**Celebrating Women's Month** with Prof Angina Parekh	Transformation Division
11 Aug	**Workshop** on Emotional First-Aid and Mental Resilience - Speakers: Dr. Nimisha Vandan, Dr. Amit Wanchoo OKAY MINDS	PsyCaD
13 Aug	**Webinar:** Rebuilding the Economy of Johannesburg with focus on Township Economy Revitalization	Gauteng Premier's Office, Prof Sinha's Office,
13 Aug	Internationalisation's World Café and the VC's Book Club discussion with Dr Sizwe Mpofu-Walsh on his new book, The New Apartheid	Division of Internationalisation
17 Aug	**Webinar:** The Internet of Things	Department of Applied Information Systems
18 Aug	**Webinar:** Vaccine acceptance and hesitancy - Centre for Social Change	Centre for Social Change
20 Aug	**Webinar:**Shaping internet governance: challenges for countries in Africa	ZADNA
24 Aug	**Public Lecture:** 4IR and Teaching & Learning by Prof Narend Baijnath	Postgraduate Division
24 Aug	**Webinar** with Eusebius Mckaiser on his experience with COVID-19	Primary Health Care Service and IOHA
25 Aug	**Distinguished 4IR webinar series**	SCiiS
26 Aug	**Women's Day Event with Internationalisation**	Division of Internationalisation
27 Aug	**VC Reading Group**	VC Office
26 – 27 Aug	**TEDxUniversityofJohannesburg YouTube Channel**	Library Project
30 Aug	**GBV Webinar 3:** Not by Accident: Health Care Workers and First Responders Discuss GBV on the Frontline	Faculty of Humanities
31 Aug	**Public lecture:** Past, Present and Future of Big Data & AI	SCiiS
01 Sep	Faculty of Humanities **Webinar** with Dr Tlaleng Mofokeng and Prof Marwala: 'Helen Joseph Memorial Lecture – 'Undressing Freedom: force, impunity and hubris as a response to disaster'	Faculty of Humanities
03 Sep	**GBV Book Discussion Webinar:** Evil Beside Me by Vee Rox	Faculty of Health Sciences
06 -07 Sep	**UJ Library International Conference 2021:** Conversations about the Journey of Change: a 'new normal'	Association of Commonwealth Universities
09 Sep	**Webinar:** Roles of Ethics and Morality in the 4IR : Speaker: Oupa Mokgoantle (Head of Risk Assurance and Advisory Services and Chief Information Officer at The Shard)	SCiiS
10 Sep	**Webinar:** Embracing Technology and Innovation for Socio Economic Transformation - Speaker: Andile Stofile (Government and Corporate Affairs Lead, Microsoft South Africa)	SCiiS
13 Sep	**Tshimong Talks with Nolo Mokoena:** Change The World, Become An Entrepreneur	Tshimong NPO
14 Sep	**Webinars for Student Entrepreneurship and Tech Transfer:** PsyCaD Section- Young Entrepreneurs Summit	PsyCaD/ Tech Transfer Office
15 Sep	**CSDA Webinar:** Communities of Practice	CSDA

DATE	EVENT	PARTNERS
15 Sep	**Book Launch:** IPATC Curriculum Transformation Book Launch 1 (African Schools)	IPATC
16 Sep	**Webinar:** Latest research in Marketing, Retail and 4IR.	Dept of Marketing
16 Sep	**Webinar:**Enterprising externally funded relationships	Technology Transfer Office
17 Sep	**Inter-generational webinar series:** The 'new order' – education and society	Senior Executive Director: University Relations, Student Affairs and UJ Sport
20 Sep	**Book Launch:** IPATC Curriculum Transformation Book Launch 1 (African Schools)	IPATC
21 Sep	**Webinar:** Latest research in Marketing, Retail, and 4IR.	Dept of Marketing
21 Sep	Distinguished 4IR webinar series	Faculty of Humanities
27 Sep	**Webinar:** Department of Medical Imaging and Radiation Sciences (MIRS) Webinar on GBV	Department of Medical Imaging and Radiation Sciences
28 Sep	**Webinar:** Latest research in Marketing, Retail and 4IR.	Dept of Marketing
29 Sep	**Book Discussion** with Prof Refilwe Phaswana- Mafuya, author of the book titled: Vision Never Dies: Learning Curves from my Non-Linear Career Journey	Faculty of Health Sciences
30 Sep	**AIS Reading Club:** Leading the Workforce of the Future: Inspiring a Mindset of Passion, Innovation and Growth - by Brigette Hyacinth	Dept of Applied Information Systems
30 Sep	Marketing Fit conversation with Prof Rana	Dept of Marketing
1 Oct	**Book Discussion:** Precarious Power: Compliance and discontent under Ramaphosa's ANC by Prof Susan Booysen	Department of Government and Stakeholder Relations within University Relations
04 Oct	**Book discussion:** How to Prevent Coups D'État: Counterbalancing and Regime Survival by Prof Erica Du Bruin	Department of Politics and International Relations
05 Oct	**Webinar:** The myth and the ideology of the Fourth Industrial Revolution - Guest speaker: Ian Moll	Department of Applied Information Systems
06 Oct	**Book Discussion:** New Apartheid by Sizwe Mpofu-Walsch	Department of Politics and International Relations
07 Oct	**Webinar:** The basics of starting your entrepreneurial journey by the UJ Technology Transfer Office	Technology Transfer Office
08 Oct	**Public Leture:** Reskilling and upskilling in a digital world	College of Business and Economics
11 Oct	**Book Launch** with Prof Steven Friedman: Prisoners of the Past: South African Democracy and the Legacy of Minority Rule	Faculty of Humanities
	Webinar: The Impact of 4IR On Africa and the African Diaspora: Professor Tshilidzi Marwala	Office of the VC
12, 14, 16 & 18 Oct	**Teacher Librarian Conference:** Learning and leading in a digital world	Library Project
12 Oct	**Webinar::** A Paradigm Shift in Higher Education in the context of the Fourth Industrial Revolution	Office of the DVC Research

DATE	EVENT	PARTNERS
13 Oct	**Public Lecture:** The Annual Thomas Sankara Public Lecture with Prof Kammila Naidoo and Dr Nolitha Vukuza	Thomas Sankara Men's Residence under the Division of Student Affairs
18 Oct	**Webinar** with Prof Richard Heeks on the topic: Adverse digital incorporation' – arguing that our views on digital and inequality need to move beyond the old 'digital divide' worldview.	College of Business and Economics
19 Oct	**Online Course:** Writing a book on your research topic	Library Project
19 Oct	**VC Reading Group**	Office of the VC
19 Oct	**Humanities Distinguished 4IR Webinar Series**	Faculty of Humanities
20 Oct	**Book Launch:** IPATC Curriculum Transformation Book Launch 2 (African American Schools)	IPATC
21 Oct	**Book Launch:** Law and Industry 4.0: Selected perspectives on a new scholarship of Teaching and Learning	Faculty of Law
22 Oct	**Mike Teke's Reading Group** - The Precipice- Existential Risk and the future of Humanity by Toby Ord	Chancellor's Office
27 Oct	**Webinar** with Prof Jari Lavonen on Inclusive Education, Coding and Robotics	Faculty of Education
28 Oct	**Mental Health Month Webinar and Launch of Psychology Affinity Group**	Faculty of Education
02 Nov	P**ublic lecture:** Microbial Disinfection With Pulsed Blue Light by Prof Chukuka Enwemeka from San Diego California, USA.	Faculty of Health Sciences
03 Nov	**Webinar:** Existentialism and the Narrative of the Fourth Industrial Revolution: Lessons from Jean- Paul Sartre's influence on Black Consciousness	Institute of Intelligent Systems
16 Nov	**Lecture Series** on African Higher Education: Trans-colonization and an African Philosophy of Education and Development: Contestations of Epistemic Orientations by Prof Joseph Agbakoba of Nigeria University	Faculty of Education / Ali Mazrui Centre
16 Nov	Humanities Distinguished **Webinar Series**	Faculty of Humanities

LIBRARY CONFERENCES

DATE	CONFERENCE	DEPARTMENT
05 Feb	**Conference Webinar:** Technology and Innovation Report 2021 Seminar	DST/NRF/Newton Fund Trilateral Chair in Transformative Innovation, the 4IR and Sustainable Development
10 Mar	**Colloquium Series:** Philosophy colloquium - American Education's Censorship and Illiberalism: Coming to a South African Campus Near You.	Department of Philosophy
17 Mar	**Conference:** Enhancing Public Finance Accountability during a pandemic: Unpacking the AGSA Special Report on the Financial Management of Government response to COVID-19	Commercial Accounting
24 Mar	**Colloquium Series:** Philosophy Colloquium: On the Evolution of Preferences by Professor David Spurrett (UKZN)	Department of Philosophy
08 Apr	**Conference:** DST/NRF/Newton Fund Trilateral Chair in Transformative Innovation Title: The Reasonable Robot: Artificial Intelligence and the Law	Dept of Humanities
13 Apr	**Webinar:** Africa Centre for Evidence Decolonizing 'evidence for development' with Ubuntu	Africa Centre for Evidence
15-21 Apr	**World Creativity and Innovation Week** - Cultivating Creative and Innovative Trailblazers	Internationalization a Business Management
15-21 Apr	**Conference:** School of Tourism and Hospitality (Student Webinar)	School of Tourism and Hospitality
20-22 Apr	**Conference:** School of Tourism and Hospitality (Industry Webinar)	School of Tourism and Hospitality
16 Apr	**Webinar:** Webinar: Nanjing Technology University Online Education Fair - 2021 Admission	Centre for Africa-China Studies (CACS)
20 Apr	**Conference Webinar:** The role of white academics/people in decolonisation: racism and resistance versus solidarity and action	Marketing Management
21 Apr	**Webinar:** Socrates on Learning to be Good	Philosophy Department
23 Apr	**Webinar:** Centre for Education Rights and Transformation	Research Department
28-30 Apr	**Conference Peak Performances:** COVID-19 and the Transformation of Teaching and Learning in Higher Education Critical reflections on experiences of teaching and learning in the face of the pandemic: responses, complexities, and the implications of COVID-19 on higher education	Faculty of Humanities and SARChi Chair
05 May	**Meeting:** Philosophy Colloquium	Philosophy department
05 May	**Webinar:** Locomotion and habitat classifications of fossil monkey postcrania of the Cradle of mankind	UJ Sociology, Anthropology & Development Studies Webinar Series
05 May	**Webinar:** Real-World Application of Blockchain Technology: Bitcoin Use Cases in Africa	PAXFUL
13 May	**Webinar:** Politics & International Relations Conversation Webinar	Department of Politics & International Relations Webinar
17 May	**Webinar:** Gambling and COVID	ICARA
	Webinar: Preparation for Exam and Managing of Exam Anxiety.	Learning Development

DATE	CONFERENCE	DEPARTMENT
19-21 May	**Conference:** South Africa's First-Year Experience (FYE): Understanding the First-Year Experience and the COVID-19 Pandemic amidst a Changed Higher Education Landscape	Department of Construction Management & Quantity Surveying
19 May	**Conference:** Knowing the dance from the dancer: performability and dancer identity	Philosophy Department
19 May	**Award ceremony:** SCiiS Top Achievers Awards	Marketing
24-25 May	**Conference:** Africa center of Education	ACE
25-25 May	**Event:** School of Tourism and Hospitality: Open week Webinar	School of Tourism and Hospitality
27 May	**Conference:** Webinar on tobacco and COVID	ICARA
31 May	**Webinar:** Decolonising the University in Africa by Sabelo Ndlovu-Gatsheni	CBE
30 Jun	**Webinar:** ASIM Scholarship Launch	Webinar: ASIM Scholarship Launch
24 Jun	**Webinar:** How well are children and caregivers faring?	Webinar: How well are children and caregivers faring?
23 Jun	**Webinar:** FADA Information Session for prospective undergraduate students	Library
22 Jun	The 100th Anniversary of the Communist Party of China (CPC)	CACS
18 Jun	**Webinar:** Centre for Africa-China Studies: Green Growth Webinar	Centre for Africa-China Studies:
17 Jun	**Conference:** How COVID has changed cannabis markets, use, and policy	ICARA
15 Jun	**Seminar:** SARChI Teaching and Learning: seminar on Epistemic Access	SARChI Teaching and Learning:
09 Jun	**Conference:** Transforming Research Excellence - New Ideas from the Global South (FRE)	AfricanMinds
08 Jun	From Bandung to BRICS: Health Diplomacy in the Developing World	From Bandung to BRICS: Health Diplomacy in the Developing World
04 Jun	**Conference:** Challenges and Opportunities of Working from Home in the Context of COVID 19 in Lagos, Nigeria	Conference: Challenges and Opportunities of Working from Home in the Context of COVID 19 in Lagos, Nigeria
02 Jun	Real-World Application of Blockchain Technology: Bitcoin Use Cases in Africa	PAXFUL
30 Jul	**UJ Sports Webinar:** Safeguarding in Sport: An Athlete's Story by Glenn Joselowitz & Dr. Kirsten van Heerden	UJ Sports
29 Jul	**Book Launch:** Sustainable Futures	Book Launch Sustainable Futures
26-Jul	**CACS Conference:** Could the Chinese System offer more choices than the Western One?	CACS
23 Jul	**UJ Sports Webinar:** Recent SA Athlete Doping Cases – what can we learn from it? Presented by Wafeekah Begg-Jassiem	UJ Sports
16 Jul	**UJ Sports:** Using mental coaching techniques as part of the rehabilitation process (Injury Management) presented by Jan Niemand	UJ Sports

DATE	CONFERENCE	DEPARTMENT
15 Jul	The Role of Universities in Sustainable Community Livelihoods in the COVID-19 era and Beyond.	The Role of Universities in Sustainable Community Livelihoods in the COVID-19 era and Beyond.
07 Jul	**Conference:** 2021 Indigenous Plant Use Forum (IPUF) conference	Botany Dept
06 Jul	**Conference:**2021 Indigenous Plant Use Forum (IPUF) conference	Botany Dept
05 Jul	**Conference:** 2021 Indigenous Plant Use Forum (IPUF) conference	Botany Dept
04 Aug	UJ Centre for Africa-China Studies	Centre for Africa-China Studies
06 Aug	Department of Sociology Webinar	Sociology
11 Aug	UJ Top Achievers Award	Marketing Dept
12 Aug	The Postgraduate School Annual Visualise Your Thesis Competitions	Postgrad School
12 Aug	Roundtable Transforming Research Excellence (ENG)	AfricaMinds
13 Aug	merSETA Viro-Vent Skills Innovation Challenge Virtual Event	merSETA
20 Aug	2021 international UJ Sports Conference	Sports
23 Aug	CACS Webinar	CACS
24 Aug	Learning Development Webinar	Academic development center
25 Aug	The Postgraduate School Three Minute Thesis (3MT) competitions	Postgrad School
25 Aug	Social media for research: Improve the impact, visibility, and citation rate of your research	Library
26 Aug	**Webinar:** Key tips on how to write an Op-ed piece.	Library
31 Aug	Women pushing back the frontiers of poverty in the COVID-19 era and Beyond: A Community Engagement perspective	Community engagement
02 Sep	**Conference Webinar:** Falling Walls Lab and the German Academic Exchange Service (DAAD)	Internationalisation and DAAD (Wits)
7-8 Sept	**UJ Library International Conference 2021:** Conversations about the Journey of Change: a 'new normal'	Library
08 Sep	Conference: School of Tourism and Hospitality (Industry Webinar)	STH - tourism
13 Sep	2021 SRC Elections - On the Couch	Student Affairs and Governance
14 Sep	2021 SRC Election - Debates	Student Affairs and Governance
15-16 Sept	ASRA Hybrid conference	Religion Studies
15 Sep	UJ Philosophy Colloquium Series in 2021	Department of Philosophy
20 Sep	Conference: SAAA and Gauteng Central Regional Conference	Gauteng Centre
21 Sep	**Webinar:** Plant-Based Diets and your Carbon Footprint	STH - Hospitality
22 Sep	UJ Philosophy Colloquium Series in 2021	Department of Philosophy
22 Sep	Event Academics and agency - Kasturi Behari leak, Jo anne Vorster	DST/NRF South African Research Chair in Teaching and Learning (PSET)
23 Sep	2021 SRC Election - Debates	Student Affairs and Governance
28 Sep	2021 SRC Election - Debates	Student Affairs and Governance

DATE	CONFERENCE	DEPARTMENT
29 Sep	Department of Psychology: Chinese Symposium	Department of Psychology
11 Oct	The Impact of 4IR On Africa and the African Diaspora: Professor Tshilidzi Marwala	Africa & African Diaspora
14 Oct	'Our actions are our future'- Leading to a sustainable food system	STH – Tourism/Hospitality
12, 14, 18, 20 Oct	Teacher Librarian Conference: Learning and leading in a digital world	Library
20 Oct	**Conference:** A decade of business rescue: the good the bad and the ugly	Faculty of Law
21 Oct	African Solutions Express: Immigration, Economics, and Integration	African Solutions Express
25 Oct	SARChI Chair Launch and Seminar	DST/NRF South African Research Chair in Teaching and Learning (PSET)
26 Oct	**FERL Symposium and Webinars:** 'Our actions are our future'- Leading to a sustainable food system	STH – Tourism/Hospitality
26 Oct	**Conference:** CACS Webinar	Centre for Africa-China Studies
01 Nov	School based student/teacher seminar	Faculty of Education
02 Nov	Psychosocial wellbeing of and support of Children in the Foundation Phase	Psychology department
03 Nov	**Conference:** CACS Webinar	Centre for Africa-China Studies
08 Nov	DST/NRF South African Research Chair in Teaching and Learning (PSET) - Joel Samoff	DST/NRF South African Research Chair in Teaching and Learning (PSET)
9-12 Nov	**Conference:** Postgraduate symposium	UJ Botany & Plant Biotechnology
15-18 Nov	**SARChI Chair Exhibition:** South African Art and visual culture	DST/NRF South African Research Chair in Teaching and Learning (PSET) South African Research Chair in Teaching and Learning
22-25 Nov	2021 Scholarship of Teaching and Learning (SOTL) online conference	School of Economics
26 Nov	Work Readiness Seminar	Faculty of Education
29 Nov	SANRC webinar	SANRC
1-2 Dec	Department of Anthropology and Development Studies international Seminar	Department of Anthropology and Development Studies international
03 Dec	UJCI Advisory Board Meeting	UJCI
06 Dec	CACS Advisory Board Meeting	Centre for Africa-China Studies

Tribute to 2021

By Ivy Segoe

Dear 2021,
You came in a few hours after my birthday
I was happy, full of life and expectant of new
promises for the new year
You came in fast like speed of light
You came crashing in like the waves of the sea
You came in with a big bag of gifts
A huge bag of gifts I never imagined

You came in and reminded me that time
is never guaranteed
You came in and showed me what it means
to be loved by family, friends and colleagues
You came shining in and taught me that during
my darkest moments,
I am my own light, my own strength!

You came in and reminded me that,
at the end of each storm,
there lies a beautiful rainbow
You came in and taught me to be mindful,
to love freely and continue to be the best
that I can ever be
You came and taught me to embrace my talents,
gifts and aspirations

2021, you have been one bumpy ride
Exhilarating, exciting, stimulating, challenging,
scary, sorrowful and full of hope
What a beautiful, chaotic, messy and
inspirational year you have been,
You were one of a kind

So, as we get closer to bidding you farewell
I am not going to complain about
what went wrong because...
It is during our darkest moments
that we are strengthened.
So, I thank you 2021
Thank you for taking me this far.