



# University of Johannesburg

## Institutional Transformation Plan

The Future  
**Reimagined**



UNIVERSITY  
OF  
JOHANNESBURG

# Institutional Transformation Plan 2016-2023

## UNIVERSITY OF JOHANNESBURG

### 1. PREAMBLE

The University of Johannesburg celebrated its 10th anniversary during 2015. Right from the inception of the institution in 2005, the University of Johannesburg embarked on a well-planned process to set the institution on the path towards transformation.

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

Transforming the institution since 2005 included the following successful processes:

- The merger was a very well managed process. The success of the merger can be attributed to the inclusion of specific building blocks that ensured stability and buy-in from all constituencies.
- Strong emphasis was placed on transformational leadership, equipping the Executive Leadership Group to navigate change in the institution.
- A strong brand was developed and was well managed from the outset. For the past eight years, UJ has been nominated as the second strongest university brand in South Africa.
- The substantive merger process, which included the development of a new academic architecture, the design of an organisational structure and processes that were fit for purpose, and the appropriate placement of staff in the new structures, was deemed to be fair and equitable.
- As soon as the institutional structure was in place, the University Management focused on establishing an inclusive institutional culture that would contribute towards cultural integration and social cohesion. The first Culture Survey was conducted in 2008 and was repeated in 2010, 2012 and 2014.
- The results of the 2012 Culture Survey indicated that the University had dealt effectively with the merger-related issues and had excelled in many areas.
- UJ is widely seen as the best post-apartheid merged university that is cosmopolitan in nature and has a very inclusive character and culture.

In terms of output, UJ has achieved the following since 2005:

- Rise in student numbers from 46 000 to over 52 000, where the demographic profile has changed dramatically
  - from 60% black students in 2005, UJ now reflects South Africa's demographics, with 86% of its student body from previously disadvantaged backgrounds;
- Transformed the academic landscape with the number of black academics rising by more than 300% from 140 to 450
  - despite intense competition among all South African universities for black academic staff, UJ is in 2016 already close to meeting its 2020 target of 40% black faculty members;
- By increasing its own research output by 400%, doubling its share of national research output to almost 8%;
- Experienced significant enrolment growth in flagship undergraduate and postgraduate programmes;

- Significantly improved course success rates, with graduate output rising from 10 037 in 2005 to over 13 000 this year;
- Dramatically increased the number of its graduates from the poorest sections of the population, with nearly half of all graduates today ? the first in their families to attend university and graduate;
- Empowered thousands of young people and their families as 95% of all graduates find employment within 12 months
  - with 25% of the national output producing more black candidate chartered accountants than any other tertiary institution in the country;
- UJ moves from a set of institutions narrowly focused on students from their immediate surroundings to a major Pan-African site of learning, teaching, and research with students and faculty members from across the continent;
- Developed into the country's second strongest university brand and Africa's leading comprehensive university that does not have a medical school;
- UJ's ranking climbs to 63rd among all BRICS universities;
- Rated by the renowned QS World University Rankings among the top 4% of universities worldwide.
- UJ classified by QS World University Rankings as one of South Africa's five universities with a large research footprint - an achievement all the more remarkable because the other four all have research intensive medical schools;
- Established and/or reinvigorated 29 research niches, focus groups, centres, institutes, and centres of excellence across the natural, economic, financial and management sciences, engineering and the humanities, and across technological and academic disciplines, attracting large numbers of postgraduate and postdoctoral researchers
  - UJ today counts 156 NRF-rated researchers, among them six with an A-rating;
  - UJ currently has 134 post-doctoral fellows;
  - The number of distinguished NRF Chairs has grown from 0 to 12;
  - UJ today is home to the NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA), which is crucial to the economy.

With UJ achieving the targets that were set for the first ten years, the Institutional Forum at its first meeting in 2016 recommended that the ITP should be re-evaluated to set the agenda for the next five years, taking cognisance of the outcomes of the Higher Education Transformation Summit and the #FeesMustFall campaign towards the end of 2015. It can be said, taking into account these important events, that 2015 can be seen as a watershed year in terms of transformation in higher education.

The Transformation Working Committee met several times and recommended changes to the definition of transformation and the transformation slogan.

The following definition was proposed:

*“Transformation at UJ is an ongoing, dynamic and qualitative process to enhance the development of knowledge in an environment that recognises diverse lived experiences for social responsibility.”*

The slogan was adapted as follows:

*“Transformation: - Together creating an inclusive and caring vibrant Pan-African university.”*

Strategic KPI	Objectives	Action	2017 Targets/ Milestones	2020 Targets/ Milestones	2025 Targets/ Milestones	Tracking Sources	Accountability
<b>Theme 5: Teaching, Learning and Knowledge Production</b> <i>(This is linked to the Strategic Objectives, One, Two and Five) Cont.</i>							
Research funding	Promote a culture of innovation and entrepreneurship	Value of external research funding (national and international)	N R135 Mil	R120 Mil	R200 Mil		
			I R15 Mil				
Research capacity		No. of researchers submitting outputs for accreditation in year (N-1)	960	1000	1100		
		Research output of PDFs	75	200	250		
		Research output of DPs and DVPs	57				
An enrolment profile across all primary disciplinary areas with <b>growth in Education and SET fields</b> (contact students)	The enrolment of outstanding students from diverse backgrounds, a significant proportion of international students, and a significant number of students from schools in the lowest two quintiles.	EDU	7.5%	8.0%	8.0%		
		SET	33.0%	35.0%	35.0%		
Increased enrolment in postgraduate studies		Proportion of UG:PG (contact students)	DIP13 758	11 063	11 063		
			Deg28 298	30 470	30 470		
Enrolment of outstanding students		Number of F students with APS $\geq 35$	3 500	40%	45%		
		Number and percentage of F students from high-performing SA schools (quintile 5)	2 600	42%	45%		
A significant number of international students		Total number international students (incl. occasional)	3 108	5 000	7 500		
		UG enrolments	2 136	3 000	3 750		
		PG enrolments	972	2 000	3 750		
A significant proportion of first-time entering UG students from schools in the lowest two quintiles		33. Percentage of students from two lowest quintile schools (Quintile 1 and 2 schools)	29%	30%	30%		