



UNIVERSITY
OF
JOHANNESBURG

Our Future Reimagined

Registrar's Portfolio **ANNUAL REPORT 2023**



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REGISTRAR'S PORTFOLIO

Executive Summary

During 2023, the Registrar's portfolio consisted of the following divisions and units: Central Academic Administration (CAA), Corporate Governance, the Occupational Health Practice (OHP), the Centre for Student Health and Wellness (C-SHAW), and the University Secretariat. The primary focus of these diverse units remains on UJ's strategic objectives 4 and 6: An Enriching and Student-Friendly Living and Learning Experience, and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand through a focus on the health and wellness of staff and students (OHP and C-SHAW) as a precondition to their academic and personal fulfilment as members of the UJ community, and on the other through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance through the administration of the student life-cycle to the operational quality of support units. Beyond these two core strategic objectives, the divisions and units under the Registrar's stewardship also impact, albeit indirectly, on the other strategic goals of the University. Together, these divisions and units are widely recognised for their timeous and smooth rollout of activities as per the year schedule, by which they regularly achieve their set targets.

The 2023 academic year saw a seamless transition to the leadership of the new Registrar. In the following we report on the further achievements of each Division in turn.

CENTRAL ACADEMIC ADMINISTRATION

CAA has maintained its national leadership role in the use of technology to support the student life-cycle by means of regular developments and enhancements of the student data system. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems such as the CELCAT system for timetable optimisation, Perceptive Content (document management and storage system) and Blackboard (learning management system). Enhancements undertaken and new innovations are reported on below.

The following summary of achievements follows the student life-cycle and at the same time, indicates ways in which risks to the university were mitigated.



Applications and selections

The university continued to promote the free online application system through our “no application fees and no walk-ins” campaigns, which have resulted in almost 100% electronic applications. Although the total number of applicants has grown substantially over the last five years, from approximately 145 000 in 2018 to more than 300 000 in 2023 (many applicants submit two choices and as such, the number of applications is almost double the number of applicants), CAA has managed to accommodate the increases extremely well by using technology to drive business processes and automate selection decisions.

To guide applicants, the online application system pre-screens applicants in real-time against their grade 11/12 results, while they are completing the online application, allowing the applicant to select a qualification for which they meet the minimum requirements. This pre-screening function indicates whether applicants already meet the minimum entrance requirements or advises applicants to improve their results to a certain standard (if grade 11 results are being submitted) to meet the requirements for the chosen programme. The selection letters also indicate the average admission scores for applicants generally admitted into the selected programme. This assists applicants in determining whether they have a realistic chance of being admitted or need to improve their results in the final grade 12 assessments.

CAA has also implemented a fully automated system to manage the undergraduate selection process. Selections are now made daily by a system that allocates statuses based on a specific set of rules and then uploads the statuses into the student management system, after which letters are automatically generated and sent to applicants. Applicants are, therefore, informed of their admissions status within 24 hours of submitting their application(s).

A system functionality to automatically recalculate applicants' endorsements in cases where an applicant has multiple matric sittings was fully implemented. This new system functionality recalculates the new endorsement based on the Department of Basic Education (DBE) Policy Framework. This means applicants no longer risk being unable to register in January due to a delay in issuing the new certificate by DBE.

To mitigate any potential risks related to late applications/walk-ins, the University opted a few years ago not to allow any physical walk-ins during the week following the release of the Grade 12 results. A comprehensive communication campaign was again launched to inform prospective applicants of the application deadlines and that no walk-ins would be allowed on any campus during the registration period.

CAA completed the process of reviewing the admission statuses of all applicants for the available 10 504 first-year undergraduate places within three days of receiving the pre-released matric results. The grade 12 results were officially released on 20 January 2023 at all schools. On the morning of 20 January, every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. CAA further released more than 450 000 admission letters (first and second choices) to all applicants during the time.



Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme could do so through the Late Enquiry System (Mobi site); Mobi was made available from 20 January for six days. Mobi was accessed by 289 538 applicants, with 31 327 people submitting an application (i.e., logging an enquiry for a space in selected programmes). During the previous year, 282 845 people accessed the system while 36 775 were able to log an enquiry. In 2021, more than 126 090 people used the system, and 15 707 were able to log an enquiry.

Registrations

As in previous years, a medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing for registrations in 2023. Strict access control measures to all campuses were in place following the release of the Grade 12 results in January. Simultaneously, adequate support was ensured for entrants wishing to submit late applications, register online and off-site, and have queries attended to.

Comprehensive risk mitigation strategies were established for registration. CAA has made excellent progress in implementing online registrations and is considered a national leader in integrated online applications, enrollment planning, late enquiries, and registration systems.

The later-than-usual release of the grade 12 results created a challenge because senior students could register one week before the first-year students. To reserve the spaces for first-year students in programmes, the registration system was improved to facilitate quotas for the different student categories. The registration quota system was enhanced to cater for the different student categories (e.g. first time entering, transfer, new, continuing) on a local and international student level. This system has proven highly beneficial in managing registrations, which correlates 100% with our enrolment planning.

Registrations opened for senior (or continuing) and postgraduate students on 16 January and for first-year students on 20 January 2023. Academic activities commenced on 13 February for both first-year and senior students.

The security vetting marques began operating on 20 January to direct legitimate enquiries onto campus for assistance. On-campus visits are required in some instances where queries cannot be resolved via the call centre, online chat facility or chatbot (e.g., international clearances, residence registrations and first-year students collecting student cards). During registrations, the call centre (with 60 additional temporary agents) assisted with more than 74 300 calls (compared to approximately 71 400 in the previous year).

The University again relied on the Chatbot (MoUJi) to assist with general enquiries during the registration process. MoUJi assisted with 93 423 enquiries ranging from NSFAS queries, applications, late enquiries, residences and registrations, compared to 89 842 in the previous year. During working hours, the extended call centre also assisted 2 430 students with personalised enquiries in real-time through the online chat system.

WhatsApp Chatbot

In an era where digital communication is essential, CAA constantly seeks innovative ways to bridge the gap between applicants, students, and the University. CAA's intelligent digital assistant or Chatbot (called MoUJi) was implemented two years ago and has greatly helped with the high volume of enquiries during registration and throughout the rest of the year. The Chatbot not only assists with general enquiries but has also been further enhanced through the integration of our student administration systems to offer applicants and students more self-service options.

A further exciting innovation in 2023 was the launch of CAA's WhatsApp integrated Chatbot, tailored exclusively for our applicants and students. WhatsApp, the globally acclaimed messaging app, has emerged as a powerful tool for personal communication. Extending its capabilities by linking it to MoUJi, the university now offers applicants and students instant answers to most questions they may have, 24 hours a day. During office hours, the Call Centre is also available to assist clients with enquiries via WhatsApp if they would like to talk with a person.

By launching the WhatsApp chatbot, UJ has taken a further step towards harnessing the power of modern communication tools to elevate support for online enquiries. The WhatsApp chatbot provides applicants or students with answers to general questions, including information on applications, registration, finance, and residence. In addition, students can verify personal information, like contact details, view academic and residence admission statuses, access class or assessment timetables, assessment results, financial statements and graduation information. Applicants can even reset their login PIN themselves without having to phone the Call Centre for assistance.

The new WhatsApp chatbot marks another stride in CAA's journey of embracing innovative technology to support our community and students. As the higher education sector continues to evolve, this initiative is a testament to the University's dedication to remain at the forefront of progress, shaping a future where technology connects people and supports our digital transformation strategy. Having only started in September 2023, the WhatsApp integrated chatbot had assisted more than 70 000 enquiries by the end of the year.

Teaching and learning innovations

The CELCAT scheduling system, which has been utilised for optimising all campuses' lecturing timetables on a rotational basis over several years, was again utilised to re-optimize some timetables. The DFC lecturing timetable for 2024 and examination timetables for 2024 to 2026 were re-optimised from a zero-base. These comprehensive projects were concluded as per the work plan.

The Assessment Department has expanded the central control room with several screens linked to the security cameras in the assessment venues. The department monitors students writing assessments in the venues through a small central pool of invigilators, seeking to identify any transgressions. This initiative has proven successful, with several students being caught transgressing assessment rules.

CAA also developed an add-on for the assessment paper upload system where academics can upload tests throughout the year. The system was developed and tested during the first semester of 2023 through a pilot project with JBS and unsubsidised whole programmes from CBE. During the second semester of 2023, two more departments from the Faculty of Education were also included. This will assist the academics with continuous assessment modules, which set regular tests for their students instead of a summative assessment at the end of each semester. In the future, they will also be assisted by the Assessment Department to photocopy their tests securely at any time throughout the year.

Graduations

The graduation ceremonies for 2023 were organised into three sets. The Autumn series was presented from 27 February to 26 April, comprising 48 ceremonies distributed over nine weeks. The Winter series was presented from 3 May to 19 May, comprising 13 ceremonies distributed over three weeks, and the Summer

series was presented from 11 October to 25 October, comprising six ceremonies distributed over two weeks. Collectively, the University staged 68 graduation ceremonies throughout the year.

A total of 9 665 students attended graduations (in subsidised programmes) for the Autumn ceremonies, 1 528 for the Winter ceremonies, and 972 for the Summer ceremonies. This aggregates to 12 165 students for all the ceremonies.

In 2023, the following candidates were recognised by the university for a remarkable contribution to their field of expertise and conferred an honorary doctoral degree:

1. Prof C Brink on 14 April at 9:30 for the Faculty of Humanities;
2. Ms N Mabasa on 19 April at 13:00 for the Faculty of Art, Design and Architecture (FADA);
3. Prof IA Gambari on 25 April at 16:30 for the Faculty of Humanities;
4. Prof Sir HM Beckles on 9 May at 16:30 for the Faculty of Humanities;
5. Prof B Hazeltine on 19 May at 9:30 for the Faculty of Engineering and Built Environment (FEBE); and
6. Prof M Mazzucato on 12 June at 16:00 for the College of Business and Economics (CBE).

The Certification Office managed the upgrading of the Digital Certificate (DC) system to the latest version available; 20 291 certificates (including subsidised and non-subsidised programmes) were printed and published through this platform. Digital certificates were also issued for the free online courses presented to the public, and there were 1 145 orders placed for replacement certificates.

API development and Digital badges

Two new developments by the Certification Office confirmed that UJ remains at the cutting edge of digital transformation in South African Higher Education and, in many instances, has been driving innovative digital advancements.

First, an API (Application Programming Interface) between the student information system and the DC system was developed. This introduced an innovative way of transferring data directly from the student information system to DC and the return of data back from DC. This interface not only eliminates the risk of data errors but also changes the way in which certificates are issued in an ever-growing digital world. The API was introduced and went live for the Summer graduation ceremonies in October. Another enhancement within the API was the setup of the Faculty of Education Specialisations - Language of Teaching and Learning, and Conversational Competencies - for which data is identified and sent through the API, which is then printed on the certificates.

The development also brought on a change in the Certification Office's business process, whereby the certificate number is autogenerated from the DC system and is then printed on the hard copy certificate, embedded on the digital certificate, returned to the student information system and recorded on the student's record. This, in turn, eliminates the need for human intervention to physically capture each certificate number after it has been printed on the certificate. It also eliminates the growing risk of fraudulent certificates, as the certificate number printed on the hard copy matches what is shown on the digital copy, the student information system, and the academic transcript.

Secondly, CAA was the first Public University to implement the introduction of digital badges for graduates of curricular programmes. Each graduate could import or link their digital badge to their personal LinkedIn account for third parties or potential employers to view and instantly verify the qualification issued; this is done by simply clicking on the badge in LinkedIn.

The advantage of the digital badge lies in the direct linkage to the qualifications obtained by the UJ graduate. This connection not only validates the legitimacy of the badge but also ushers in a new era of qualification verifications for graduates marketing their newly acquired skills or expertise online. Stakeholders, be they potential employers, academic institutions, or other entities, can easily and instantly validate the authenticity of the qualification at no cost.

For graduates, the digital badge not only translates into a handy, readily accessible representation of their academic achievements but also empowers them to confidently present their qualifications in an increasingly digital landscape. Furthermore, the badge's compatibility with the professional networking platform LinkedIn amplifies its impact by enabling graduates to showcase their expertise to a global audience effortlessly.

Employers, too, are set to reap considerable rewards from UJ's digital badges. By clicking on the digital badge shared by graduates on LinkedIn, the qualification verification process is accelerated, saving employers time and money and expediting recruitment.

In 2023, 12 056 digital badges were issued to graduates with no outstanding fees. Another 5 000 badges were issued to Alumni (free of charge) during the Alumni Digital Badge campaign, executed by the Alumni Office. Through this process, alumni (from UJ or any of the legacy institutions) could apply to have their digital badge issued by UJ to place on their LinkedIn profile.

In 2023, CAA won a bronze award at the annual MACE Awards in the category of Alumni Campaigns for the Digital Badges. (The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher-education sector.)

Alumni

The current alumni database has 278 080 alumni, encompassing both subsidised and non-subsidised whole programmes, of whom 167 957 alumni are contactable. The UJ Alumni Connect platform has emerged as a dynamic hub for alumni engagement, with a community of 12 890 registered alumni. This cutting-edge online platform facilitates various interactions, which include mentorship programmes, and integrates with social and professional networks, allowing alumni to reconnect with classmates globally, receive timely updates, access educational opportunities, and explore career offerings. The emphasis on mentoring assistance underscores the commitment to nurturing a culture of giving back to the alma mater.

Two new alumni chapters were launched. The Ghana Alumni Chapter was launched in August, marking the second chapter in Africa. Subsequently, in October, the United Kingdom (UK) Chapter was launched, establishing the first chapter in Europe. Three new alumni affinity groups were also launched. They were the UJ Choir, Chemical Engineering and JBS alumni affinity groups. These launches contribute to the global footprint of the alumni network, fostering stronger connections and collaboration among graduates worldwide.

THE UNIVERSITY SECRETARIAT

The University Secretariat has continued to function well. Their main achievements in 2023 were as follows:

- Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution). All the staff members receive compliments/words of appreciation for the quality of their work and dedication.
- Assuming responsibility for the Convocation and Convocation Exco meetings.
- Taking on additional work to special meetings of the MEC, MECA and the Enrolment Management Committee.
- Reviewing the statutory committee charters/schedules of business.
- Providing in-service training to a new Committee Administrator, Ms N Sekhobane, to ensure the successful assumption of responsibility for identified statutory committees.
- Implementing Diligent Boards, in a phased manner, for the Council and its committees and the MEC.
- Assisting with the Induction of Council members: In 2022, it was agreed that two Council Induction sessions would take place in January and July each year, effective 2023. In 2023, in addition to these sessions being used for induction purposes, additional strategic items were added to the agendas as required.

- Implementing fulfilment of schedules of business for the Council and its committees.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing (telephonic advice on meeting-related matters is also provided as and when required).

CORPORATE GOVERNANCE

The function of the Corporate Governance Office includes the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The following was achieved during 2023:

- Annual reviewing of the University Academic Regulations to align these with new and amended policies; a broad working group enabled active consultation across the university.
- Reviewing and updating 59 governance documents, in the context of a University-wide policy review process, and a review of governance documentation on the website.
- Creating a central webpage to improve the management of the Promotion of Access to Information (PAIA) requests.
- Assisting in a compliance assessment conducted by the Office of the Information Regulator during May 2023; UJ was found to be compliant.
- Coordinating the B-BBEE status preparation for 2022 around the identified B-BBEE pillars; a B-BBEE certificate was issued in May 2023
- Managing various nominations and elections for the year; the online voting platform continued to be a useful system for conducting elections in a free and fair manner.
- Coordinating the Senate list to ensure compliance with the Institutional Statute and Senate Charter; implementing an electronic attendance system to improve the governance related to managing Senate attendance.
- Managing the issuance of UJ academic documentation for alumni and previously registered students, with Academic Transcript Supplements issuance streamlined.
- Further enhancing the electronic transcript supplement document, which included encrypting the document to ensure POPIA compliance.
- Overseeing life cycle management of records and contracts in both electronic and paper formats.

HEALTH AND WELLNESS

Two units contribute to the health and wellness of UJ staff and students: the Occupational Health Practice (OHP) (with a focus on staff) and the Centre for Student Health and Wellness (C-SHAW) (focusing on students). The two units collaborate closely, and services are available on all campuses, free of charge.

THE OCCUPATIONAL HEALTH PRACTICE

The two legal mandates for OHP are health risk assessments and medical surveillance. The purpose of health risk assessments is to identify the presence of risks in the work environment and mitigate these to ensure the optimal health of employees. In total, 136 areas were assessed, and reports were provided to heads of departments for implementation of recommendations.

Health surveillance of employees is undertaken to prevent the impact of occupational stressors, such as chemicals, biological agents, physical stress, noise, and radiation, on their health. OHP conducts hearing tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA). Against the envisaged target of 900 medical surveillances, 980 medical assessments were completed, including outsourced medical assessments.

Results for other regular portfolios within OHP were generally in line with previous years, with the exception of the overall annual food safety score. The Food Safety Audits are now based on the latest Regulation 638; in previous years, the audits were conducted according to Regulation 962, which

produced more favourable outcomes. Scores now ranged between 61% and 75%. Corrective measures were communicated to STH (School of Tourism and Hospitality) and Property Management, and a plan of action is underway to improve the scores in 2024. A further increase in travel by employees undertaking official international and national trips (161 consultations) was noted, compared to 2022, with a comparable increase to 240 functions in event medical risk assessment and management (including coordination with ER24) during registration, graduations, sporting events etc; no incidents were reported. Campaigns, conducted in line with the Health Observances Calendar, included Influenza, Hearing tests for office workers, COVID-19-vaccination, PSA screening tests, Cervical Cancer Awareness (Pap smear), Wellness Day and Healthy Campus Campaigns.

OHP client contact sessions amounted to 6 349. Employees were also assessed under the executive resilience programme, and radiation medical assessments conducted, all within normal ranges.

A new initiative is the Chronic Disease Management Programme, which seeks to assist employees who would otherwise need to visit a clinic for the issue of chronic medication.

The ER24 Emergency Medical Care contract, activated in April 2018, with comprehensive induction, orientation and awareness interventions completed, has resulted in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

CENTRE FOR STUDENT HEALTH AND WELLNESS (C-SHAW)

The strategic objective of an 'enriching student-friendly learning and living environment' remains the Centre's guiding principle. The services are provided mainly to students; with contraceptives and emergency healthcare extended to employees. The health facilities are available at all campuses, with the physical spaces shared with the Occupational Health Practice (OHP). The license to practice as a health facility was obtained from the Department of Health (DOH) with all nursing professionals qualified in Clinical Nursing Science, Health Assessment, Treatment, and Care. This enables them to independently assess and treat patients with medicines from Schedules 0 to 4. The medical doctors are contracted to the university on a sessional basis and provide access to specialised medical services.

The Centre offers healthcare services, mainly the clinical management of conditions, and wellness services which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics that include social mobilisation and inclusivity awareness.

Primary Health Care is the initial point of contact between patients and the healthcare system and provides individuals with access to the information and resources they need for optimal health outcomes. In 2023, the clinical staff comprising doctors and nurses consulted 21 698 patients. The total number of consultations has decreased by 17% from the previous year: rather than focusing on curative services, we have embarked on increasing health promotion drives to educate students on disease prevention.

Services include provision of contraceptives to female students and staff (7 650 in total, notably fewer than in the preceding year.) A shortage in the supply of contraceptives by the District Health Department was resolved by signing a Service Level Agreement with the Department of Health. Pregnancy tests are done on request. In 2023, tests were performed for 2 964 clients of whom 207 were positive; those testing positive are counselled and, where appropriate, referred for termination of pregnancy services provided at government clinics. Those who choose to keep the pregnancy are referred to ante-natal clinics to commence with mother and child healthcare. Emergency contraceptives, also known as the "morning after" pill, were provided to 152 clients.

Other services include testing and treatment for STIs (a further decrease, with 1 006 patients being treated); Pap smear tests; and vaccinations – the latter primarily for Faculty of Health Science students, who are

generally vaccinated against Hepatitis B. Travel health services are provided to students travelling on UJ assignments; 219 students came for a consultation. A C-SHAW colleague acquired the Travel Medicine Certificate provided by the South African Society of Travel Medicine in conjunction with Wits Public Health.

ER24 provided emergency medical services to 436 staff, students, and visitors who were on UJ premises. This is an increase from the 354 attended to last year. Protection Services (PS), OHS, and C-SHAW devised a system to enable medical emergency cases to be attended to by First Responders who have First Aid training qualifications. With C-SHAW's support, the First Aid training was provided to 60 PS staff members who will be included as First Responders. We also worked on a Standard Operating Procedure for Medical Emergency Response.

Wellness Services included HIV testing services (HTS), which increased substantially by 26% on 2022 numbers. Mass testing is supported by non-governmental organisations (NGOs) with contracts with the Department of Health. A total of 10 092 clients came to the clinic or to mass testing sites to know their HIV status; 31 students tested positive, all of whom started anti-retroviral medication. Condom distribution remains one of our core objectives to provide a sustainable measure to prevent STIs and unplanned pregnancies. Peer educators are used to ensure that condom containers are filled with male and female condoms.

With the return of in-person interactions, numerous events focusing on health promotion took place. These included Wellness Awareness Campaigns focused on first-year students to encourage them to "*#knowyournumbers*" to promote the HIV testing culture, and the World Tuberculosis Day.

UJ's peer education programme enables health promotion initiatives to reach more young people. Recruitment starts during the First Year Experience (FYE) period when students voluntarily join to become Peer Educators. Two hundred and seven (207) new students were recruited, with 58 returning from the previous year. Training offered included a 'meet and greet', training on intimate partner violence and sexual orientation, a Peer Education Camp at the UJ Island, First Aid training and a Youth Empowerment Hike.

C-SHAW has been working towards a Memorandum of Agreement with DOH, which was finalised during 2023; a three year MOA was signed by the Acting Head of Department, Mr Malotana, in November 2023. This MOA is a substantial expansion of the annual SLA with the DOH. It enables us to provide HIV testing and treatment on campus; it includes other laboratory services attached to the HIV/Aids, STIs, and TB programmes. ICS will provide support as the system involves a national database for all patients on anti-retroviral medication. This helps to trace defaulting patients and helps in the monitoring and evaluation process to eradicate HIV/Aids by 2030 as part of Sustainable Development Goal Three.

In conclusion

The considerable strength within the Registrar's portfolio in the development and use of online, technological and automated approaches to academic administration and governance once again proved invaluable during 2023 in working towards the achievement of UJ's strategic goals.

At the same time, staff in the health and wellness units continued with their patient-facing work, while also engaging in health promotion using a variety of media and working to mitigate environmental risks and ensure the optimal health of employees.

The level of commitment and expertise in the portfolio will doubtless remain of considerable significance to UJ going forward.

Prof Bettine van Vuuren
Registrar

LIST OF DEFINITIONS, ABBREVIATIONS AND ACRONYMS

AIS	Applied Information Systems
APB	Auckland Park Bunting Road Campus
API	Application Programming Interface
APK	Auckland Park Kingsway Campus
BI	Business Intelligence
CAA	Central Academic Administration
CAS	Central Application Services
CBE	College of Business and Economics
CEP	Continuing Education Programmes
DBE	Department of Basic Education
CHE	Council for Higher Education
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
ETT	Examination timetable
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FHS	Faculty of Health Sciences
HEDA	Higher Education Data Analyser
HEQSF	Higher Education Qualification Sub Framework
HFA	Head of Faculty Administration
ICS	Information and Communication Systems
IEB	Independent Examinations Board
ITS	Integrated Tertiary Software (Student System)
LTT	Lecturing Timetable
MAMS	Management of Assessment Marks System
MIS	Management Information Systems
PwC	PricewaterhouseCoopers
PQM	Programme Qualification Mix
QVS	Qualification Verification System
SAPSS	Submission of Assessment Papers Secure System
SEC	Student Enrolment Centre
SENEX	Senate Executive Committee
SWC	Soweto Campus
TTD	Timetable Department
UG	Undergraduate
UJ	University of Johannesburg
UTC	University Timetable Committee
VR	Virtual Reality

Central Academic Administration (CAA)

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1 OPERATING CONTEXT AND GOVERNANCE

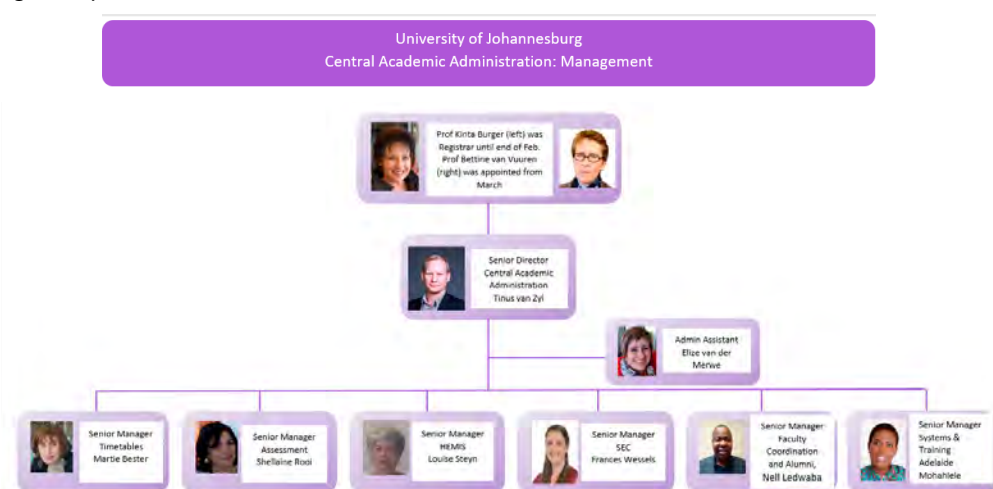
Academic administration refers to the management and governance of the student academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and full support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee, chaired by the Registrar, oversees academic administration governance. The Coordination Committee members meet frequently. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Academic Administration to attend to operational matters that may arise.

The Senior Director: of Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists, and the Registrar is ultimately accountable for the quality assurance of academic administration. The annual external audit of student data is submitted to DHET via the Registrar's Office. The current student data system is ITS Integrator 4 from Adapt IT, which is integrated with other systems, i.e. the Celcat system for timetable optimisation, Perceptive Content (document management and storage system) and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordination, Student Enrolment Centre (including the Student Call Centre), Assessment and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates according to the relevant charter as approved by Senex.

Organisational design

The organisational design of CAA follows the academic administration life cycle process with the following Departments: Student Enrolment Centre, Faculty Coordination (including Alumni), Timetables, Assessments, HEMIS Office, and Systems and Training. Prof Bettine van Vuuren took over as Registrar from Prof Kinta Burger in April 2023.

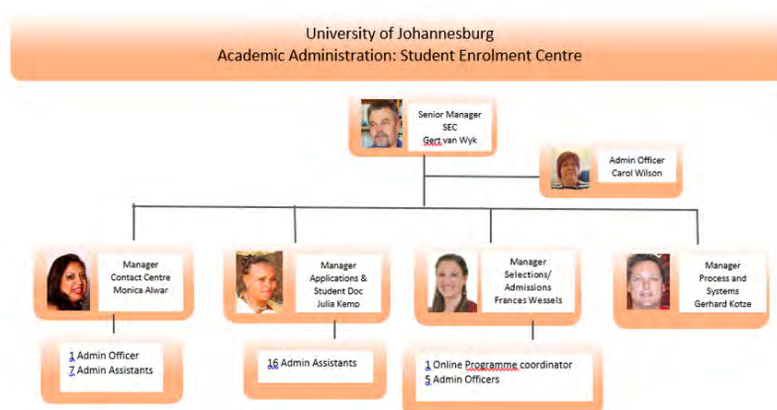


2 RISKS AND THE MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the student academic life cycle, was developed and has been continually refined over the last few years, in terms of the effectiveness of risk mitigation strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties and the academic life cycle based institutional committees reflected in the overview above. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually. The main achievements are highlighted below per environment.

3 STUDENT ENROLMENT CENTRE (SEC)

Below is the organogram for the management team for the Student Enrolment Centre (SEC):



The Student Enrolment Centre (SEC) comprising 37 staff members is managed by the above team, who support effective teaching and learning at UJ by coordinating and managing applications, selections, biographics, and the Contact Centre.

Applications

The university successfully promoted the online application system through our “No application fees and no walk-ins” campaigns, which have resulted in almost 100% electronic applications. Although the total number of applicants has grown substantially over the last five years, from 145 000 in 2018 to more than 300 000 in 2023 as indicated below, CAA has managed to accommodate the increases extremely well by using technology to drive business processes and automate selection decisions.

	Number Of Applicants						
Faculty Name	2018	2019	2020	2021	2022	2023	2024
CBE	38 631	36 965	54 144	55 996	72 676	80 273	73 248
EDU	19 781	23 176	38 527	46 504	63 417	77 888	70 059
FADA	4 336	6 228	8 904	11 077	14 130	15 910	15 544
FEBE	17 700	19 965	19 662	20 084	24 311	27 387	27 100
HSC	20 328	24 386	25 181	33 516	51 103	63 289	57 187
HUM	22 458	29 148	37 711	42 344	59 063	64 324	48 101
LAW	11 923	15 666	20 684	24 955	30 826	30 958	26 551
SCI	10 157	10 218	16 083	15 452	19 398	23 134	21 067
Grand Total	145 314	165 752	220 896	249 928	334 924	383 163	338 857

To guide applicants, the online application system pre-screens applicants in real-time against their grade 11/12 results, while they are completing the online application. This allows the applicant to select a qualification for which they meet the minimum requirements. The pre-screening function indicates whether they already meet the minimum entrance requirements of a chosen programme or warns applicants to improve their results to a certain standard (if grade 11 results are submitted) to meet the requirements. The selection letters also indicate the average admission scores for applicants generally admitted into the selected programme. This assists applicants in determining whether they have a realistic chance of being admitted or whether they need to improve their results in the final grade 12 assessments.

CAA has also implemented a fully automated system to manage the undergraduate selection process. Selections are now made daily by a system that allocates statuses based on a specific set of rules and then uploads the statuses into the student management system, after which letters are automatically generated and sent to applicants. Applicants are therefore informed of their admissions status within 24 hours of submitting their application(s).

A system functionality to automatically recalculate applicants' endorsements in cases where an applicant has multiple matric sittings was fully implemented. This new system functionality recalculates the new endorsement based on the Department of Basic Education (DBE) policy framework on behalf of the applicant. This means applicants no longer risk being unable to register in January due to a delay in issuing the new certificate by the DBE.

Some significant improvements have also been made to the Mobi Late Enquiry system which include the automatic exclusion of applicants with previous studies, the collection of email addresses for automated communication regarding the outcome of the submitted enquiry, as well as a Call Centre dashboard to assist the Call Centre with enquiries.

The Contact Centre statistics below give an indication of enquirers assisted. This does not include the face-to-face clients who were assisted during 2023.

CONTACT CENTRE STATISTICS

PLATFORM	2021	2022	2023
Emails	57 566	72 626	81 293
Agents – online chat	51 303	26 135	20 598
Voice calls	275 193	261 732	285 136
Chatbot (Web and Facebook)	158 043	344 971	366 637

During the registration process, too, the University again relied on the chatbot to assist with general enquiries. The chatbot successfully assisted with 93 423 enquiries ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations, compared to 89 842 in the previous year. During working hours, the extended Call Centre also assisted 2 430 students with personalised enquiries in real-time through the online chat system. The Call Centre (with 60 additional temporary agents) assisted with more than 74 359 calls during registrations, compared to 71 451 in the previous year,

UJ is at the forefront of integrating communication technologies with a WhatsApp chatbot

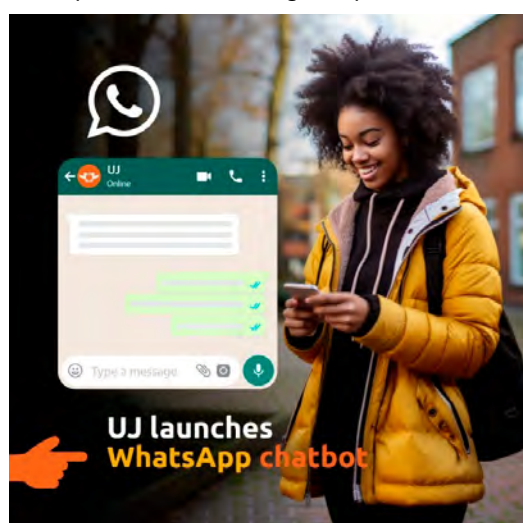
Our intelligent digital assistant or chatbot (called MoUJi) was implemented two years ago and has proven to be a great help with the high volume of inquiries during registration and throughout the rest of the year. The chatbot not only assists with general enquiries but has also been enhanced through the integration of our student administration systems to offer applicants and students more self-service options.

In an era where digital communication is essential, CAA constantly seeks innovative ways to bridge the gap between applicants, students, and the university. Embracing this ethos, CAA launched a WhatsApp integrated chatbot, tailored exclusively for our applicants and students.

WhatsApp, the globally acclaimed messaging app, has emerged as a powerful tool for personal communication. Extending its capabilities by linking it to MoUJi, the university now offers applicants and students instant answers to most questions they may have, 24 hours a day. During office hours, the Call Centre is also available to assist clients with enquiries via WhatsApp if they would like to chat with a person.

By launching the WhatsApp chatbot, UJ has taken a step towards harnessing the power of modern communication tools to elevate support for online enquiries. The WhatsApp chatbot can provide applicants or students with answers to general questions, ranging from application, registration, finance and residence information. In addition, students can verify personal information, like contact details, view academic and residence admission statuses, access class or assessment timetables, assessment results, financial statements and graduation information. Applicants can even reset their login PIN themselves without having to phone the Call Centre for assistance.

The new WhatsApp chatbot marks another stride in CAA's journey of embracing innovative technology to support our community and students. As the



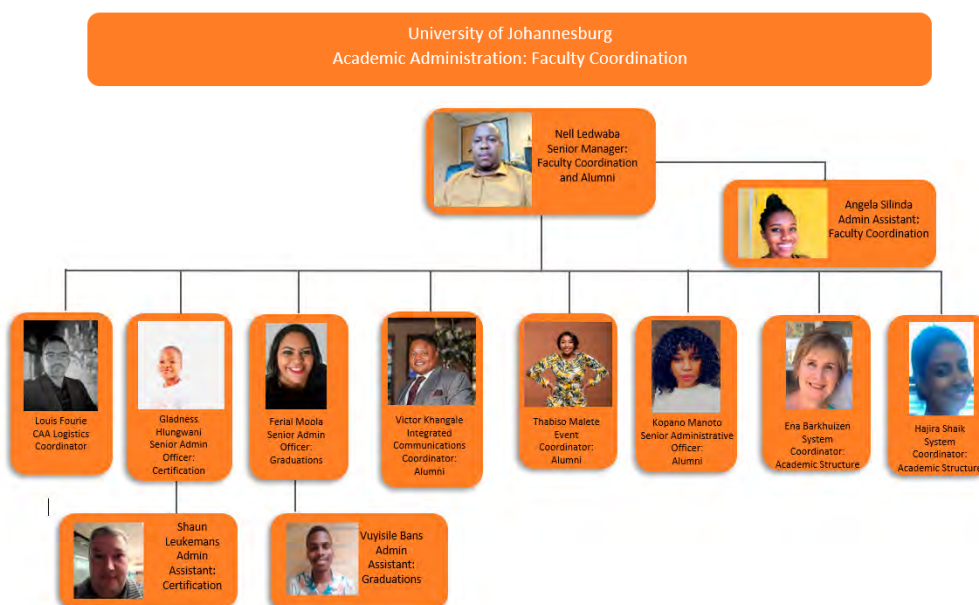
higher education sector continues to evolve, this initiative is a testament to the university's dedication to remain at the forefront of progress, shaping a future where technology connects people and supports our digital transformation strategy. Having only started in September 2023, the WhatsApp integrated chatbot assisted more than 70 000 enquiries by the end of the year.

To assist faculties and departments with the selection process of postgraduate applications, SEC enhanced the Application Ranking System (ARS) to allow for bulk selections of internal (previous/current UJ) postgraduate applicants. The system was rolled out institution-wide, allowing for all selections for postgraduate programmes to be completed in bulk instead of assessing applications on a manual one-by-one basis. This has resulted in a decrease in workload for staff and a decrease in turnaround time for processing applications, resulting in applicants getting a response sooner.

A position for the verification of previous qualifications of registered students was created within SEC. This position is responsible for verifying the authenticity of postgraduate students' previous studies obtained from another local or international institution, in an aim to improve corporate governance.

4 FACULTY COORDINATION

Below is the organogram for Faculty Coordination:



Faculty Coordination comprises Academic Structure, Registration Logistics, Alumni, Certification and Graduations. Its goal is to promote good corporate governance and to ensure effective coordination of academic administration activities between operational departments, faculties and the College.

Registration

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing for registrations in 2023. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January. Simultaneously, adequate support was ensured for entrants wishing to submit late applications, register online and off-site, and have queries attended to.

Comprehensive risk mitigation strategies were established for registration, focusing on online services. CAA has made excellent progress implementing online registrations and is considered a national leader for integrated online applications, enrolment planning, late enquiries and registration systems.

To mitigate any potential risks related to late applications/walk-ins, the University opted not to allow any physical walk-ins during the week following the release of the Grade 12 results. Due to the later-than-usual release of Grade 12 results in 2023 (by approximately two weeks) these mitigating actions were in place from 20 January. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform applicants that no walk-ins would be allowed on any campus during the registration period.

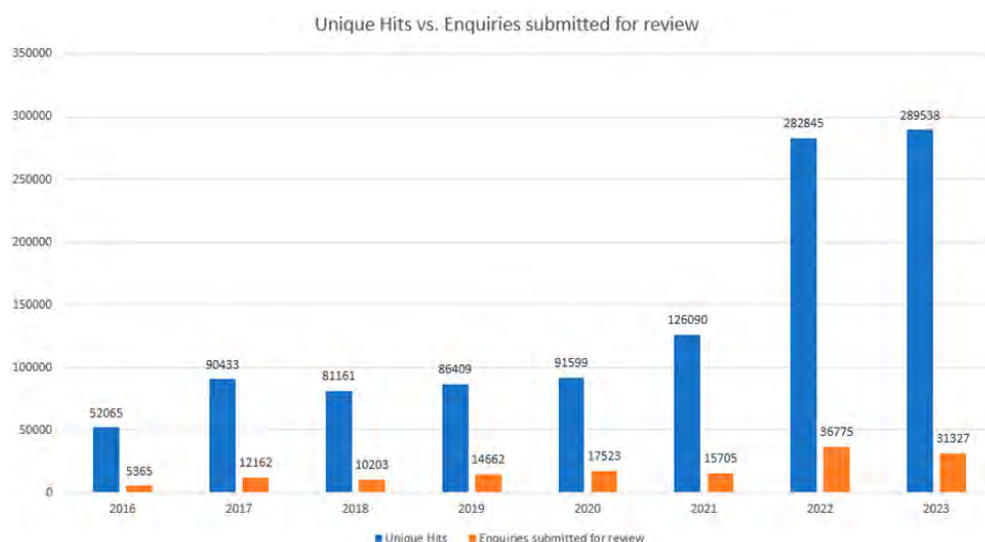
Between 17 and 19 January, CAA completed the process of reviewing the admission statuses of all applicants for the available 10 504 first-year undergraduate places, based on their final Grade 12 results. The Grade 12 results were officially released on 20 January at all the schools. On the morning of 20 January, every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. Applicants were not required to visit any campus or submit any documentation to verify their final admission status. CAA also released more than 450 000 admission letters (first and second choices) to all the applicants during this time.

Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme had to use the Late Enquiry System. This system was made available from 20 January for six days.

The Late Enquiry System incorporates the Grade 12 results and IEB results for all the provinces for the past ten years. This means, Grade 12 learners only have to submit their ID number for the system to evaluate their eligibility. After submitting an ID number, the Late Enquiry System automatically verifies whether the person qualifies (based on the individual requirements) for any course where there still is space available. For security reasons, the system has a pin verification process for applicants with valid student numbers and does not display the complete personal information back to the person submitting the enquiry.

In total, 289 538 people utilised the Late Enquiry System, with 31 327 being able to log a formal enquiry via our online system, compared to 282 845 users last year, of whom 36 775 were able to log an enquiry. In 2021, more than 126 090 people used the system, and 15 707 were able to log an enquiry.

Graph 1: Unique number of visitors and submitted enquiries on the Late Enquiry System (between 2016 and 2023)



The University, relied again on the chatbot to assist with general enquiries during the registration process. To date, the chatbot has successfully assisted with 93 423 enquiries ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations, compared to 89 842 last year. During working hours, the extended Call Centre also assisted 2 430 students with personalised enquiries in real-time through the online chat system.

During the first two weeks of registrations, the system was very stable, with only some minor issues reported. The hosting of the Late Enquiry System by AdaptIT again assisted greatly in managing the high demand for the system after the release of the Gade 12 results. This is remarkable, with the late enquiry system being used by almost 290 000 users within a week, with no issues.

The later-than-usual release of the Grade 12 results created a challenge because senior students could register one week before the first-year students. To reserve the spaces for first-year students in programmes, the registration system was improved to facilitate quotas for the different student categories. This registration quota system was enhanced even further to cater for the different student categories (e.g. first, time entering, transfer, new, continuing) on a local and international student level. This system has proven to be highly beneficial in managing registrations, which correlate 100% with our enrolment planning.

Registrations opened for senior (or continuing) and postgraduate students on 16 January and for first-year students on 20 January. Academic activities commenced on 13 February for both first-year and senior students.

The security vetting marques came into operation on 20 January, to direct legitimate enquiries onto campus for assistance. This is required in some instances where queries cannot be resolved via the Call Centre, online chat facility or chatbot (e.g., international clearances, residence registrations and first-year students collecting student cards). All accepted applicants and returning students were informed that no facilities would be available on campus for assisted registrations. During registrations, the Call Centre (with 60 additional temporary agents) assisted with more than 74 359 calls (compared to 71 451 in the previous year).

The mitigation strategies to assist students registering “off-campus” have enhanced the University’s ability to effectively and efficiently serve students with a “no walk-in” strategy, assisted by online registrations and an expanded Call Centre, online chat facility and automated chatbot.

At the end of the planned registration period (10 February), registrations were largely concluded for first-year students. Senior and international students received an extension of one week, until 17 January, the registration closing date. New research-based programme registrations had until the end of February to finalise registrations. The registration process, in essence, was concluded very successfully with no significant issues.

From a logistical perspective, the Application Programming Interface (API) design collaboration between ITS and the digital certificates platform was concluded, resulting in the successful implementation and launch of digital badges for graduates. Furthermore, the inclusion of majors on certificates for the Faculty of Education was implemented.

Other initiatives and system improvements were completed; these included reviewing and enhancing the academic exclusions and Sick/Deferred Assessment Platform and reviewing and implementing a new historical registration business process. The development of an API for transcript supplements within the digital certificate platform was also initiated, which will possibly enable the future printing of transcripts on block-chain enabled paper. CAA also collaborated with suppliers to plan for the implementation of a facial recognition system for all first-year students in the future registration processes. The Faculty Coordination Department also participated in the design and planning of a credit warning system for students at the time of registration, aimed at alerting them to any module overload or insufficient course load for a year, as well as collaborating with AdaptIT to review and plan the possible implementation of their next version of the registration system.

Graduations and Certification

In-person graduation ceremonies were hosted at the UJ Auditorium, located on the Auckland Park Kingsway campus. The auditorium’s capacity is restricted to a maximum of 1000 people, which allows for 230 graduates per ceremony. Graduands were permitted guests as follows: three guests for those graduating from undergraduate to master’s level, and five guests for each doctoral graduand.



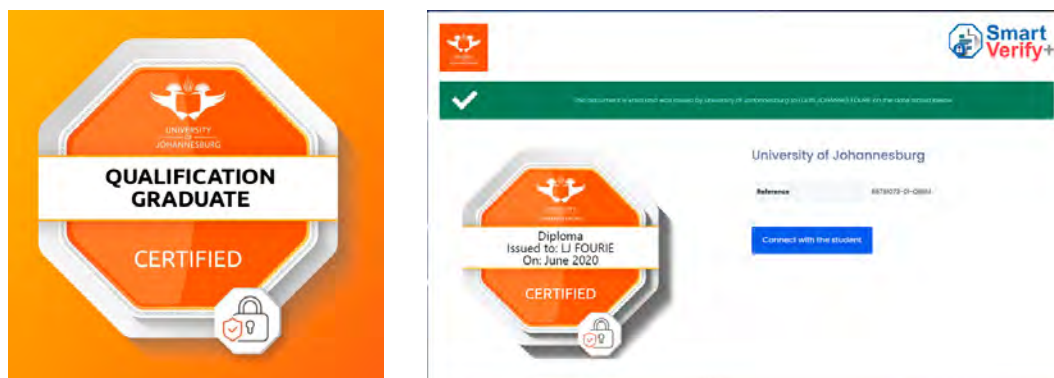
The graduation ceremonies for 2023 were organised into three sets. The Autumn series was presented from 27 February to 26 April, comprising 48 ceremonies distributed over nine weeks. The Winter series was presented from 3 May to 19 May, comprising 13 ceremonies distributed over three weeks, and the Summer series was presented from 11 October to 25 October, comprising six ceremonies distributed over a two-week period. Collectively, the university staged 68 graduation ceremonies during the year.

A total of 9 665 students attended graduations (in subsidised programmes) for the Autumn ceremonies, 1 528 for the Winter ceremonies, and 972 for the Summer ceremonies. This aggregates to 12 165 graduates for all the ceremonies.

In 2023, the following distinguished persons were recognised by the university for a remarkable contribution to their field of expertise through the conferral of an honorary degree:



20 291 certificates were printed and published through the digital certificate platform. This includes subsidised and non-subsidised programmes. Digital certificates were also issued for the free online courses presented to the public, and there were in total 1 145 orders placed for replacement certificates.



Digital badges

The University of Johannesburg (UJ) has long been at the cutting edge of digital transformation in South African Higher Education and, in many instances, has been driving innovative digital advancements. CAA was once again among the first to introduce innovative digital badges for graduates of curricular programmes. Each graduate could “import” or link their digital badges to their personal LinkedIn account to allow third parties or potential employers to view and instantly verify the qualification issued; this is done by simply clicking on the badge.

The advantage of the digital badge lies in the direct linkage to the qualifications obtained by the UJ graduate. This connection not only validates the legitimacy of the badge but also ushers in a new era of qualification verification for graduates marketing their newly acquired skills or expertise online. Stakeholders, be they potential employers, academic institutions, or other entities, can easily and instantly validate the authenticity of the qualification, at no cost.

For graduates, the digital badge not only translates into a handy, readily accessible representation of their academic achievements but also empowers them to confidently present their qualifications in an increasingly digital landscape. Furthermore, the badge’s compatibility with the professional networking platform, LinkedIn, amplifies its impact by enabling graduates to showcase their expertise to a global audience effortlessly.

Employers, too, are set to reap considerable rewards from UJ’s digital badges. By clicking on the digital badge shared by graduates on LinkedIn, the qualification verification process is accelerated, saving employers time and money and expediting recruitment.

By launching this cutting-edge digital badge system, CAA is again leading digital transformation in the academic administration space by empowering its graduates to market their credentials securely online.

In 2023, 12 056 digital badges were issued to graduates with no outstanding fees. Another 5 000 badges were issued to Alumni (free of charge) during the Alumni Digital Badge marketing campaign, executed by the Alumni Office. Through this process, any previous alumni (from UJ or any of the legacy institutions) could apply to have their digital badge issued by UJ, free of charge, to be placed on their LinkedIn profile.

New Certification Office processes

In addition to the development and introduction of Digital badges, as discussed above, the Certification Office concluded a further two major system improvement projects: firstly, the upgrading of the Digital Certificate (DC) system to the latest version available; and secondly, the development of an API between the student information system and the DC

The API development introduced an innovative way of transferring data directly from the student information system to the Digital Certificate system and the return of data (certificate number) back to the

student information system. This API not only eliminates the risk of data errors but also changes the way in which certificates are issued in an ever-growing digital world. The API was introduced and went live for the Summer graduation ceremonies in October. Another enhancement within the API was the setup of the Faculty of Education Specialisations, Language of Teaching and Learning, and Conversational Competencies, for which data is identified and sent through the API, which is then printed on the certificates.

The development also brought on a change in the Certification Office business process; the certificate number is autogenerated from the Digital Certificate system, is then printed on the hard copy certificate, embedded on the digital certificate, and returned to the student information system and recorded on the student's record. This, in turn, eliminates the need for human intervention to physically capture each certificate number after it has been printed on the certificate. It also eliminates the growing risk of fraudulent certificates, as the certificate number printed on the hard copy matches what is shown on the digital copy, the student information system, and the academic transcript.

In 2023, CAA won a bronze award at the annual MACE Awards in the category of Alumni Campaigns for the digital badges. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher education sector.



Academic Structure and Calculation Criteria

A requirement for the Digital Certificate system necessitated the inclusion of programme durations on certificates. Approximately 700 programmes, comprising both Whole and Short Learning Programmes, were updated for 2023 on the academic structure. Additionally, a bulk update of 3 629 modules is scheduled for January 2024 to revert to pre-COVID criteria. A total of 1 176 qualifications were signed off by the Faculties on the Academic Structure system for the 2024 applications.

The creation of new qualifications for 2024 included 10 Short Learning Programmes, 2 Diplomas, 1 PGDip, 3 Bachelors, 2 Honours, and 7 Master's. Some efforts were also directed towards aligning the Faculty of Education degree certificates with legal requirements in the teaching sector, encompassing Conversational Competencies, Language of Teaching and Learning, and Specialisations. These accomplishments showcase a dedication to innovation, compliance, and continuous improvement within the academic framework.

The FTEN quota report underwent a comprehensive enhancement, incorporating the crucial element of cancellations. With development commencing in early 2022, this initiative followed a meticulous and dedicated process that reached its successful conclusion in late 2022. The resulting practical report now serves as an invaluable tool, streamlining faculty management of FTEN quotas, particularly during the critical registration period where enrolment management per admission category is crucial. This enhancement ensures a more comprehensive and accurate understanding of student enrolment, providing faculties with enhanced capabilities to optimise their allocation of FTEN spaces.

Alumni

The Alumni Office plays a pivotal role in maintaining effective contact with the University's alumni network and facilitating lifelong connections between graduates and their alma mater. Through various programmes and initiatives, the Office aims to engage alumni, foster a sense of community, and encourage contributions back to the University.

The award-winning UJ Alumni Impumelelo magazine plays a vital role in alumni relations. Two Impumelelo magazine editions were launched in 2023. The 10th edition showcased the Faculty of Education, and the 11th edition the Faculty of Science. Additionally, Volume Three of the Convocation newsletter was released,

offering updates about convocation-related matters, including the annual general meeting. Below are the covers of the two magazines:



The number of alumni registered on the Alumni Connect platform is close to 13,000. The UJ Alumni Connect system is a closed social platform that facilitates global alumni engagement, networking, and mentoring opportunities for recent graduates by fellow alumni. The platform also enables affinity groups and chapters to reconnect with fellow alumni (locally and abroad), receive news and event updates, and receive ongoing educational opportunities and employment offerings.

Alumni use the iEnabler portal which is integrated with the student database for recording and updating personal information. This new internal centralised system is integrated with the ITS system that assists the Office with data management and record keeping. The system manages subsidised alumni records, the updating of personal details and various other applications..

The current alumni database lists 278 080 alumni, encompassing both subsidised and non-subsidised whole programme alumni, of whom 167 957 are contactable. The UJ Alumni Connect platform has emerged as a dynamic hub for alumni engagement, with a community of 12 890 registered alumni. This cutting-edge online platform facilitates various interactions including mentorship programmes and integration with social and professional networks, allowing alumni to reconnect with classmates globally, receive timely updates, access educational opportunities, and explore career offerings. The emphasis on mentoring assistance underscores the commitment to nurturing a culture of giving back to the alma mater.

Two new alumni chapters were launched. The Ghana Alumni Chapter was launched in August, marking the second chapter in Africa. Subsequently, in October the United Kingdom (UK) Chapter was launched, establishing the first chapter in Europe. Three new alumni affinity groups were also launched. They were the UJ Choir, Chemical Engineering and JBS alumni affinity groups. These launches contribute to the global footprint of the alumni network, fostering stronger connections and collaboration among graduates worldwide.

An innovative Membership Tier Programme comprising Silver, Gold, and Platinum tiers was introduced, each offering unique benefits to UJ alumni, current permanent and retired academics. The tiers were

BENEFITS	MEMBERSHIP TIERS		
	SILVER	GOLD	PLATINUM
	R0.00	R150.00 p.m	R250.00 p.m
Library Services	R628.00 valid for 12 months	Free access to Library services	Free
Online Library Services	Free	Free	Free
STH	No Discount	Alumni rate	Alumni rate and vouchers to select events
GYM	Alumni 200.00 per month, access to all Gyms	Free access to Gym services	Free access to Gym services
UJ Arts & Culture	no free ticket – normal rates apply	50% discount – 2 tickets per alumni	60% discount – 3 tickets per alumni
UJ Sports	no free ticket – normal rates apply	1 Free ticket	2 Free tickets
UJ FM	15% Discount	20% Discount	30% Discount
UJ Island	No Discount	20% Discount	20% Discount
4IR Short Courses	Free	Free	Free
UJ Online Shop	Free	20% Discount on purchases of R500 -R999.99 25% Discount on purchases of R1000 and above	25% Discount on purchases of R500-R999.99 including free delivery. 30% Discount on purchases of R1000 and above including free delivery
E-Academic Records	Free	Free	Free
EXTERNAL BENEFITS			
Mail & Guardian Free for all alumni for the first 6 months.	Normal rates apply	Discounted rate of R75.00 per month fee on Mail and Guardian premium platform	Discounted rate of R60.00 per month fee on Mail and Guardian premium platform
Pnet Over 7 000 job opportunities are available on Alumni Connect. Register on www.ujalumni.co.za	Free	Free	Free

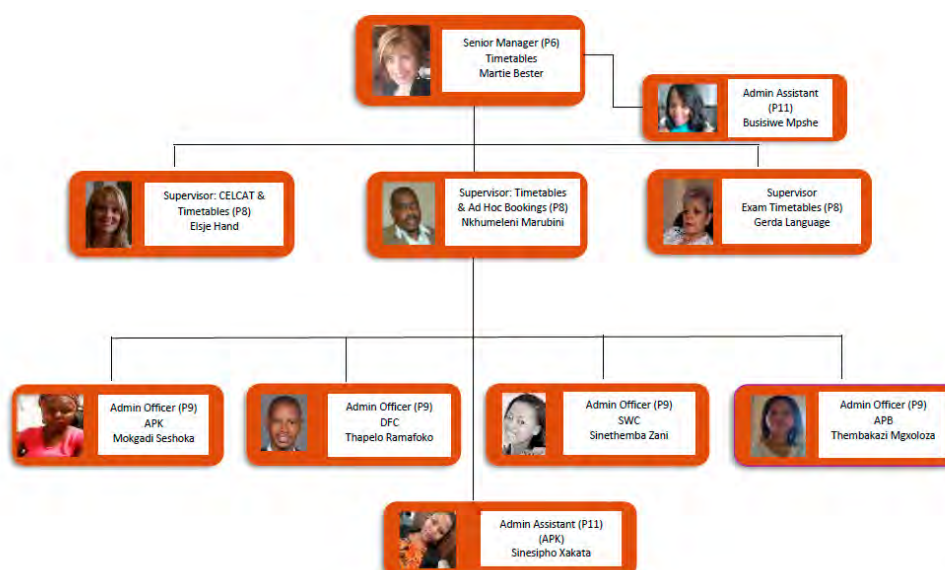
strategically designed to provide enhanced advantages while serving as a fundraising mechanism for the university. The financial impact of this programme has been significant, with a total amount of R107,458.24 raised in 2023. These funds play a vital role in supporting the university's ongoing initiatives and projects. The Membership Tier Programme underscores the commitment of UJ alumni to contributing actively to the university's development and demonstrates the tangible benefits they receive through their chosen membership tiers. As we move forward, the Alumni Office remains dedicated to expanding and optimizing this programme to continually enrich the UJ alumni experience.

UJ Convocation's 2023 Annual General Meeting (AGM) was seamlessly conducted online, ensuring broad participation. Throughout the year, numerous impactful events were held, including the launch of affinity groups, chapter inaugurations, and awareness campaigns. These events (see the list below) collectively aimed to inform alumni about diverse opportunities and benefits of active involvement with UJ, creating a vibrant and engaged alumni community.

EVENT/ACTIVITY	DATE
Conversation Series with Executive Committee of Convocation (Virtual)	23 March 2023
UJ Choir Alumni Affinity Group Launch	15 April 2023
Law and Alumni Office Collaboration Event	18 May 2023
Chemical Engineering Affinity Group Launch	19 May 2023
In conversation alumni series	22 June 2023
Women ICT Technology (virtual)	22 August 2023
Ghana Chapter Launch	26 August 2023
Convocation Virtual AGM	19 September 2023
UJ Alumni Sports Affinity Group Launch	29 September 2023
UJ United Kingdom Alumni Chapter Launch	4 October 2023
BCom Honours Financial Management) & PG Dip CIMA (Financial Management) Alumni Event	12 October 2023
JBS Alumni Affinity Group Launch	20 October 2023
FADA 1001 nights Alumni event	25 October 2023
Commercial Accounting ACCA event	2 November 2023
Retired Academics Breakfast	9 November 2023

5 TIMETABLES

Below is the organogram for the Timetable Department:



The main objective of this Department is to support excellence in teaching and learning by delivering optimised, effective timetables to the University via efficient, streamlined business processes with good governance. Effective timetabling is the “backbone” of the academic programme.

The key priorities for 2023 were the following:

- Optimising the 2024 DFC lecturing timetable from a zero-base via the CELCAT automation software.
- Optimising the 2024 to 2026 examination timetable (June and November) from a zero-base via the CELCAT automation software.
- Making full use of the HEDA Minimum Time Footprint Reports, for both modules and qualifications, to start enforcing policy rules regarding maximum contact time, maximum time footprints, and minimum group sizes. This is important for optimal and fair usage of university resources.
- Numerous system integrations and enhancements.
- Timetable stability and improved timetable reporting via CELCAT, Oracle Business Intelligence (BI), the HEDA (MIS) system and ITS Integrator 4.
- Taking forward a new development requested by the University Timetable Committee (UTC) in late March 2023, to publish students' individual/personal test/semester test timetables via the student portal. After various consultation sessions between key staff members from CAA, ICS and CAT, plus a session with UTC faculty representatives (academics), it was decided that the source data for this development would be the master file “*UJ Assessments and Exams*” (and not the MAMS system), and that the specifications of the development would be finalised in early 2024, for possible implementation/roll-out in 2024. It was also agreed that when this development was completed, the development of a new BI report would be requested that would inform students of all relevant changes to test dates via an automated email – similar to the one implemented some years ago for lecturing timetable changes. Severe human resource constraints within the Solutions Delivery Team of ICS were taken into consideration in the planning of this project.

All the projects were completed successfully and timeously, resulting in improved timetables for students and lecturers – e.g. a better exam paper spread per student and clash-free lecturing timetables for DFC lecturers, with approximately 92% of DFC lectures ending by 16:15 daily.

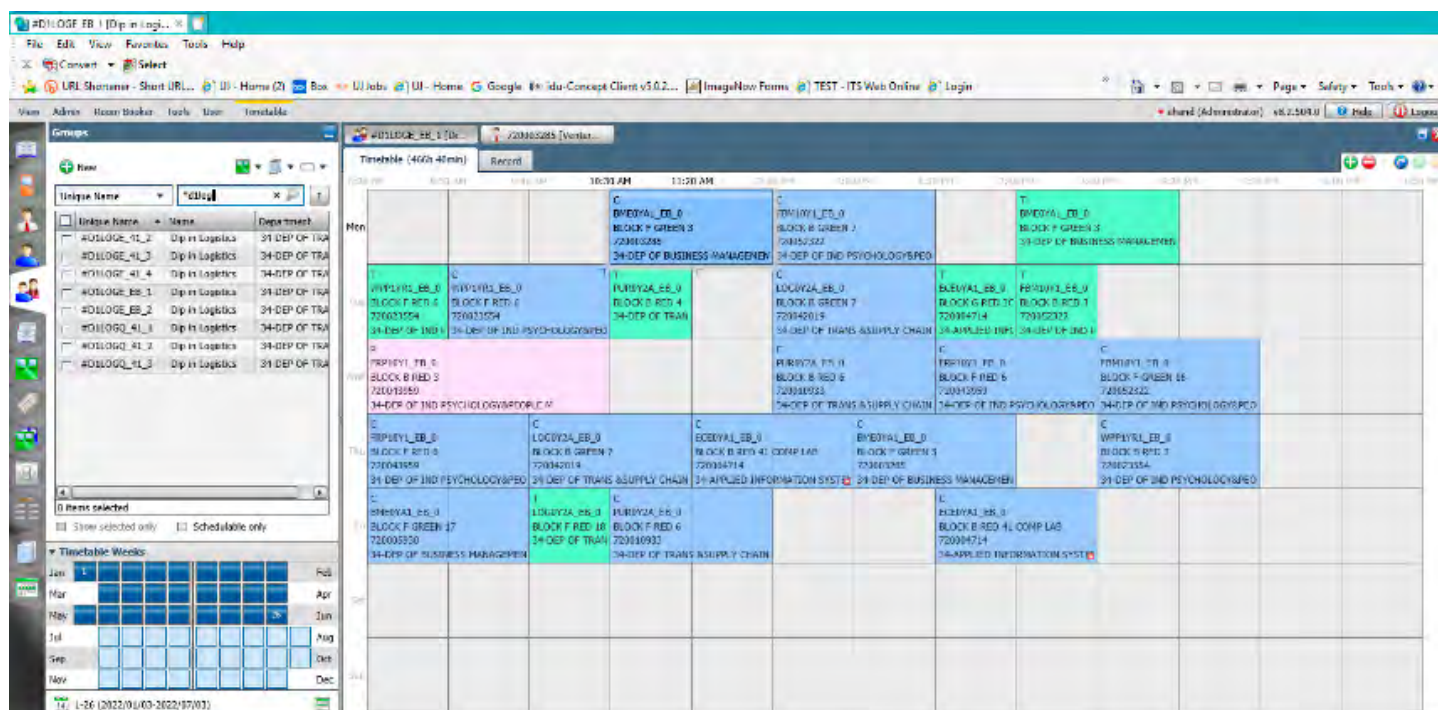
Doornfontein Campus 2024 Lecturing Timetable re-optimised

The CELCAT scheduling system, which has been utilised for optimising all campuses' lecturing timetables on a rotational basis over several years, was again utilised to re-optimize some timetables: the DFC lecturing timetable for 2024 and examination timetables for 2024 to 2026, both from a zero-base. These comprehensive projects were concluded successfully as per the pre-determined due dates. The APK campus lecturing timetable will be re-optimised in 2024 for 2025 implementation.

Systems Integrations

The daily auto-uploading of the master lecturing timetables from the CELCAT databases (one per campus) to the ITS INT 4 Student System continued throughout 2023, leading to a streamlined process with less probability of human error. Output reports and the equivalent matrix are monitored daily.

From June 2023, the special exam timetables of the University are also being uploaded to the CELCAT Lecturing Timetable (LTT) databases via the full integration process, making the venue booking-monitoring process via the BI Exam Schedule reports (one per campus) easier for support service divisions. This eliminated the need to monitor the HEDA Exam Banners, together with the BI Ad Hoc Venue Booking Reports. All exams are now included in this process. All venue blockings for a full academic year, for example, registration-related bookings including the Call Centre and all initial exam period blocks, are also included in this bulk data upload to CELCAT completed in early November of the previous year. Below is the CELCAT system interface:



When the Johannesburg Business School (JBS) building was taken into use from the middle of 2022, it was decided to create a separate CELCAT lecturing timetable database for this building, and to implement CELCAT venue bookings for the academic activities of the JBS and the Graduate School of Architecture (GSA). The Timetable Division prepared the database and captured all existing permanent bookings from the second semester of 2022. Relevant admin staff were then given access and trained as Rooming Administrators for processing CELCAT Room Booker requests for other venue bookings. Some initial challenges with access to CELCAT Client were eventually resolved in early 2023. Training and re-training of new JBS Rooming Administrators was conducted throughout 2023 due to the high staff turnover in these two Schools.

The CELCAT Client and Administrator software was successfully upgraded to V8.2 R9 in mid-November 2023. The CELCAT SIM software was upgraded by late November 2023.

As per the principles of fairness, transparency, and good financial governance, in mid-2022 the Tender Committee advised a new RFP process to be followed for considering up to five different suppliers of timetabling/scheduling and venue booking software suites. The process was completed by late July 2023. The Tender Committee awarded the contract for licensing and support of the CELCAT scheduling software suite for the next three-year period to Adapt IT. The tables below give an indication of the scope and complexity of datasets used for timetable optimisation and scheduling:

UJ LECTURING TIMETABLES INFORMATION						
Campus	No. of Students (2023)	No. of Qualifications	No. of Modules	No. of LTT Templates (Input)	No. of Template Constraints	No. of LTT Events (Output)
APK	21,121	668	1,562	4,505	39,605	6,414
DFC	10,121	312	1,205	2,113	5,814	3,963
APB	5,031	177	688	1,059	4,220	2,176
SWC	4,436	87	385	982	2,835	1,937
Total	40,709	1,244	3,840	8,659	52,474	14,490



UJ EXAM TIMETABLE – 2023 DATA (unless indicated otherwise)					
Exam	No. of students (head count)	No. of student exam papers	No. of (unique) module exam papers	* No. of module combinations with > 4 students	No. of ETT Events (Output)
Jun Main	36,142	107,206	704	Semester 1: 5,863	729
Jul SSA	± 7,400	11,726	786		786
Aug Special	± 300	305	786		786
Nov Main	39,252	118,350	897	Semester 2: 5,692	897
Dec SSA	± 7,600	12,000	899		899
Jan Special (of 2022)	±1,500	1,856	1,713		1,713

*: “Clash Matrix” --> represents exam timetable complexity. This is the number of module combinations to be accommodated, i.e. scheduled clash-free and with optimal exam paper spacing, within a total of 47 exam sessions per main exam. The number of “allowed” module combinations available to students is the main and most impactful constraint on all of the University’s timetables.

CELCAT Room Booking System – 2023 Data (by 13/11/2023)				
Campus	No. of Booking Requests Sem 1 of 2023 (Input)	No. of Booking Events Sem 1 of 2023 (Output)	No. of Booking Requests Sem 2 of 2023 (Input)	No. of Booking Events Sem 2 of 2023 (Output)
APK	1,818	2,891	1,618	3,778
DFC	1,012	1,441	714	1,114
APB	697	1,281	349	709
SWC	244	689	293	736



Risk Mitigation for the December 2023 Supplementary Exams

Due to there being only one week available between the end of the November 2023 main exam period and the start of the November/December 2023 Supplementary and Special Assessments (SSA) exam period, the risk mitigating measures introduced in late 2021 were subsequently incorporated into the SOPs, for example:

- Module exam papers scheduled late in the main exam period were removed to later dates during the SSA exam period. This process will be repeated in 2024, due to the main exam timetable having been re-optimised in 2023;
- The complete November/December SSA exam timetable was uploaded to the UJ Web on 3 November 2023;
- In collaboration with the Assessment Division and the BI Team of ICS, the two BI reports developed to “warn” students timeously of their upcoming SSA exam, were activated again from 6 November 2023. The first report is an automated email sent to individual students at mark-upload, for specific result codes, which directs the student to the complete SSA Examinations Timetable (ETT) on the UJ Web. The second report is an automated email sent to students after registration for the SSA exam, which informs them of their upcoming SSA exam and directs them to their personalised exam timetable on the student portal.

Monitoring and addressing compliance to Timetable Policy Rules via the HEDA Minimum Time Footprint Reports

In order to improve governance of lecturing timetables, the University Timetable Committee (UTC) prioritised the full rollout of usage of the Minimum Time Footprint Reports, for modules and qualifications – to enforce timetable policy rules regarding maximum contact time and time footprints, plus optimising group sizes, especially for tutorial groups.

The reports run on the 2023 LTT databases indicated the need for a “cleanup” of lecturing timetables for the sake of fairness in usage of University resources. This process was completed at the same time as reviewing and updating the Policy on Timetable Construction, inter alia by distinguishing between different types of modules and their rules: e.g. “normal” UG modules, extended programme modules, “high risk” modules, and practical-based modules, which would typically have many consecutive periods scheduled on single weekdays, on- or offsite. All cases of non-compliance were referred to faculties and departments for further investigation and feedback, at which point many timetable adjustments/data corrections were made in order to achieve compliance. Applications for exceptions (with motivation) were submitted by relevant

academic departments, considered and approved/not by the UTC by early May. The aim was to ensure LTT compliance with policy rules from 2024 (or 2025 at the latest). This process will be included in annual timetable processes from 2024. The Policy will be reviewed and further refined in 2024.

Smart Classrooms/Future Fit Venues

The University Timetable Committee commissioned a task team to investigate the upgrading general classrooms to meet the academic needs related to technologies for teaching and learning. The task team benchmarked and evaluated the different technologies used by other leading Institutions and concluded that the following minimum requirements need to be considered for all UJ lecture venues:

It was proposed by the task team that the University consider the implementation of this project over four to five years, to lower the financial impact and to reduce the operational needs of having venues unavailable for infrastructure upgrade. The task team identified 69 (25%) of the central-pool lecture venues per campus to be prioritised for upgrading to the minimum standards as listed above, in 2024. Facilities Management, CAT, ICS and Protection Services will be involved in the planning of roll-out, as they need to provide the necessary services (e.g., electrical points, network

MINIMUM STANDARDS FOR LECTURE VENUES	
1	WiFi network.
2	Data projector with easy-to-use controls (It should not be necessary to contact ICS to switch on a projector).
3	A minimum number of electrical outlets for student devices (10% of the venue capacity).
4	Manual or automated lighting controls.
5	Acceptable levels of temperature and environmental controls.
6	Smart board (with the necessary amplification and screens in large venues)

/ WIFI and security for the smart devices). ICS must ensure that the equipment is positioned correctly, that network access points are scoped properly for each venue, and that all other AV equipment are properly integrated with the smart devices and tagged on the monitoring tools for availability.

These enhancements will not only effectively facilitate the growing need for academics to use a blended approach to teaching and learning but also allow for the recording and broadcasting of their lectures (if needed). These enhancements are critical for UJ to be regarded as an Institution which embraces technology to enhance teaching and learning. It would also alleviate pressure on lecture venues and teaching staff, for instance, by having one lecturer teaching a module in one venue on one campus, whilst live streaming it to other venues on other campuses (with tutors available), and online.

Challenges experienced in 2023 mostly related to:

- The reality of the extensive and prolonged ESKOM load shedding, plus prolonged power outages at some campuses, inter alia due to repeated cable theft in the area; this caused great challenges in terms of all operations of the University, as the existing generators supplying emergency power to crucial venues/areas cannot cope with prolonged usage. Unavailability of emergency power on a campus disrupts teaching and learning, assessments, and the quality of life of students in residences. MEC and Facilities Management have strategized longer term plans for the University for generating sustainable emergency power on all campuses, including supplying emergency power to specialised laboratories not yet supplied.

In 2023 it became apparent that lecture venues and computer labs need to have UPS backup power, as when only supplied with generator backup power, each electricity "dip" causes AV equipment to reboot before starting up again, leading to a loss of lecture/contact time. Consistent and safe water supply to campuses also needs attention in future.

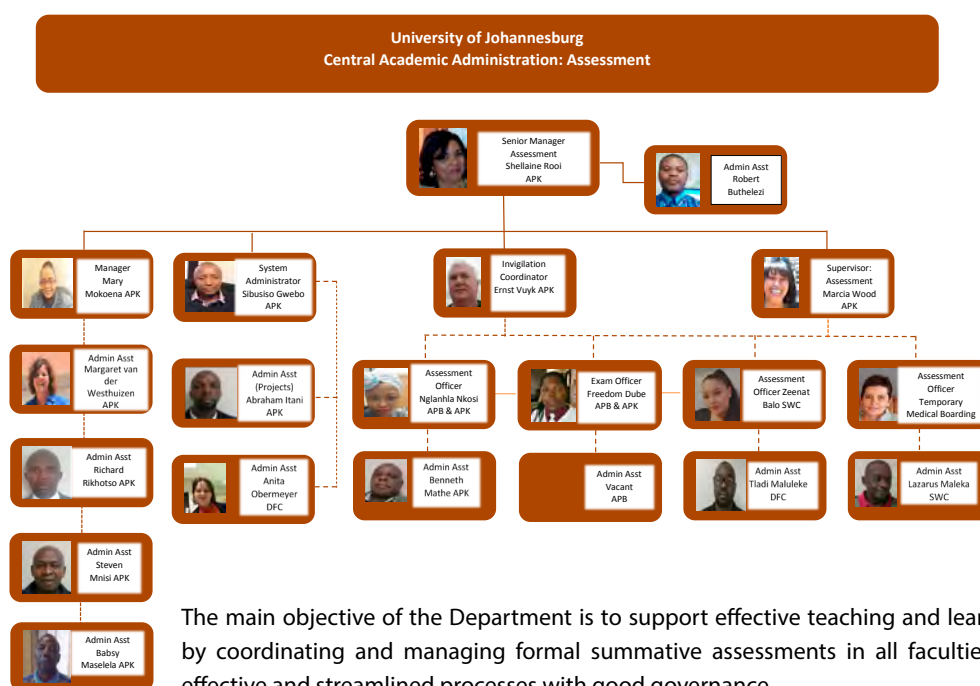
- At UTC's request, during 2023 Central Technical Services undertook a comprehensive venue audit exercise of all teaching and learning venues across all campuses. This project was complex and time-consuming, as information regarding the types of emergency power installations also had to be added to the existing master list of information. This meant that many of the tasks could not be delegated

to junior staff members/interns. The project was concluded by mid-October and will be repeated in 2024, to ensure that venue-related data is and will remain correct and in sync on all platforms and in all databases. During the venue audit, it came to light that there were many instances where departments had arranged their own venue refurbishments, e.g. by “combining” some laboratories/“own” lecture rooms (sometimes via external sponsorships), without informing CTS of this, leading to major data discrepancies for venues on timetable and venue booking databases. It became apparent that a policy with rules and guidelines re all UJ space allocations/re-allocations and refurbishment of all teaching and learning venues needs to be put in place and enforced going forward.

- Venue maintenance and upgrading remain challenging, as the work can only be scheduled during University recess periods or over some weekends (as to not disrupt teaching and learning activities and assessments), impacting timelines and costs (e.g. overtime for contractors’ staff). A worldwide chip set shortage (an ongoing impact of the Covid-19 pandemic) also caused delays for the AV-upgrade project scheduled in 36 UJ venues, due to the delayed delivery of the necessary DMPs components.

6 ASSESSMENTS

Below is the organogram for the Assessment Department:



The main objective of the Department is to support effective teaching and learning by coordinating and managing formal summative assessments in all faculties via effective and streamlined processes with good governance.

Biometric scanning during assessments on all campuses

Six biometric scanners were utilised to verify whether the legitimate students were writing the assessment opportunities from 1 June 2023 until 2 August 2023 on all four campuses. Through this process of matching the scanned fingerprint to the student card, the Assessment Department is making sure no student (or any other person) is writing an assessment on behalf of another student. The assessment department, through random sampling, achieved a 22% overall scanning of all the students during this time.

Further implementation of virtual or online invigilation for students writing assessments on all our campuses

CAA has expanded the central control room with several screens linked to the security cameras in the assessment venues. The department monitors students writing assessments in the venues through a small central pool of invigilators, to identify transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.

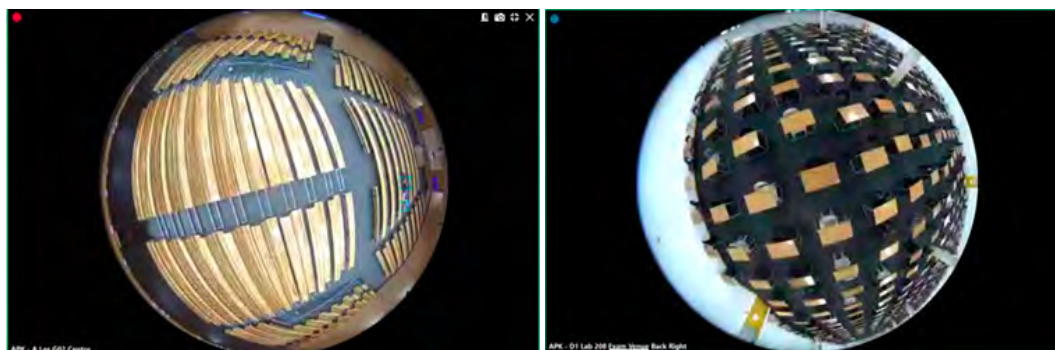
Exam venues were monitored from 1 June 2023 until 2 August 2023 during all three first semester assessment opportunities. The purpose of monitoring the CCTV cameras is to ensure compliance and that students are not engaging in irregularities. It is also used to monitor the performance and efficiency of the Invigilators. All non-compliance is followed up on and brought to the relevant stakeholders' attention.

Protection Services did a proof of concept in 2023 with an external service provider using the APK exam and classroom venues A Les G02 and D1 Lab 208 to test the following capabilities of a new security camera system:

- People counting;
- Remote invigilation and Security;
- Venue security improvements;
- Podium security improvements;
- Smart environmental monitoring and optimisation.



Below are examples of the new type of cameras used in the proof of concept. They are called “fish-eye” cameras, with the capability of continuously streaming (and recording) video in all directions. This type of camera can replace up to four standard cameras in a venue.



The Assessment Department also engaged several service providers to do a pilot project on behavioral analysis of assessments. The outcome was not what was envisioned, investigations will therefore continue in 2024.

CAA also developed an add-on for the assessment paper upload system, which now allows academics to upload tests throughout the year. The system was developed and tested during the first semester of 2023 through a pilot project with JBS and with whole programmes from CBE. During the second semester of 2023, two more departments from the Faculty of Education were also included. This will assist the academics with continuous assessment modules, which require regular tests for their students instead of a summative assessment at the end of each semester. In the future, they will also be assisted by the Assessment Department to photocopy their tests securely at any time throughout the year.

External invigilator booking system

The initial online invigilation request form could not be maintained after the resignation of the previous webmaster. The Assessment Department then requested that ICS develop a system, but unfortunately, they could not assist due to resource constraints.

The new system administrator in the Assessment Department introduced a new form using Microsoft Forms, SharePoint, and Power Automate. The new form was implemented from the middle of July 2023 onwards and will be used until a new system is developed.

Investigating the possibility of a one-stop printer

The Assessment Department has communicated with Konica Minolta, who presented us with a possible solution for printing and packaging assessment papers in one go. They assessed our office space, but unfortunately, the only venue that can accommodate this $\pm$ 14-meter long printer is the APB exam venue. Their proposal for the setup of this solution (see below) will be explored in more detail in 2024.



7 HEMIS

To the right is the organogram for the HEMIS Department:

The main objective of this Department is to coordinate and manage the submission of the HEMIS reporting data and to ensure good governance in terms of the data elements used on the various operational systems.

Statutory Reporting

For 2023, seven HEMIS databases were submitted to DHET in accordance with the annual timeframe set by DHET. In addition to these submissions, a comprehensive report on Teacher Education Headcount-Enrolments, Full-Time-Equivalents (FTEs) and graduates was again compiled and submitted, as required by the DHET.

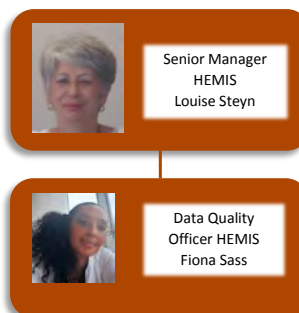
Governance and data quality

In order to align the business processes and improve governance, a number of training sessions were scheduled, as well as a HEMIS masterclass which was facilitated by an external HEMIS specialist. This masterclass was very insightful and well-attended, and will be scheduled as an annual event in future.

HEQSF PQM

Both the HEMIS office and the Centre for Academic Planning and Quality Promotion are constantly reviewing the HEQSF PQM to improve data governance and quality. Online and CEP programmes are also being aligned to the governance process of subsidised programmes to improve service delivery and data quality.

University of Johannesburg Academic Administration: HEMIS



Audit Findings: Student and Staff Data

The 1997 Higher Education Act requires the Council of a public higher education institution to provide the Minister of Higher Education and Training with data on its students, staff and academic programmes. The annual student, staff and academic programme data submissions of public higher education institutions are used by the Department of Higher Education and Training (DHET) for various purposes. These include (a) monitoring the performance of the public higher education system, (b) planning its future development, and (c) distributing state funds to institutions.

DHET undertakes regular checks on the reliability of the student, staff and the academic programme data submissions of public higher education institutions, and in particular those data required for monitoring and planning. Since data collection and data reporting are the responsibilities of the Council of each public higher education institution, the main purpose of the DHET audit directives is to assist Councils in ensuring that institutional data required for the allocation, or potential allocation, of state subsidies are realistic and correct.

In the audit report, auditors must certify that the data in certain fields of relevant VALPAC files are realistic and accurate representations of the institution's student records, staff records and of its academic programme records.

The external auditors validated the 2022 student data in June 2023 (as per the audit directives received from the Department of Higher Education and Training). The six audited files contained 66 data elements and a sample of 45 per element for testing, to verify that qualifications offered were approved by the Minister of Higher Education and that the University complies with all learning material classifications as these determine subsidy allocations.

Only five findings were recorded for all the data elements tested for the 2022 data. This is a very positive outcome as many more elements were tested this year.

The staff data is validated in terms of staff classification categories, particularly instruction/research and permanent/temporary.

The staff profile audit file consists of 9 data elements, and a sampling of 45 per data element was audited. No exceptions were recorded.

Comparison of previous years:

The findings of the previous 11 student audits are as follows:

- 2012 Exceptions: 4 (1 on course file, 1 on qualification file and 2 on credit value file)
- 2013 Exceptions: 5 (1 on course file and 4 on student file)
- 2014 Exceptions: 3 (3 on course file)
- 2015 Exceptions: 3 (3 on student file: 1 Grade 12 Certificate and 2 on first major area of specialisation)
- 2016 Exceptions: 3 (2 on module credit value file and 1 on student file)
- 2017 Exceptions: 4 (1 on qualification file, 1 on credit value file, 1 of student file (first major area of specialisation) and 1 on course registration file)
- 2018 Exceptions: 2 (1 on course credit file and 1 on course file)
- 2019 Exceptions: 1 (on course credit file)
- 2020 Exceptions: 1 (on course credit file)
- 2021 No exceptions
- 2022 Exceptions 5 (1 on student file, 2 on module credit file and 2 on qualification file)

The student data reflects a high standard in terms of quality and reliability. The student data exceptions are acceptable, given the relative size of the database, the number of data elements tested, and that there is no reputational risk. They will be addressed with the relevant faculties to improve governance.



8 SYSTEMS AND TRAINING

The objective of this Unit is to support effective teaching and learning by implementing and managing academic administration system developments. Offering continuing training to all internal stakeholders on the use of the student administration systems is also part of the responsibilities of the Unit. The Unit consists of a Senior Manager (Ms Adelaide Mphahlele) who reports directly to the Senior Director of CAA.

The main objectives for the Systems and Training Unit for 2023 were to make sure that all staff training needs, in terms of academic administration, are executed; that new systems are developed to make sure that students are catered for online; and lastly, to ensure that all existing administration systems are working well so that the academic administration of the institution continues to be executed effectively.

For the year 2023, the Unit completed several system developments on the ITS system and other in-house systems. Below are the system developments that were completed:

- Special character printing on the academic transcript and transcript supplement.
- Marking of major modules with an asterisk on the transcript.
- CAA developed an API to facilitate the seamless printing of certificates. This is a major development that allows for advanced use and integration of systems within UJ, and also eliminates human errors in the printing of certificates. This development was also presented at a conference by colleagues to showcase what UJ is doing to improve system efficiency.
- In terms of the academic exclusions or sick exam applications, an enhancement was made to the system to allow for better reporting of the applications that come through the system. Greater stability has been achieved in this system over the years.
- On the Sick exam application system, CAA added more filters to allow departments to use the system more extensively.
- Identification of gap year students. This is to allow faculties to follow up with these students, which will assist them with better enrolment management.

- Coordinated the ITS system upgrade builds to make sure UJ was on the latest version available of the student system.
- Automated cancellation of registration for students who are expelled through the disciplinary process.
- In total, 17 training sessions were concluded with various stakeholders.
- Several manuals were reviewed, updated, and uploaded on the intranet.
- The Judicial Business Process was reviewed.
- The research intent form was developed and implemented for research Masters and Doctoral applications.
- Academic Exclusion warning letters were developed and implemented.

The following projects will be focused on during 2024:

- Development and implementation of conditional registrations on ITS
- The smart classroom solutions.
- Warning note to students when registering below the required load.
- Display of modules passed and the total modules required for students to complete, on proof of registration.
- Further improvement on the Judicial Business Process.
- Incorporation of the F7, sick exam, module credit/exemption application system into ITS.
- Possible upgrades to the next major version of ITS – called Affinity.

The main aim of 2024 is improved collaboration with stakeholders within CAA and to leverage that for greater support to faculties. This will be done by bringing all systems specialists from the CAA departments together into one committee to collaborate on system enhancements. CAA also looks forward to collaborating with the Protection Services Division to create a digital access card.

9 EMPLOYEE PROFILE

Of the 82 permanent staff members in the Division:

- 74% are from designated groups;
- 89% hold postschool qualifications; and
- 62% are female.

Below are the total percentages per race and gender in each Department:

RACE	GENDER	ACADEMIC ADMINISTRATION	TIMETABLES	SEC	HEMIS	ASSESSMENTS	FACULTY COORDINATION	TOTAL	%
African	Female	1	5	12		3	3	24	29,27
African	Male		2	8		9	3	22	26,83
Coloured	Female			6	1	3		10	12,20
Coloured	Male			1		1		2	2,44
Indian	Female			2			2	4	4,88
Indian	Male					1		1	1,22
White	Female	1	3	6	1	1	1	13	15,85
White	Male	1		2		1	2	6	7,32
TOTAL								83	100,00

10 RESIGNATIONS, APPOINTMENTS AND MATERNITY LEAVE

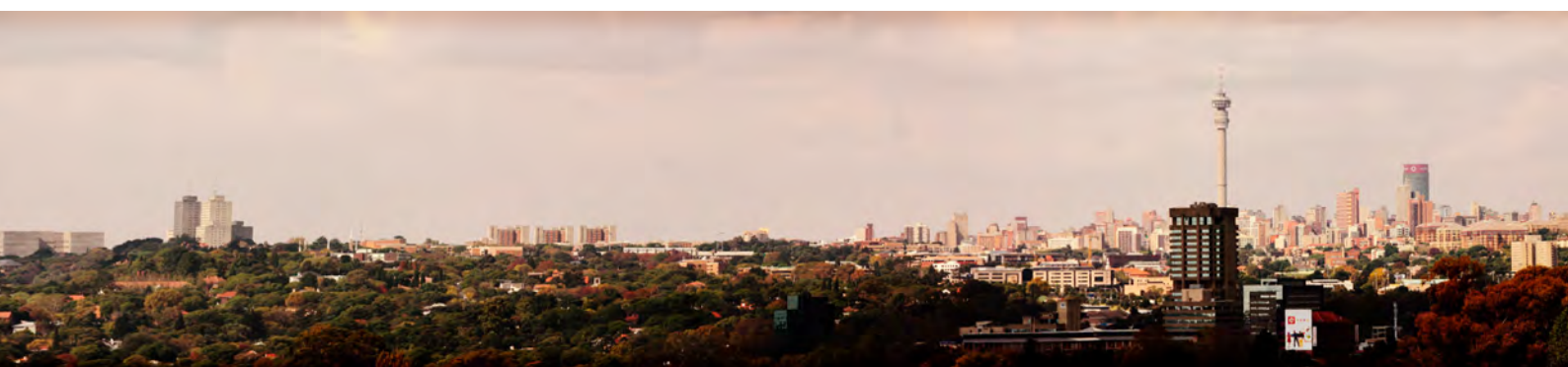
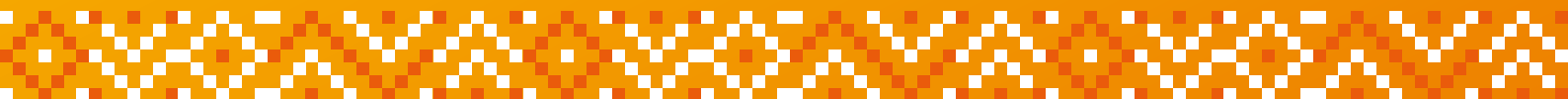
The following staff members resigned, were appointed, or took maternity leave during the year:

RESIGNATIONS			
Name	Surname	Date	Department
Tebello	Moloi	28-Feb	Contact Centre/SEC
Leevasha	Moodley	31-Aug	Contact Centre/SEC
Sibusiso	Gwebu	31-Jan	CAA: Assessments
Thabiso	Malete	01-Jul-23	Alumni
APPOINTMENTS			
Mpho	Moloto	01-May	Contact Centre/SEC
Zacharia	Sekgale	01-Nov	Contact Centre/SEC
Kago	Mothibantwa	01-May	Biographics/SEC
Siddique	Satar	01-Jul	CAA: Assessments
Theo	Visser	01-Jul	CAA: Assessments
MATERNITY LEAVE			
Leigh Varndre	Petersen	30-Oct	Contact Centre/SEC

11 STAFF DEVELOPMENT PROGRAMMES

Many staff members attended the online training sessions arranged by Human Capital Management. The following employees were also registered for formal qualifications:

EMPLOYEE NAME	QUALIFICATION	STATUS
TIMETABLES		
M Seshoka	M.Sc. Operations Research (Data Science) (UNISA)	Busy
S Xakata	B.Sc. Hons. in Applied Mathematics (UJ)	Busy
SEC		
Bennett Dintsi	MSc Chemistry	Completed
Sandile Mazibuko	BA Hons Public Management and Governance	Completed
Naphtali Makhubela	National Certificate Generic Management	Completed
Jessica Madonsela	MComm Business Management	Busy
Desmond Chauke	M Sustainable Urban and planning development	Busy
Sherry Hutton	PGDIP Business Administration	Busy
Sean Jobson	PhD Mechanical Engineering	Busy
Frances Wessels	MComm Business Management	Busy
Mpho Moloto	Masters in Community Development	Busy
Quandary Mogoai	BSc Informatics	Busy



ASSESSMENTS		
Freedom Dube	Postgraduate Diploma: Business Administration	Busy
FACULTY COORDINATION		
Angela Silinda	Master's in Business Management	Busy
Nell Ledwaba	LLM and DBA	Busy
Vongani Hlungwani	Higher Certificate in Local Governance and Management	Completed
Kopano Manoto	Higher Certificate in Information Technology	Completed
Vuyisile Bans	Master's in Education	Busy
Ferial Moola	Diploma in Office Management and Technology	Busy

12 RESOURCE MANAGEMENT AND SUSTAINABILITY

Overview of CAA budgets

The overall budget was slightly exceeded due to several strategic projects being approved for implementation during 2023. The WhatsApp system development, virtual invigilation, and graduation badges were some of the strategic projects requiring additional resources to launch.

DIVISION	OPERATING BUDGET	EXPENDITURE	BALANCE	%
Director CAA	R 1 362 468,00	R 1 407 479,00	- R 45 011,00	103,30
Faculty Coordination	R 158 703,00	R 122 340,00	R 36 363,00	77,09
Registrations	R 706 498,00	R 623 789,00	R 82 709,00	88,29
Graduations	R 1 196 982,00	R 1 743 695,00	- R 546 713,00	145,67
HEMIS	R 28 586,00	R 39 132,00	- R 10 546,00	136,89
Assessments	R 1 360 510,00	R 2 666 372,00	- R 1 305 862,00	195,98
Academic Structure	R 600,00	R 131,00	R 469,00	21,83
SEC	R 697 565,00	R 689 410,00	R 8 155,00	98,83
Class & Timetables	R 89 529,00	R 73 733,00	R 15 796,00	82,36
Alumni	R 1 627 265,85	R 1 150 806,00	R 476 459,85	70,72
TOTAL	R 7 228 706,85	R 8 516 887,00	-R 1 288 180,15	117,82



13 CONCLUSION AND WAY FORWARD

Central Academic Administration has adapted very well to the challenges over the last few years and successfully integrated on-campus business processes with digital systems. Most business processes are effectively supported by digital systems. The academic year was successfully concluded without any loss of academic time.

All performance targets were met, with the Registration and Applications student surveys achieving more than 80%. The final selection process of undergraduate students, including the massive influx of late enquiries, was executed successfully. The alumni systems were expanded to facilitate better engagement with alumni, and a number of engagements were successfully hosted with the faculties. CAA further enhanced off-campus alumni benefits by expanding on the tiered subscription system and launching more alumni chapters and affinity groups.

The risk of late walk-in applications was effectively mitigated using the cloud-based electronic late application enquiry system. An extended call centre was also available to assist applicants with application inquiries. Our intelligent digital assistant or chatbot (MoUji) proved to be a great help with the high volume of inquiries throughout the year. The chatbot assisted with general inquiries and was enhanced through a WhatsApp system integration to offer clients more self-service options.

Sustained excellence in data quality was achieved with all the reporting deadlines met on time, with no errors reported through our HEMIS submission. Given the size, shape, and complexity of UJ, this is a major achievement. CAA hosted almost 70 graduation ceremonies for more than 12 000 graduates at formal (in-person) graduation ceremonies.

Central Academic Administration successfully completed all the life-cycle business processes for the year, while mitigating the related risks. In 2024 CAA will pilot a biometric identity verification system using facial recognition during the registration process and investigate the possibility of establishing a UJ support structure (Student Enrolment Centre) in the Metaverse through the WhatsApp chatbot.

Dr Tinus van Zyl

Senior Director: Central Academic Administration

12 April 2024



Corporate Governance

1 OPERATING CONTEXT

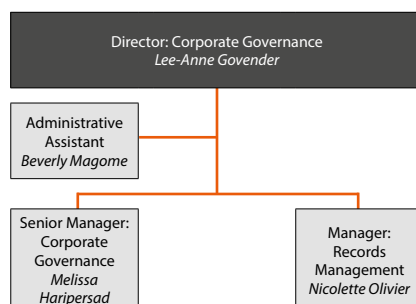
The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and, specifically, the Higher Education Act 101 of 1997 (as amended). Its core functions are driven in alignment with the Institutional Statute of the University of Johannesburg and relevant institutional policies.

The Division comprises three units: the Governance Unit, the Qualification Verification Unit, and the Records Management Unit. These units have a footprint across the University and are technology driven. The systems utilised within the Division include Integrator, Perceptive Content, Hive, Oracle Business Intelligence, Mobile Voting System, POPI/PAIA Platform, Service Manager and Service Provider Platforms.

The Division, while diverse in nature, seeks to align its operations with best practices.

Organisational Design and Operating Context

The Corporate Governance Division comprises the Governance Unit, the Qualification Verification Unit, and the Records Management Unit. The organogram below reflects the management structure of the Corporate Governance Division.



Governance Unit

The Governance Unit is managed by the Director with the assistance of the Senior Manager and the Administrative Assistant. This structure is reflected in the organogram above (excluding Records Management). This portfolio involves high-level operational tasks stemming from the Office of the Registrar.

Qualification Verification Unit

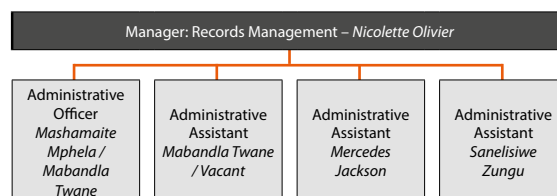
The Qualification Verification Unit (QVU) is headed by the Senior Manager: Corporate Governance. This

Unit is responsible for qualification verifications, which pertain to the issuing of academic documentation, including academic transcript supplements, academic transcripts, and confirmation letters, as well as performing third-party verifications.



Records Management Unit

The Records Management Unit (RMU) is headed by the Manager: Records Management and is responsible for Records Management, which includes Contract Management within the University.



2 STRATEGIC FOCUS

Strategic Objective Six, fitness for global excellence and stature, informs the Division's strategic objective.

Strategic Planning

For 2023, the Division identified the following areas as key priorities:

- Enhancing Service Excellence
- Review of the Governance Environment
- Review and Enhancement of the Policy Management Environment
- Review and Enhancement of the Qualification Verification Environment
- Review and Enhancement of the Records Management Environment

Multiple strategic objectives were contained within these key priorities. Regular planning sessions were held to ensure that the required outcomes were achieved. The information that follows is an overview of what transpired throughout the year in each of these environments, with the aim of achieving the identified deliverables.

Governance Unit

This Unit oversees the governance related to the Registrar's Portfolio.

University Academic Regulations

The University Academic Regulations are reviewed annually and serve as a reference for staff and students regarding the processes and procedures that must be adhered to, to ensure governance and compliance.

A working group was established to oversee the amendments to the Academic Regulations and alignment with new and amended policies. This working group comprised the Registrar, the Heads of Faculty Administration, and relevant support divisions, including academic representatives. Additionally, the Office of the General Counsel was consulted. To facilitate consultation between the relevant portfolios within UJ, the working group was provided with access to the previous version of the University Academic Regulations through the MS Teams platform. The working group reviewed the 2023 regulations to inform the 2024

regulations regarding accuracy, consistency, and applicability. The proposed amendments served at faculty boards for input.

The amended University Academic Regulations for 2024 served at the last Senate meeting of November 2023 for approval. The following amendments were approved for 2024:

- Certain clauses were rephrased to provide clarity.
- Minor editorials were made throughout the document to align with policies, to ensure that no ambiguity was present, and that the information was conveyed in layman's terms. The content and its interpretation remained unchanged.
- Section 2 on Abbreviations, Definitions and Concepts was updated. Certain definitions and concepts were expanded upon as well as reshuffled and clustered for ease of reference. New definitions and concepts were added.
- Section 4 on Admissions was updated to include information on the declaration of previous studies, and a clause was added regarding administrative oversight. Information on the National Certificate Vocational was expanded upon.
- Section 10 on the Duration of Programmes was expanded upon to include information relating to the Expected Duration, along with an explanation.
- Section 11 was aligned with the Assessment Policy. A clause was added regarding the utilisation of digital footage as evidence in disciplinary proceedings, as well as a new clause relating to students under investigation and the awarding of credits/marks.
- Section 19 on Withdrawal and Revocation of Qualifications was amended to reflect Senate as the body that revokes qualifications, in line with the amended Delegation of Authority of Senate and Council (as approved by the relevant structures).
- Section 20 on the Statement of Conduct was aligned to the Statement of Conduct issued.

The revised University Academic Regulations were published on the Intranet and UJ website.

Policy Management

The Governance Unit plays an essential role in the University by monitoring and tracking governance documentation, which includes policies, charters, standard operating procedures, and guidelines. During 2023, 59 governance documents were reviewed and approved, and the Unit continued to communicate via the UJ Circulars platform to inform the UJ community of these governance documents. Policy owners were further notified of documentation due for review and approval in 2024. This helped raise awareness of the status of documents within their respective domains and acted as a constant reminder to policy owners and responsible divisions. A disclaimer was inserted on the relevant Intranet and website pages as well as on governance documentation cover pages alerting stakeholders to the usage of policy information and the copyright implications thereof.

During the latter part of 2023, the Governance Unit embarked on a university-wide policy review process to ensure that all governance documentation is listed on the UJ Intranet and has been reviewed in accordance with the prescribed review periods. Microsoft Forms was utilised as the platform to facilitate the review. Policy owners were requested to confirm whether all governance documentation that resides under their domains was listed. Additionally, information was requested on governance documentation that had been merged and/or dissolved. The website was also reviewed to ensure that relevant governance documentation was published. Cover page templates were developed for policies, charters, standard operating procedures, and guidelines in order to ensure uniformity across all governance documentation. Additionally, the templates were branded with a UJ ribbon. Quality control checks were addressed through the implementation of checklists which were completed by policy owners prior to submission for publication. This ensured compliance and consistency of governance documentation published on the UJ Intranet and relevant web pages.

Access to Information

A central web page was created to improve the management of the Promotion of Access to Information requests. Relevant documentation, such as legislation, guides, manuals, and forms, is accessible on this web page. Additionally, the PAIA manual was reviewed and updated. The PAIA manual review included the updating of the Deputy Information Officer details.

Corporate Governance, the Office of the General Counsel and the Compliance Office were involved in a compliance assessment conducted by the Office of the Information Regulator in May 2023. Recommendations were proposed regarding improvements and creating awareness.

During 2023, the Unit received 55 PAIA requests, of which 26 were internal. These requests were received either electronically or via the POPI/PAIA platform. The Governance Unit assisted the Registrar with the compilation of the information for the Section 32 Report submission to the Information Regulator's Office for 2022.

B-BBEE Certification

The Unit coordinated the B-BBEE status preparation for 2022 with the five identified pillars within UJ. The verification was conducted by an external verification agency. The verification process entailed collecting data and information relating to the elements of the UJ Annual Performance Plan. The external verification agency continued utilising their central platform to receive supporting documentation from the various pillars, which streamlined the data collection process. Interviews were conducted online with senior management and other personnel of the University.

A B-BBEE certificate was issued in May 2023, with a validity period of one year. The UJ B-BBEE verification process review for 2023 will be concluded during the first semester of 2024.

Nominations and Elections

The Governance Unit is responsible for managing elections within the University. This is done in collaboration with the Human Capital Management (HCM) Division and other relevant departments and divisions to manage the respective nomination and election processes.

Various nominations and elections were conducted for the year. This included elections for: members on selection committees, the executive leadership group, representatives on statutory committees and vice-deans. The appointment of executive leadership group members involves various processes and procedures and is not exclusively dependent on the results of the election.

Elections were also conducted for the UJ Awards for Honorary Doctorates, Alumni Dignitas and the Ellen Kuzwayo Award. The Unit additionally conducted the annual election for the Student Representative Council and received a clean audit report.

The online voting platform continues to be a useful system for conducting elections in a free and fair manner. The platform is user-friendly, easily accessible, and compatible with multiple browsers, which allows voters to cast their votes from any location. The Governance Unit also utilised additional online platforms to streamline internal nomination and election processes.

Senate Membership and Attendance

The Governance Unit facilitates and coordinates the compilation of the Senate membership list to ensure that membership complies with the Institutional Statute and the Senate Charter. In addition, the Heads of Faculty Administration and the Human Capital Management Division were consulted to verify Senate membership status regarding new appointments, promotions, retirements, and resignations. Three out of four scheduled Senate meetings were held in person during 2023, with an additional special Senate meeting held online. The Governance Unit implemented an electronic attendance system to improve the governance related to managing Senate attendance. The electronic sign-in was well received and eliminated lengthy sign-in queues.

Management of the Commissioners of Oaths

In compliance with the applicable laws, the Governance Unit oversees the University's appointment of Commissioners of Oaths. During 2023, the total number of Commissioners of Oaths equated to 70 across the University. Six employees were appointed as Commissioners of Oaths to assist within their respective environments. Towards the latter part of 2023, three employees who were designated as Commissioners of Oaths returned their stamps for destruction, as they were leaving the employment of UJ.

The Governance Unit verified the list of Commissioners of Oaths by reviewing all staff designated as Commissioner of Oaths, to confirm who was in possession of the relevant stamps. These employees were further reminded of their functions and the secure storage of their stamps.

To strengthen the governance around the issuing and returning of Commissioner of Oaths stamps, staff newly appointed as Commissioners of Oaths were required to complete a form confirming receipt of the stamps in their possession and acknowledging that they understand their role and that the stamps issued to them would be securely stored and not left unattended. They were further reminded that should they leave the employ of UJ; the stamps would need to be returned to the Governance Unit. Additionally, a Commissioners of Oaths list was compiled per campus and published on the intranet to inform the UJ community of staff designated as Commissioners of Oaths should their services be required.

Qualification Verification Unit

The Qualification Verification Unit (QVU) is responsible for managing the issuing of UJ academic documentation for alumni and previously registered students. Academic transcripts, confirmation letters, and academic transcript supplements are examples of academic documentation issued by the QVU. Academic documentation orders are processed by utilising the HIVE and Digital Certificates platforms. Additionally, the QVU provides third-party verification services. The Unit utilises multiple systems and technologies to perform these functions.

Transcript Supplements

In 2023, 957 transcript supplement requests were received. Of these, 863 requests were successfully processed, and 94 requests were declined due to either non-payment of the requisite fee or a financial block.

The Transcript Supplement Project, which was managed by the QVU, was finalised in 2023. The project aimed at streamlining the issuing of academic transcript supplements and improving the turnaround periods related to this process. Further enhancements were made to the electronic transcript supplement document, which included encrypting the document to ensure POPIA compliance. Additionally, aesthetic enhancements were made for an improved look and feel.

Academic Transcripts and Confirmation Letters

During 2023, 3 334 academic documentation orders were received, of which 489 were declined due to either non-payment of the requisite fee or a financial block. Successfully processed requests consisted of 1 848 relating to academic transcripts, while the balance of 997 pertained to confirmation letters.

Qualification Verification Requests

The QVU also renders qualification verification services to four contracted agencies as well as to third parties and alumni. A total of 18 353 verification requests were processed.

Records Management Unit

The RMU oversees the life-cycle management of records, including the record-keeping of signed contracts for the University in electronic and paper formats. This function is performed in accordance with applicable legislation, regulations and UJ policies and procedures.

External service providers are appointed to support the Unit in the execution of its duties. The RMU

collaborates with these service providers to provide the following services and functions: ordering consumables required for the packing of records, off-site storage, retrieval, scanning and disposal of records.

RMU assists various[EDK1] units in managing the life cycle of their records. One of these processes entails attending to the requests received from internal stakeholders regarding records for off-site storage. In order to track the lifecycle of records, input forms or index reports are submitted to RMU for capture before being collected by the external service provider for off-site storage. Service providers assisted with the collection of 212 boxes containing paper records for off-site storage. The number of boxes stored at the off-site service providers fluctuates due to the nature of the lifecycle of records. The metadata associated with the input forms and index reports captured in Perceptive Content undergoes a quality assurance process to ensure data quality and accuracy during reporting. In total, 707 records containing supporting documentation relating to the boxes in storage were captured in Perceptive Content.

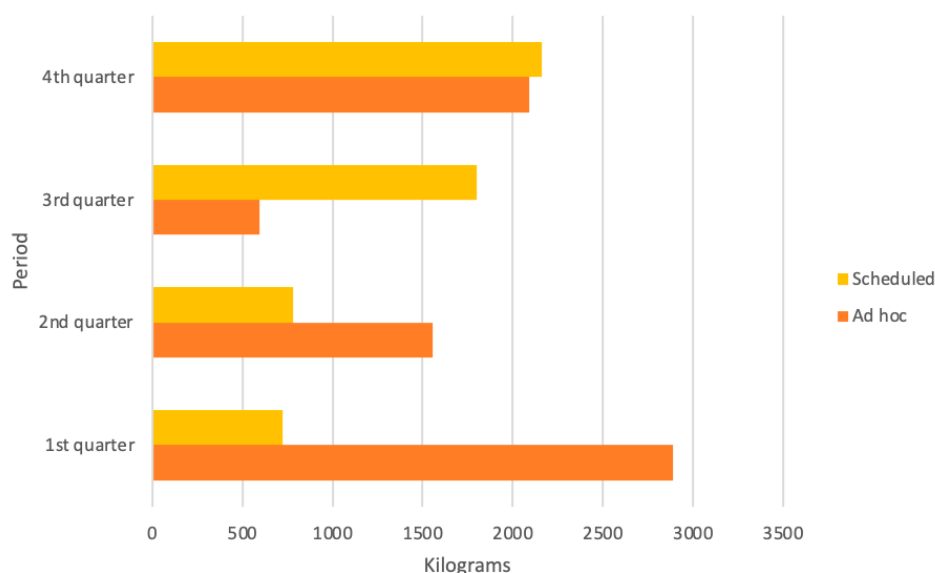
As records are stored off-site, internal stakeholders may, from time to time, require these records. The RMU is responsible for overseeing the process of retrieving records from external service providers. During 2023, a total of 135 boxes and 6 files were retrieved.

The destruction of records is the final stage of the lifecycle process. Retention periods are linked to records stored off-site, and once these records reach this period, they are destroyed. This is commonly known as scheduled disposals.

RMU also receives requests from internal stakeholders for the destruction of records stored on UJ premises. These are regarded as ad hoc disposals. An ad hoc destruction request is received when records stored at various units are identified for destruction.

Scheduled disposals amounted to 5 460 kg, and ad hoc disposals totalled 7 163 kg.

Records Processed for Destruction



During 2023, the Unit initiated two projects related to records management, with the Records Inventory being a vital project. The purpose of the Records Inventory project was to source information pertaining to the records utilised within various UJ environments to assist with the compilation of the Business Classification, also known as the File Plan. Workshops were held with relevant stakeholders to gather information to populate the inventory. This project will continue into 2024.

Several systems are used to drive business processes. UJ utilises a central repository in the form of an Electronic Document and Records Management System (EDRMS), known as Perceptive Content, to store

and manage electronic records. The RMU works in conjunction with the Information and Communication Systems (ICS) Division to ensure that Perceptive Content is utilised in line with UJ policies and procedures applicable to the management of records.

RMU assists UJ with the splitting of supporting documents [EDK2][EDK3] received for application purposes. Additionally, documents received from registered students are also processed for splitting. In total, 23 309 documents were received for splitting. Thereafter, this resulted in 72 796 documents imported back into the system after the splitting.

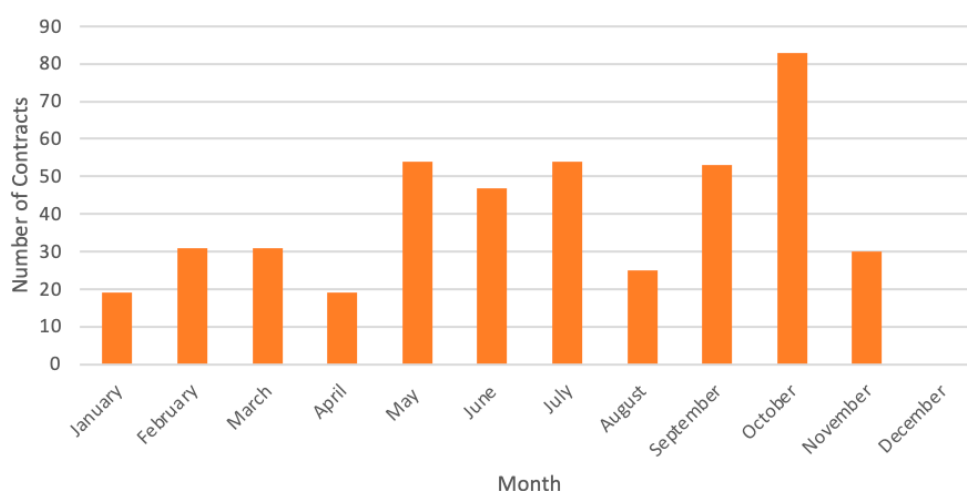
Table 1: Records Processed within Perceptive Content

PERCEPTIVE CONTENT QUEUE NAMES	RECORDS RECEIVED	RECORDS IMPORTED
Contact Emails	20 085	62 982
Online	257	579
AP Online	19	223
RPL Emails	919	3 454
Transport Emails	701	2 193
RegStud Emails	1 328	3 365
TOTAL	23 309	72 796

Data extracted from Perceptive Content shows that a total of 287 424 documents were uploaded into the system. Additionally, access was granted to 195 new users, while 149 users were made inactive.

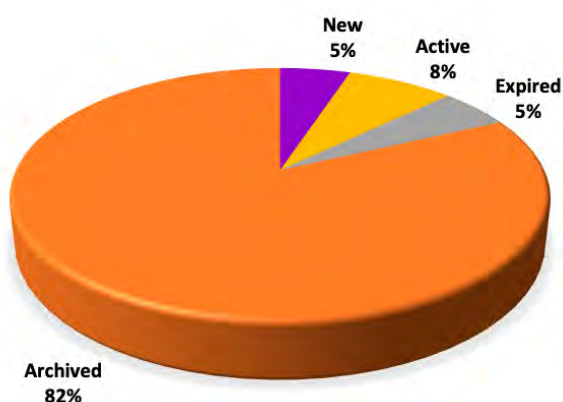
As part of records management, the RMU also manages the record-keeping for several types of contracts in both electronic and physical format for the University, with the bulk of contracts submitted electronically and only 32 contracts received in paper format. Most contracts were received from non-academic environments, with 446 contracts (including new and historical contracts) uploaded into Perceptive Content.

Contracts Uploaded in 2023



In total, UJ has 7 163 contracts in various life-cycle stages that are kept as vital records in Perceptive Content, with 380 being new, 576 active, and 388 having reached their expiration date. The remaining 6 141 contracts are retained as per the contract retention periods.

Contracts within Perceptive Content



Following the review of the contract solution in 2022, enhancements were made to the Contract Management business process in 2023 to improve governance related to contract submissions.

RMU generated 41 reports related to customer requests during the year. The reports included the following:

- International Partnership Contracts Report for the International Office;
- Contracts Report for the Corporate Governance Division, Faculty of Engineering and the Built Environment (FEBE) and the Johannesburg Business School (JBS); and
- Index reports for all clients utilising the off-site service providers.

3 RESOURCE MANAGEMENT

Human Capital

Employee Profile

The Division consisted of 11 permanent employees. One temporary employee was appointed for the year. HCM provided RMU with a YES intern for a six-month period from July 2023 to December 2023. Tables 2 and 3 reflect the race and gender profile within the Division.

Table 2: Employee Profile for Permanent Employees

GENDER	AFRICAN	COLOURED	INDIAN	WHITE
Female	5	1	2	1
Male	2*	–	–	–
TOTAL	7	1	2	1

**One African male resigned and left in September 2023.*

Table 3: Employee Profile for Temporary Employees

GENDER	AFRICAN	COLOURED	INDIAN	WHITE
Female	2	–	–	–
Male	–	–	–	–
TOTAL	2	–	–	–

Appointments, Resignations and Vacancies

- Ms Chané van Niekerk resigned from the position of Administrative Officer in June 2023, with her last working day being 30 June 2023. Ms Akwande Sithole was appointed on 1 August 2023 to fill the vacancy of Administrative Officer.
- Mr Mashamaite Mphela resigned from the position of Administrative Officer in September 2023, with his last working day being 30 September 2023.
- Mr Mabandla Twane resigned from the position of Administrative Assistant in October 2023, with his last working day being 31 October 2023. He was appointed on 1 November 2023 to fill the vacancy of the Administrative Officer.
- The Administrative Assistant position previously occupied by Mr Mabandla Twane was still vacant in December 2023.
- Ms Beverly Magome resigned from the position of Administrative Assistant in September 2023 with her last working day being 31 October 2023. This position was vacant for November and December 2023.

Skills Development

- Employees within the Corporate Governance Division attended various UJ-related Training and Information Sessions. This included the KnowBe4 online sessions driven by the ICS Division.
- Additionally, the Corporate Governance team attended Customer Service Training.
- As a refresher to POPIA, all staff within Corporate Governance were required to acquaint themselves with the content contained in the Policy on Data Management and Protection of Personal Information and the related protocols, as well as view the online training videos.
- Ms Lee-Anne Govender, Ms Melissa Haripersad and Ms Nicolette Olivier attended six modules offered within UJ's Managerial Leadership Programme.
- Ms Lee-Anne Govender registered for the second year of the PhD in Educational and Leadership Management with the University of Johannesburg.
- Ms Melissa Haripersad attended the King IV Corporate Governance Workshop. Additionally, she completed various online courses offered by UJ, namely African Insights, Financial Literacy – Be Money Wise, and Introduction to the Sustainable Development Goals.
- Ms Beverly Magome registered for the second year of the Bachelor of Business Administration Degree.
- The staff within the RMU enrolled for and completed the Data and Records Management training.
- Ms Melissa Haripersad, Ms Mahohodi Mahlatsi and Ms Akwande Sithole completed the online course offered by UJ, namely Artificial Intelligence in the 4IR.

Team Development

A mid-year review session was held to reflect on accomplishments attained and the remaining goals to be fulfilled for the year. The session allowed for staff engagement and fun activities in an informal setting. The Division also commemorated notable occasions throughout the year. Furthermore, the Division participated in a Teambuilding session which featured a cook-off and team activities. This provided an opportunity to improve and strengthen internal relationships while also favourably contributing to team dynamics.

Financial Management

The budget of the Corporate Governance Division was effectively managed and posed no risks for 2023.

Stakeholder Management

The Division has numerous internal and external stakeholders. The Division's internal stakeholders consist of staff, currently registered students, previously registered students, and alumni. The Division also has several contracts in place with external stakeholders for its various units.

Environmental Sustainability

UJ's waste management and recycling operations are fully supported as part of our environmental sustainability efforts. The Division recycles cartridges and paper. Resources are efficiently managed by providing documents in electronic format, printing on both sides of paper, and switching off lights, computers, and any other equipment when not in use. Additionally, the Division utilises a water filtration unit to limit the purchase of bottled water.

4 CHALLENGES AND MITIGATING STRATEGIES

The challenges identified within the Division are minimal and do not pose major risks to UJ. These include:

- Challenges experienced within the policy environment mainly stem from the non-adherence to the allotted review timelines by certain domains. To mitigate this challenge, multiple forms of communication are utilised to serve as reminders to policy owners. Additionally, a university-wide policy review process was conducted in 2023.
- In certain instances, historical student data queries impact the processing of such requests within the stipulated turnaround times to clients within the QVU. [ED4] To mitigate this challenge, assistance is provided to faculties in locating historical documentation stored on Perceptive Content.
- Non-compliance by faculties with specified turnaround times impacts services rendered to external stakeholders by the QVU. To mitigate this challenge, workshops are arranged bi-annually with faculties to ensure compliance with published turnaround times. In addition, the Transcript Supplement Project was initiated to automate and streamline the manual processing of requests.
- A challenge faced within RMU relates to contract management whereby not all signed contracts are submitted for uptake into Perceptive Content. To mitigate this challenge, reminders in the form of emails are sent to contract owners requesting the submission of the signed contract.

5 CONCLUSION AND WAY FORWARD

The Corporate Governance Division played an essential role in the University and provided services to both internal and external stakeholders. Systems and processes are regularly reviewed to keep abreast of developments, fulfil workplace expectations and ensure business continuity. The challenges identified were mitigated by enhancing business processes and effectively utilising technology.

The Division looks forward to meaningful engagements with its stakeholders during 2024 and will continue to explore innovative techniques to drive quality service delivery, as well as optimise and strengthen internal procedures.

Lee-Anne Govender

Director: Corporate Governance



University Secretariat

INTRODUCTION

The University Secretariat of the University of Johannesburg renders professional support to identified statutory committees of the University of Johannesburg.

Occasional assistance is also provided to several staff members regarding agenda compilation, minute writing and the drafting of submissions to statutory committees. The quality of the University Secretariat services is of an excellent standard, and the staff members are regularly complimented in this regard. The Division strives to maintain and improve its service at all times.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Governance structures and quality management

The core business of the University Secretariat is to render professional support to the following statutory committees of the University of Johannesburg:

- Council and identified Council committees.
- Senate and identified Senate Committees.
- MEC and identified MEC committees.
- Joint committee(s) of the Council and Senate.

In addition to the professional support being rendered to the selected statutory committees, the Division also offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions upon request by the environment concerned.

Divisional risk register and risk management interventions/strategies

RISK	INTERVENTION
Load-shedding	A backup power system to run the network during load-shedding has been installed.
Committee members not disseminating committee decisions	During 2023, an MEC decision was taken, confirming that members should disseminate committee decisions within their respective domains. Extracts from committee minutes would only be provided to non-members with the approval of the relevant MEC/ELG member (unless otherwise agreed with them).
Submissions to a statutory committee not clearly stating their purpose	A submission template has been developed and circulated to non-members to assist them in compiling a submission to a statutory committee. (This can be adjusted as required).

- Quality control is an ongoing exercise in the Division, with draft minutes being reviewed for style and content, where required, before being submitted to the Chairperson for sign-off.
- The quality of submissions is also reviewed, if time allows, and submissions are referred back to the author should they be unclear or not in the prescribed format. By checking the quality and accuracy of the content of submissions, the Committee Administrators make valuable contributions toward improving the committees' overall governance.

STRATEGIC FOCUS AND TARGETS

- Agendas for meetings were circulated one week before the meeting, and in the case of MEC meetings, at the latest on the Friday before the Tuesday meeting.
- Minutes were distributed at the latest ten working days after the meeting, with exceptions allowed.
- The quality of the agendas and minutes is extremely high, and the staff members are continuously complimented in this regard. The individual and collective efforts of the University Secretariat staff ensure that it makes a valuable contribution towards "enhancing the excellence and stature at UJ".
- Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate committees and MEC and MEC committees were provided to new members. These gave an overview of the following:
 - Overview of the committee.
 - Functions of the committee.
 - Composition of the committee.
 - Charter for the committee.
 - Rules for Effective Meetings.
 - Officers of the committee (Chairperson and Secretariat).
 - Minutes of the last four meetings of the committee.
 - Meeting Schedule for the year.
 - Relevant policies (where applicable).
- Positive feedback has been received from all the parties concerned.

Performance management

Employees in the University Secretariat completed and signed their respective performance contracts in February 2023. Their annual performance reviews were undertaken in October 2023.

Achievements during 2023

- Whilst it remains the committee members' responsibility, the University Secretariat staff, if time permitted, quality-checked documents before these were submitted to the committees.
- Highlights/achievements in addition to compiling agendas and writing minutes:
 - Distributing high-quality agendas and minutes on time to members. (Staff work overtime as and when required to ensure on-time distribution). All the staff members receive compliments/words of appreciation for the quality of their work and dedication.
 - Assuming responsibility for the Convocation and Convocation Exco meetings.
 - Taking on additional work into special meetings of the MEC, MECA and the Enrolment Management Committee.
 - Reviewing the statutory committee charters/schedules of business.
 - Providing in-service training to a new Committee Administrator, Ms N Sekhobane, to ensure the successful assumption of responsibility for identified statutory committees.
 - Implementing Diligent Boards, in a phased manner, for the Council and its committees and the MEC.
 - Assisting with the induction of Council members: In 2022, it was agreed that two Council Induction sessions would take place in January and July each year, effective 2023. In 2023, in addition to serving the purposes of induction, selected strategic items were added to the programmes as required.

- Implementing fulfilment of schedules of business for the Council and its committees.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing. (Telephonic advice on meeting-related matters is also provided as and when required).

Challenges in 2023

- Late submission of documentation for inclusion in agendas remains a challenge.
- Linked to the critical challenge above was the poor quality of some of the documents submitted to meetings (poorly written/factually incorrect information).

EMPLOYEE PROFILE

The Division consists of six permanent employees, classified as follows:

- One Senior Manager.
- Four Committee Administrators.
- One Administrative Officer.

Equity profile:

GENDER	DEMOGRAPHICS
Female	Two Black Two Coloured Two White

In case of overtime due to delays in other environments, the Committee Administrator discusses appropriate time off with the Senior Manager.

RESOURCE MANAGEMENT AND SUSTAINABILITY

- **Financial status of the Division**
 - The budget expenditure for 2023 was on target, with no over-expenditure reported.
- **Paperless meetings**
 - All statutory committees are paperless and agenda packs are distributed via Diligent Boards (Council and its committees and the MEC) or OneDrive (Senate and its committees and MEC committees).
- **Waste management**
 - Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives by recycling paper, limiting printing, printing on both sides and switching off lights at night.
- **Provision of agenda packs to the UJ Archives**
 - The University Secretariat provides agenda packs to the UJ Archives in electronic format (CD).

LEADERSHIP

- **Internal leadership impact:**
 - Engagement with committee members on all aspects of statutory committees.
 - Engagement with non-committee members who prepare submissions for statutory meetings.
 - Engagement with employees responsible for faculty/departamental meetings to advise on agendas and minutes.
 - Engagement with employees who support the functioning of statutory committees.
- **National/International leadership impact:**
 - Engagement with peers at other higher education institutions to provide and/or receive advice on committee functioning.



CONCLUSION AND WAY FORWARD

The University Secretariat is generally acknowledged as one of the South African higher education sector leaders, and a number of our peer departments engage with us on processes and procedures.

The support and cooperation received from the chairpersons and members of statutory committees have been excellent.

A word of appreciation is herewith extended to, firstly, the staff in the University Secretariat for their commitment and dedication to, as always, deliver excellent service during this very busy year and, secondly, to the Registrar's Office for their continuous support in all aspects relating to work as well as to our general wellbeing.

Magdel Duvenage

Senior Manager: University Secretariat

11 March 2024

Appendix A

A cumulative report of services provided by the University Secretariat for meetings held in 2023:

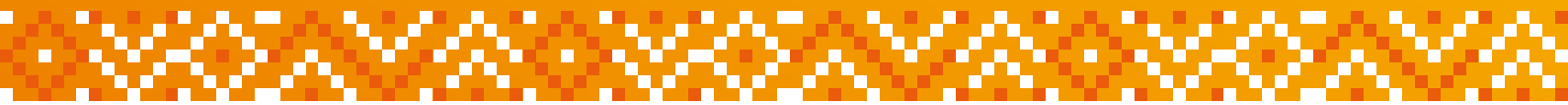
DATE	MEETING
12 January 2023	Enrolment Management Committee
17 January 2023	Special Management Executive Committee
18 January 2023	Enrolment Management Committee
20 January 2023	Exco of the Convocation Strategic Planning Session
23 January 2023	Management Executive Committee: Breakaway
24 January 2023	Management Executive Committee
25 January 2023	Enrolment Management Committee
30 January 2023	Council Induction
31 January 2023	Enrolment Management Committee
01 February 2023	Management Executive Committee: Academic
02 February 2023	Senate Higher Degrees Committee
06 February 2023	Management Executive Committee: Transformation Committee
07 February 2023	Special Management Executive Committee
07 February 2023	ELG Informal Gathering/Lunch
08 February 2023	Enrolment Management Committee
09 February 2023	Institutional Forum
09 February 2023	Investment Committee
13 February 2023	Management Executive Committee: Commercialisation Committee
14 February 2023	University Research Committee
15 February 2023	Enrolment Management Committee
16 February 2023	Executive Committee of Senate
20 February 2023	Senate Teaching and Learning Committee
20 February 2023	Financial Sustainability Committee of Council
21 February 2023	Management Executive Committee
22 February 2023	Projects and Resourcing Committee of Council
23 February 2023	Special Enrolment Management Committee
23 February 2023	Human Resources and Social Ethics Committee of Council
23 February 2023	Executive Committee of Council
23 February 2023	Remuneration and Nomination Committee of Council
27 February 2023	Senate Research Ethics Committee
28 February 2023	Senate Academic Freedom Committee
28 February 2023	Audit and Risk Committee of Council
02 March 2023	Senate Higher Degrees Committee
03 March 2023	Exco of Convocation

14 March 2023	Management Executive Committee
16 March 2023	Senate
27 March 2023	Management Executive Committee: Risk Management
28 March 2023	Special Management Executive Committee
29 March 2023	Special Institutional Forum
30 March 2023	Special Human Resources and Social Ethics Committee of Council
30 March 2023	Council
11 April 2023	Senate Higher Degrees Committee
18 April 2023	Management Executive Committee
20 April 2023	Audit and Risk Committee of Council
24 April 2023	Investment Committee Strategy Session
25 April 2023	Special Management Executive Committee
02 May 2023	Senate Research Ethics Committee
02 May 2023	Senate Academic Freedom Committee
04 May 2023	Senate Higher Degrees Committee
05 May 2023	Exco of Convocation
09 May 2023	Special Management Executive Committee
09 May 2023	Executive Committee of Senate
10 May 2023	Institutional Forum
10 May 2023	Investment Committee
11 May 2023	University Research Committee
15 May 2023	Management Executive Committee: Transformation Committee
15 May 2023	UJ Trust
16 May 2023	Management Executive Committee
18 May 2023	Management Executive Committee: Academic
22 May 2023	Senate Teaching and Learning Committee
22 May 2023	Financial Sustainability Committee of Council
24 May 2023	Projects and Resourcing Committee of Council
25 May 2023	Human Resources and Social Ethics Committee of Council
25 May 2023	Executive Committee of Council
25 May 2023	Remuneration and Nomination Committee of Council
29 May 2023	Executive Leadership Group: Annual Reporting
30 May 2023	Executive Leadership Group: Annual Reporting
01 June 2023	Senate
05 June 2023	Management Executive Committee: Breakaway
06 June 2023	Management Executive Committee: Breakaway and meeting
07 June 2023	Senate Higher Degrees Committee

08 June 2023	Management Executive Committee: Commercialisation Committee
12 June 2023	Special Management Executive Committee
12 June 2023	Management Executive Committee: Risk Management
13 June 2023	Special Institutional Forum
14 June 2023	Special Human Resources and Social Ethics Committee of Council
14 June 2023	Council
20 June 2023	Special Management Executive Committee
22 June 2023	Special Management Executive Committee: Academic
18 July 2023	Special Management Executive Committee
25 July 2023	Management Executive Committee
31 July 2023	Council Induction
01 August 2023	Senate Academic Freedom Committee
02 August 2023	Senate Higher Degrees Committee
03 August 2023	UJ Awards Committee
07 August 2023	University Research Committee
08 August 2023	Management Executive Committee: Academic
10 August 2023	Special Management Executive Committee
10 August 2023	Senate Research Ethics Committee
11 August 2023	Exco of Convocation
14 August 2023	Institutional Forum
14 August 2023	Investment Committee
15 August 2023	Executive Committee of Senate
16 August 2023	Audit and Risk Committee of Council
16 August 2023	Special Management Executive Committee
21 August 2023	Senate Teaching and Learning Committee
21 August 2023	Financial Sustainability Committee of Council
23 August 2023	Management Executive Committee
23 August 2023	Projects and Resourcing Committee of Council
24 August 2023	Human Resources and Social Ethics Committee of Council
24 August 2023	Executive Committee of Council
24 August 2023	Remuneration and Nomination Committee of Council
28 August 2023	Management Executive Committee: Commercialisation Committee
29 August 2023	Management Executive Committee: Risk Management
31 August 2023	Management Executive Committee: Transformation Committee
12 September 2023	Management Executive Committee
13 September 2023	Senate
18 September 2023	Senate Higher Degrees Committee

19 September 2023	Special Management Executive Committee
19 September 2023	Convocation AGM
20 September 2023	Special Institutional Forum
21 September 2023	Special Human Resources and Social Ethics Committee of Council
21 September 2023	Council
26 September 2023	Executive Leadership Group: Breakaway
27 September 2023	Executive Leadership Group: Breakaway
28 September 2023	Executive Leadership Group: Breakaway
02 October 2023	Senate Research Ethics Committee
06 October 2023	Special Management Executive Committee: Academic
09 October 2023	University Research Committee
10 October 2023	Senate Academic Freedom Committee
11 October 2023	Institutional Forum
12 October 2023	Executive Committee of Senate
16 October 2023	Special Senate Research Ethics Committee
16 October 2023	Senate Teaching and Learning Committee
17 October 2023	Management Executive Committee
18 October 2023	Audit and Risk Committee of Council
23 October 2023	Senate Higher Degrees Committee
23 October 2023	Financial Sustainability Committee of Council
25 October 2023	Projects and Resourcing Committee of Council
26 October 2023	Human Resources and Social Ethics Committee of Council
26 October 2023	Executive Committee of Council
26 October 2023	Remuneration and Nomination Committee of Council
27 October 2023	Special University Research Committee
30 October 2023	Management Executive Committee: Transformation Committee
30 October 2023	Special Senate
01 November 2023	Management Executive Committee: Breakaway
02 November 2023	Management Executive Committee: Breakaway
03 November 2023	Management Executive Committee: Breakaway
06 November 2023	Investment Committee
07 November 2023	Exco of Convocation
08 November 2023	Management Executive Committee: Academic
09 November 2023	Management Executive Committee: Commercialisation Committee
13 November 2023	Senate Higher Degrees Committee
13 November 2023	UJ Trust
14 November 2023	Management Executive Committee

15 November 2023	Management Executive Committee - Continuation
15 November 2023	Senate
16 November 2023	Management Executive Committee: Risk Management
20 November 2023	Enrolment Management Committee
22 November 2023	Special Institutional Forum
23 November 2023	Remuneration and Nomination Committee of Council
23 November 2023	Special Human Resources and Social Ethics Committee of Council
23 November 2023	Council
24 November 2023	Council Workshop
28 November 2023	Special Management Executive Committee



Occupational Health Practice

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1 OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

1.1 Operating context

The UJ Occupational Health Practice (OHP) is a well-established department operating from Campus Health Clinics on all four campuses and reporting to the Registrar's portfolio. The OHP functions with a contracted Occupational Medical Practitioner (OMP) (visiting each campus once a month), four permanent Occupational Health Nurse Practitioners (OHNP), one Locum OHNP and the OHP Manager who oversees the Practice. She is supported by an Administrative Officer, and two Student Assistants who are appointed yearly.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organization. Occupational health is a globally advanced nursing/medical discipline involving a specialist role for professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The OHP operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication.

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with several departments in UJ e.g., the Occupational Safety Department, the Centre for Student Health and Wellness, Risk Management, Protection Services, the Centre for Academic Technologies (CAT), and Event Risk Management. The OHP also works closely with external partners in healthcare, food safety and travel medicine and with agencies such as the World Health Organization (WHO), the National Institute of Occupational Health (NIOH) and the National Institute for Communicable Diseases (NICD).

UJ employees are the primary clientele. However, contractors, students and visitors are included when they are exposed to occupational health hazards. Legal instruction and programmes such as occupational health risk assessment, the resilience programme, injury management, incapacity assessment, travel health, food safety monitoring and medical surveillance are therefore mainly intended for UJ employees. In 2023 a consistently high client satisfaction rate exceeding 95% and positive narrative feedback were received.

1.2 Governance

A clinic permit was granted by the Department of Health (DOH) under section 38A of the Nursing Act 50 of 1978, and the OHP is, therefore, providing health services under this permit. In terms of the clinic permit and under section 56(6) of the new Nursing Act 33 of 2005, the Occupational Medicine Practitioner (OMP) authorises Occupational Health Nursing Practitioners (OHNPs) to perform a health service within an organisation regarding the physical examination of any person, diagnosing of any physical defect, illness or deficiency in any person, the keeping of prescribed medicines and the supply, administering or prescription thereof under the prescribed conditions. Professional Nurses, therefore, hold Dispensing Licenses to conduct these roles. Medication is procured on this basis and stored as per the licence requirements.

The Occupational Health Practice Committee provides for institutional accountability. Memberships of professional bodies are closely observed to ensure professional accountability and compliance with codes of competence and ethics.

The regulatory framework further governs nursing qualifications, registrations and includes scopes of practice, Codes of Good Practice and SA National Standards such as Spirometry, Audiometry, noise pollution, and event medical risk management.

The international legal-ethical framework is adhered to, including the relevant conventions, ratifications and recommendations by the International Labour Organization and the Code of Ethics for Occupational Health Services (by the International Commission on Occupational Health).

1.3 Quality Management

Self-evaluation is a prime focus of this Practice, and the highly positive client experience is evident in client satisfaction and narrative feedback through emails.

Committees

The Occupational Health Practice Committee is governed by its charter and reports to the Registrar's portfolio. The Manager of this Practice was a member of the COVID-19 Coordinating Committee, sits on the Graduation Committee, and is a permanent invitee to the MEC Risk Management Committee. Staff Wellness and Campus Forum meetings are supported.

Policy reviews

In terms of the UJ cyclical review approach, policy and procedure documents were reviewed in 2022.

Reports

OHP reports in varying formats serve at the MEC Risk Management Committee, Registrar's Exco, MEC and the Projects and Resourcing Committee of Council. An annual Integrated Occupational Health and Safety Report is compiled collaboratively, in fulfilment of the UJ Compliance Report to the DHET.

1.4 Risk Management

Risk management fundamentals, legal mandate and focus areas.

■ **Fundamentals**

Risk management is fundamental to the Practice. Safe work and occupational health are constructs regulated by the International Labour Organization and the International Commission on Occupational Health.

National law prescribes that the employer 'shall provide and maintain, as far as is reasonably practicable, a safe working environment and without risk to the health of his employees' (Occupational Health and Safety Act 85 of 1993, as amended) (OHSA). The OHSA further recognizes the unique clinical roles of the Occupational Medicine Practitioner (Dr) and the Occupational Health Nursing Practitioner (Professional Nurse specialised in Occupational Health Nursing Science).

■ **Legal mandates**

The OHP takes care of the two legal mandates directed to the occupational medical and nursing staff, in service of an organisation and acting on behalf of the employer, these being:

– Medical Surveillance Programme

Any employee exposed to hazardous chemicals, biological agents, noise, asbestos and lead must be assimilated into the medical surveillance programme as designed and executed by the occupational health team.

– Health Risk Assessment Programme

The employer shall ensure that such a programme determines if any employee might be exposed to hazardous substances by any route of intake.

■ **Other risks are managed through the following focus areas:**

- Pandemic/endemic risk management (COVID-19)
- Food safety risk management
- Travel health risk assessment
- Events risk assessment and resourcing
- Executive Resilience programme

- Emergency medical response
- Health promotion through campaigns
- Chronic disease management of employees

2 OCCUPATIONAL HEALTH PRACTICE PERFORMANCE FOR 2023

2.1 OBJECTIVES FOR 2023 AND ACHIEVEMENTS

- The Health Risk Assessment (HRA) target was set at 267 on the four campuses, which was achieved. This includes outsourced surveys, Food Safety and UJ outliers (UJ sites that are not inside the campuses).
- Against the achievable planned Medical Surveillances of 760 employees, we completed 982 medical assessments. OHP client contact sessions amounted to 6 349.
- New Food Safety Auditors were contracted in June 2023.
- OHP Campaigns were planned in line with the Health Observances Calendar with additional campaigns included. A total of 1,235 employees participated in the various campaigns.
- The OHP undertook its first community service at Soweto Funda Ujabule School, where health screening tests were conducted in support of Mandela Day initiatives.
- Chronic Disease Management clinics were established for employees with chronic conditions on all four campuses, managed by the contracted OMP.
- The DFC OHP was audited by the South African Society for Occupational Health Nurses (SASHON) and achieved a score of 82% for compliance with the requirements of the regulations of the OHS Act (85 of 1993) and the Occupational Health Clinic standards according to SASOHN.
- The OHP and the Department of Nursing signed a memorandum of understanding to assist occupational health student nurses in their practical work.
- Conversion of the OHNP position from a half-day to full-day post was approved, and all OHP Clinics operate from 8H-00 to 16H30.
- The appointment of a second OHNP at APK was approved.

2.2 HEALTH RISK ASSESSMENTS (HRAs)

The purpose of HRA is to identify risks in the work environment and mitigate them to ensure the optimal health of the UJ community. The audit intervals occur following the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. However, in addition to the annual audit plan emerging risk is assessed as it arises. The target for 2023 was 267 assessments on the four campuses, including outsourced surveys, Food Safety and UJ outliers (UJ sites that are not inside the campuses).

Risk assessments may be tailored as qualitative risk assessments conducted by the OHP Team, as reflected in the heat maps that have been developed for each campus and UJ as an entity. (Copy available if required). Quantitative surveys are added to measure general ventilation rates, ergonomics, levels of chemical/biological agents, illumination, noise and extraction ventilation. Audit reports provide substantiated risk rankings, advisories on training, signage and suggested medical surveillance for vulnerable (exposed) groups.

Table 1 provides an overview of all occupational health risks identified to date, as well as controls and mitigation strategies.

2.2.1 Outsourced Quantitative Occupational Hygiene Surveys 2023

2.2.1.1 Water Quality Survey at JBS 24th of March 2023

- The primary aim of the survey was to collect a representative water sample from a main municipal potable water supply point for a full set of analyses as prescribed by the South African National Standard SANS 241-1:2015 limits for potable water.
- The purpose of the analysis was to determine if the potable water at the campus was of a

Table 1: Overview of occupational health risks and controls

NO	RISK	CONTROL	CONTROL ACTION PLAN
1	Occupational Risks to health present at UJ	Health Risk Assessment	Prioritized risk spaces and practices are audited at legally prescribed intervals. Focus areas are Water Quality, Hazardous Chemical Substances, Hazardous Biological Agents and Indoor Air Quality
2	Persons at risk of occupational exposures	Medical Surveillance Programme & Radiation Exposure	Persons are assessed clinically as per the Health Surveillance matrix for exposure effects. Dosimetry: the licensing process is in collaboration with the Radiation Protection Officer.
3	Persons at risk of communicable, destination-bound, or endemic disease and air travel risk	Travel Health Programme	Pre-travel medical immunisations. Chemoprophylaxis. Travel first aid kit. Travel advisories are issued to the UJ population upon receipt of alerts. Liaison with national/international agencies. Notification of local travel to ER24 to ensure dedicated response and stabilization of patients.
4	Foodborne disease outbreaks resulting in acute incapacity and reputational risk	Food Safety auditing programme	Quarterly external and internal audits: results are interpreted and relayed to the Registrar, Campus Directors, Property Management and (every six months) to the MEC Risk Management Committee.
5	Medical emergencies and fatalities precipitated by official UJ events	Event medical risk management	Comprehensive event medical risk planning. ER24 is contracted when indicated; SANS 10366:2015 is engaged as a guideline to allocate resources. Medical Plan for on-site response. On-site attendance and situation reporting at high-risk events. Notification of academic tours to enable remote medical response, stabilising and transfer of patients as per contract.
6	Disaster medical risk	Triage Plan	Basic Life Support training is arranged annually for Professional Nurses. The emergency room at all clinics is equipped with emergency trolleys and written protocols.
7	Outbreaks of communicable disease	Environmental scanning	Clinical Management Guidelines obtained and updated from DOH, distributed to Health Care professionals. Continual risk scanning and contextual interpretation. Immunization campaigns. National professional network established. Personal Protective Equipment issued to UJ Healthcare workers. Post Exposure Prophylaxis to those exposed. UJ Management Plan.
9	Potential delayed response time to medical emergencies at UJ campuses	UJ medical response default plan	Medical response by Protection Services responders and Health Professionals by default. Control room staff request our assistance when needed. UJ Island Risk Assessment conducted and Risk Action Plan operationalised. Triage plans designed for each campus control room.
10	Confidentiality breach	Confidentiality agreement	Confidentiality agreements signed by all Occupational Health staff.

suitable quality for human potable and other uses. The secondary aim of the survey was to collect hot- and cold-water samples from selected points (kitchens and bathrooms) for the possible presence of Legionella.

- The results indicated levels of colour and turbidity above normal limits. The temperature of hot water from the geysers was below acceptable limits.
- Reports were received and distributed to the Facilities Division and the Occupational Safety Department for intervention and risk mitigation where challenges were identified.
- Follow-up testing was done in October 2023, after Facilities had carried out the recommendations, and the results were found to be acceptable and within normal ranges.

2.2.1.2 **Occupational Health Survey at the Faculty of Science Chemistry and Applied Chemistry Laboratories at APK and DFC**

- The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993) that relate to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports were received and distributed to the Faculties, the Facilities Division and the Occupational Safety Department to implement recommendations.

2.2.1.3 **Indoor Air Quality Surveys**

- This survey was conducted at selected departments and faculties at DFC, UJ on Empire and APK. The purpose of the survey was to establish if the indoor air quality complies with statutory requirements and recommended standards, as well as to investigate the possible cause of air quality complaints by occupants of the offices.
 - Process Energy and Environmental Technology Station (PEETS) and QK Laboratories at DFC
- The results indicated poor airflow in most areas and poor ventilation with lower Dry Bulb temperature in certain areas. Repair of existing ventilation or reinstallation of ventilation system was recommended, as well as maintenance of recommended temperature standards in the offices to protect employees from heat and cold.
 - Student Enrolment Centre – The survey revealed poor airflow in most areas which indicates poor ventilation. Microbial activity was detected on some ceiling and ventilation surfaces. Repair of existing ventilation or reinstallation of ventilation system and intensified cleaning and housekeeping practices to ensure a microbial-free environment were recommended.

2.2.1.4 **Food Safety Monitoring**

2.2.1.4.1 *Latest background*

- The Food Safety audits are conducted by a service provider contracted by OHP. In June 2023, OHP contracted a new service provider, which conducted food safety audits based on the latest Regulation 638 (R638).
- The R638 Regulations Governing General Hygiene Requirements for Food Premises, Food Transport, and Related Matters, which replace the R962, was gazetted in June 2018 post the outbreak of Listeriosis in 2017–2018. The *Listeria monocytogenes* food poisoning outbreak resulted from contaminated processed meats and claimed the lives of over 200 people, while more than 1000 became very ill from *Listeria*-contaminated polony.
- The R638 is more stringent on Good Manufacturing Practices (GMPs) than the previous version. Key aspects of GMPs are the production, processing, testing, documentation, recall procedures and storage of food products.
- The previously contracted auditors had based their audits on Regulation 962, hence the difference to UJ's previous scores. To comply with R638, food tenants had to undergo training and update their documentation.

Table 2: Differences in calculations and focus areas of the R962 and R638

Regulation 962 (Old)	Regulation 638 (Latest)
➤ Overall risk performance is calculated at 50% Housekeeping and Maintenance ➤ The Microbiological Analysis score of food, hands, and surface contributed 50% to the overall score.	➤ Food Safety, Cleaning (Housekeeping) and Maintenance contribute 80% to the overall score. ➤ The Microbiological Analysis score of food, hands, and surface contributes 20% to the overall score.

2.2.1.4.2 2023 Food Safety Monitoring

Audits take place quarterly at all UJ food premises. Justification for auditing is derived from legislation, national and international standards including but not limited to the:

- Foodstuffs, Cosmetics and Disinfectants Act, 1972)
- Regulations governing general hygiene requirements for food premises, the transport of food and related matters, 2018 (Reg R638 of 2018)
- Occupational Health and Safety Act, 1993 (Act. 85 of 1993)
- SANS 10049:2011. Food Safety Management – Requirements for Prerequisite Programmes
- UJ Food Safety Policy

→ Food Safety, Cleaning and Maintenance contribute 80% to the overall score.

The Microbiological Analysis score of the food, hands, and surface contributes 20% to the overall score.

→ The set standard for UJ Food Safety is 90% on the above components audited, and a minimum international criterion of 85%.

→ Unannounced audits were completed in June, September and November 2023, with the following annual results:

The overall UJ annual Food Safety score for 2023 was 61%, with an annual improvement of 8%.

The Cleaning and Maintenance score was 75%, with a slight annual improvement of 3%.

The Microbial Analysis overall score was 73%, with an annual improvement of 24%.

All the above scores are outside the acceptable UJ and Internationally acceptable ranges.

→ Corrective measures were communicated to STH and Property Management, and a plan of action is underway to improve the scores in 2024.

→ It must be noted that in 2023, food auditors were only appointed in June 2023, therefore the first audit round was not conducted. The table below displays the three audit rounds conducted in 2023:

Table 3: Results of the three audit rounds

CAMPUS AVERAGE	FOOD SAFETY SCORE			CLEANING & MAINTENANCE			MICROBIOLOGICAL SCORE			TOTAL SCORE		
2023	Jun	Sep	Nov	Jun	Sep	Nov	Jun	Sep	Nov	Jun	Sep	Nov
SWC	48%	46%	52%	71%	63%	66%	84%	92%	68%	59%	57%	64%
APB	69%	68%	62%	77%	81%	78%	61%	81%	69%	72%	72%	73%
APK	59%	65%	69%	73%	77%	79%	69%	79%	59%	66%	71%	71%
DFC	45%	65%	71%	66%	67%	80%	63%	54%	59%	58%	65%	67%
Off-Campus	48%	76%	NA	65%	70%	74%	75%	100%	100%	60%	60%	57%
Average	53.82%	63.94%	64.15%	72.00%	75.00%	77.09%	78.00%	80.00%	62.00%	62.91%	65.08%	66.40%
Performance 2023	61%			75%			73%			65%		

2.2.2 HRA Qualitative assessments conducted by the OHP Team

- The UJ qualitative Occupational Health risk profile was updated to reflect the 2023 status, based on all health risk assessments conducted on all campuses.
- In total, 136 areas were assessed, risks were identified and ratings of high, moderate, or low risk were allocated. The campus presenting the most risks overall was APK at 14, followed by APB and DFC at 11, SWC at 5 and the outliers at 9.
- 18 HIGH risk areas
- High risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and work-related disease. The campus with the highest number of high risks was the Outliers with six areas; APK, APB and DFC had 4 areas each, while SWC had no areas of high risk.
- 32 MODERATE risk areas
- Moderate risks consisted of incorrect use of PPE, lack of warning signage, chemical exposure risk and exposure to biological agents due to poor management of waste. Both DFC and APK had the highest number of moderate risks with 10 each, followed by APB with seven, SWC with 5 and the Outliers with three areas.

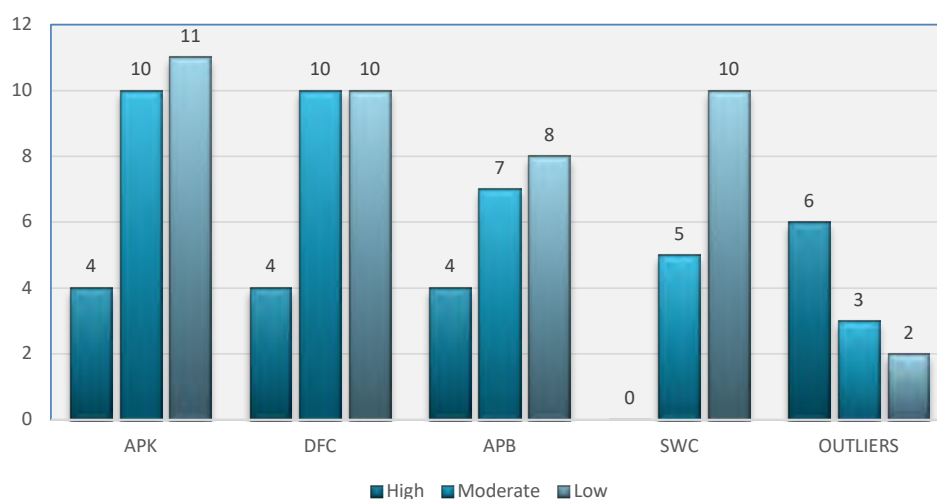


Figure 1: UJ Sites Risk Rating

Health risk interpretation and response

All identified health risks are filtered, contextualised, and captured in the OHP risk register and considered for the Registrar's risk register. The Registrar places serious risk items on the agenda of the MEC Risk Management Committee for noting, actioning, or uptake into the Institutional risk register. Acute risk, however, is addressed immediately through telephonic or emailed contact and memorandums to relevant management structures.

The risks identified by the OHP that have been recorded in the three risk registers are reflected in Table 4.

Detailed discussions about on-site visits and Health Risk Assessments conducted by professional colleagues are included in campus-specific Quarterly Reports, available upon request.

Occupational Health risk profile

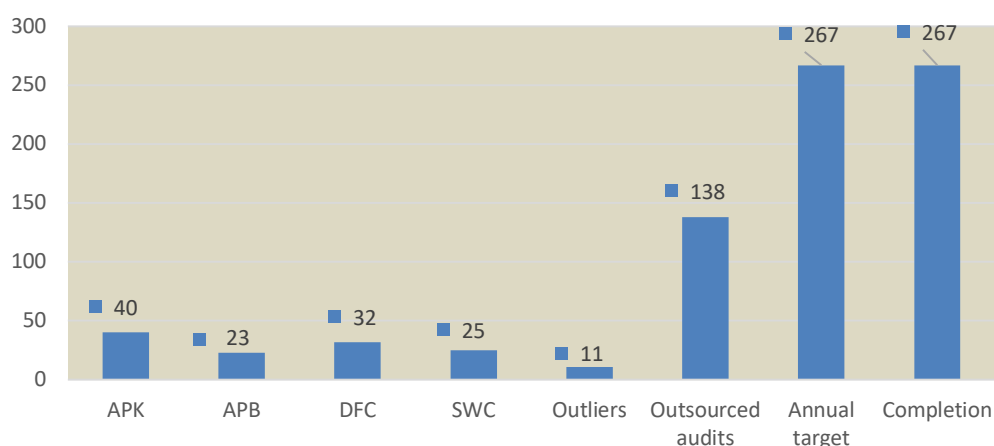
- Compilation of the qualitative UJ Occupational Health risk profile
 - Information collected from audit reports and site visits at UJ over the years has resulted in the development of a UJ Occupational Health Risk Profile per campus and ultimately an integrated profile for UJ.

Table 4: Risks identified by OHP and recorded in three UJ Risk Registers

RISK	OHP REGISTER	REGISTRAR'S REGISTER	INSTITUTIONAL RISK REGISTER
1. Event Medical Risk			
2. Delayed response to medical emergencies on campus			
3. Travel health risks related to official travel of all stakeholders			
4. Exposure of students and staff to infectious and hazardous agents			
5. Foodborne disease outbreaks due to inadequate practices by food tenants at UJ			
6. Quality and quantity of water supply to campuses			

- The control banding methodology (qualitative health risk assessment) was enlisted in the rating of hazards and risks; a copy is available if required.
- The risk score is expressed as a function of impact and probability and indicates the priority of a health hazard, namely low, moderate, or high risk.

The following Figure 2 summarises all the work done in relation to identifying and assessing risk targets as planned for 2023. A 100% completion rate can be noted.

**Figure 2: Completions in relation to OH risk assessment targets**

2.3 MEDICAL SURVEILLANCE PROGRAMME

■ Medical Surveillance compliance

- Health surveillance of employees is undertaken to prevent the impact on their health of occupational stressors, such as chemicals, biological agents, physical stress, psychological stress, noise and radiation. This includes hearing tests, lung function tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).
- The Medical Surveillance Programme is formatted on annual/bi-annual cycles, and the target for these assessments is based on the Surveillance matrix and the Occupational Risk Profile (OREP) compiled by the OMP after Health Risk Assessment findings.

■ **Medical Surveillance against Annual Personal Performance Plan Target**

- For UJ to comply with the Occupational Health and Safety Act, a total of 900 medical examinations were due in 2023. However, in terms of the available personnel, the achievable number of examinations on the four campuses was 720. The appointment of a locum OHNP made this target (900 examinations) achievable.
- For 2023, 982 medical assessments were carried out across the four campuses. An increased number of medicals at the APK campus was due to our now having two 8/8 OHNPs onsite.

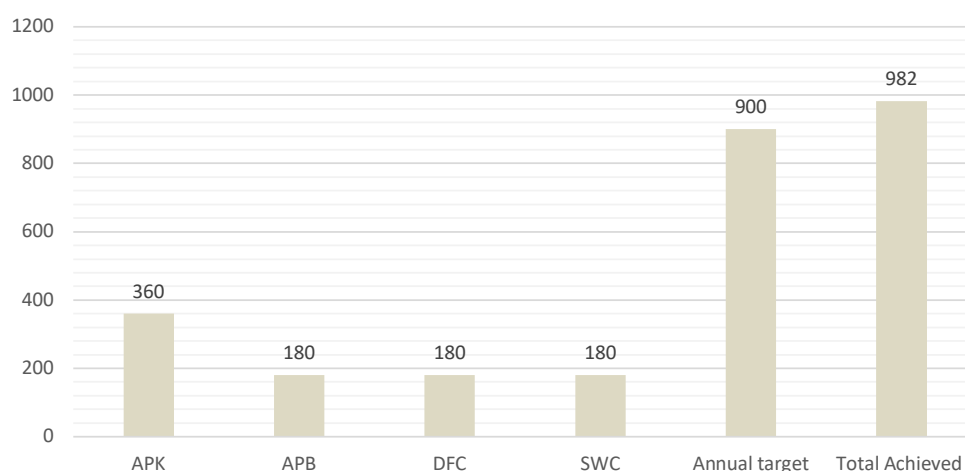


Figure 3: Medical Surveillance Completions per Campus 2023

Table 5: Medical Surveillance Completions from 2019-2023

YEAR	ANNUAL COMPLETIONS
2019	784
2020	656
2021	633
2022	744
2023	982

2.4 EXECUTIVE RESILIENCE PROGRAMME

■ **Tiers**

The three tiers of the UJ Resilience Programme offer ongoing assessments and support to the clientele. The Executive Resilience Programme is devoted to the ELG, the PA-RP programme to the PAs of the ELG and the HOD Resilience Programme (HOD-RP) to the clients currently on the register.

■ **Assessments**

Each of the three programmes offers a baseline medical examination, which is usually followed by an assessment and evaluation by the Occupational Medical Practitioner. After this prescribing, referral or other interventions occur. This provides the client with year-on-year progress tracking and response to treatment.

An invitation is sent out to identified members of staff; should they accept the invitation; appointments are scheduled with an OHNP on their respective campus, and feedback is given through the OMP or visits to personal doctors. For 2023, 23 members participated in the programme. This is an increase as compared to 2022, when 14 participated in the programme and 2021 when only five members participated.

2.5 MENTAL HEALTH MANAGEMENT AND INCAPACITY CASES MANAGEMENT PROGRAMME

Spontaneous contact made with this Practice or psychological/psychiatric emergencies often prompt customised or discreet interventions in support of mental health. Life Employee Health Solutions (Life EHS) or external psychologists/psychiatrists are consulted for such a service and for professional reports. This essential service is provided from the Executive Resilience cost centre and demonstrates caring towards the employee or colleagues of an employee in need. A report from a clinical psychologist or psychiatrist will be the determining factor should the need for incapacity case management arise.

Incapacity cases are managed as follows:

- Employees are referred by the Human Capital Management Division (HCM) and other affected departments. Reasons for referral include ill health, poor job performance and absenteeism.
- The relationship developed with HCM and other departments has led to more referrals to OHP.
- Initially, in June 2022, four hours per month were allocated for Incapacity clinic assessments by the OMP at APK. In 2023 two more hours were added to a total of six hours per month, in order that the OMP's hours for Health Risk Assessments are not instead utilised for incapacity cases.
- Feedback was given monthly to the Incapacity Forum. At the end of 2023, the OHP had 18 ongoing active incapacity cases.
- Since the inception of this incapacity clinic, 34 cases have been closed.

2.6 RADIATION EXPOSURE RISK MANAGEMENT

Monthly dosimeter disks are ordered from SABS for radiation workers at UJ. After being worn for 4 weeks by radiation Workers, each batch is couriered to the SABS for analysis. The results are evaluated by the UJ Radiation Protection Officer (RPO) and the OMP.

- Baseline and periodic medical examinations are conducted on prospective and current Radiation Workers to duly register them at the Department of Health's Directorate of Radiation Control.
- The radiation exposure of employees and students in laboratories is measured using a dosimeter, which the Radiation Protection Service monitors.
- The evaluation of dosimeters is done monthly.
- For 2023, all exposure levels have been within the normal acceptable ranges, i.e. with no skin dose > 0.15 mSv per wearing period. The annual whole-body limit of 20 mSv was not exceeded, and blood tests and physical assessments were within acceptable ranges.

2.7 CLIENT CONTACT SESSIONS

- A total of 6,349 client contact sessions were devoted to occupational health interventions and other consultations.
- For the reporting year, the following occupational health interventions took place during these contact sessions: 982 baseline and periodic medical assessments; 980 vision screenings; 388 lung function tests; 761 audiometric tests; 481 blood tests; and 161 Travel Medicine visits.

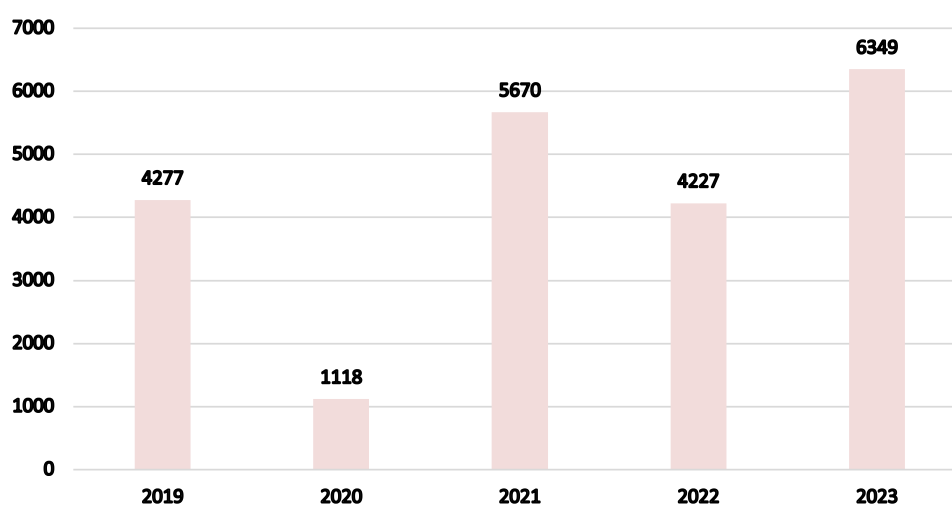
2.8 EVENT MEDICAL RISK MANAGEMENT

The OHP has adopted the role of medical mediator for official academic and cultural events at UJ. Each event reported to OHP by the Event Risk Manager is analysed in terms of its medical risk. Medical standby for sporting events is arranged by the Centre for Student Health and Wellness.

In line with the contractual provision by ER24, a request for medical assistance on-site or a notification is issued, depending on the level of risk.

Table 6: Client contact session types

CLIENT CONTACT SESSION TYPES	TOTAL
Occupational Healthcare	3912
Resilience Programme ELG, PA and 50 HODs	23
Radiation medicals	0
Pre-placement, baseline & periodic medicals	982
Public Driver Permit assessments	10
Travel Medicine (pre-travel assessments; travel bags)	161
Blood tests	481
Post-exposure prophylaxis (PEP) after needle stick injury	2
Lung function tests	388
Hearing tests (audiometry)	761
Eye tests (vision screening)	980
Emotional debriefing	54
Injuries and emergencies	70
Primary Healthcare	1202
Vaccinations other than the Influenza campaign	119
OHNP & Dr Consultations	400
Ill health retirement & Incapacity assessments	34
Campaigns	1235
Vaccinations: Influenza campaign	210
Blood tests: Movember PSA campaign	430
Other Campaigns	595
OHP COVID-19 case reported and consultations	9
TOTAL CONSULTATIONS	6349


Figure 4: Cumulative Client Contact Sessions 2019-2023

In case of an event, as defined by legislation and the UJ SOP, on-site standby is requested, and medical plans are generated suited to the nature and scope of risk. The medical response is decided by ER24 following the SANS 10366:2015 standard. Care is taken to ensure that medical responders act within their Scope of Practice and that they are duly registered clinicians with the Health Professions Council of South Africa and the South African Nursing Council.

- Event medical risk assessments during 2023
 - 240 events were managed on all four campuses by the OHP (compared to 199 in 2022 and 16 events in 2021). These included those with ER24 onsite and events requiring ER24 notification. Events included the 2023 graduation ceremonies at APK, registration period on all four campuses, and COVID-19 onsite vaccination campaigns.
 - There were minor incidents reported during registration and graduation. These were subsequently managed appropriately with support from ER24 and Protection Services.

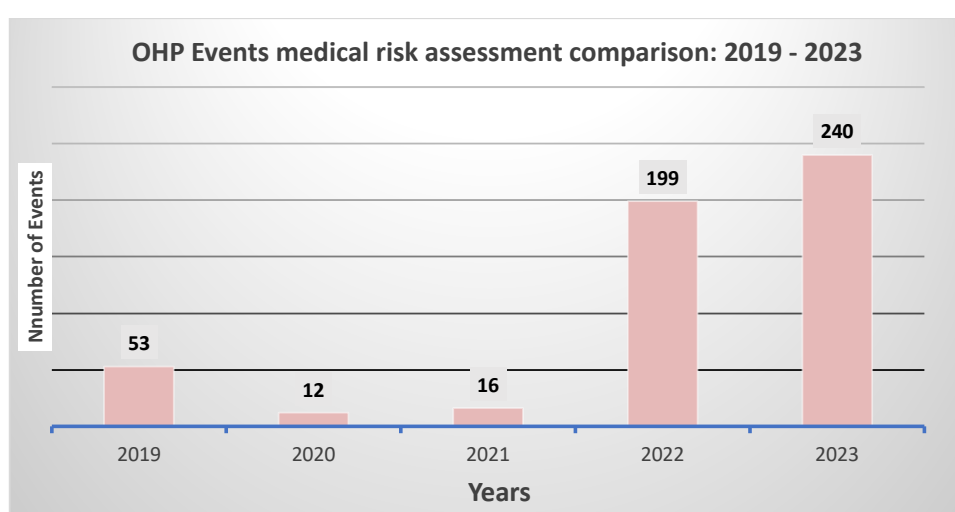


Figure 5: Annual event medical risk assessments since 2019

- Emergency Medical Response

Response to calls for assistance is prioritized. Two-way radio communication is monitored during crises. Deployment and coordination of medical response are done in incidents where assistance is called upon. Professional decisions are taken as to the deployment of ER24.

2.9 TRAVEL MEDICINE

- Advisories regarding travel

Outbound UJ official travellers are exposed to a unique set of occupational destination health risks. For this purpose and in line with the provisions of the OHSA to assess all risks associated with work, the OHP screens the global risks to health, to alert travellers to potential risks. In addition, medical pre-travel health assessments and vaccinations are conducted on travellers to determine their fitness to travel and to mitigate vaccine-preventable diseases.

If the degree of risk is unreasonably high, a UJ travel alert is issued to inform and advise against travel to high-risk areas, such as during the Ebola and COVID-19 outbreaks. Circulars are posted on the Intranet as risk emerges.
- Travel Health Performance 2023
 - 161 travel health risk assessments were conducted for employees undertaking official international and national trips. Pre- and post-travel assessments were done at the OHP, and travel bags and vaccinations according to the destination area were issued. Assessment of destination countries for travellers was also done.

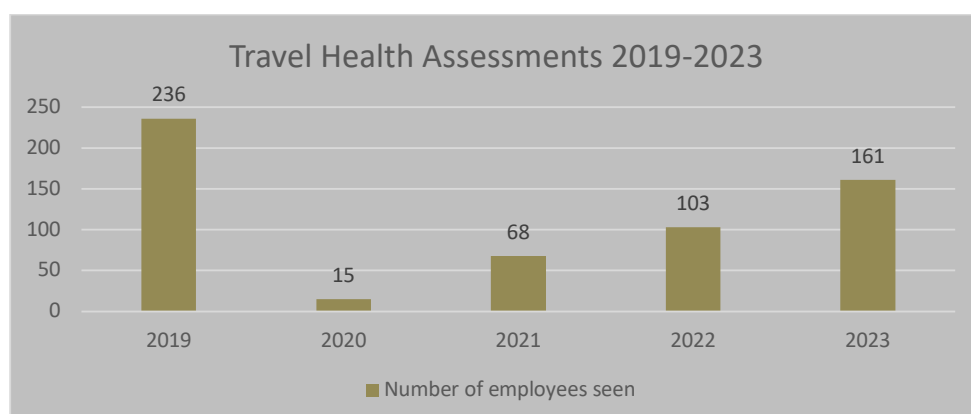


Figure 6: Five-year overview of travel health assessments

- As is evident from Figure 6, employees are becoming aware of and utilizing the service. 2019 shows the highest use until the COVID-19 pandemic curtailed UJ official travel in 2020 and 2021. The number of official trips has again begun increasing in 2022 and 2023.

3 OCCUPATIONAL HEALTH PRACTICE CAMPAIGNS

All campaigns conducted and initiated through OHP are aimed at preventative measures, creating health awareness, early detection of diseases or illnesses, and keeping employees at work as much as possible.

Our campaigns are in line with the Health Observances Calendar. The following campaigns took place in 2023:

Table 7: 2023 Campaigns

CAMPAIGNS	TOTAL EMPLOYEES PARTICIPATING
Influenza Vaccination	210
Hearing tests	52
COVID-19 vaccination	40 employees
PSA screening tests (Movember and Men's Health Awareness)	430
Cervical Cancer Awareness (Pap smears)	102
Wellness Days (in collaboration with the Wellness Department in HCM)	209
Healthy Campus Campaigns	192
Total number of employees	1235

All abnormal test results were referred for further management. We noted fewer male employees participating in our different campaigns. In the coming year attention and engagement will focus more on male employees. Below is a detailed discussion of these OHP campaigns.

3.1 Influenza Campaign

The campaign started in mid-April. The OHP worked in collaboration with local pharmacies which facilitated the billing process via the employee's medical aid scheme. 210 employees utilised the service, a slight increase compared to 2022 (188), but a decrease against 2021 (254 vaccines). The decline against 2021 can be attributed to onsite COVID-19 vaccination, as employees were reluctant to have both vaccinations. In 2020 no influenza vaccines were administered due to the lockdown.

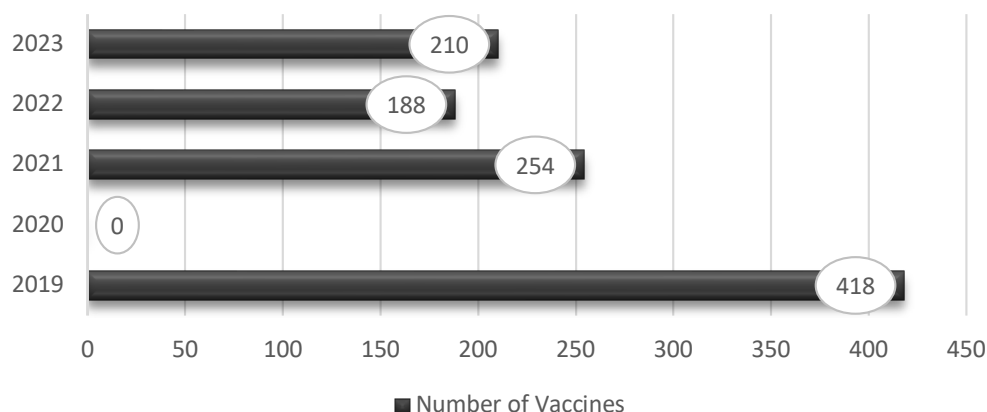


Figure 7: Influenza uptake over five years

3.2 June: National Men's Month Health Awareness and Movember campaign

- The National Men's Month Health and Movember awareness campaign run by the OHP encourages UJ men to take care of their bodies and health by healthy eating, exercising and disease prevention. PSA (prostate cancer) tests are included.
- A total number of 430 males benefited from the campaigns. Those with abnormal test results were referred for treatment and others were booked for follow-up sessions.

Table 8: Number of participants per campus

CAMPUS	NUMBER OF PARTICIPANTS
SWC	58
APK	196
DFC	101
APB	75
Total	430

An increasing number of males have benefited from the programme since 2018.

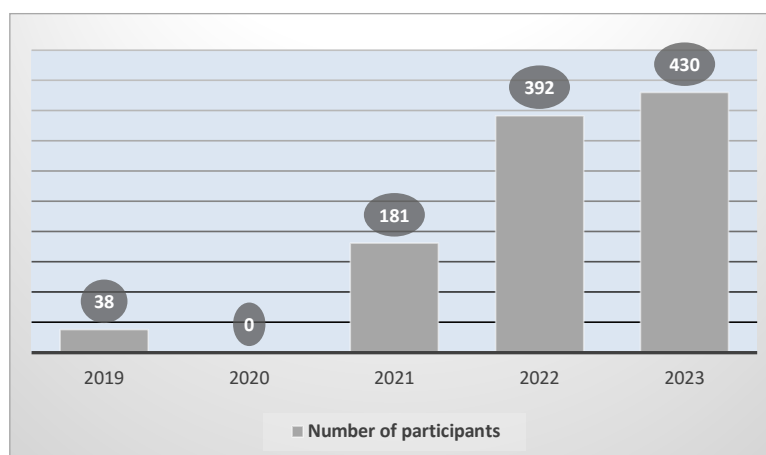


Figure 8: Utilisation of June National Men's Health and Movember Campaign over five years

3.3 VACCINATION PROGRAMMES

A total number of 119 different types of vaccines e.g., typhoid, yellow fever vaccinations, influenza etc; were administered to food handlers, travellers, healthcare professionals and those exposed to sewerage and hazardous biological agents. 210 influenza vaccinations were administered, and 40 COVID-19 vaccines administered by a private service provider. In total 369 vaccinations of these differing types were administered to employees in 2023 as in Figure 9 below.

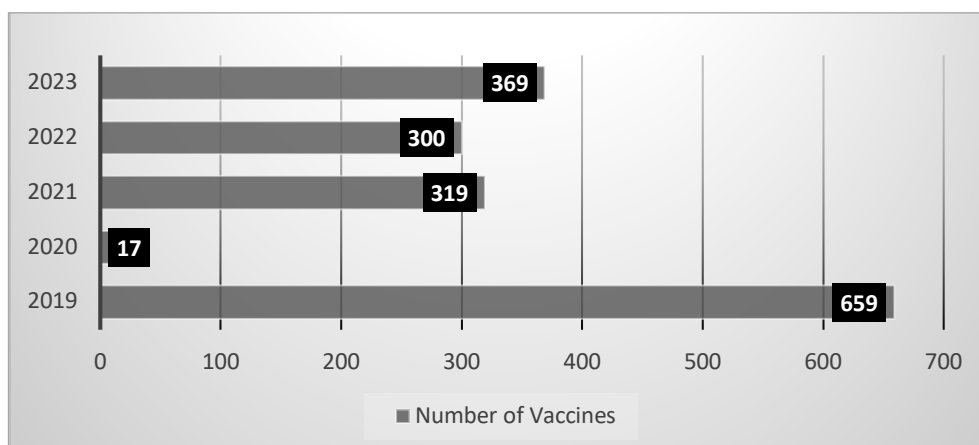


Figure 9: Vaccinations administered over five years.

4 NEEDLE STICK INJURIES

Needle stick injuries for UJ employees are managed and covered by AIG Marsh and Global Choices HIV Assist and Trauma insurance company. The counsellor at AIG March refers the employee for further management (blood tests and post-exposure prophylaxis treatment). The employee reports the incident to the line manager, who further escalates the report to OHP, Occupational Safety, UJ Risk Management and Assurance. Should the employee sero convert, this will be reported to COIDA by Occupational Safety as a disease acquired from work. The OHP clinics no longer keep the post-exposure prophylaxis treatment.

5 ALIGNMENT WITH UJ'S STRATEGIC PLAN AND TARGETS

The strategic alignment of the Practice with UJ Strategic Objectives Four, Five and Six finds expression in various ways.

5.1 UJ Strategic Objective 4: An Enriching Student-Friendly Learning and Living Experience

Occupational Health Risk Assessment: laboratories

The contribution of the OHP to a safe teaching and learning environment for international and resident staff and students was achieved by continual assessment of occupational health risks in laboratories, medical surveillance of research staff and provision of emergency medical services.

Food Safety Monitoring

Food providers on campus are audited for compliance with food safety standards, yielding quality food and mitigating the risk of food poisoning.

5.2 UJ Strategic Objective 5: National and Global Reputation Management

Travel Health risk surveillance.

The UJ OHP has grown its assessment of destination travel risk for UJ travellers. Screening emerging travel health risks is an ongoing service. The risk is applied to the UJ context, and travel alerts or articles are posted on the intranet and distributed to UJ Travel Coordinators.

Professional networking

Nationally, contact has been established with the Department of Labour's Directorate of Occupational Health and Hygiene, the SA Society for Occupational Health Nursing Practitioners (SASOHN) and the SA Society for Occupational Medicine (SASOM). Peers at HEIs are periodically contacted for benchmarking purposes. Externally, the Manager of this Practice is a member of Medichem.

5.3 UJ Strategic Objective 6: Fitness for Global Excellence and Stature

Risk management and mitigation of risk.

The OHP has created awareness in high-risk environments, such as the Faculty of Science and the Faculty of Health Sciences, among undergraduate and postgraduate students and researchers. Hazardous chemical substances may present physical, health and environmental risks. Health risk assessments and chemical risk assessments are conducted on new processes as soon as the OHP receives a notification or is informed during site visits. In the event of an incident, medical response and case management are done. Injuries on duty are reported if an employee is injured or exposed to hazards.

Strong service point

The welcoming, caring and service-orientated approach of the Practice is shown by the year-on-year growing utilization rate and by narrative feedback that displays an appreciation for the service, as evidenced by the positive feedback.

Legal and ethical compliance

Legal compliance occurs principally through the occupational health roles in the Occupational Health and Safety Act, 85 of 1993 as amended, as well as with the wider regulatory framework.

Ethical compliance is evidenced by zero confidentiality breaches, a climate of caring, collegiality and professionalism in line with the Code of Ethics of the International Commission of Occupational Health and the SA Nursing Council.

5.4 Support Services Indicators: Application to OHP

The central UJ document tracking performance progress for the support domain, entitled "Support Services Indicators", refers. Three of the four elements apply to the Occupational Health Practice, and indicators are assigned in Table 9 below.

Table 9: UJ Support Service Indicators: Occupational Health Practice Contribution

ASSIGNED KEY PERFORMANCE AREAS	OHP PERFORMANCE INDICATORS	2023 TARGET
1. Transactional support services operated efficiently and effectively	a) Occupational Disease a) Food Safety Compliance rate b) Radiation exposure risk	0% 95% UJ average No skin dose > 0.15 mSv per wearing period. The annual whole-body limit of 20 mSv not exceeded.
2. Satisfaction with services provided by Support Divisions	Positive narrative feedback	95%
3. Effective project management	Health Risk Assessments: annual completion rate Medical Surveillance targets: annual completion rate	90% 95%

6 OHP EMPLOYEES

6.1 Employee Profile

Seven positions are associated with the OHP: five permanent, and one independent contractor as reflected in Table 10 below.

Table 10: OHP Employee Profile

JOB CATEGORY	NO	OCCUPATIONAL LEVEL	JOB GRADING	PERMANENT	CONTRACT	TEMPORARY
Non-academic	1	Professionally qualified, experienced specialists and mid-management	6			
	2	Skilled, academically qualified	8			
	3	Skilled, academically qualified	8			
	4	Skilled, academically qualified	8			
	5	Skilled, academically qualified	8			
	6	Skilled, technically qualified	10			
	7	Professionally qualified, experienced specialists and mid-management	n/a		IC	

Equity profile

Employees' race, gender, and type of employment are shown in Table 11. The Occupational Medical Practitioner is not included as he is contracted to the Practice.

Table 11: OHP Employee Classification (Total 6)

GENDER	AFRICAN	COLOURED	WHITE	EMPLOYMENT
F (6)	3	2	1	permanent

Appointments, resignations, and succession planning

- An additional Permanent OHNP was appointed at APK.

6.2 Staff Qualifications, Staff Development Initiatives and Progress

- All OHNPs have an Occupational Health degree/diploma.
- All nursing professionals have Dispensing licenses and certificates in Eye testing/Vision Screening, Spirometry (Lung function testing certificate) and Audiometry (Hearing test certificate).
- One OHNP is busy with MSc Occupational Health
- The administrative assistant holds a UJ Business Administration Certificate.
- Two OHNPs received training in Food Safety R638

6.3 Achievements and Leadership Development of Employees

The OHP team members have been allocated roles and responsibilities for selected components of the Practice. Members undertake research and benchmarking and source opportunities for development accordingly. They report on and drive their sub-portfolios as in Table 12.

Table 12: OHNP's roles

OHNP	ROLES	SPACES RESPONSIBLE FOR
Miranda Tshabangu	Practice management, Strategic management, Research, Affiliations/networking, Risk profile, OHP Policies & SOP management, analyses/interpretation. Events coordination, ELG & PA programme management	ALL
Maegan Abels	Ergonomics Vision screening Benchmarking surveys in SA Chronic Disease management Drug/stock procurement. WIL for OHN at UJ	DFC
Anne Henning	OHP Clinic Management Software Chronic Disease management Drug/stock procurement	APB, JIAS, JBS, UJ on Empire
Margareth Langeveldt	Travel Health Campaigns Management Drug/stock procurement. Chronic Disease management Incapacity Clinic management	APK UJ STADIUM ORBAN WESTPORT
Moipone Pakalitha	UJ Compliance Food Safety Calibration of all equipment Chronic Disease management	SWC Devland Campus UJ Island
Sheila Mgabhi	Coordinating HR and other internal training Management of Student assistants. Coordinating planned outsourced HRAs	All

Management of Vacancies

- A vacancy for a second OHNP on APK was filled.
- A 5/8 OHNP was converted to 8/8.

Management of Overtime

- No overtime remuneration applies.

7 COMMUNITY SERVICE AND STAKEHOLDER ENGAGEMENT**7.1 Community service**

- Health screening (BP, HGT, and cholesterol) tests were conducted at Funda Ujabule School (a public school in Soweto founded in 2010 by UJ in partnership with the Gauteng Department of Education).
- In support of Mandela Day initiatives, OHP conducted health screening for teachers and support staff at the school in July 2023.
- The initiative was well received, and a return visit for the following year was requested.
- A similar arrangement at the UJ Metropolitan Academy in Brixton is underway for 2024.

- A box in our clinics or in a designated area is planned for the donation of clothes and any other items for orphanages.

7.2 Stakeholder Engagement Internal and external

Internal stakeholder engagement

- Protection Services are usually the first responders to medical emergencies on-site and may consult us if required. Daily transport of patients to and from hospitals is taken care of. Collaborative Event Risk planning and coordination at all official academic and cultural events is in place.
- Colleagues from the Centre for Student Health and Wellness share spaces with this Practice at the Campus Health clinics, e.g. the dispensary, reception area and emergency room. The OHP provides emergency equipment, drugs and Medical Management Guidelines.
- The Occupational Safety Department: is regularly briefed on safety risk findings resulting from formal Health Risk Audits. The Department is consulted where overlap occurs during process planning, incidents and risk assessments. Collaboration exists regarding injuries on duty: the OHP manages acute medical interventions and completes documentation to refer patients to the hospital, and the Occupational Safety Department takes care of processing documentation.
- Employee Wellness and Life EHS deliver services to employees who are referred to them for exposure to distressing occupational factors. In acute incidents, Wellness works hand-in-hand with this Practice to ensure the best outcome for acute emotional trauma and incapacity management.
- Employee Relations and Wellness departments work together in managing cases of incapacity.

External stakeholder engagement

- Occupational Hygienists are auditors of Health risks at UJ.
- The NIOH and Waterlab are national research bodies on Occupational Health and assist us in analyses of water. Waterlab guides OHP in the suitability of water consumption for the UJ community.
- ER24 is contracted to deliver medical standby for events and dedicated priority response to medical emergencies at all campuses. Annual training is provided as per the UJ contract and American Heart Association standards.
- The City of Johannesburg's (COJ) Event Management Forum is consulted in event risk planning, following the Safety at Sports and Recreational Events Act. This Practice also serves on the Health Subcommittee of the COJ's Disaster Management Forum, through which approved collaboration exists with UJ's disaster room, psychological services, and residences in case of disaster.
- The COJ Environmental Health Department contacts us after the inspection of food premises by their Public Health Department during any localized outbreak.
- The National Institute for Communicable Diseases (NICD) advises on medical guidelines in disease outbreaks.
- Aspirator Auditing Testing and Certification: Food Hygiene Auditors conduct food safety audits on all UJ food outlets.
- The Department of Health's Communicable Diseases Division is the contact point for any notifiable disease, the Directorate of Radiation Control in case of radiation inspections or incidents and the National Laser Centre in case of emergencies or inquiries regarding lasers at the Photonics lab.
- The SA Society of Travel Medicine provides professional and medical guidelines, travel alerts and case studies.
- Websites of the Centre for Disease Control (CDC) and the World Health Organization (WHO) are frequently accessed for international trends in disease outbreaks, travel safety and the International Health Regulations that govern Yellow Fever requirements internationally.

8 RESOURCE MANAGEMENT AND SUSTAINABILITY

8.1 Financial Status and Expenditure

- Expenditure occurs within the two budgets allocated: 98% of the Occupational Health cost centre was spent and 89% of the cost centre for the Resilience Programmes.
- Both cost centres involve, other than planned cost, a discretionary approach to expenditure, governed by emerging needs or health risks and as guided by the Finance Business Partner.

8.2 Effective management of financial and other resources

- An asset register is maintained.
- All stock is procured under conditions of good expiry dates.

8.3 Environmental sustainability

- Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives, conscientious use of utilities and ensuring that medical/biohazardous waste derived from clinics is disposed of correctly.
- Recommendations on the correct disposal of Hazardous Chemical Substances and radioactive waste are effected where required, e.g., after spillages or incidents.
- At the clinics, we recycle cartridges, paper and batteries, limit printing, print on both sides of the page and switch off the lights and PCs at night.
- The OH Practice commits to using bottled water only when filter water cannot be used, decanted into a glass pitcher and glasses.

9 TRANSFORMATION MATTERS

- A climate of caring and collegiality has been created purposively, setting the scene for open dialogue, consistent project management and resolution of matters among colleagues as they arise.
- We value the principle of diversity and therefore embrace inclusivity. We believe in self-evaluation and recognition of colleagues' achievements.
- We respect our clientele, and treat them with competence, non-discrimination, and confidentiality in mind. We further pursue evidence-based practice and professional independence.
- UJ Occupational Health Risk Profile
 - The composition of a qualitative UJ Occupational Health Risk profile, based on a control banding approach, has resulted in a global UJ view of risk types and their ratings.
 - The profile is updated as new Health Risk Assessments become available.
- Digital transformation
 - Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

10 WAY FORWARD AND CONCLUSION

10.1 Objectives and Targets for the period 2024-2025

- Achieve 366 Health Risk Assessments and 900 Medical Surveillance on four campuses including outsourced surveys and UJ outliers.
- Create health awareness through health campaigns according to the Health Observances Calendar and participate in Healthy Campus Campaigns. Explore cultural hour physical activities in collaboration with the Sports Department.
- Explore with Moso Consulting and the Wellness Department ways of encouraging male employees to use their medical insurance for PSA testing as funds are allocated.

- Maintain surveillance and preparation for global/local emerging communicable diseases.
- Set up an OHP clinic at Atrium Building (UJ on Stanley) that will cater to employees, including employees from UJ on Empire and JBS Park.
- Follow up on the Clinic Management system to align OHP with the UJ focus on 4IR and AI.
- Investigate the possibilities of APB clinic relocation to a more suitable area.
- Follow up with the South African Nursing Council regarding a Memorandum of Understanding (MOU) to accommodate UJ Occupational Health nurses in training.
- Focus on the UJ Strategic Objectives 2035.
- Implement OHP clinic compliance audits using SASHON audit standards.

10.2 Conclusion

All targets and objectives planned for 2023 have been achieved and in some areas exceeded with the support from the Registrar's Portfolio. OHP is gradually developing into a trendsetter in higher education institutions. An increase in the number of contact sessions has been noted, which indicates that employees are more aware of and are utilizing the services offered. The other contributory factor was having all four OHP clinics operating from 8H00 to 16H30 and full commitment from all OHP employees. Every possible effort was dedicated to ensuring that UJ complies with the Occupational Health and Safety Act 85 of 1993, as amended.

Sr Miranda Tshabangu

Manager: Occupational Health Practice

12 April 2024



Centre for Student Health and Wellness

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1 OVERVIEW

The recently established Centre for Student Health and Wellness (C-SHAW) takes a holistic approach to the well-being of students. The clinical services and health promotion services are being integrated to provide a seamless service to students. The strategic objective of an 'enriching student-friendly learning and living environment' remains the Centre's guiding principle. The services are provided mainly to students, with contraceptives and emergency healthcare extended to employees.

The health facilities are available at all campuses, with the physical spaces shared with the Occupational Health Practice (OHP); both services are in the Registrar's Portfolio. The license to practice as a health facility was obtained from the Department of Health (DOH), with all nursing professionals qualified in Clinical Nursing Science, Health Assessment, Treatment, and Care. This enables them to independently assess and treat patients with medicines from Schedules 0 to 4. The medical doctors are contracted to the university on a sessional basis and provide access to specialized medical services.

The performance of the Centre has been consistent, with the core services focusing on patient consultations for medical care, family planning, travel health, screening for chronic conditions or non-communicable diseases, and health promotion. Other services include the peer education programme aimed at empowering young people with skills, leading them to be more aware of risky behaviours. The programme is managed through various projects, some of which were possible through funding from Higher Health.

2 OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

The Centre for Student Health and Wellness focuses on student health and wellness matters and reports to the Registrar. The services are offered primarily to UJ students but also to some staff at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The Centre offers healthcare services, mainly the clinical management of conditions, and wellness services which entail HIV infection prevention and health promotion. The health promotion aspect encompasses a wide spectrum of topics that are aimed at improving students' knowledge about their health and well-being. Most of these involve awareness campaigns undertaken in collaboration with other internal stakeholders such as Protection Services, PsyCaD, and Student Affairs. External stakeholders are mostly from non-governmental organisations and, in some cases, the Department of Health and the Department of Social Development.

2.1 Governance

The health services component includes the provision of Primary Health Care (PHC), which focuses on treating minor ailments, sexual reproductive health (SRH), event medical planning for sports, health promotion, screening and monitoring of chronic conditions, and travel medicine. Primary Health Care Nurse Practitioners (PHCNPs) are suitably qualified and licensed to practice under the Nursing Act 33 of 2005. They are licensed to perform clinical services, including assessing, diagnosing, and prescribing medication, according to Subsection 56(6) of the Act. All have a dispensing license, which is a requirement for all clinicians. A medical doctor oversees the practice as legislated in the Health Act. Furthermore, medical services are provided by two consulting companies named, Sports Medicine Africa and Quadcare.

The Wellness component focuses on HIV prevention strategies that include safe sex practices as these can be the conduit for many preventable illnesses. Health promotion is implemented via the peer education programme.

The Director is a member of the Registrar's Executive Committee, the Transformation Committee (TC), and the Student Wellness Committee which is a subcommittee of the TC. She leads the Student Health and Wellness Committee, a departmental forum where health and wellness matters are highlighted, resolved, and escalated where necessary. It comprises the Centre's manager, the clinical staff, a wellness specialist, and administrative officers.

2.2 Risk Management

The following were key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff, and students resulting from needlestick injuries. This is mitigated by the availability of vaccination against Hepatitis A and B for students in the Faculty of Health Sciences (FHS); while treatment for the prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- Covid-19 and other respiratory infections: Exposure to respiratory infectious agents remains an ever-present risk because of the nature of transmission. This has however been mitigated through the mandatory vaccination against Covid-19 and the vaccination available for the influenza virus. UV lights are installed in all patient access points including the consulting rooms.
- Travel health risks: This risk is managed through pre- and post-travel assessments with information alerts circulated via uLink and Facebook.
- Delay in medical response: Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high-level intervention from an emergency medical service provider. The service is currently provided by ER24.
- Risky sexual practices among the students with concomitant unplanned pregnancies, STIs, HIV infection, etc: This is mitigated by the availability of a wide variety of SRH services, and health promotion is carried out throughout the academic calendar year to bring awareness and curb risky behaviour.

3 STRATEGIC FOCUS AND TARGETS

3.1 Objectives aligned with the University's Strategic Plan

An enriching student-friendly learning and living experience

- Providing excellent health and wellness services with a focus on enhancing the student experience.
- Following the national strategic plan as guided by the Department of Health.
- Identifying risks in the medical management of patients in line with various health regulations, and avoiding adverse events.
- Identifying and managing student-related risky behaviour and implementing mitigation to alleviate negative consequences.

4 STRATEGIC FOCUS AND TARGETS

Strategic objective: An Enriching Student-Friendly Learning and Living Experience

The focus areas are:

- Primary Health Care
- Reproductive Health Services
- Travel Health
- HIV Testing Services
- Health Promotion
- Peer Education

These are provided by a team consisting of medical doctors, professional nurses, a project manager, a wellness specialist, lay counsellors, administrative officers, and administrative assistants.

The medical services targets are set at 100% provision of services with a 0% margin of error. This is due to the high level of risk that patients are exposed to if performance is less than optimal. The number of awareness programmes is four major campaigns per annum. HIV testing has a target of 12000 tests per annum to be achieved through in-house testing and support from NGOs.

5 PERFORMANCE AND ACHIEVEMENTS

5.1 Primary Health Care

5.1.1 Patient consultations

Primary Health Care is the initial point of contact between patients and the healthcare system. The service provides individuals with access to the information and resources they need for optimal health outcomes. In 2023, the clinical staff comprising doctors and nurses consulted 21698 patients: 98% students and 2% staff, the latter mostly utilizing family planning services. Most consultations are conducted by nurses as they can assess, diagnose, and prescribe treatment for patients. Where indicated, patients are referred to the clinic doctor and, in some cases, to the nearest hospital for further treatment. Common conditions are those of the ear, nose, and throat, followed by gynaecological and then skin conditions among others. The provision of contraceptives accounts for 28% of all consultations. In total the number of consultations has decreased by 17% from the previous year: we have embarked on increasing health promotion drives to educate students on disease prevention rather than focusing on curative services. In the past five years, we have consulted an average of around 18800 per annum with the highest number of students seen in 2019. These include patients seen by nurses and doctors, excluding those testing for HIV. The lowest number of consultations was during the Covid-19 restrictions period. The illustration below shows that life has returned to normal and clinic services are being utilized optimally.

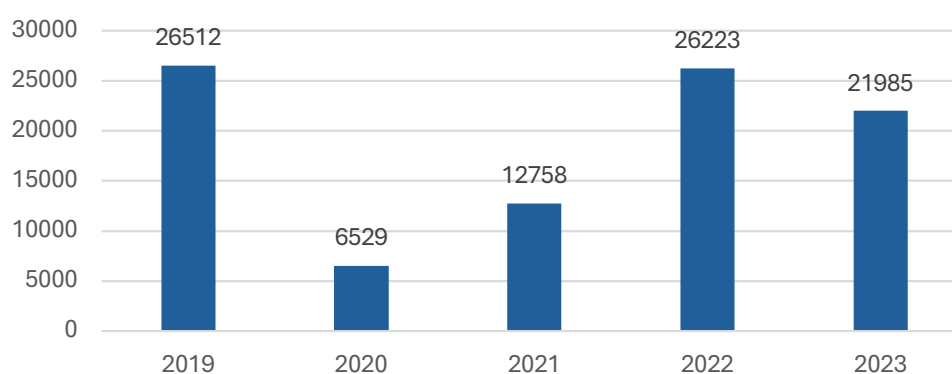


Figure 1: Graph showing the fluctuations in clinical consultations

5.1.2 Sexual and Reproductive Health Services

5.1.2.1 Family Planning (FP)

The provision of contraceptives is provided to female students and staff to support them in delaying fertility to a time they decide upon. Injectables, oral tablets/pills, subdermal implants, and intra-uterine devices were made available for choice by clients. Barrier methods in the form of female and male condoms were made available as well. Contraceptives were provided to 7650 clients in 2023, which is significantly lower i.e. by 40% than the year before. This was due to a shortage in the supply of contraceptives by the District Health Department for just over four months. We had to refer students to local health clinics to ensure continuity of supplies. This was a challenging period as we could not sustain the purchase of contraceptive methods privately. It is by law that contraceptives should be freely available to the community, hence the decision to allow this process to be handled by the District Health Services. The challenge was resolved

after an assessment of the four clinics was done and they were found to be compliant with the health standards. This was a new requirement from the Department of Health. A Service Level Agreement (SLA) was subsequently signed, and this enabled annual supplies to be distributed within the campus clinics.

The initiatives that were undertaken to reverse the effects of the shortage of contraceptives included residence visits to educate about other forms of preventing unplanned pregnancy, and about STIs including HIV. The *SRH YFS¹/Blitz* was an event where the DOH District Health services brought in all SRH services on campus in one day to promote the new relationship after the SLA was signed. The promotion of long-acting contraceptives may also have contributed to the lower numbers of SRH consultations. These include the three-year subdermal implant and the five-year intrauterine device, commonly known as the loop. These methods of contraceptives enable the user to visit the health service for reinsertion or removal after the stipulated period. The removal can always be done on request when the woman wants a return to fertility or is experiencing undesirable side effects.

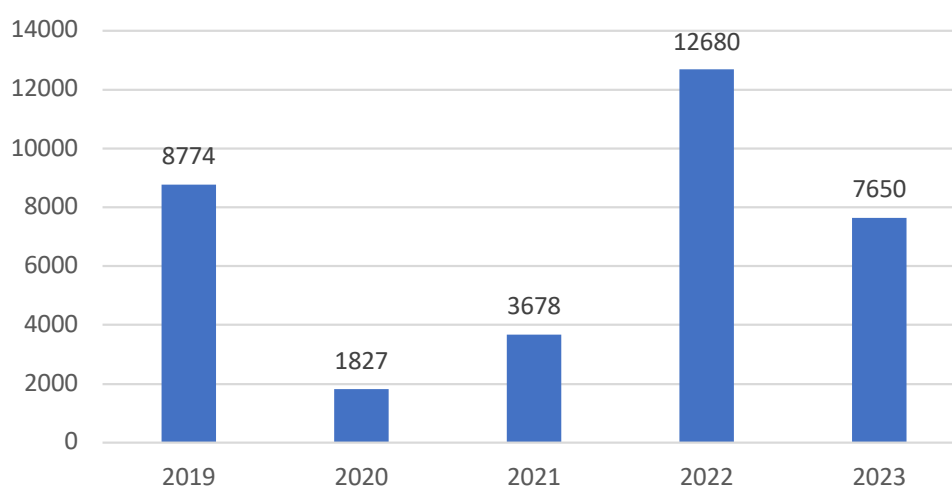


Figure 2: Fluctuations in family planning services

5.1.2.2 Emergency contraception (EC) and pregnancy testing

Pregnancy tests are done on request, before commencing with contraceptives, and in some cases before administering some medications, such as emergency contraceptives. 2964 tests were done with 207 resulting in positive pregnancy tests. This is the highest number of pregnancy tests done in the past five years. These pregnancies were mostly unplanned, as a result, 89 of these clients were referred for termination of pregnancy services provided at government clinics. Those who choose to keep the pregnancy are referred to ante-natal clinics to commence with the mother and child healthcare. Emergency contraceptives also known as the “morning after” pill were provided to 152 clients. This was very common when contraceptives were unavailable at all campus clinics. Most clients who receive this service are also urged to be on a more regular form of contraception.

When individuals have greater access to education and resources regarding contraception and family planning, they can make informed decisions about their reproductive health. This often leads to fewer unplanned pregnancies, which can have numerous benefits for individuals, families, and society as a whole. It reflects a trend towards more responsible and empowered choices regarding fertility and family planning.

5.1.2.3 Sexually transmitted infections (STIs)

There has been a continual decrease in the number of students treated for STIs. In 2023 1006 patients were treated for STIs. This continues the downward slope from last year, where 1152 cases were treated for various

¹ YFS = Youth friendly service

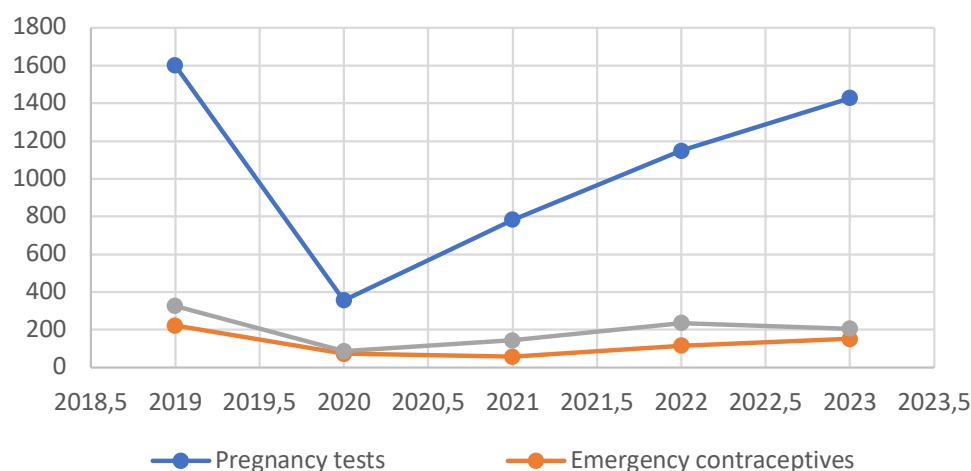


Figure 3: A comparison of pregnancy tests and emergency contraceptives

forms of STIs. The 12% decrease is a good sign of preventative health promotion messages being shared with students at every opportunity. The most common type is gonorrhoeal infection, presenting among women with 410 cases and 220 in men. These indicate an inconsistent use of barrier methods among this group of young people. Treatment is made immediately available with follow-up to review unresolved cases. These are then referred to the hospital for further investigations and higher-level treatment options.

Common STIs are managed using the syndromic approach. This refers to the treatment of the signs or symptoms (syndrome) of a group of diseases rather than treating a specific disease. The illustration below shows the various conditions treated. A “contact” classification refers to a person whose sexual partner was treated for a type of STI and who need to be treated whether they have symptoms or not. It is worrying that only 75 of these sexual partners presented themselves as required. Another reason could be that they are being treated at other health facilities using the same contact slip provided at the UJ clinic. “Other” STIs refers to uncommon ones such as scrotal swelling, pubic lice, and inflammation of the foreskin among others.

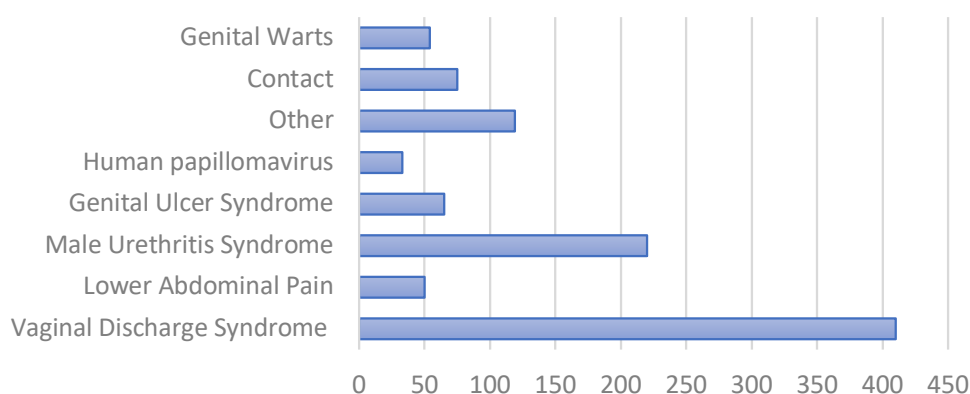


Figure 4: Common STIs treated at the Campus Clinics

5.1.2.4 Cervical Cancer screening

Pap smear tests are done to identify abnormal cells that are responsible for cancer of the cervix in women. It is a paid-for service provided by Ampath Laboratories making the cheapest cash rate available to students. In some instances, the Department of Health supports this initiative when funds allow. In 2023, 86 tests were done with 10 results referred for further investigations. In 2022, 269 tests were done with 34 tests detecting the presence of the Human papillomavirus (HPV), which is responsible for cervical cancer.

A recommendation for urgent biopsy was done on 16 of the cases. This project was more successful in 2022 as we partnered with *Journeysys*, a non-governmental organisation whose aim is to eradicate cancers.

The challenge with the test is that it is not freely available to the cohort of young women at the university. The protocol in the public health system states that women above the age of 30 can be screened on a three-year cycle. Only young women who are HIV positive under thirty can receive this for free. Cervical cancer is the second most common cancer in South Africa and has a higher average per 100,000 when compared with the rest of the world.

It is in this regard that we sought funding to test younger women, to assist in early detection and therefore save lives. The results of the project will be shared in the next reporting cycle.

5.2 Vaccinations

The Faculty of Health Sciences students are exposed to infectious diseases during their training at clinical facilities. It is for this reason that most of them are vaccinated against Hepatitis B. Other vaccines include Tetanus, given when individuals have injuries with potential exposure to the bacteria called *Clostridium Tetani*. The other commonly used vaccination is the Influenza vaccine. A total of 149 vaccinations were provided to students, 50 of them being flu vaccines freely provided by DOH. This is much lower than in 2022 when 218 vaccines were administered.

5.2.1 Covid-19 vaccinations

The mandatory vaccination requirement was put in place the year before but was later suspended as a result of the improvement in the Covid-19 infection rate. We had one successful campaign for vaccinations on campus from 13-16 February where 339 individuals received the Johnson & Johnson and the Pfizer vaccines. Of these, 325 clients were students with 215 of them receiving booster doses. The service provider was part of the Global Fund initiative which provided support for free to the students and did not charge the university for the service. Further vaccination initiatives were unsuccessful due to vaccines not being readily available in both public and private sectors, which can hinder vaccination efforts.

5.3 Travel Health

Travel health is provided to students traveling on UJ assignments. Communication with the academic department confirms the authorized travel to ensure that resources are used appropriately. In 2023 219 students consulted, with most of them seen at the Bunting Road Campus clinic. The service has returned to normal operation after the negative implications of the Covid-19 restrictions. The gradual increase over the past three years is noted in the table below. The challenge with the travel clinic is the timeous reporting of the trip so that adequate medicines and vaccines can be obtained. Vaccines are expensive, and we need to consider the appropriate use of available resources and avoid wastage. An area of concern we are tackling is the availability of a standard operating procedure for requesting travel health support. This will be concluded in the following year.

Table 1: Illustration of the gradual return to travel

TRAVEL PERIOD	TRAVELING STUDENTS
2021	194
2022	237
2023	211

An important achievement is the acquisition, by our colleague Sr Nobuntu Gelese, of the Travel Medicine Certificate provided by the South African Society of Travel Medicine in conjunction with WITS Public Health.

5.4 Emergency Medical Care

ER24 provided emergency medical services to 436 staff, students, and visitors who were on UJ premises. This is an increase from the 354 attended to last year. The increase in usage resulted in the depletion of the funds allocated. Discussions were held between UJ and ER24 to resolve the matter. The outcome was a minimum percentage increase for medical callouts and medical standby at events to be catered for by the individual departments hosting them.

Medical emergencies taking place on campus proved to be a challenge, especially considering the depleted funds from the ER24 account. Protection Services (PS), Occupational Health, and C-SHAW devised a system to enable medical emergency cases to be attended to by the First Responders who have First Aid training qualifications. With C-SHAW's support, the First Aid training was provided to 60 PS staff members who will be part of the First Responders. We also worked on a Standard Operating Procedure for Medical Emergency Response which is under the approval processes.

The ER24 summary report for medical emergencies is illustrated in the tables below:

Level of Care

Table 2: The total number of emergency call-outs attended to by ER24

YEAR	2022	2023
TOTAL	355	436
BLS (Basic Life Support)	317	379
ILS (Intermediate Life Support)	30	46
ALS (Advanced Life Support)	8	11

Call Subcategories

Table 3: The classification of conditions as the reason for a call-out

CALL CATEGORY	2022	2023
Abdominal Condition	86	88
Abnormal behaviour or Psychiatric	34	47
Breathing Difficulty or respiratory	33	37
General body pain or unspecified sick person	18	24
Self-Injury / Overdose	28	28

Abdominal conditions are the highest reason for calling for emergency transportation, followed by abnormal behaviour or psychiatric matters. Some other conditions were for breathing difficulty or respiratory. Some categories for calling for EMS services, such as headaches and ear, nose and throat, and general body pain, can be referred to the Clinic and are not considered a medical emergency.

There has been a notable increase in both road transportation incidents and the level of care required from 2022 to 2023. Despite efforts to educate students on when to call for an ambulance, there has not been a significant impact on UJ student behaviour. Working closely with ER24 to train staff and students on discerning emergencies from non-emergencies remains a priority.

6 WELLNESS SERVICES

6.1 HIV testing services (HTS)

The current South African Human Immunodeficiency Virus stats according to SABSSM VI found that the percentage of people living with Human Immunodeficiency Virus in South Africa has decreased from 14.0% in 2017 to 12.7% in 2022. This amounts to a total of approximately 7.8 million people living with HIV in South Africa in 2022 in comparison to 7.9 million reported to be living with HIV in 2017. There is evidence of a slight decrease in HIV prevalence, and the same is evident within the UJ environment. HIV Testing Services is a free walk-in service offered by the HIV Testing Counsellors in each clinic on all four campuses.

HIV testing increased by 26% from 2022; a total of 10092 clients came to the clinic or to mass testing sites to know their HIV status. This increase can be attributed to the accelerated mass testing initiatives, wellness expos, *Healthy Campus* initiatives, referrals from clinicians as well as support from external stakeholder partnerships. Mass testing is supported by non-governmental organizations (NGOs) that have contracts with the Department of Health. 31 students tested positive, all of whom started anti-retroviral medication and TB preventative treatment immediately, to ensure they suppress the HIV viral loads in their systems, thereby promoting optimum health for longer. The number of students testing positive is lower than in the previous two years. It should be noted that we still have more female students testing for HIV than males, which is commonly seen in society. More males will be encouraged to test through various targeted initiatives.

These initiatives will be continued in 2024 as they have led to an increase in students testing for HIV. Such increase in students being knowledgeable about their HIV status contributes to the 95-95-95 global HIV strategy. The strategy seeks to ensure that 95% of the population knows their status, 95% of people who are HIV positive are on treatment, and 95% of the people who are HIV positive are virally suppressed.

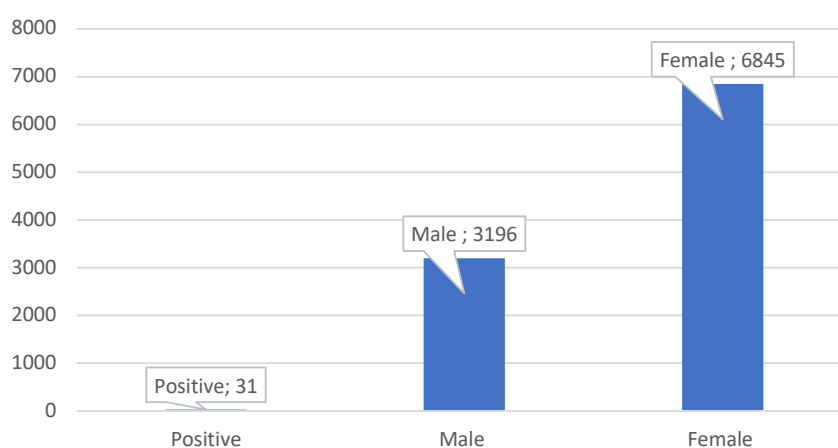


Figure 5: HIV testing at all campuses in 2023

We continue to support the World Health Organization's objective of ending HIV/Aids by 2030[EDK3]. The incidence rate is still below one percent at the university and that seems to be the trend among institutions of higher learning. There were 45 clients who tested HIV positive in 2022, and 37 in 2023. This is a significant reduction, considering that more tests were done in the same time frame, giving hope to the positive impact of the preventative health strategies that are in place.

6.2 Care and Support

Students who test positive are enrolled in the care and support programme. The care and support programme is aligned with the UJ Wellness Programme for HIV-infected students and staff. The objective of the care

and support programme is to ensure optimal health and functioning of all students that are HIV positive through the provision of psycho-educational wellbeing interventions. The psycho-educational services provided to students include one-on-one counseling, group therapy, and empowerment sessions. In 2023, HIV-positive students received one-on-one counseling aimed at building resilience, promoting well-being, and enhancing a positive mindset.

The group therapy sessions addressed mental and physical health, stigma, disclosure, and antiretroviral treatment among others. We also held an online empowering question-and-answer session with a clinician. This is a platform to discuss various topics including diet, nutrition, viral loads, compulsory health screenings, stigma, etc. HIV-positive students' needs vary as some prefer individual counseling, others opt for group sessions and the remainder are happy with question-and-answer sessions. We will be going forward with these different interventions to ensure that all their needs are catered for.

6.3 Pre-exposure Prophylaxis (PrEP)

NGOs provide PrEP to those testing negative and willing to take anti-retroviral (ARV) medication to maintain their HIV-negative status. 2206 students commenced treatment (ARVs), but only half of them remained on treatment for longer than three months.

The provision of PrEP by two NGOs namely Wits Reproductive Health Institute (WRHI) and Anova Health Institute (Anova) was identified as a challenge. This is because Anova does not have the capacity for follow-up, which resulted in some students not continuing the initiated treatment. As a result, in 2024 WRHI will be solely responsible for providing PrEP initiation and follow-up treatment to students.

6.4 Promotion of barrier methods

Condom distribution remains one of our core objectives to provide a sustainable measure for preventing STIs and unplanned pregnancies. The strategic locations for condom distribution are bathrooms, corridors, some office areas, student centres, and many other venues with a high movement of individuals. Peer educators are used to ensure that condom containers are filled with male and female condoms. Over 500 000 male condoms and just over 21000 female ones were distributed. The first quarter of the year was challenging with a shortage of condoms as the DOH did not have supplies. We improvised by providing individual condoms instead of whole packets each containing 10 condoms.

Going forward the aim is to establish relationships with more service providers such as Durex who also provide barrier methods. This will avoid our being dependent on one stakeholder. It is also evident that students still prefer male condoms over female condoms due to myths about the female condom; more educational sessions about the female condoms will be provided to students.

6.5 Screening Tools

Screening tools are an effective early intervention approach to ensuring the promotion of the health and well-being of students. These are specific questionnaires aimed at identifying at-risk students and are distributed by peer educators. Those students identified are linked to the necessary support systems. In 2022 more than 2800 students completed the screening tools, compared to only 1122 students in 2023. This significant decrease could be attributed to the lack of incentives for peer educators. The reallocation of Higher Health funds will assist in ensuring that students are incentivized for the distribution of the screening tools.

6.6 Health Promotion

With the return of in-person interactions, 21 events focusing on health promotion took place. This is slightly lower than the events in 2022, but with a higher number of participants and attendees in 2023, 884 in total. Among others, the highlights were:

- **Wellness Awareness Campaigns.** These were focused on first-year students, to “#knowyournumbers” and promote the HIV testing culture. Knowing one’s numbers in terms of blood pressure, weight, and glucose level through wellness screening will encourage young people to be alert to their health status on an ongoing basis.
- **World Tuberculosis (TB) Day** was commemorated on 24 March to raise awareness about the devastating health, social, and economic consequences of TB, and to step up efforts to end the global TB epidemic. The theme was “YES! We Can End TB”. TB tests were done with support from DOH. Only two students tested positive for TB and commenced treatment.
- **Sexual Health Seminar** – This was attended by 67 females, 15 males, and one gender non-conforming student. Contraceptives, sexually transmitted infections, Pap smears, and menstrual health were points of discussion with robust question-and-answer sessions that continued on Facebook. The facilitator was Dr. Q Cele, a gynaecologist and obstetrician from Family Matters Fertility Centre. She is passionate about fertility education among young people.
- **YFS/SRH Blitz** – Following the shortage of contraceptives, the District Health Department supported the clinics with a one-day big event focused on the provision of all types of contraceptives. They brought mobile vans to provide added support and show visibility. This included HIV testing, prostate cancer testing, and cervical cancer screening.
- **Mandela Day Sanitary Pads Donation Campaign** was in collaboration with the Library’s Wellness Task Team to commemorate the 67 minutes for Mandela Day. We collected more than 200 packets of sanitary pads. These were distributed via the clinics and the residences.
- **Cancer Awareness Campaign:** Increasing cancer awareness amongst the UJ community could help to reduce health inequalities and improve cancer outcomes. Under the theme “Let’s fight cancer and spread awareness”, students were encouraged to show their support for a cancer survivor by shaving or spraying their hair while being empowered as to the different types of cancer. The activation ran every Friday throughout October at all C-SHAW clinics. The aim of the campaign was to show solidarity, spread awareness, love, and support for those living with and for survivors of cancer. Prevention is always better than cure.

6.7 Communication

6.7.1 Mental Health Podcast

A podcast was streamed live in partnership with UJFM on “The importance of self-care during exams, coping mechanisms for stress and mental health”. The aim of the podcast was for students to be better equipped to cope with burnout, anxiety, and depression. Partners in attendance were PsyCad, C-SHAW, Crosby Clinic, Mofolo Clinic, and a survivor who had been diagnosed with a mental illness from the Faculty of Humanities. Please find the live link attached: <https://iono.fm/e/1375363>.

- Posting occurs three times a week and more with a Health Promotion Content Schedule in place, amended bi-weekly during Health Promotion meetings.
- The Online target in terms of reach=50000 per annum. We achieved a reach of 58 229 by quarter 4 of 2023.
- Twitter/X is doing well with 15 759 impressions in 2023 compared to 7174 in 2022.
- The weekly health slots with UJ FM continue on Tuesdays and Thursdays.

7 PEER EDUCATION

This programme is in place to enable health promotion initiatives to reach more young people. Recruitment starts during the First Year Experience (FYE) period when students voluntarily join to become Peer Educators. It is common to have a high number joining at this time, but this dwindles as the academic programme demands more from students. We recruited 207 new students and had 58 returning from last year who still wanted to be part of the programme. The following recruitment chart shows the recruited students, from Junior Peer Educators to Senior Peer Educators who had already joined the programme from previous years.

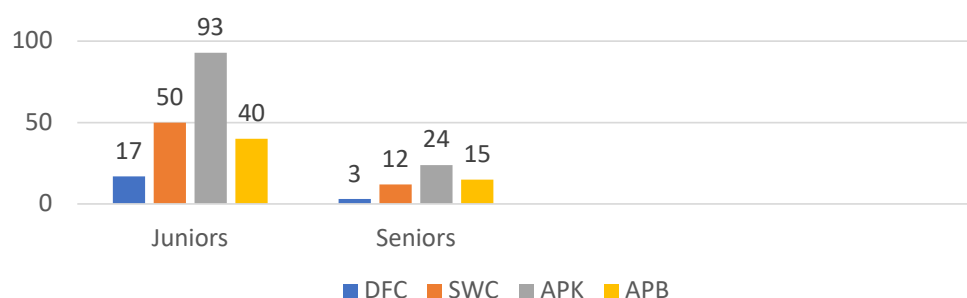


Figure 6: Recruitment Chart for Junior and Senior Peer Educators

The returning Peer Educators provide leadership and guidance to the recruits. The highlights of their initiatives included:

- **During the 2023 recruitment drive** 54 senior Peer Educators came back to the Peer Education programme with 200 newly recruited students.
- **The “meet and greet” took place at APB**, where 105 peer educators were introduced to each other, the purpose of the programme was outlined, and the projects planned for the year were discussed.
- **The daredevil run took place in Sandton** to promote prostate and testicular cancer awareness. Only 11 male students participated in the 5-kilometer fun run wearing their Speedo underwear.
- **Training** on intimate partner violence (IPV) and sexual orientation, gender identity and expression, and sex characteristics (SOGIESC) was provided. The IPV section of the training focused on both cis-gendered heterosexual identities and queer relationships.
- **The Peer Education Camp** took place at the UJ Island on 27-28 October 2023 to acknowledge the hard work of Peer Educators throughout the year. 70 students were awarded with certificates with three receiving special recognition for their leadership.
- **First AID Training:** the purpose is to equip students with basic skills to handle a medical emergency. 33 students were trained with certificates issued to show competence. This training was started in 2022; a challenge identified is the availability of student for two consecutive midweek days as this conflicts with their academic programmes. Higher Health funding was used to enable such training as it is provided by a private organization.
- **Youth Empowerment Hike:** Peer Educators were taken on an excursion to enhance their appreciation for nature, meet new friends, and take care of their mental health and well-being while growing their personal development through an interactive training workshop. The event was held at Cradle Moon Nature Resort with 68 students in attendance and staff members.

7.1 Mentorship Programme

A mentorship strategy had previously been implemented to form part of the Clinic’s strategic objective to retain the number of Peer Educators who enrol for Peer Education. In 2021, we had 25 Mentors and 116 mentees; in 2022, 19 mentors and 116 mentees. In 2023 we had 26 mentors and 150 mentees. The attrition of seniors is in some cases motivated by students moving on to higher levels of studies or completing their studies. In other cases, they mature enough to venture into other programmes of a similar nature.

7.2 Monitoring and Evaluation

Continuous monitoring and evaluation of services is done throughout the year. Questionnaires/surveys are used to evaluate the various services offered and are shared during wellness campaigns, training, health promotion campaigns, and other events. The following refers to the number of participants in the surveys obtained throughout the year:

- Wellness Campaigns – 2953
- Events – 628
- Clinic Evaluation – 147

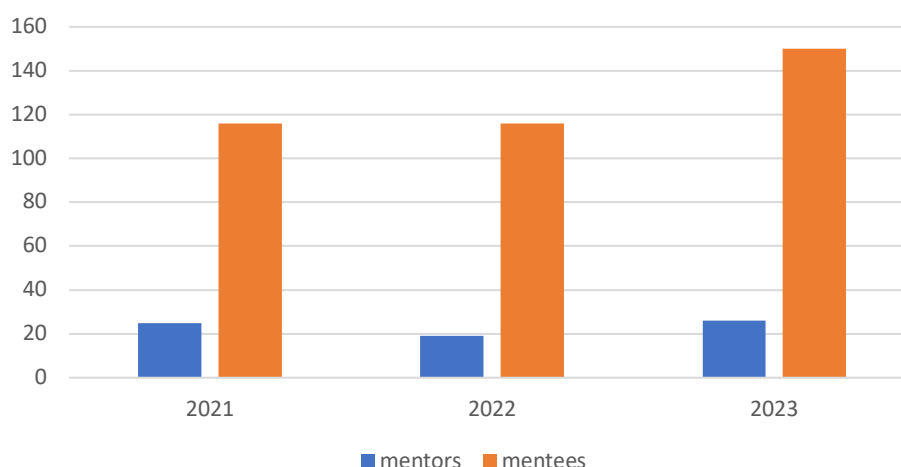


Figure 7: Mentorship and pairing of junior and senior peer educators

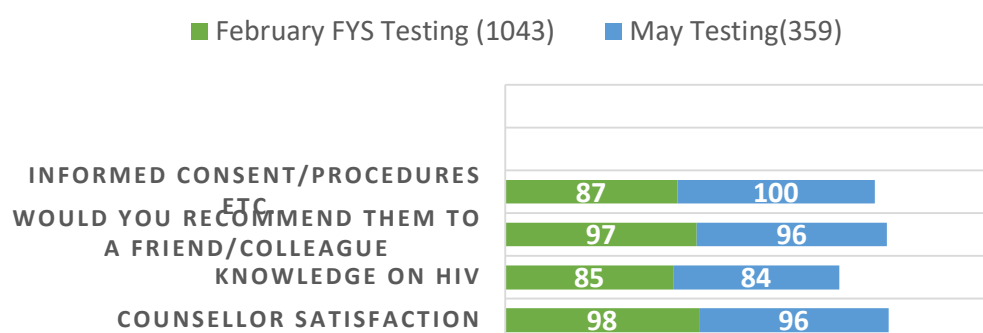


Figure 8: Mass Testing Campaign results showing the satisfaction rate of students

8 HIGHER HEALTH FUNDING

In 2019, the Centre applied for funding from Higher Health, an institution whose aim is to support the post-school education sector with health and wellness initiatives; this funding was approved for use in the 2020/21 cycle. The impact of Covid-19 made it difficult to perform some of the planned activities. An extension for the use of the funds into 2022/23 was then approved. We have successfully utilized the funds appropriately and achieved all the initiatives as planned. The audit report was submitted to the funder and was approved.

In 2023, new funding applications were invited for universities to receive new funds to augment their departmental budget allocations. C-SHAW's application was successful, with initial disbursement in December 2023. The funds will be used and reported on in the next reporting period.

9 CONTRACTS

The services provided within the Centre require contracts with organizations that specialize in various fields of health care.

9.1 ER24 (PTY) LTD

This is a three-year contract, with effect from 01 July 2021 - 30 June 2024. The contract encompasses the services for emergency medical care to the UJ community, medical support for specific sports, academic and cultural events, and basic life support training for health professionals. Challenges have been the increased



usage post-Covid-19 lockdown restrictions. Discussions between the university and the contractor have ensured continuity of services and minimised risk. Various options will be considered in the next cycle in response to the challenges referred to above.

9.2 Sports Medicine Africa and Quadcare

The two organizations provide medical services to the Centre as is required for a license to practice as a healthcare service provider. They offer teams of doctors who oversee the healthcare provided by the nursing and support staff, including the consultation of patients referred to them. They also sign off prescriptions, approve medical management protocols, and ensure that the license to practice as a health facility is maintained in compliance with various regulations including the Health Act. The contracts have a three-year period from 01 August 2021 ending 31 July 2024. The services have been valuable to the Centre. Students and in some cases, staff have received excellent medical care from this engagement. These services must now be evaluated, and new contracts will be explored in the second semester.

9.3 Unique Nursing Services

The service is utilized for requesting additional nursing staff when shortages or high peak periods occur. The purpose is to enable continuity of healthcare when the medical staff are unavailable due to prolonged absence. This was pivotal during Covid-19 as the health personnel were greatly affected by Covid-19 infections. This contract was evaluated with support from the Procurement Department as it did not meet all regulatory requirements set out by the Finance Division. The contract ended in December 2023 as the services were used on an ad-hoc basis.

9.4 Memorandum of Agreement (MoA) with DOH

The agreement was welcomed with great excitement as we have been working towards it for a long time. We provide healthcare at UJ on behalf of DOH, hence a positive impact is anticipated following the signature from the Acting Head of Department, Mr Malotana on 07 November 2023. This MOA enables us to provide HIV testing and treatment on campus; it includes other laboratory services attached to the HIV/Aids, STIs, and TB programmes. ICS will provide support as the system involves a national database for all patients who are on anti-retroviral medication. This helps to trace defaulting patients and helps in the monitoring and evaluation process, as we work to eradicate HIV/Aids by 2030 as part of Sustainable Development Goal Three.



10 EMPLOYEE PROFILE

The table shows the employees' race, gender, and type of employment. Medical doctors are not included since they are remunerated under a contract.

Table 4: Classification of employees (total 24)

GENDER	AFRICAN	INDIAN	COLOURED	EMPLOYMENT
Male	5			Permanent
Female	14	1	3	Permanent
Female	1			Skills development funded position

Table 5: Employee profile per campus

DIRECTOR: Sr. Molimi Geya						
HEAD OF DEPARTMENT: Sr. Lerato Ramafola						
MEDICAL OFFICERS: Quadcare and Sports Medicine Africa						
Campus	PHC Nurse Practitioner	Administrative Officer	Administrative Assistant	Projects Coordinator	Wellness Specialist	HIV Testing Counselor
APK	3	2	2	1		1
APB	2		1		1	1
DFC	2		1			1
SWC	2		1			1

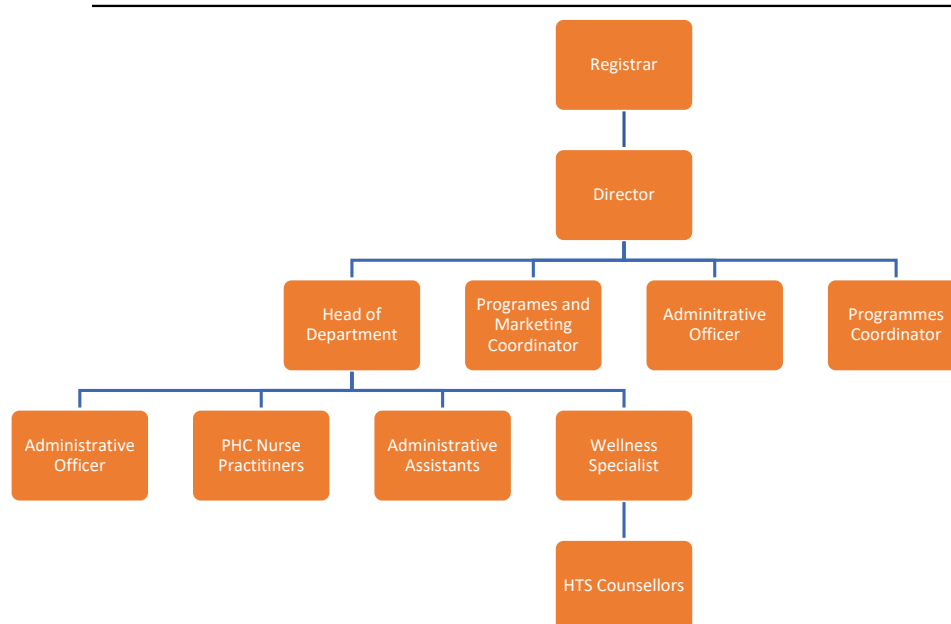


Figure 9: Departmental structure

10.1 Appointments, resignations, and vacancies

- The resignation of Sr R. Nkhatho led to advertising for a new HOD, and as a result Sr L. Ramafalo was successfully appointed in this position. Sr D. Melato was then appointed to the position of the PHC Nurse Practitioner based at APK.
- Two Administrative Assistant positions became vacant following the resignations of Ms. E. Bodiba and Ms. L. Aphane, and these were successfully filled by Ms. G. Nkosi and Ms. T. Chauke.
- The position of Mr K Nonyane was transferred to the Transformation Unit.
- The Wellness Specialist position became vacant after the resignation of Ms. M. Matela, and this was filled by Ms. Nthabeleng Mosito.

10.2 Training and development

Table 6: Training received by colleagues within UJ and with external institutions

EMPLOYEE	COURSE	INSTITUTION	STATUS
Sr Lerato Ramafalo	Managing and Leading people	WITS Business School	Achieved
	Assertiveness and Communication skills Emotional Intelligence	HCM provided	Completed
Sr Neo Masilo	NIMAART and PrEP update	Department of Health	Completed
	Dispensing course	Health Advance Institute	Ongoing
	Excel Intermediate and Advanced	HCM provided	Completed
Sr Nobuntu Gelese	Travel Health Medicine	SASTM	Achieved
	Assertiveness and Communication Skills		Completed

Sr Althea Jacobs	Emotional Intelligence Self-care Conflict Management Assertiveness	HCM provided	Completed
Mr. Maseko	Microsoft SharePoint	HCM provided	Completed
Sr Mbali Mahlase	Dispensing course	Health Advance Institute	Ongoing
Ms. Wendy Smith	Information Technology Learnership	HCM provided	Ongoing
	Mindfulness Self-care Relations at work	HCM provided	Completed
Ms. Gugu Nkosi	Human Resource Development	University of Johannesburg	Achieved
- Sexual Orientation and Gender Identity (SOGI) Training – All C-SHAW Staff attended. - Long-Acting Reversible Contraceptives (LARC) Training – All clinicians attended.			

CONFERENCES			
EMPLOYEE	CONFERENCE	DATES	LOCATION
Sr. Miemie Geya	SAACHS Conference	11-13 January 2023	Lagoon Beach Cape Town
Mr Olebogeng Moshwene			
Sr Dzivhu Sikhware			
Sr Selva Chetty			
Sr. Neo Masilo			
Sr. Lerato Ramafalo	3 rd FPD Nursing Conference	25-26 July 2023	Radisson Hotel & Convention Centre Kempton Park (JHB)
Sr. Althea Jacobs			
Sr. Mbali Mahlase			
Sr. Nobuntu Gelese			
Sr Nobuntu Gelese	Travel Health update	18 November 2023	Southern Sun Rosebank Hotel (JHB)
Mr. Kgothatso Maseko			
Sr Mbali Mahlase			

11 COMMUNITY SERVICE AND STAKEHOLDER ENGAGEMENT

11.1 Internal stakeholder engagement

Collaboration occurs with the following departments:

- **UJ Sports:** Nursing staff provide the necessary medical support at rugby games, with Sr Geya providing oversight on other medical standby requirements.
- **Occupational Health Department:** the close relationship between the two departments ensures adequate support for medical emergencies and that we remain alert to overall health issues affecting the university community.
- **Community engagement:** volunteers support the events as participants and expand on marketing and advertising.

- **Student Affairs:** with our common focus on students, we support each other in terms of cost-sharing, access to residences, students, and capacity building.
- **Library:** access to library venues, book launches, and the sharing of common goals such as the Wellness Expos that took place for the first time in 2022, continue to make a massive impact within the university.
- **Faculty of Art, Design and Architecture:** the annual collaboration on a design project that designs posters that promote health and wellness, including HIV-specific information.
- **Humanities:** Social work and social sciences students are available for provision of services while achieving their internship requirements.
- **UJ FM:** provides a platform for C-SHAW to educate and create awareness on Clinic initiatives and services; reaching a greater audience.
- **Protection Services:** transportation of sick students to the various health facilities and immediate response to medical emergencies.

11.2 External stakeholders

Collaboration with the following organizations has made the achievement of departmental objectives possible.

- **Wits Reproductive Health Institute (WRHI):** provision of additional healthcare services such as HIV testing, PrEP, Wellness screening and referral to health facilities
- **Anova Health Institute** collaborated with UJ by providing HIV testing and initial PrEP medication to students wishing to take the treatment to prevent HIV infection
- **The Epicenter Health Research** received approval to conduct their research using subjects from the clinic who volunteered to participate in their Cough Study.
- **Higher Health (HH):** through HH, the Peer Educators together with staff were invited to be part of the GBV awareness dialogue where Dr Blade Nzimande and Dr N. Dlamini-Zuma were part of the panel. A student who survived GBV was part of the panel and received support following her participation. We also participated in the launch of the NQF Level 5 Peer Education programme launched in Pretoria.
- **South African Association of Campus Health Services (SAACHS):** Sr Geya is the National Chairperson, with Mr. Moshwene and Sr Ramafalo being on the executive committee of the Gauteng branch.
- **DKMS:** The acronym is in German and means the “German Bone Marrow Donor Center”. We were alerted to their plight for more people to be on their donor database as their sole purpose is to end blood cancers through stem cell transplants. Together we have had five UJ students matched to be suitable donors to their patients.

12 CONCLUSION AND WAY FORWARD

The Centre for Student Health and Wellness has stabilized despite the challenges experienced following the merger of PHC and IOHA in 2022. We have filled all vacancies and refocused our energies on delivering quality services to the UJ community.

We have set ourselves targets:

- To minimize exposure to infections and other risks related to risky sexual behaviour among students.
- To increase HIV testing by 20% and to have 100% of positive clients on ARVs provided at each clinic.
- To utilise funding awarded by Higher Health to increase cervical cancer screening among young women and to increase health promotion initiatives by exposing more students to the Peer Education Programme.
- To increase visibility and accessibility of health services by engaging in more residence programmes.
- To collaborate with the Department of Social Development to increase awareness of substance abuse and other related social challenges plaguing the youth.
- To engage with the Department of Health to launch antiretroviral medication and related support structures.

The challenge of fewer males accessing health facilities has been identified and will receive specific attention.

A Men's Health programme is underway with a focus on health and wellness. The male colleagues in the department will be driving this initiative. We also aim to document our activities in a journal and contribute to the publications within the university. All our activities will be in collaboration with the internal and external stakeholders relevant to each programme, to ensure greater impact and widened footprint.

13 PHOTOS

Below are images showing the different awareness campaigns and health promotion initiatives with staff and students.



Sr Molimi Geya

Director: Centre for Student Health and Wellness

April 2024



UNIVERSITY
OF
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