



UNIVERSITY
OF
JOHANNESBURG

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ANNUAL
REPORT

**Our Future
Reimagined**



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OF
JOHANNESBURG

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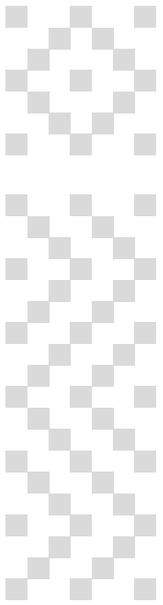
ANNUAL
REPORT



Our Future
Reimagined

Section ONE





Scope and Boundary of the Report and Report Content

OVERVIEW, SCOPE AND BOUNDARY OF THE REPORT

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is guided by the Department of Higher Education and Training Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions.

The Annual Report covers the period of 1 January 2023 to 31 December 2023 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

The report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the five campuses in Gauteng: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), the Soweto Campus (SWC), and Johannesburg Business School (JBS) Park.

The following processes and guidelines were followed for determining the content of the report:

- The Regulations for Reporting by Public Higher Education Institutions.
- The Institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP).
- The Institutional Risk Register, approved by Council.

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





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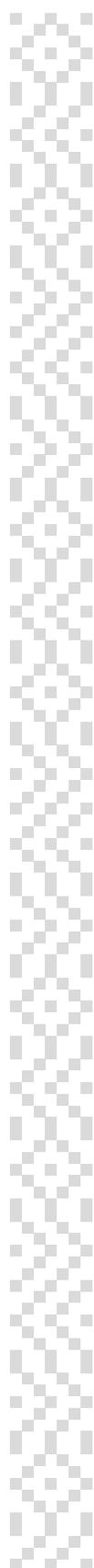
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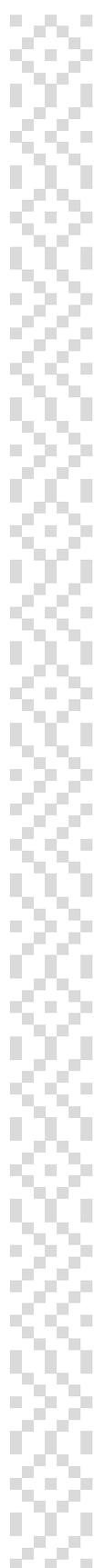
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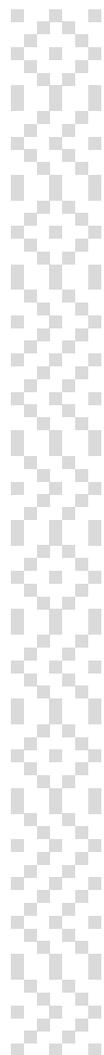
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ADDENDUMS

Bettine van Vuuren (Prof)

Registrar





LIST OF ACRONYMS AND INITIALISMS

2FA	Two-factor authentication
3MT	Three Minute Thesis
4IR	Fourth Industrial Revolution
5IR	Fifth Industrial Revolution
AAMP	Accelerated Academic Mentorship Programme
ABASA	Association for the Advancement of Black Accountants of Southern Africa
Absa	Absa Group Limited, originally Amalgamated Banks of South Africa
ACED	Academic Citizenship and Economic Development Centre
ACFE	Association of Certified Fraud Examiners
ACSSE	Academy of Computer Science and Software Engineering
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADI	Academic Development and Innovation
ADS	Academic Development and Support
AfDB	African Development Bank
AHPCSA	Allied Health Professionals Council of South Africa
AI	artificial intelligence
AICPA	American Institute of Certified Public Accountants
AIDS	Acquired Immune Deficiency Syndrome
AL	assistant lecturer
ALC	African Laser Centre
ALU	Academic Literacies Unit
AMCHES	Ali Mazrui Centre for Higher Education Studies
AP	Academic Partnerships
APB	Auckland Park Bunting Road Campus
APC	article processing cost
APK	Auckland Park Kingsway Campus
APP	Annual Performance Plan
APS	Admission Point Score
APTS	Academic Programme Tracking System
ARCC	Audit and Risk Committee of Council
ARO	African Reclaimers Organisation
ART	antiretroviral treatment
ARWU	Academic Ranking of World Universities
ASJC	All Science Journal Classification
ASSAf	Academy of Science of South Africa

AU	African Union
AUP	agreed-upon procedures
AVE	Advertising Value Equivalency
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
Bb	Blackboard
B-BBEE	broad-based black economic empowerment
BCLA	British Contact Lens Association
BCP	Business Continuity Plan
BEAHT-RC	Biomedical Engineering and Healthcare Technology Research Centre
BEd	Bachelor of Education
BGUR	Best Global Universities Rankings
BHS	Bachelor of Health Sciences
BRICS	Brazil, Russia, India, China, and South Africa
BSc	Bachelor of Science
BTech	Bachelor of Technology
c*change	DSI-NRF Centre of Excellence in Catalysis
CA	Chartered Accountant
CAA	Central Academic Administration
CACS	Centre for Africa-China Studies
CADS	Centre for Data Science
CAGR	compound annual growth rate
CALS	Centre for Applied Legal Studies
CALT	Centre for African Languages Teaching
CAMPROSA	Campus Protection Society of Southern Africa
CANSA	Cancer Association of South Africa
CAPQP	Centre for Academic Planning and Quality Promotion
CASD	Centre for Academic Staff Development
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CAWE	Community, Adult and Worker Education
CBE	College of Business and Economics
CBL	Centre for Banking Law
CBO	community-based organisation
CBR	community-based research
CCRED	Centre for Competition Regulation and Economic Development

CE	Community Engagement
CEAB	Community Engagement Advisory Board
CEE	Centre for Experimental Ethnography
CEI	Centre for Ecological Intelligence
CEP	Continuing Education Programme
CERT	Centre for Education Rights and Transformation
CESEA	Community Engagement Service Excellence Awards
CESM	Classification of Educational Subject Matter
CFA	Chartered Financial Analyst
CfAR	Centre for Anthropological Research
CfE	Centre for Entrepreneurship
CFM	Campus Facilities Management
CFMS	Computerised Facilities Management System
CGMA	Chartered Global Management Accountant
CGTN	China Global Television Network
CHE	Council on Higher Education
CHELSA	Consortia of Higher Education Libraries South Africa
CHET	Centre for Higher Education Transformation
CHIETA	Chemical Industries Education and Training Authority
CHP	combined heat and power
CI	Confucius Institute
CIC	Commercial Investment Committee
CICLASS	Centre for International Comparative Labour and Social Security Law
CID	City Improvement District
CIMA	Chartered Institute of Management Accountants
CIMERA	DSI-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis
CIPS	The Chartered Institute of Purchasing and Supply
CIPSET	Centre for Integrated Post-School Education and Training
CIS	Council of International Schools
CIS-EARCOS	Council of International Schools – East Asia Regional Council of Schools
CL	Clinical learning
CMRC	Creative Microbiology Research Collaboration
CNSR	Centre for Nanomaterials Science
CO₂	carbon dioxide
COC	certificate of compliance
CoJ	City of Johannesburg
CoP	Community of Practice

COVID-19	Coronavirus pandemic 2019
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPEMPH	Centre for Philosophy of Epidemiology, Medicine, and Public Health
CPIU	Qatar-South Africa Centre for Peace and Intercultural Understanding
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CR	community research
CRE	Compliance, Risk and Enforcement
CRLA	College Reading and Learning Association
CSC	Centre for Social Change
CSDA	Centre for Social Development in Africa
C-SHAW	Centre for Student Health and Wellness
CSIR	Council for Scientific and Industrial Research
CSRC	Central Student Representative Council
CSRP	Centre for Sociological Research and Practice
CSSJ	Center for the Study of Slavery and Justice
CTS	Central Technical Services
CUS	Critical University Studies
CUT	Central University of Technology
CWTT	child well-being tracking tool
CWUR	Center for World University Rankings
DBE	Department of Basic Education
DCE	Department of Childhood Education
DEFSA	Design Education Forum of Southern Africa
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
DHIS	District Health Information System
DIPEM	Division for Institutional Planning, Evaluation and Monitoring
DIRCO	Department of International Relations and Cooperation
DOE	Department of Education
DOH	Department of Health
DST	Department of Science and Technology
DSW	Deutsches Studentenwerk
DTE	Division for Teaching Excellence

DTI	Department of Trade and Industry
DU	Disability Unit
DUT	Durban University of Technology
DVC	Deputy Vice-Chancellor
EBSCO	Elton B. Stephens Company
ECOWAS	Economic Community of West African States
ECSA	Engineering Council of South Africa
ED	Executive Director / Executive Dean
EDAF	Deans across Frontiers
EDHE	Entrepreneurship Development in Higher Education
EDRMS	Electronic Document and Records Management System
EDTP SETA	Education, Training and Development SETA
EFL	English for Law
EFMD	European Foundation for Management Development
EFMS	Electronic File Management System
ELDPU	Executive Leadership Development Programme for Universities
ELG	Executive Leadership Group
EMC	Emergency Medical Care
EMS	emergency medical services
ER	Employment Relations
ERM	Enterprise Risk Management
ESPC	Engineering Science Programme Committee
ETDP SETA	Education Training and Development SETA
EU	European Union
EWP	Employee Wellness Programme
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FAK	Federasie van Afrikaanse Kultuurvereniginge
FASSET	Finance and Accounting Services Sector Education and Training Authority
FASU	Federation of Africa University Sport
FSCC	Financial Sustainability Committee of Council
FDI	Foreign Direct Investment
FEBE	Faculty of Engineering and the Built Environment
FELMC	Faculty of Education Leadership and Management Committee
FERL	Food Evolution Research Laboratory
FES	First Year Seminar
FET	Further Education and Training

FHDC	Faculty Higher Degrees Committee
FINEX	Financial Expenditure
FISU	International University Sports Federation
FIMO	Finance and Investment Management Olympiad
FLOAT	Faculty of Law Online Academic Tutor
FLP	Finance Leadership Program™
fNIRS	functional Near-Infrared Spectroscopy
FP	family planning
FPP	Future Professors Programme
FRC	Faculty Research Committee
FRR	Fraud Risk Register
FSC	Faculty Strategy Committee
FSCC	Financial Sustainability Committee of Council
FSM	Financial Sustainability Model
FSS	Financial Support Services
FTE	full-time equivalent
FTLC	Faculty Teaching and Learning Committee
FUJS	Funda UJabule School
FwCI	field-weighted citation impact
FYE	First Year Experience
FYO	First-year Orientation
GBV	gender-based violence
GDE	Gauteng Department of Education
GDOH	Gauteng Department of Health
GEMES	Geography, Environmental Management and Energy Studies
GES	Global Excellence and Stature
GIFA	Gauteng Institute for Architecture
CGMA FLP	Chartered Global Management Accountant Finance Leadership Program
GII	Global Innovation Index
GRAS	Global Ranking of Academic Subjects
GRC	Governance, Risk and Compliance
GRT-INSPIRED	Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development
GSA	Graduate School of Architecture
GTEA	Global Teaching Excellence Award
HASS	Humanities, Arts and Social Sciences
HCM	Human Capital Management
HCMBP	Human Capital Management Business Partnering

HCMIS	Human Capital Management Information Systems
HCP	Healthcare professional
HCT	HIV counselling and testing
HEAD	Health Environment and Development
HEAIDS	Higher Education HIV and Aids Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association
HEI	Higher Education Institution
HELM	Higher Education Leadership Management Programme
HELTASA	Higher Education Learning and Teaching Association of Southern Africa
HEMIS	Higher Education Management Information System
HEPSA	Higher Education Partners South Africa
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualifications Sub-Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HIV	Human Immunodeficiency Virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HR	human resources
HR&T	Human Resources and Transformation
HRA	health risk assessment
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HSRC	Human Sciences Research Council
HTC	Health Training Centre
HVAC	heating, ventilation, and air conditioning system
HWSETA	Health and Welfare Sector Education and Training Authority
IACLE	International Association of Contact Lens Educators
IACS	International Accreditation of Counselling Services
IALS	International Association of Law Schools
IAS	Institute for Advanced Study
IAUP	International Association of University Presidents
ICAS	Independent Counselling and Advisory Services

ICC	International Chamber of Commerce
ICCC	Investment and Commercialisation Committee of Council
ICS	Information Communication Systems
ICT	Information and Communication Technology
IDEP	Institute for Economic Development and Planning
IDP	Independent Development Plan
IDTT	Industrial Development Think Tank
IEASA	International Education Association of South Africa
IEDC	International Economic Development Council
IEEE	Institute of Electrical and Electronics Engineers
IEG	Infrastructure Efficiency Grant
IF	Institutional Forum
IFK	Institute for the Future of Knowledge
IFLA	International Federation of Landscape Architects
IFRS	International Financial Reporting Standard
IID	Institute of Interior Design
IIE	Independent Institute of Education
IIS	Institute for Intelligent Systems
IMS	Information Management System
IOHA	Institutional Office for HIV and AIDS
IoT	Internet of Things
IP	intellectual property
IPATC	Institute for Pan-African Thought and Conversation
IPP	Independent power producer
IPV	Intimate partner violence
IRMSA	Institute of Risk Management South Africa
ISEP	International Student Exchange Programme
ISO	International Organisation for Standardisation
ISPL	International Survey of Peer Leaders
ISSI	Integrated Student Success Initiative
IT	Information Technology
ITE	Initial teacher education
ITP	Institutional Transformation Plan
IWF	International Women's Forum
JBS	Johannesburg Business School
JBSCE	JBS Centre for Entrepreneurship
JCCI	Johannesburg Chamber of Commerce and Industry

JDA	Johannesburg Development Agency
JFWW	Johannesburg Festival of Women Writers
JHSEC	Joint Health Sciences Education Committee
JIAS	Johannesburg Institute for Advanced Study
JOC	Joint Operations Committee
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
KJB	Karlsruher Juristische Bibliographie
KMCPE	Karl Mittermaier Centre for the Study of Philosophy of Economics
KPA	key performance area
KPI	key performance indicator
LDU	Learning Development Unit
LES	Language for the Economic Sciences
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LIC	Library and Information Centre
LLM	Master of Law
LMS	Learning Management System
LRC	Laser Research Centre
LSS	Language and Skills for Science
MACE	Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAPS	Mastering Academic and Professional Skills
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECCC	Management Executive Committee: Commercialisation Committee
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MFA	Multi-factor authentication
mHealth	mobile health
MIRS	Medical Imaging and Radiation Sciences
MIT	Massachusetts Institute of Technology
MOA	memorandum of agreement
MOOC	massive online open courses

MOU	memorandum of understanding
MST	module success rate
MRSB	Royal Society of Biology
MTEF	Medium-term Expenditure Framework
MVP	Mandatory Vaccination Policy
NATED	National Accredited Technical Education Diploma
NBV	net book value
NCD	non-communicable disease
NCPD	National Council of and for Persons with Disabilities
NDP	National Development Plan
NEHAWU	National Education, Health, and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
NESP	Nurturing Emerging Scholars Programme
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NICD	National Institute of Communicable Diseases
NIHSS	National Institute for the Humanities and Social Sciences
NIOH	National Institute for Occupational Health
NITheCS	National Institute for Theoretical and Computational Sciences
NMU	Nelson Mandela University
NPC	National Planning Commission
NPO	non-profit organisation
NRC	National Research Centre
NRF	National Research Foundation
NSC	National Senior Certificate
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
NSP	National Strategic Plan
NSTF	National Science and Technology Programme
NTU	Nanyang Technological University
NUMSA	National Union of Metalworkers in South Africa
NUST	Namibian University of Science and Technology
NWU	North-West University
OAU	Organisation of African Unity
OCLC	Online Computer Library Centre
OECD	Organisation for Economic Cooperation and Development
OGC	Office of the General Counsel

OGSR	Office for Government and Stakeholder Relations
OHNP	Occupational Health Nurse Practitioners
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act 85 of 1993
OJS	Open Journal System
OMP	Occupational Medical Practitioner
OO	organised outreach
op-ed	opinions and editorials page
OPSA	Office Professionals of South Africa
OROSS	Online Research Output Submission System
OSD	Occupational Safety Department
OTACS	Online Temporary Appointment and Claims System
PAC	Pre-Approval Certificate
PACER	Pan African Centre for Epidemics Research Unit
PASD	Professional Academic Staff Development
PBMR	Policy, Benchmarking, Monitoring and Research
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PEERC	Public and Environmental Economics Research Centre
PEETS	Process, Energy and Environment Technology Station
PET	Politics, Economics and Technology
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGDipHE	Postgraduate Diploma in Higher Education
PGS	Postgraduate School
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioner
PHS	Primary Healthcare Service
PMS	Performance Management System
POPIA	Protection of Personal Information Act 4 of 2013
POSA	privately owned student accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resources Committee of Council

PrEP	pre-exposure prophylaxis
PSA	prostate cancer screening assay
PSET	post-school education and training
PsyCaD	Centre for Psychological Services and Career Development
PURCO	Purchasing Consortium Southern Africa
PwC	PricewaterhouseCoopers
PWD	People with Disabilities
PWG	Programme Working Group
QA	Quality assurance
QAF	Quality Assurance Framework
QCTO	Quality Council for Trades and Occupations
QK	Qoboza/Klaaste Building
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
QVU	Qualification Verification Unit
RAU	Rand Afrikaans University
RC	Resolution Circle
RCD	Research Capacity Development
RCPILEC	Research Centre for Private International Law in Emerging Economies
REMCO	Remuneration Committee of Council
RGC	Centre for Race, Gender, and Class
RID	Reading in the Discipline
RLP	Research Leadership Programme
RMA	Risk Management and Assurance
RMC	Risk Management Committee
RMU	Records Management Unit
ROI	Return on investment
ROU	research output unit
RSB	risky student behaviour
SA	South Africa
SAASTA	South African Agency for Science and Technology
SABRIC	South African Banking Risk Information Centre
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACAP	South African Council of Architects
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners

SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Communities
SAERA	South African Education Research Association
SAFC	Senate Academic Freedom Committee
SAFPS	Southern African Fraud Prevention Service
SAFTA	South African Film and Television Award
SAGC	South African Geomatics Council
SAGEA	South African Graduate Employers Association
SAHECEF	South African Higher Education Community Engagement Forum
SAHPRA	South African Health Products Regulatory Authority
SAHRC	South African Human Rights Commission
SAICA	South African Institute of Chartered Accountants
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAIGA	Southern African Institute of Government Auditors
SAIPA	South African Institute of Professional Accountants
SAJCE	South African Journal of Childhood Education
SAMT	Student Affairs Management Team
SANAVA	South African National Association for the Visual Arts
SANBS	South African National Blood Service
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANLiC	South African National Libraries and Information Consortium
SANRC	South African National Resource Centre
SAOUG	South African Online User Group
SAPA	South African Payroll Administrators
SAPICS	South African Production and Inventory Control Society
SAPS	South African Police Service
SAPSS	Submission of Assessment Papers Secured System
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SAQAN	South African Quality Assurance Network
SARChI	South African Research Chairs Initiative
SARL	Student Accommodation and Residence Life
SARS	South African Revenue Services
SASOHN	SA Society for Occupational Health Nursing Practitioners
SASOM	SA Society for Occupational Medicine
SASPEN	Southern African Social Protection Experts Network

SASSETA	Safety and Security Sector Education and Training Authority
SASUF	South African Swedish University Forum
SATLAB	Simulation Assessment Tool to Limit Assessor Bias
SAULT	Southern African Universities Learning and Teaching
SAWIL	South African Women in Leadership
SAWISA	South African Woman in Science Awards
SAYAS	South African Young Academy of Science
SCiIS	School of Consumer Intelligence and Information Systems
SDC	Student Disciplinary Committee
SDF	Strategic Development Framework
SDG	sustainable development goal
SED	Student Ethics and Discipline
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SEU	Sustainability, Environment and Utilities
SFP	Special Financial Projects
SHDC	Senate Higher Degrees Committee
SHIP	Student Housing Implementation Plan
SIOPSA	Society for Industrial and Organisational Psychology of Southern Africa
SIU	Special Investigating Unit
SL	service learning
SLA	service-level agreement
SLG	Student Life and Governance
SLP	short learning programme
SLPS	service-level performance score
SMME	small, medium, and micro enterprises
SNGGT	SNG Grant Thornton
SNIP	source-normalised impact per paper
SOGIESC	sexual orientation, gender identity and expression, and sex characteristics
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SRC	Student Representative Council
SREC	Senate Research Ethics Committee
SRH	sexual reproductive health
SRM	Service Request Management

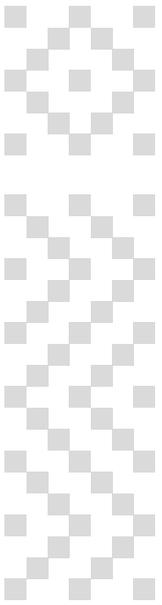
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
SSGBV	social, sexual and gender-based violence
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SU	Stellenbosch University
SUNY	State University of New York
SWC	Soweto Campus
SWD	Students with Disabilities
SYE	Senior Year Experience
TAU	Teaching Advancement at Universities
TDG	Teaching Development Grant
TESIECS	Project: Towards enhancing sustainable and innovative environmental change solutions
TETA	Transport Education Training Authority
THE	Times Higher Education
THE EUR	Times Higher Education Emerging Economies University Rankings
THE WUR	Times Higher Education World University Rankings
THE YUR	Times Higher Education Young University Rankings
TIA	Technology Innovation Agency
TICZA	Teacher Internship Collaboration South Africa
TIF	Teaching Innovation Fund
TMS	Time Management System
TOP	termination of pregnancy
TPAC	Teaching Portfolio Assessment Committee
TPC	Technology Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TTC	time to completion
TTO	Technology Transfer Office
TUT	Tshwane University of Technology
TVET	Technical and Vocational Education and Training
TWAS	The World Academy of Science
TWR	Technikon Witwatersrand
U21	Universitas 21

UCDG	University Capacity Development Grant
UCDP	University Capacity Development Programme
UCT	University of Cape Town
UFS	University of the Free State
UG	undergraduate
UI	User interface
UJ	University of Johannesburg
UJCI	University of Johannesburg Confucius Institute
UJELP	University of Johannesburg English Learning Programme
UJICE	University of Johannesburg Institute for Childhood Education
UJMA	University of Johannesburg Metropolitan Academy
UJ-OSC	University of Johannesburg Olympic Studies Centre
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJ-SSC	University of Johannesburg Soweto Science Centre
UJWICEEP	University of Johannesburg Women in Community Engagement Empowerment Programme
UJWLDP	University of Johannesburg Women Leadership Development Programme
UJYLDP	University of Johannesburg Young Leaders Development Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UN	United Nations
UNAM	University of Namibia
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organization
UNIDROIT	International Institute for the Unification of Private Law
Unisa	University of South Africa
UP	University of Pretoria
UPS	uninterruptible power supply
URAP	University Ranking by Academic Performance
URC	University Research Committee
US	University of Stellenbosch
USAf	Universities South Africa
USDP	University Staff Doctoral Programme
USSA	University Sport South Africa
UWC	University of the Western Cape
UWI	University of the West Indies

UX	user experience
VARSTEME	Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education
VARTEL	Virtual and Augmented Reality Technology-enhanced Learning
VAs	visiting academics
VERT	Virtual Environment for Radiotherapy Training
VIAD	Visual Identities in Art and Design
VR	virtual reality
VSE	very small enterprises
VYT	Visualise Your Thesis
W&RLC	Wholesale and Retail Leadership Chair
W&RSETA	Wholesale & Retail Sector Education and Training Authority
WAF	Web Application Firewall
WASH	water, sanitation, and hygiene
WCES	World Council of Comparative Education Societies
WHO	World Health Organization
WHRC	Water and Health Research Centre
WID	writing in the discipline
WIE	work-integrated education
WIEBE	Women in Engineering and the Built Environment
WIL	work-integrated learning
WISA	Women in Science Award
Wits	University of the Witwatersrand
WOMAD	World of Music, Arts and Dance
WOZA	Women in Law South Africa
WRC	Water Research Commission
WRHI	Wits Reproductive Health Institute
WWIS	Worldwide Information Services
YDISA	Youth Development Institute of South Africa
YWSA	Young Women for STEM in Africa

Section TWO





Chairperson of Council Report

Since my commencement of office as Chair of the University of Johannesburg (UJ) Council in January 2023, several key changes have taken place in the executive management team portfolios. Former Vice-Chancellor, Prof Tshilidzi Marwala, exited the institution to take up the position of Rector at the United Nations University in Japan. His colleague, the equally capable Prof Letlhokwa Mpedi, became the deserving successor in March of the same year. Additionally, Prof Sehaam Khan took over as Deputy Vice-Chancellor: Academic, while Prof Bettine van Vuuren assumed the role of Registrar on 1 April from Prof Kinta Burger, whose two consecutive terms had concluded. UJ has adroitly and seamlessly navigated these transitions, exceeding targets in the core domains of teaching and learning, research, and innovation, while maintaining operational efficiency evidenced by our financial performance and stakeholder relations.

As Chairperson, and on behalf of the UJ Council, it is an immense privilege and a singular honour and pleasure to serve an institution that continues to deliver stellar performances across all key metrics. UJ continues not only to meet set targets but often to exceed them with aplomb, as evidenced by our recognition by the Department of Higher Education and Training report as the country's foremost contributor to knowledge production. Furthermore, UJ boasts the highest research output per capita among South African universities and is the only locally based institution that consistently climbs in international rankings.

These and many other accomplishments and milestones are exhaustively detailed in the Vice-Chancellor's report. For us as Council and the Executive Management team, such feats present an enviable challenge for the University and our peers: to maintain and accelerate this lead while remaining focused on improving and enhancing our operational efficiencies, academic standards, and sustainability. We have every confidence that the executive leadership team will continue to deliver and exceed our expectations.

While reflecting on our progress and achievements thus far and basking in the luxuriant glow of our deserved successes, we have to maintain the momentum by scaling new heights and reaching new targets on our trajectory. The next instalment of our journey is lucidly articulated in our Strategic Plan 2035, which builds on the Global Excellence and Stature (GES) theme, while incorporating Societal Impact into the Fourth Industrial Revolution. Council approved the GES 4.0 for Societal Impact plan when it convened for its November 2023 meeting, closely followed by the subsequent approval of the budget for the strategic initiatives in March 2024.

Although led by a supremely capable team under the leadership of Prof Mpedi, UJ is neither immune, nor can the institution insulate itself from the stubborn challenges that roil the South African higher education



landscape. Many factors may be outside the purview and control of the University, but they still have an impact on our core operations. For instance, the country is plagued by electricity and water issues, forcing our institution to make resources available to cover these costs if it is to ensure uninterrupted teaching and learning, and knowledge creation. Furthermore, the tough economic climate has led to a marked reduction in income from government subsidies and student fees, posing an existential threat to higher education institutions.

The recurrent problems that bedevil the National Student Financial Aid Scheme (NSFAS) and rising student debt, are of concern to all institutions of higher learning. The student body at UJ predominantly hails from disadvantaged communities, with over 60% of our undergraduate students relying exclusively on NSFAS for financial support. It is also worth noting that the NSFAS financial aid often extends far beyond the intended purpose and sometimes supplements the meagre incomes and/or SASSA grants of low-income families. For our part, the University has invested heavily in ensuring student success through contributions to initiatives such as the SRC Trust Fund, the Missing Middle, and the Double Our Future campaigns.

The disparity between the large number of students who complete Grade 12 against the severely limited intake capacity of universities and other higher education institutions continues to consume and animate our deliberations as Council. Rampant crime and the deterioration of city spaces have adverse impacts on our students on- and off-campus. The emotional and physical well-being of our students, mental stability and a conducive environment are prerequisites for academic success and should not be compromised. We are also alarmed by a perceptible increase in staff and student mental wellness issues. University management, with guidance and input from experienced mental health professionals, is implementing various interventions and is focusing on finding further interventions to address and curb this alarming challenge.

Despite these and other challenges, the institution has performed impressively, with effective and prudent financial management, and academic and research successes as detailed in the VC's report. As Council, we have confidence that this positive trajectory will continue and accelerate. On behalf of Council, I extend our sincere appreciation and gratitude to the executive management team, staff, students, and our stakeholders for yet another gratifyingly productive and successful year. Their continued and untiring efforts at turning students into leaders who play an active role in our society and the world do not go unnoticed.

I am encouraged by UJ's quantifiable progress across all areas of our strategic thrusts. As South Africa's matriculating students continue to struggle to find space in our limited universities, our aspiration is to launch a parallel online UJ that would give students a similar experience to the brick-and-mortar university. To further serve society and enhance our teaching, learning and research offerings, Council is fully behind the establishment of a medical school at UJ, and all application procedures to the relevant authorities have been diligently complied with. We await the outcome eagerly.

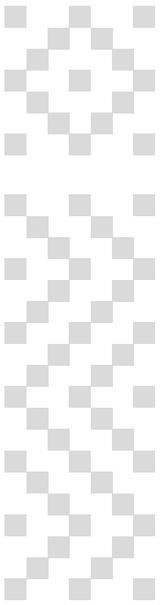
Our aspiration as UJ of becoming the "International University of choice, anchored in Africa and the global South, dynamically shaping a sustainable future" is well on track.



Xoliswa Kakana (Ms)
Chairperson of Council







Vice-Chancellor and Principal Report to Council

The year under review has been a landmark year for the University of Johannesburg (UJ). It has also been a year of both culmination and change. The year saw my inauguration as Vice-Chancellor (VC) and Principal and other changes in key leadership, including the Deputy Vice-Chancellor (DVC): Academic, the Registrar, and other executive leadership positions. In a significant year in terms of achievement, we saw UJ's national and global academic reputation grow from strength to strength. We will detail this more below, but one particular achievement stands out: the confirmation by the Department of Higher Education and Training (DHET) that UJ had in 2021 produced the highest number of accredited research outputs in the national higher education (HE) ecosystem – something to which we had long aspired and for which we had planned. A sound position indeed from which an exceptional new institutional strategy for the coming decade could emerge.

UJ has been successful indeed. But at the same time, we must consider the context of these successes. South Africa (SA) faces a triple dilemma of poverty, inequality, and unemployment, significantly impacting the nation's economic, social, and political landscape. Globally, we face increased instability, not least through growing sites of war and exacerbated climate change. Over the last year, ongoing energy and water crises have hampered economic growth, affecting investor confidence, exacerbating the abovementioned challenges, and negatively impacting all sectors, including higher education. In the post-pandemic era, the impact of COVID-19 on wide sectors of the economy persists. I have long watched with pride as UJ found ways to rise to and move beyond these challenges, and I have watched how UJ colleagues have worked to improve the lot of our citizens. And now as Vice-Chancellor, I have again found myself asking – as I have asked myself repeatedly over the years – how much more would be possible if these efforts were underpinned and foregrounded by institutional strategy? Over my years at UJ, it has become increasingly clear that societal impact and sustainability are critical to any future role of HE and stand at the centre of UJ's Strategic Plan for the coming decade.

Looking back – UJ's Strategic Plan 2025 has served us well, as is evident when we review the inspiring trajectory of the 'new kid on the block' (2005) to one of SA's leading universities – and a university of global stature (2023). After the initial years of becoming, following our establishment out of the merger, our Strategic Plan 2025, developed in 2013 and backed by the Global Excellence and Stature Catalytic Plan (GES 1.0), positioned us first to stride and then to leap. In 2018, our Catalytic Plan GES 4.0 (focused on 4IR) sent us as a trailblazer into the 2020s and through to the close-out of GES 4.0 at the end of 2023 – a leading SA institution that became increasingly well-known globally. Over the past seven years, 4IR, well embedded in the institution,



has set UJ on a trajectory as a leader and contributor to the development of 4IR – a role sharpened and given additional impetus by the COVID-19 pandemic. During this time, the increased focus on sustainability, which complements 4IR, served us well.

But now it is time to start reimagining our future – while we build on the achievements of our past. Under my leadership as then DVC: Academic followed by Vice-Chancellor, two years of hard work and extensive consultation have culminated in our Strategic Plan 2035, approved by Council towards the end of 2023. Centred on Societal Impact and Sustainability, our Strategic Plan 2035 is envisioned to position us to dynamically shape a sustainable future for ourselves and our country.

The Strategic Plan 2035 presents UJ with an updated mission and vision, and with the new refreshed and simplified institutional values of ‘Impact, Innovation, Inclusivity, and Integrity’. Three core themes lie as horizontals across the vertical academic pillars. The first, ‘societal impact and sustainability’, is crafted from an African and Global South perspective. The second, ‘global footprint and partnerships’, relates to how UJ will extend its influence in communities, both locally and internationally, by participating in knowledge networks and collaborating with national, international, and multilateral partners. The third theme of ‘technology for the future’ embraces the current focus on 4IR but broadens it to highlight the use of technology in a people-centred, humane, and ethical way, as we use appropriate technologies to pursue our institutional societal impact and sustainability agenda.

2024 will be a year of transition as we work to finalise key performance indicators (KPIs) of various types and embed the Strategic Plan 2035 across the institution, further building involvement of faculties and support divisions, student leaders and Convocation, before the full rollout commences in 2025.

Against this context, the following report details our considerable achievements in 2023.

INSTITUTIONAL PERFORMANCE IN TERMS OF THE ANNUAL PERFORMANCE PLAN (APP)

The University tracks its achievements against two annual performance plans; the first is required in terms of the DHET reporting regulations, while the second is a subset of UJ’s complete Strategic Plan 2025, reported on to the Council.

The DHET Annual Performance Plan 2023 sets targets for various indicators as required by regulation. Some of these are output indicators, such as research and graduate output, which are measured for the previous year (2022, n-1) because the results can only be finalised in the reporting year (here, 2023). There is also a strong emphasis on other indicators of the size and shape of the institution as derived from the approved enrolment plan for the University. Institutional performance against this plan is presented separately in this section of the Annual Report.

The second of these, the UJ Annual Performance Plan (APP), sets targets for 2023 in terms of UJ’s full Strategic Plan 2025. The following report analyses the outcomes at the end of 2023 against the targets set in the 2023 UJ Annual Performance Plan (APP), as approved by the Council in 2022. KPIs are grouped under the six major objectives that frame the UJ Strategic Plan 2025, and reference is made to the corresponding indicator in the Strategic Plan in brackets. The results for all quarters of 2023 are given, accompanied by a brief narrative explanation. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of the carbon footprint, and this is noted in the text related to the relevant KPIs.

NOTE: Student and staff HEMIS data in this report were extracted on 25 February 2024.

Revision to APP

Most of the indicators presented here are the same as the 21 KPIs of the 2022 APP. Only one of the changes made to the Strategic Plan indicators by the Council at its November 2022 meeting affects the APP, as indicated in the following paragraphs.



While KPI 13 on the number of awards has stayed the same, the KPI owner now includes the DVC: Academic, the Senior Executive Director, and the DVC: Research and Internationalisation. This specific KPI is a shared responsibility and tracks research, education, and societal achievements (including sport and national/international accomplishments) of both staff and students.

Summary results – targets met

KPI 1: Total postgraduate outputs (n-1)

The target for postgraduate output was set at 3 887. The outcome for the number of 2022 PG graduates in the fourth quarter of 2023 (n-1) at 4 039 is lower than in the previous year, but above target by 3,9%.

KPI 2: Percentage of permanent and fixed-term academic staff with doctorates

The proportion of permanent and fixed-term academic staff with doctorates at the end of the fourth quarter of 2023 reached 59,2%, exceeding the target by 0,3%.

KPI 3: Number of published research outputs on 4IR (n)

The fourth quarter 2023 figure of 738 is above target by 77,8%, and above the ceiling.

KPI 4a: Number of submitted research output units (n-1)

The number of 2021 publications submitted in 2022 was 2 819 units, and in 2023, the number of units submitted is 3 241. This is a significant increase from the previous year of almost 15%. It is also nearly 30% above the target of 2 500.

KPI 4b: Number of accredited research units (n-1)

The number of accredited outputs for 2022 publications submitted in 2023 is 3 143.73 (rounded to 3 144) units, which is 390.33 units more than the previous year.

KPI 5: Overall enrolment

Enrolment at the end of 2023, at 53 484, was above the enrolment plan headcount target by 1,9%. The ceiling for this indicator is a variation of 2% from the target, thus it is a good outcome.

KPI 8: Number of students completing Artificial Intelligence in the 4IR module

This indicator, which was new in 2020, tracks the number of students completing the *Artificial Intelligence in the 4IR* module. At the end of 2023, completions reached 19 383, 21% above the target and exceeding the ceiling.

KPI 9: Number of academic initiatives advancing 4IR, including CEPs (cumulative)

This indicator cumulatively tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, since 2019. While the October 2022 baseline was 159, at the end of the fourth quarter of 2022, the total had risen to 161. The final tally for 2023 is 246, which is considerably above target, and above the ceiling.

KPI 10: International students

At the end of 2023, the number of international students in formal programmes and informal whole programmes at UJ was 4 555, slightly above the ceiling. Participation in informal whole programmes was 157.

KPI 13: Number of awards (national and international) and prestigious recognition

The target of 90 awards was set relative to the October 2022 baseline of 89. The final tally of 120 for 2023 is above the target by 33% and considerably above the ceiling.

KPI 14: Annual operating surplus/deficit

The expectation for KPI 14 is a surplus of R92 000 at the end of the year, and the ceiling was pitched at a surplus of R50 million. While the October 2022 baseline was R191 million, the audited figure for the surplus at the 2022 year-end was R367 million. At the end of the fourth quarter of 2023, the audited surplus of R247.5 million is much higher than the ceiling.

KPI 15: Council-controlled reserves

The baseline was a projected R3 061 million, while the audited year-end figure for 2022 was higher at R3 163 million. At the end of the fourth quarter of 2023, the audited figure is R3 079 million, which is 10,7% above target.



**KPI 16: Externally generated funding and KPI 17: Third-stream income
(externally generated research funding)**

The target of R900 million is combined for KPI 16, externally generated funding, and KPI 17, externally generated research funding. The year-end amount of R1 003 million for 2022 was above both target and ceiling. At the end of 2023, at R934.2 million, it has exceeded the target of R900 million.

KPI 18: Percentage black permanent and fixed-term academic staff

The baseline of 50,9% was exceeded in the first quarter and was at 53,3% at year-end, which outcome is above target by 2,3%. As a point of reference, the comparable figure was 39,5% in 2016 and has been increasing steadily since.

KPI 20a: Number and percentage of black (SA) associate professors and professors

The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%, which was a very positive outcome. At the end of 2023, the target of 28,5% was exceeded by 0,9%, and the ceiling by 0,4%.

Targets not met

KPI 6: Undergraduate output (n-1)

In 2023, undergraduate output at 8 089, i.e. graduates that obtained qualifications in 2022, was lower than the previous year, and below target by 743 or 8,4%. Output is relative to enrolment, which fluctuates slightly from year to year, and further investigations have indicated that the declining trend since the high of 10 681 in 2019 is mainly related to the change in the programme qualification mix (PQM), owing to the phasing out of the BTech as a qualification type.

KPI 7a and 7b: Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)

The outcome for this indicator is based on data for the 2020 cohort of students registered for three-year qualifications who completed their studies in 2022 (i.e. first registration in 2020). Of this cohort, 38,9% succeeded in completing in regulation time, which is lower than the previous cohort and below target. The outcome for the 2020 cohort, when considering degrees only at 39,2%, was also notably lower than the 44,4% of the previous year.

KPI 11: Percentage of international permanent and fixed-term academic staff

At the end of 2023, the percentage of 17,8% is slightly below target (0,2%), although the number of international staff has stayed relatively stable since the second quarter, with only two additions.

KPI 12a and 12b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. The 2023 results for the undergraduate survey indicate an overall satisfaction score of 88,3%, slightly below the target of 90%. At the postgraduate level, the 2023 student satisfaction score is 85,9%, a slight decrease from the 86,5% in 2022 and below the target of 86,8%.

KPI 19: Permanent and fixed-term academic staff by rank (associate professors and professors)

This indicator monitors seniority among the academic staff. While the proportion is lower than the October 2022 baseline, the professoriate has increased by 29. However, the 29,5% proportion is below the target of 32%. It should be noted that the professoriate has been growing steadily since the 250 of 2016 to the current 401.

KPI 20b: Number of female associate professors and professors

At 40,6%, the 2023 target of 43% has not been reached, even though the number of female professors and associate professors has increased from 152 in 2022, to 163 at the end of 2023.

KPI 21: Reduction in carbon footprint

With an increase of 10,14%, the carbon footprint was not reduced in 2023 as anticipated.



GLOBAL RECOGNITION AND UNIVERSITY RANKINGS

The University continues to participate and feature in selected global and other university ranking systems despite being well aware of the limitations of these metrics, as it values the international recognition of its accomplishments. External acknowledgement of the considerable work undertaken at UJ in striving for excellence in research that is nationally relevant and internationally meaningful, and in providing the best possible teaching and learning opportunities for its staff and students, is important and welcomed.

In 2023, UJ performed very well in various global university ranking systems, improving its global standings in all but one of them, notably achieving its highest ever positions during this year.

Table 1: Global university rankings outcomes 2019-2023

RANKING SYSTEM	2019	2020	2021	2022	2023
QS WUR	501-510 #4 in SA	439 #3 in SA	434 #3 in SA	412 #2 in SA	306 #4 in SA
THE WUR	601-800 #6 in SA	601-800 #7 in SA	601-800 #7 in SA	601-800 #6 in SA	401-500 #4 in SA
BGUR	366 #5 in SA	378 #5 in SA	417 #5 in SA	421 #5 in SA	NOT RELEASED
URAP	647 #6 in SA	603 #6 in SA	592 #6 in SA	537 #6 in SA	467 #5 in SA
ARWU	601-700 #6 in SA	601-700 #6 in SA	601-700 #5 in SA	401-500 #5 in SA	501-600 #5 in SA
CWUR	761 #6 in SA	706 #6 in SA	674 #6 in SA	629 #6 in SA	628 #6 in SA
WEBOMETRICS	826 #6 in SA	778 #6 in SA	711 #6 in SA	663 #6 in SA	612 #6 in SA

WUR: World University Rankings; **THE:** Times Higher Education; **QS:** Quacquarelli Symonds; **BGUR:** Best Global Universities Rankings; **URAP:** University Ranking by Academic Performance; **ARWU:** Academic Ranking of World Universities; and **CWUR:** Center for World University Rankings.

Global rankings

- In the 2024 *Quacquarelli Symonds (QS) World University Rankings*, released on 27 June 2023, UJ once again improved its global standing to be ranked among the top 350 universities globally at position 306 – an all-time high – climbing 106 places from position 412 in the world. UJ ranked fourth in Africa and in South Africa. For this year's 2024 edition – the 20th anniversary edition – QS implemented and launched the largest ever modification to its methodology, introducing three new metrics on sustainability, employability, and international research networks, while recalibrating and adjusting the weights of some of the original metrics. There are now nine metrics, up from the original long-standing six metrics. The South African universities benefitted from this methodological change, which saw most of them rise steeply in this year's rankings, UJ included. Notably, UJ remains the only South African university that has never declined in this ranking, having now climbed for the tenth consecutive year.
- In the 2024 *Times Higher Education (THE) World University Rankings*, released on 27 September 2023, UJ improved its global standing to be ranked among the top 500 universities in the world in the 401-500 band, moving up two bands from the 601-800 band where it had consistently been placed since debuting in these rankings seven years ago in 2016. This is an all-time high for UJ and a significant achievement for the University in its relatively short 20-year history. Nationally, UJ further improved its position to fourth in South Africa.
- In the 2023-2024 *University Ranking by Academic Performance (URAP) World University Ranking*, released on 19 December 2023, UJ broke into the global top 500 for the first time, climbing 70 places from position



537 to its all-time highest position of 467 in the world. UJ also improved its national standing, advancing from sixth to fifth position in South Africa.

- In the *2023 Academic Ranking of World Universities (ARWU)*, or the *Shanghai Ranking*, released on 15 August 2023, UJ ranked in the 501-600 band globally and retained joint fifth place in South Africa.
- In the *2023 Center for World University Rankings (CWUR)*, released on 15 May 2023, UJ ranked among the top 3,1% of universities globally at its highest ever position of 628, up one place from 629. UJ retained its national position at sixth in South Africa. Since its debut six years ago in 2017 at position 951 globally, UJ has consistently climbed the CWUR World University Rankings by 323 places to its 2023 global ranking of 628. This is a noteworthy achievement as UJ is the only South African university that has consistently improved its position and climbed each year since it first featured.
- In the *2023 Ranking Web of Universities*, or the *Webometrics Ranking of World Universities*, released at the end of July 2023, UJ climbed 51 places from position 663 to its highest ever position of 612 globally, retaining sixth place in South Africa. UJ has not declined once in this ranking, consistently climbing yearly since it first appeared.
- In the *2023 Times Higher Education (THE) Young University Rankings*, released on 3 July 2023, UJ maintained its standing among the top 200 universities in the world under 50 years old, ranked in the 151-200 band.

Impact and sustainability rankings

- In the *2023 Times Higher Education (THE) Impact Rankings*, released on 1 June 2023, UJ ranked overall among the top 50 universities globally at position 46, climbing 23 places from position 69 globally. UJ continues to be the leading university on the continent and in the country, ranked number one in Africa and in South Africa. A record 1 705 institutions submitted data and evidence to participate in the fifth iteration of these global rankings, which were the first to measure the progress of universities across the globe towards the 17 United Nations' (UN) sustainable development goals (SDGs). In the 17 individual SDG rankings, UJ took first place in the world for SDG 1: No poverty, climbing two places from third. UJ also ranked in the global top 10 for another SDG, claiming sixth place in the world for SDG 8: Decent work and economic growth, an improvement of two places on eighth position. In total, UJ ranked in the top 100 universities globally for seven SDGs, with outcomes for the other five SDGs as follows: SDG 2: Zero hunger (#93), SDG 4: Quality education (#55), SDG 5: Gender equality (#17), SDG 10: Reduced inequalities (#40), and SDG 12: Responsible consumption and production (#44).
- In the *2024 Quacquarelli Symonds (QS) Sustainability Rankings*, the second iteration of this ranking, released on 5 December 2023, UJ ranked at position 239 globally, placing fourth in Africa and in South Africa.

Regional rankings

- In 2023, *Times Higher Education (THE)* introduced and launched a new regional ranking focused on the sub-Saharan Africa region, called the *Times Higher Education (THE) Sub-Saharan Africa University Rankings*. This ranking follows a hybrid methodology, which covers elements of teaching, research, and societal impact – much like the *Times Higher Education (THE) Impact Rankings*. The overall methodology explores five key pillars: resources and finance, access and fairness, teaching skills, student engagement, and African impact. This ranking is underpinned by data and evidence provided directly by universities, bibliometric Scopus data supplied by THE's partner Elsevier, and results from THE's first sub-Saharan Africa student survey, which collected the opinions of more than 20 000 students from 88 universities in the sub-Saharan Africa region. In the inaugural (first) edition of this new ranking, the *2023 Times Higher Education (THE) Sub-Saharan Africa University Rankings*, released on 26 June 2023, UJ ranked second in the sub-Saharan Africa region and in South Africa. In total, thirteen South African universities participated, with nine meeting THE's eligibility criteria to be ranked (i.e. enough valid student survey responses). Four South African universities, UJ included, made the top 10.

Subject rankings

The 2023 outcomes for the various subject ranking systems are shown in Table 2.



Table 2: Subject rankings outcomes in 2023

QS Subject Rankings	THE Subject Rankings	GRAS
Development Studies 51-100 , #3 in SA	Education 176-200 , #2 in SA	Hospitality and Tourism Management 6 , #1 in SA
Hospitality and Leisure Management 101-150 , #2 in SA	Business and Economics 201-250 , #1 in SA	Food Science and Technology 101-150 , #1 in SA
Education and Training 301-350 , #2 in SA	Social Sciences 201-250 , #3 in SA	Sociology 101-150 , #1 in SA
Agriculture and Forestry 301-350 , #5 in SA	Law 201-250 , #5 in SA	Pharmacy and Pharmaceutical Sciences 201-300 , #1 in SA
Chemical Engineering 351-400 , #5 in SA	Engineering 301-400 , #1 in SA	Business Administration 201-300 , #2 in SA
Environmental Sciences 351-400 , #5 in SA	Physical Sciences 301-400 , #1 in SA	Management 201-300 , #1 in SA
Electrical and Electronic Engineering 401-450 , #2 in SA	Psychology 301-400 , #2 in SA	Earth Sciences 201-300 , #1 in SA
Economics and Econometrics 401-450 , #4 in SA	Life Sciences 301-400 , #3 in SA	Geography 201-300 , #2 in SA
Chemistry 451-500 , #2 in SA	Arts and Humanities 301-400 , #5 in SA	Electrical and Electronic Engineering 301-400 , #1 in SA
Mechanical, Aeronautical and Manufacturing Engineering 451-500 , #4 in SA	Computer Science 401-500 , #1 in SA	Economics 301-400 , #2 in SA
Physics and Astronomy 501-550 , #4 in SA	Clinical and Health 501-600 , #6 in SA	Ecology 401-500 , #8 in SA
Medicine 501-550 , #6 in SA		Chemical Engineering 401-500 , #2 in SA
Biological Sciences 601-650 , #6 in SA		Education 401-500 , #1 in SA
		Physics 401-500 , #3 in SA

- In the *2023 Quacquarelli Symonds (QS) World University Rankings by Subject*, released on 22 March 2023, UJ ranked in 13 QS subjects, two more than the previous year. UJ's best-performing subject, Development Studies, ranked among the top 100 universities globally and tied for third position in South Africa. Close behind, Hospitality and Leisure Management ranked in the 101-150 band globally and placed second in the country. UJ ranked second among South African institutions in four subjects: Chemistry, Education and Training, Electrical and Electronic Engineering, and Hospitality and Leisure Management. UJ made its debut in two subjects: Biological Sciences, and Electrical and Electronic Engineering.
- In the *2024 Times Higher Education (THE) World University Rankings by Subject*, released on 26 October 2023, UJ ranked in all eleven THE subjects. Gains were made in eight subjects. UJ ranked first in South Africa for four subjects: Business and Economics, Computer Science, Engineering, and Physical Sciences; and second for two subjects: Education and Psychology.
- In *ShanghaiRanking Consultancy's 2023 Global Ranking of Academic Subjects (GRAS)*, released on 27 October



2023, UJ ranked in 14 GRAS subjects, four more than in the previous year. Gains were made in four subjects. UJ's top-performing subject, Hospitality and Tourism Management, ranked number six globally and number one in Africa and South Africa. UJ ranked first in South Africa for eight subjects and second for four subjects. UJ debuted in five subjects: Business Administration, Economics, Electrical and Electronic Engineering, Food Science and Technology, and Pharmacy and Pharmaceutical Sciences.

INSTITUTIONAL STAFFING PROFILE

The University's success is intrinsically tied to the dedication and passion of its employees. The University remains committed to attracting, developing, and retaining top talent and to creating an environment where innovation, diversity, and inclusivity thrive.

Appointment of staff at the executive level

The following executive recruitments were completed in 2023:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Dean: College of Business and Economics (CBE)
- Executive Dean: Faculty of Arts, Design and Architecture (FADA)
- Executive Dean: Faculty of Science

Extensions of appointments were finalised for:

- Executive Director: Financial Governance and Control
- Chief Information Officer
- Executive Dean: Faculty of Engineering and the Built Environment (FEBE)

Institutional staffing profile

Over the past five years, academic, research, and support staff numbers have fluctuated somewhat. Between 2022 and 2023, the overall headcount increased by around 50, spread across academic and support staff domains. Aligning with the overall mission to remain financially viable, a decision was made to abolish all positions with no recruitment activities for 12 months or more; this may have led, at least in part, to the filling of vacant positions and the increase in staff numbers.

Table 3: UJ workforce over the past five years

Appointment category	2019	2020	2021	2022	2023
Academic and research staff	1 330	1 309	1 309	1 328	1 359
Support staff	3 064	3 021	2 999	3 087	3 132
Executive/ Administrative/ Management/ Professional	129	132	140	143	152
TOTAL	4 523	4 462	4 448	4 558	4 643

Staff employment equity

Concerning the important theme of employment equity, UJ remains committed to transforming the academic staff profile to achieve appropriate representation in terms of population group and gender across all levels within the institution. Demographic representation at all levels is carefully monitored. See Table 4.

ENROLMENT PLANNING AND IMPLEMENTATION

In 2023, the University made significant progress by meeting targets for both undergraduate and postgraduate enrolment, representing an important achievement in its efforts to adhere to the DHET-approved targets within the six-year 2020 to 2025 enrolment plan.

The total headcount increased from 51 424 to 53 484, marking a notable 4% rise from 2022 to 2023, with the



Table 4: UJ staff profile for the 2023 academic year

Staff	Black	Coloured	Indian	White	Inter-national	TOTAL
Academic/ Research	503	66	156	392	242	1 359
Executive/ Administrative/ Management/ Professional	71	15	15	46	5	152
Specialised/ Support Professional	324	41	41	101	18	525
Non-professional Administration	850	96	51	149	10	1 156
Crafts/Trades	86	4	2	6		98
Service	1 185	14		4	2	1 205
Technical	122	6	3	14	3	148
TOTAL	3 141	242	268	712	280	4 643

actual headcount surpassing the planned target for 2023 by 1,9%, reaching 52 470. Undergraduate enrolment increased by 1 055 (2,6%), while postgraduate enrolment grew by 477 (6,8%).

Table 4: Student headcount enrolment from 2019 to 2023

Year	Undergraduate headcount	Postgraduate headcount	Total number of student headcount	Ratio UJ:PG
2019	41 235	9 285	50 520	82:18
2020	38 659	9 870	48 529	80:20
2021	39 748	10 863	50 611	79:21
2022	40 007	11 417	51 424	78:22
2023	41 062	12 423	53 485	77:23

The Postgraduate below master's level, which includes honours and PG diplomas, achieved close alignment with the planned target, with a marginal variation of 0,1%. Within the master's category, coursework master's fell slightly short by 1,2% of the target, while research master's exceeded expectations by 2,5%. Doctoral enrolment surpassed the target by 13,2%, primarily in the continuing category. The UG to PG ratio for 2023 matched the planned ratio of 77:23.

The first-time entering target was exceeded by 9,5%, contributing to the reversal of the teaching input unit (TIU) deficit that began in 2020 due to adjustments to comply with the requirements of the HEQSF, notably the phasing out of the BTech degrees. Continuous monitoring of TIUs throughout the year, coupled with enrolment projections, facilitated careful management of second-semester registrations. An ultimately outstanding performance saw the projected actual TIUs of the University surpass the DHET-approved target by a manageable 2,2%, which is within the margin allowed by DHET.

By the end of 2023, the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) developed the annual enrolment targets for 2024, which both the Senate and Council approved.

Another noteworthy accomplishment was the initiation of a series of concise Data Briefs. The first, on Sector Enrolment and Efficiency Targets, provided an overview of sector trends in enrolment, placing UJ in the context of DHET intentions and the performance of a selection of other universities. The second, on the Teaching Input Subsidy, summarised various income streams to universities, focusing on the Teaching Input Grant and how it works. This data brief presented funding regulations and the repercussions of over and under



enrolment, as well as comparisons for UJ and seven other universities. These data briefs were developed using information from University State Budgets Reports from 2019 to 2021 and the latest Ministerial Statement on University Funding (December 2022). They were disseminated to the MEC, faculties, and the university community to enhance understanding and awareness of the context of enrolment and the pivotal role of the TIU grant in ensuring the University's sustainability.

CONTINUED INSTITUTIONAL APPROACH TO FURTHER DEVELOP 4IR CATALYTIC INITIATIVES

The past decade at UJ has been shaped by its global excellence and stature (GES) initiatives, launched in 2014 as GES 1.0 and complemented from 2019 onwards by the GES 4.0 strategy. The GES 4.0 strategy promulgated several interlinked catalytic interventions whose particular objectives were aligned with and supported the KPIs of the UJ Strategic Plan 2025; these objectives aimed to strengthen academic and research capacity and leadership within the University. A review of these key interventions in several categories of the GES 4.0 project – research and innovation, teaching and learning, communication, and infrastructure – shows the extent to which, at the close-out and culmination of the GES projects, the life and work of UJ has been rethought and revitalised. Some key themes in these categories are listed below.

- Research and Innovation has proposed and implemented numerous themes, which are further developed in this report.
- The continued appointment and involvement of visiting academics, distinguished visiting professors, and also professors of practice who continually engage with industry.
- The development of continuing education programmes, with industry, for industry, for science councils and for government departments, which seek to seed the 4IR thinking into various industries.
- Scholarships for postgraduate studies in areas relating to 4IR and funding for postdoctoral research fellows working on 4IR.
- Seed funding for various interdisciplinary projects, some with our Universitas 21 network partners, with a focus on the pan-African approach to 4IR, and on inclusivity, particularly of women and black academics.
- Joint research centre development initiatives, prioritising partnerships within the BRICS economic cluster.
- Continued support for the GES flagship institutes.
- Progressing the research-innovation-commercialisation nexus, with the UJInvnt (Pty) Ltd company furthering the intellectual capital platform (ICPs) strategy.
- Seeding startups for valorisation through our Technology Transfer Office (TTO), for ideation and incubation: shaping the future of work.
- Library upgrades and processes that are driving increased implementation of 4IR technologies.
- Although the GES 4.0 project officially closed out in 2023, specific projects and initiatives will persist beyond 2023 as several were forced to roll out late because of the impact of COVID-19.

Research-driven 4IR has also had a notable impact on some of our community engagement initiatives; examples are given on our bespoke UJ 4IR website, specifically the web page, 4IR in Action. Two examples from 2023 are a master's project that addresses Africa's food challenges through the development of nutritious 3D-printed biscuits made from bioprocessed cowpeas and quinoa; this research is now continuing at the doctoral level, using indigenous grains. The Eastern Cape Water Provision Project addresses the crucial challenge of access to clean water – advanced hydro panels harvest clean water from atmospheric vapour and provide it directly to community members.

The same web page also gives examples of how 4IR has been integrated into communication within the University and with stakeholders – see the Cloudebate™ and the Beyond Imagining e-zine series, which are discussed further below.

Teaching and learning now focuses on delivering a digital student experience that emphasises the student. Themes include the use of digital tools and resources, such as blended learning, collaborative learning and chatbots, extracurricular online SLPs, including the most recent SLPs for all students, staff, and the public – 'Introduction to SDGs', and 'Introduction to Financial Literacy'. Our module in AI, introduced in 2020, is proving very popular; by the end of 2023, completions had reached 19 383. Broadly, teaching and learning now



focuses on preparing graduates for the new age. Again, some examples will be presented further below in this report.

Infrastructure is a fundamental requirement to compete in the digital/4IR worlds, and a key aspect of the digital age is the automation of business processes, now well entrenched and being incrementally extended. Regarding infrastructure, the goal must be Wi-Fi anytime, anywhere, across all UJ campuses and student residences. Further steps have been taken during 2023 in terms of stabilising supply during electricity downtime, particularly in the student residences. At the same time, such automation is likely to increase electricity consumption, and our strong focus on sustainability aims to increase UJ's electrical energy consumption sustainably. We are proud that in 2023, UJ reached the 2MWp solar photovoltaic (PV) generation milestone. We are also proud of the success of our first three electric buses, whereby we are pioneering sustainable transportation and redefining campus mobility. Ongoing efforts continue to seek to reduce our carbon footprint, including reaching self-sustainability by the mid-2040s, and increasing the number of electric buses.

In the various chapters of this Annual Report, regular reference will be made to more specific achievements of this encompassing GES 4.0 project during 2023, which was taken forward in numerous ways in our national leadership in 4IR and also in our growing focus on societal impact and sustainability.

GROWING AWARENESS OF UJ LEADERSHIP IN THOUGHT AND INNOVATION

In 2023, the University further progressed its position as one of the major South African universities, as evidenced in particular by its leadership in research output and in its performance in the Times Higher Education (THE) University Impact Rankings shaped around the SDGs. The University was ranked in the top 50 universities globally (overall ranking) and ranked in the top 100 universities globally for seven SDGs, with a notable first place in the world for SDG 1: No poverty (up from fourth position last year) and sixth place in the world for SDG 8: Decent work and economic growth (maintaining a top 10 global placement).

UJ currently hosts 19 SARCHI Chairs spread across all its faculties. In addition, the University currently hosts seven research and innovation/ideation chairs, which include UNESCO Chairs, SETA Chairs, and a Nedbank Chair. The two newest SARCHI Chairs at UJ awarded in December 2022, namely the Sasol/DSI-NRF SARCHI Chair in Green Hydrogen, and the SA-Swiss Bilateral Research Chair in Blockchain Technology, commenced their work in January 2023. Two new NRF A ratings brought UJ to a total of eight A-rated staff.

The faculty reports indicate the number of UJ staff who are taking on leadership roles on professional and governmental committees, both nationally and internationally. Leadership in teaching and learning shown by faculties has ranged from SLPs thematising 4IR (e.g. Health Sciences, CBE), to positioning FADA's FabLab as the Faculty's innovation hub, driving 4IR in art and design. Curricula are being reworked in all faculties to equip graduates for the new age. They increasingly reflect previously marginalised scholarship that talks to a transformation and decolonisation agenda, with Africa at its core. Innovative pedagogies funded annually by UJ's Teaching Innovation Fund have again been disseminated in a volume edited by the Division for Teaching Excellence. Indeed, 13% of publications submitted to DHET in 2023 address the Scholarship of Teaching and Learning (SoTL). The number of accredited qualifications internationally continues to grow, as do programmes offered in partnership with external universities. As indicated above, subject rankings continue to improve across all ranking systems, with UJ being ranked first in South Africa for increasing numbers of subjects.

UJ staff continued to represent UJ across several national Council on Higher Education (CHE) processes (including as Chair of the Task Team on Blended and Online Learning), delivered commentary on seminal national documents, were invited as members of CHE audit panels, and served on the National Coordinating Committee of the National Framework for the Enhancement of Academics as Teachers. The DHET-funded national Teaching Advancement at Universities (TAU) Fellowship Programme, which has steadily built its profile as developing change agents in teaching and learning at all South African HEIs, has been coordinated by UJ since its inception.

The College Reading and Learning Association's (CRLA) International Tutor Training Program Certification (ITTPC) has accredited UJ's tutor training until 2024; UJ remains the only university in South Africa with an internationally certified tutor training programme.



UJ librarians are also becoming well recognised as thought leaders, with their impressive work being noted by other universities both inside and outside South Africa. Colleagues are increasingly consulted by other libraries on topics ranging from the establishment of makerspaces and using statistics effectively in library decision making, to exploring the digitisation and preservation of all archives in South Africa. Mrs Happy Mphahlele was elected to the national data management and library statistics working group set up by the Consortia of Higher Education Libraries in South Africa (CHELSA), and Prof Maria Frahm-Arp was elected to the Worldwide Information Systems (WWIS) and the EBSCO advisory boards. Delegations came from the University of Namibia Library and the University of the West Indies St Augustine Library to learn about technological innovations, strategic planning and change management. The 2023 UJ Library conference entitled 'Imagining Sustainability' attracted over 200 in-person and 74 online attendees, again confirming the UJ Library's role as a thought-leader in the national ecosystem.

The UJ Press, launched in 2021, focuses on publishing titles in all disciplines related to pan-African decolonisation and issues surrounding 4IR, and actively contributes to several of the SDGs. The UJ Press is committed to the goals of open research and open access (OA) publishing and encourages full access to our publications on most international scholarly platforms. In 2023, the UJ Press published 25 manuscripts against a target of seven manuscripts, and as of the end of September had made a profit of R120 237.92. The UJ Press collaborates with the following international publishers: ATF Press (Australia), Social Sciences Academic Press (China), Professors without Borders (UK), Monthly Review Press (USA), University of Malaya (Malaysia), McGill-Queen's University Press (Canada), and James Curry (UK).

UJ is well-known for innovation in the use of technology in student systems. Central Academic Administration has maintained its national leadership role in using technology to support the student life cycle through continued developments and enhancements of the student data system.

UJ's proactive communication strategy again resulted in increased visibility and publicity. Our continued upward trajectory in media presence included 555 UJ experts active in giving commentary in national media, 214 appearing in global media, 365 opinion articles penned (many with links to 4IR), and over 50 research and innovation stories featured and amplified on radio and TV stations.

Communicating both UJ's vision and our achievements around 4IR has increasingly profiled our institution for leadership. Since 2018, an award-winning brand marketing campaign has positioned UJ as a 4IR thought leader while simultaneously educating the various stakeholders and community at large about the meaning of 4IR and its implications for our futures. The inauguration of the new Vice-Chancellor saw updated internal and external marketing messages aligned with the new strategic direction of the Vice-Chancellor – 4IR + Societal Impact.

To promote UJ as the thought leader in 4IR and its effect on society, the Beyond Imagining ezine series for 2023 focused on artificial intelligence (AI) and how it impacts us. Some of the issues explored what AI is and some of the technologies already being used, and then delved into the moral landscape of AI. The e-zine also promoted positive stories, such as the human traits that AI cannot replace. The new format Cloudebate™ launched in 2022 saw high-quality, pre-produced, magazine-style programmes livestreamed. Topics addressed in 2023 were 'Transformer or Terminator? You decide' (focusing on generative pre-trained apps); and 'Beyond the Hype: Examining the moral landscape of AI'. Cloudebate™ won Gold at the MACE Excellence Awards. The e-zines can be found live on the uj.ac.za/4IR bespoke website.

Further details on these various projects and initiatives can be found in the report below.

RESEARCH AND INNOVATION AT UJ

Research productivity, including creative outputs and innovations

In May 2023, DHET confirmed that UJ had achieved the number one position in South Africa for accredited research publications output with 2 753 units (accounting for almost 12% of the national output). This figure represents a 19,4% increase compared to the previous year, an average annual growth rate of 14,9% and a compound annual growth rate (CAGR) since UJ's inception of 14,3%. To place this in perspective, the CAGR of South Africa's top ten most productive institutions (by awarded units) is 7,7% over the same period.



Notwithstanding this astonishing achievement, UJ's research output productivity has further maintained an upward trajectory. In May 2023, UJ submitted 3 241 units (or 5 482 publications) authored in 2022 to DHET for accreditation and subsidy. The submission represents an overall increase of 15% compared to the previous year, with units submitted for journal articles increasing from 2 052 to 2 436 (19% increase), conference proceedings from 240 to 283 (18% increase), while books and chapters decreased slightly from 525 to 522 (less than 1% decrease). A total of 97% of the journal articles submitted are indexed on international journal indexes with over 80% of the publications featuring on the prestigious Scopus and/or Web of Science publication and citation indexes. Approximately 14% of the publications approved for submission to DHET are of a 4IR nature, with 8% of those submitted addressing SoTL. The accreditation of 3 144 units for UJ's 2022 publications announced in December 2023 is indicative of a 97% success rate (of submitted vs awarded units) and another double-digit increase (14,2% year on year) in units awarded. The DHET's sector report, received on 6 March 2024, confirmed that UJ had again achieved the highest accredited research output for 2022.

In terms of the DHET Policy on Creative Outputs and Innovations (2017), the first submission of creative outputs was made in 2019, with a rapid increase to the year 2023. Of the 23 creative outputs submitted in 2023, four were for the Film subfield, while another two were for the Television subfield. For the Fine Arts subfield, there were 15 submissions, whereas the Theatre and Performance and Dance subfields had two submissions jointly. Despite the challenge nationally of a paucity of peer reviewers in this domain, the increase in submissions over the last three years is noteworthy.

Innovation submissions, namely patents emanating from research conducted by UJ researchers, have been fairly low. To date, only eight patents have been submitted to DHET – starting with one in 2019, two in 2020, a resubmission of the 2020 innovations in 2021 – thus no new innovations have been submitted, two in 2022, and the latest submission of three patents in 2023. Of these, only two units were awarded for the single innovation submitted in 2019; the 2020 submissions (and resubmission in 2021) were rejected, while outcomes for 2022 and 2023 innovations are still pending. This area is receiving the required attention to ensure that there is improvement in terms of submissions and ultimately, positive outcomes from DHET.

External research income

In 2023, UJ received the highest external research income to date despite challenges encountered throughout the year with claiming funds from the country's largest public funding agency – the National Research Foundation (NRF). A total of R362 million in research funding had been received by 31 December 2023, against a target of R240 million. This income is an outstanding 51% above the target, and 15% more than the income received in 2022 (R312 million had been received by end of December 2022). The number of funders and donors continues to grow annually – a much-needed development as it diversifies the funding sources.

Prestigious recognition of UJ and its researchers

Many prestigious awards and recognitions were bestowed on UJ researchers during the 2023 academic year. Among them were several awards for research excellence and/or contributions to a particular field of knowledge, NRF A ratings, book awards, and awards/recognition from professional bodies.

There was again a substantial increase in the number of UJ academics holding NRF ratings on 31 December 2023, with the total moving to 320 from the previous year's total of 275. Eight academics were in the A category; 67 in the B category; 177 in the C category; and 68 researchers held a Y rating, with a further 76 rating application outcomes pending.

University Capacity Development Grant

The University Capacity Development Grant (UCDG) is a resource that enables the implementation of the University Capacity Development Programme (UCDP), which universities implement in three-year cycles. The overarching aim of the UCDG is to support the academic research activities and capacity development of staff; it is directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships.

For 2023, the DHET annual budget of R7 179 361 was allocated to fund seven projects managed by the Strategic Initiatives and Administration (SIA) Division. The following seven projects were supported:



- Project 1: Improvement of staff qualifications.
- Project 2: Research career development of emerging and mid-career researchers.
- Project 3: Professionalisation of academic and research staff.
- Project 4: Supervision development.
- Project 5: International collaboration and networking.
- Project 6: Women Leadership Development Programme.
- Project 7: Providing integrated student support and development to postgraduate students.

In addition, SIA managed six candidates in the 2022 DHET University Staff Doctoral Programme (USDP), funded by DHET, for R3 million over three years. A total of 18 applications for the 2023 USDP were submitted.

Progressing the research-innovation-commercialisation nexus

The Technology Transfer Office is responsible for the management of UJ intellectual property (IP) as well as the commercialisation (in partnership with UJInvnt (Pty) Ltd) of products, processes, and services through avenues such as licensing and/or the creation of startup companies. With regard to the management of IP, the TTO files applications for patents, designs, and trademarks for innovations that meet the statutory requirements for the intellectual property right concerned, and where securing such protection is likely to aid the technology transfer process.

During the 2023 academic year, a total of 25 inventions were disclosed to the TTO by UJ students and staff. Invention disclosure marks the start of the technology transfer process. Inventors provide key information about innovations that have the potential to be applied in the market to the TTO to provide the basis for an evaluation of patentability, technology readiness and commercial application. In addition, the cumulative number of provisionally or fully registered patents increased from 64 at the end of 2022 to 93 at the end of 2023.

Several projects were supported in an effort to advance them towards commercialisation. These projects are at different development and/or technology readiness levels (TRL) and therefore require different types of support in, for example, the pilot phase, the proof of concept, the prototype, and the product development stage. Some of these projects are ready for licensing or to be taken forward by UJInvnt (Pty) Ltd – a wholly owned company of UJ whose mandate is to commercialise UJ IP.

One such project is the Stretchy Chair – an invention by Dominic White, an MA graduate in Industrial Design in the Faculty of Art, Design, and Architecture (FADA). White has partnered with a local evacuation chair manufacturer, Evac Chair, and with the support of the TTO, the partners are working to bring a new type of collapsible three-in-one stairchair-wheelchair-stretcher to market. This invention will address a critical challenge in the medical evacuation sector. As White points out, “when first responders arrive to evacuate a patient from a building, the correct equipment can protect the patient and responders from injuries and get the patient to a medical facility faster. Uneven terrain, as well as narrow, steep flights of stairs and narrow hallways, pose dangerous challenges on a daily basis in the City of Johannesburg”. While there are many devices available in the global market, the device she is developing has unique features to ensure that the patient does not have to be transferred to another device, no matter how many narrow doors, hallways, and staircases on the journey to the ambulance – as long as there are no spinal injuries. This is the only device combining stairchair-wheelchair-stretcher functionality so that it is always in one piece, even when switched from one mode to another. Furthermore, it can be collapsed and locked into the floor of an ambulance like existing ambulance stretchers do, without taking up more space.

During 2023, a total of R2.2 million in Technology Innovation Agency (TIA) seed funding was awarded for project funding. An additional R979 000 was awarded to four projects through the University’s GES 4.0 Fund. The financial support is supplemented with technical support from the TTO for IP and commercial matters, fundraising, networking, and collaboration.

The UJ Entrepreneurship Forum met on 30 August 2023 to foster collaborative ecosystem synergy, and UJ entities within the innovation and entrepreneurship ecosystem engaged to spark dynamic collaborative discussions and cultivate synergy, while simultaneously laying the groundwork for a structured platform that nurtures collaborations within our University’s ecosystem. This forum will be integral in shaping the development of entrepreneurship and innovation at our institution.



The TTO is increasingly focusing on ways to support UJ entrepreneurs, especially current and aspiring student entrepreneurs, through various initiatives. TTO supported two UJ student entrepreneurs – Olwethu Ndzimela and Eugene Ndlovu – to attend and actively participate in the Entrepreneurship Development in Higher Education (EDHE) Studentpreneurs Indaba hosted by the University of the Western Cape on 4 September 2023. In July 2023, UJ student entrepreneurs were invited to apply for hot-desking space available at 39 Plantation Road where the TTO is situated. This initiative aims to create synergies among talented students while providing guidance and support leading to future incubation of their ventures.

To commemorate World Intellectual Property (IP) Day, the TTO hosted a high tea event at the Johannesburg Country Club on 5 May 2023. The theme for 2023 was ‘Women and IP: Accelerating Innovation and Creativity’, which aimed to honour the ‘can do’ attitude of women inventors, creators, and entrepreneurs who have shaped the world for generations through their ingenuity and creativity.

During the week of 20 November 2023, in collaboration with Mashauri (a UK-based organisation that provides an entrepreneurial education platform to universities and other institutions in Europe, Africa and India), the Venture Spark Entrepreneurial Bootcamp was held. The week-long event focused on skills that would equip participants on how to become an entrepreneur, as well as in bringing a new venture to life.

UJ was represented at the SA Innovation Summit held at the Sun International Grand West, Cape Town, on 27-29 September 2023. The SA Innovation Summit is considered one of the largest start-up events in Africa. The TTO showcased some of UJ’s innovations, technologies, and patents through an exhibition to a wide range of businesses that could be potential licensees, therefore contributing towards university-industry engagement activities.

Catalytic interventions associated with the GES 4.0 initiative

The GES initiative has several interlinked catalytic interventions, which align with and support the KPIs of the UJ Strategic Plan 2025. In particular, these interventions aim to strengthen academic and research capacity and leadership within the University, with the ultimate goal of increasing research outputs and impact. Of particular relevance here are the visiting/virtual academic programme and the flagship institutes.

Visiting/virtual academic programme

By the end of 2023, close to 100% of the lifespan budget of this GES 4.0 strategic initiative was committed, with over 115 visiting academics supported by this funding. The majority of our distinguished visiting professors (~60%) are included by Elsevier as among the top 2% of scholars in their respective fields. When combining GES 1.0 and GES 4.0, visiting/virtual distinguished professors submitted research/scholarly outputs amounting to 159.91 units for accreditation (these are outputs that carry a 2023 date), which will be likely to result in over R20 million in publication subsidy to UJ. Two distinguished visiting professors from this programme received 2023 Vice-Chancellor Awards: Prof Sabu Thomas received the Global Excellence and Stature 4.0 Award, which celebrates and honours an individual’s outstanding contributions to advancing UJ’s goal towards global excellence and stature by promoting international scholarship and global collaboration. Prof Arnold Bakker received the Highly Cited Researcher Award, which celebrates and honours an individual with an outstanding research profile and who has demonstrated significant and broad influence in specific fields. In 2023, eight new distinguished visiting professors joined UJ in the Faculties of Education, Science, Engineering and the Built Environment, and the College of Business and Economics.

Flagship institutes

UJ continues to grow its national, pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation.

The various cultural endeavours undertaken by the UJ Confucius Institute in 2023 were repeatedly covered by mainstream media such as CGTN (China Global Television Network), CCTV, CCTV News, Xinhua News Agency, and People’s Daily or local media outlets. The Centre for Africa-China Studies (CACS) continued its commitment to becoming a leading research hub for international relations in the developing world. In 2023, CACS organised webinars that featured distinguished scholars, including Prof Ibrahim Gambari, who served



as the Chief of Staff for the former President of Nigeria, H.E. Muhammadu Buhari. The Institute for Intelligent Systems (IIS), under the leadership of Director Prof Babu Sena Paul and Co-Director Prof Mpho Primus (who moved up from Deputy-Director to Co-Director in 2023), remained steadfast in pursuing its vision of positioning UJ as one of the leading universities in the 4IR. In just seven years, the institute has consolidated its expertise across various domains, including artificial intelligence, communication, condition monitoring, data science and analytics, the internet of things (IoT), machine learning, communication, social robotics, philosophy, and virtual and augmented reality. Notable events in 2023 included the successful collaboration with the African Development Bank (AfDB), in the form of a three-day symposium under the theme 'Ideating partnerships to enable data-driven government agencies', bringing together experts and policymakers from around the world.

The Institute for Pan African Thought and Conversation (IPATC) hosted 24 successful public dialogues in 2023. These included events on such diverse topics on SDG-related issues from well-being to blockchain revolution and peace to economic development. Some of the prominent speakers included H.E. Ambassador Dr Mohamed Ibn Chambers, African Union (AU) High Representative for 'Silencing the guns in Africa,' and former Executive Secretary of the Economic Community of West African States (ECOWAS), Mr Zaheer Laher, Acting Chief Director: UN Peace and Security, DIRCO, representing the Honourable Minister Dr Naledi Pandor, DIRCO, and Ambassador Dr Lovell Francis, Trinidad and Tobago Ambassador to South Africa.

As has become customary since the founding of the Johannesburg Institute for Advanced Study (JIAS) almost a decade ago, 2023 started with the arrival of the JIAS Writing Fellows. Among the 2023 cohort of Writing Fellows were accomplished poets, novelists, historians, and a librettist who undertook the fellowship to collaborate with a distinguished music composer and artist. In February 2023, JIAS hosted the inaugural Johannesburg Festival of Women Writers (JFWW), a gathering that brought together over 400 women writers from diverse backgrounds. Dr Phumzile Mlambo-Ngcuka, the Chancellor of the University of Johannesburg, was chosen as the patron of the JFWW.

Research Leadership Programme

The Research Leadership Programme (RLP) is a strategic programme designed to support the development of research leadership skills of outstanding female academics towards becoming internationally recognised scholars in their respective fields. As part of a high-level agreement between UJ and the University of the Western Cape (UWC), our two universities have partnered to realise our joint aspiration to develop and advance women's leadership in South Africa, regionally, and internationally. This initiative aligns with SDG Goal 5, which focuses on promoting gender equality. In terms of notable achievements, four participants from the 2023 cohort stand out: Dr Suraiya Naicker was internationally recognised with the Research Supervision Recognition Programme from the UK Council for Graduate Education; Prof Deirdre Pretorius attained an NRF C rating; Prof Musawenkosi Donia Saurombe received an Alumni Award from North-West University; and Prof Michele van Eck was honoured with the Vice-Chancellor's Distinguished Award for Teaching Excellence.

External partnerships

External collaborations enhance the University's prestige, especially through hosting high-profile events. In 2023, UJ and MISTRA jointly hosted the Mapungubwe Annual Lecture, a key forum dedicated to addressing global issues affecting South Africa and the continent. The 2023 highly acclaimed lecture, 'The perils and welfare effects of Artificial Intelligence: Whither South Africa?' was delivered by Prof Tshilidzi Marwala, Under-Secretary-General of the United Nations and Rector of the United Nations University.

Postgraduate studies, postdoctoral research fellows, and associated support

Enrolment and graduate monitoring

With an overall institutional enrolment target of 12 803 postgraduate students set for the 2023 academic year, UJ enrolled a headcount of 12 944 postgraduate students, an increase of 865 (7,2%) compared to the 2022 postgraduate headcount and 141 (1,1%) above the overall postgraduate (PG) target for 2023. When analysed against 2022 headcount figures, 2023 enrolments saw increases across the board: the number of PG below master's increased by 483 (10,2%) to 5 235; the number of master's increased by 162 (3%) to 5 544; and the



doctoral headcount increased by 11,3%, from 1 945 in 2022 to 2 165 in 2023, and exceeded its 2023 target by 201 (10,2%).

As with 2022, monitoring of postgraduate graduates for the 2023 graduation cycle commenced in April 2023 and is set to conclude in April 2024. Overall, the postgraduate graduation target for the 2023 graduation cycle was set at 4 103, with the initial target of 90 black South African doctoral graduates amended to 110, considering the institution had achieved 107 graduations in this category during the 2022 graduation cycle. Reporting as of 25 February 2024 indicated that 4 227 postgraduate students (145 doctoral, 900 master's, 2 220 honours, and 962 postgraduate below master's) had completed their qualifications, with almost 600 students awaiting the finalisation of their results. In terms of time to completion, targets for the number of master's students to complete in two years was set at 430 (38,1%), while for doctoral students to complete in four years was set at 145 (55,3%). Since the 2023 graduation cycle will conclude on 11 April 2024, figures are anticipated to change in line with the set targets.

As part of initiatives to promote improved postgraduate monitoring, the Postgraduate School has engaged with faculties to benchmark against each other while exchanging best practices concerning the management of the postgraduate student life cycle. To further enhance postgraduate student life-cycle management, the Postgraduate School is overseeing the development of a postgraduate management platform, which aims to promote communication between the postgraduate student, supervisor, and faculty.

Postgraduate student support

Support for postgraduate students from the Postgraduate School is offered through two of its units, Research Capacity Development (RCD) and Statistical Consultation Service (Statkon). The RCD Unit is responsible for research capacity development workshops, writing support for postgraduate students, and online courses, mini courses, short learning programmes (SLPs), presentation opportunities, and digital resources. To ensure that postgraduate students had access to resources, RCD leveraged the institution's Blackboard learning management system (LMS), offering its workshops, advertisements, and learning resources through the six Blackboard communities under its management. Compared to the 57 research capacity development workshops in 2022, RCD offered 89 workshops in 2023. In addition to the workshops, RCD hosted several needs-based training sessions covering the widely used statistical analysis software IBM SPSS Statistics as well as preparation for oral defence examinations. RCD also offered five mini courses, which covered topics from essential Office 365 Suite skills to research ethics to writing for publication. The writing support opportunities included writing consultations, three writing retreats and Sit-Tight and Write sessions.

To facilitate research communication and dissemination opportunities for postgraduate students, RCD continued to host competitions: an institutional Three Minute Thesis (3MT) competition, institutional and national Visualise Your Thesis (VYT) competitions, and the annual Postgraduate and Postdoctoral Research Fellows Research Conference. Such competitions help postgraduate students to develop their presentation and networking skills further. The first-place winner of the institutional 3MT went on to be placed second at the national 3MT competition and also represented UJ at the 3MT international competition. RCD's efforts also saw UJ launch the first national VYT competition. The 2023 Annual PG and PDRF Research Conference, which took place at the Emperors Palace Convention Centre on 20 October 2023, showcased approximately 100 postgraduate and postdoctoral research projects across various topics. The conference was well-received, with attendees expressing gratitude for the opportunity to present their work to an extensive network of peers.

In 2023, Statkon consultants provided research design and statistical support for approximately 400 projects (an increase from 329 projects in 2022).

The Postdoctoral Research Fellowship (PDRF) Programme

In addition to supporting postgraduate students, emerging researchers, and PDRFs, the PGS is also responsible for coordinating the PDRF programme at the institution. There are approximately 350 PDRFs at UJ (this number varies as PDRF contracts can commence in any month of the year), with a strategic drive to increase this number substantially going forward. PDRFs are funded from different sources, both internal and external to the University. To incentivise the PDRF community at UJ, the PGS also hosted the PDRF Excellence Awards, held on 27 October 2023. The event recognised those PDRFs who had performed exceptionally well by producing the highest number of research outputs during the tenure of their PDRF.



Postgraduate funding

The funds budgeted by the University Research Committee (URC) for postgraduate students increased from R70.5 million (2022) to R73.3 million in 2023. The total URC funds spent as of 31 December 2023 stood at R71.7 million (97,9% utilisation). This funding was further complemented from the GES 4.0 initiative. From the GES 4.0 inception in 2019, GES 4.0 funding has substantially contributed to postgraduate support, having assisted 229 master's students, 171 doctoral students, and 131 PDRFs. An additional R40.75 million was repurposed towards the 200 PDRFs initiative, of which just over half was committed. It is a matter of concern that the internal funds (URC funding and GES 4.0) could not be fully utilised; this can be attributed mainly to visa challenges experienced by those international postgraduate students and international PDRFs identified as receiving funds.

The National Research Foundation (NRF) was the main contributor of external funding for postgraduate students, with a budget of R94.9 million, of which R88.7 million (93,5%) was committed. A further R9 million, which was fully utilised, came from funders such as ISRF, NIHSS, ARM, SAMRC, Potatoes SA, Reatile Foundation, Mandela Rhodes Foundation, OWSD, DST-CSIR, SETA ETDP, BANK SETA, Duke CE, Rothschild, Ninety One SA, ZADNA MICSETA and NM Envirotech Solutions.

INTERNATIONALISATION

Through internationalisation, UJ continues to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, with the specific purpose of affirming the University's position on the global higher education landscape. Early in 2024, the name of the Division for Internationalisation was changed to Division for Global Engagement to align with the renewed purpose.

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into the UJ life; internationalisation of the academic curriculum, dialogue with global partners and the international community about issues of national and global importance; the development of international partnerships and international collaboration involving research; as well as student and staff mobility. At UJ, global engagement is deliberately applied with the objective of enriching all aspects of the University's mission, including student experiences at home and abroad, research and innovation, teaching and learning, and the enhancement of UJ's international profile.

The lessons learned and advances made following the COVID-19 pandemic remain entrenched in our University's offerings. Virtual or hybrid models of teaching and learning will remain, particularly at postgraduate level, and this is reflected in UJ's investment in virtual programme offerings, which are growing at a rapid rate.

The Division continued supporting international students with their return to on-campus learning, as well as developing short-term mobility programmes with a strategic focus on virtual programmes. Many of these programmes were developed and conceptualised in collaboration with our international partners. In addition, there was a renewed focus on engaging meaningfully with our U21 partners on joint collaborative projects.

The reporting year proved to be a successful year for internationalisation at UJ. We streamlined our admissions processes and reinforced and refined our marketing strategy to attract international students. We increased the number of virtual mobility programmes in consultation with our internal and external partners and continued engaging with the global community virtually and in person. Attracting new international students and retaining existing international students have continued to pose the greatest challenges due to hurdles faced by the students in terms of funding as well as immigration and visa issues. Owing to drastically reduced funding from governmental organisations on the continent as well as changes in eligibility criteria for prospective students, we took deliberate steps to diversify our recruitment strategy by identifying potential new student-feeder countries.

Virtual programmes continue to allow greater access for students to participate in mobility programmes at a substantially reduced cost, and this is reflected in the mobility numbers reported below. Our current number of valid joint programmes indicates that our engagements with international partners are fruitful; the number aligns with the University's target. Particularly significant in 2023 was the continued work with Times Higher Education, Universitas 21 (U21), the South Africa Sweden University Forum (SASUF), the International



Association of University Presidents (IAUP), and BRICS networks to elevate UJ's global reputation, while assuring the University's leadership position in influencing the development and governance of global higher education with special reference to the pan-African agenda.

The year 2023 marked a return to normalcy in terms of in-person events and the hosting of visiting international delegations. The Division adopted a flexible approach, hosting in-person, virtual and hybrid events. The number of visiting international delegations to UJ grew exponentially, with most meetings taking place on campus.

The Phase 4 development of the outbound online Study Abroad Application System was implemented successfully. Further enhancements are planned for 2024.

Engagements and partnerships

The University of Johannesburg, in partnership with the University of Iowa, presented our first virtual World Café on 22 March, titled 'Substance use and addiction among youth: An evolving epidemic'. The second virtual World Café took place on 26 April in partnership with Prof Daniel Rubenstein, Professor of Zoology, Princeton University. The title of the virtual session was 'Zebras: Are they just horses in striped pajamas?'

Throughout the year, UJ continued hosting both physical and virtual meetings with international partners and facilitated several high-level engagements with international universities as well as foreign missions. Partnerships in regions where historically we hold fewer collaborations increased in 2023, with an upsurge of activity in the Nordic and Canadian regions and an expansion of activities with EU and US partners; these increased activities follow the successful visits of high-level UJ and South African delegations to the USA and to Canada in 2023. Indicators of this are new programmes launched with Appalachian State University (Global Leadership Programme), joint programmes with Illinois University (Urbana-Champaign), a successful SAFINET proposal, and new partner agreements with Canadian institutions (Carleton University and Regina University).

In 2023, an increase in EU funding applications submitted, in particular to Erasmus+ Capacity Building in Higher Education, as well as applications to the US Federal Grant, resulted in the approval of approximately R65 million in international funding proposals. The programmes include the Horizon Europe Africa Initiative and Erasmus+ Capacity Building for Higher Education. UJ is the coordinator of the Erasmus+ Programme (R22 million) and Intra Africa Scholarship Programme (R37 million). There was a substantial increase in activity on Erasmus+ staff mobilities in 2023, with 15 academic and support staff members undertaking mobilities to Türkiye and Italy and with reciprocal visits of staff from partner universities to UJ. Further partnership agreements finalised in 2023 included numerous Erasmus+ International Credit Mobility (ICM) agreements with universities in a wide range of European countries.

A number of pan-African academic partnerships (with universities in Botswana, Ghana, Nigeria, and Uganda) were renewed/signed and are presently active.

Strategic joint and collaborative programmes finalised in 2023 included joint SLPs with the University of Tampere in Finland and Ulster University in Ireland; Collaborative Online International Learning (COIL) with Appalachian State University, the University of Cincinnati, and the University of Illinois at Urbana-Champaign, all in the USA, and with Gothenburg University in Sweden; and virtual exchanges with Tec De Monterrey in Mexico and UC Charlotte in the USA.

Student recruitment

As a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ also enjoys association with regional international school bodies, such as the Council of International Schools – East Asia Regional Council of Schools (CIS-EARCOS), which holds annual workshops and conferences with career guidance teachers at school. CIS also provides a search and information database for member institutions and all learners from international schools.

Regarding physical international recruitment in 2023, the team visited Botswana, Eswatini, Lesotho, Namibia, Uganda, Zambia, and Zimbabwe to visit schools and conduct information sessions. We concluded a digital web banner campaign in Botswana, Kenya, Lesotho, Namibia, Tanzania, Uganda, Zambia, and Zimbabwe. The web banner campaign was conducted simultaneously with a newspaper print advert campaign in Kenya,



Lesotho, Tanzania, and Zambia. The Division for Internationalisation made use of the Keystone targeted digital marketing platform to generate leads for all our qualifications and courses.

The 2023 headcount of international students registered for formal programmes and non-formal programmes stood at 2 616 (undergraduate) and 1 941 (postgraduate). Physical and virtual mobility figures in 2023 were as follows:

- Inbound students – 25 006 (of these, 3 501 were physical mobilities)
- Outbound students – 19 210 (of these, 5 052 were physical mobilities)

Marketing, events, and visits contributing to global reputation

Global advertising for 2023 included both print and digital advertising. The Division for Internationalisation produced the 2024 Z-Card, which provides information for international applicants, ran a newspaper print advert campaign in four countries on the continent, and finalised a recruitment campaign through web banner advertising in eight African countries.

A series of visits by international leaders resulted in the strengthening of international ties and the development of further agreements. Visits took place by the Irish Minister of State for Disabilities in the Department of Children, Disability, Equality Integration, Anne Rabbitte; H.E. Mrs Monica Geingos, First Lady of the Republic of Namibia; H.E. Anielle Francisco da Silva, Minister for Racial Equality, Brazil; and by vice-chancellors and deputy vice-chancellors as part of the South Africa-Sweden University Forum (SASUF) vice-chancellors' meeting.

In August, on the sidelines of the BRICS meeting in Johannesburg, the Vice-Chancellor and Principal, Prof Letlhokwa Mpedi, hosted a lunch meeting with Mr Shen Haixiong, Vice Minister of Publicity Department of the Communist Party of China (CPC) Central Committee and President and Editor-in-Chief of the Chinese Media Group (CMG). Mr Haixiong met with the Vice-Chancellor and senior management to discuss developing collaboration activities between UJ and the CMG. The lunch meeting culminated with the signing of a letter of intent, which provides the platform to develop mutually beneficial cooperation.

The Vice-Chancellor also hosted H.E. Ms Sandra Kramer, Ambassador of the EU Delegation to South Africa. The engagement provided an opportunity to discuss the current relationship between UJ and the EU and to consider possibilities to strengthen this strategic relationship.

CONTACT, ONLINE AND HYBRID LEARNING AND TEACHING – STUDENT AND STAFF SUPPORT

Through our student support initiatives, the orientation initiatives offered by the Centre for Academic Technologies (CAT) supported first-time entering students in multiple learning and teaching delivery modes. Staff hosted three online pre-orientation sessions per day on Blackboard Collaborate from 25 January to 3 February, and face-to-face orientation sessions integrated into the institutional orientation programme across all campuses in the week of 6 to 10 February 2023. Students were trained to navigate the Blackboard learning management system (LMS), submit assignments online and communicate with lecturers and peers through different online channels. In addition, students were introduced to uLink, the University's single sign-on portal for students, which provides access to various academic and administrative services. More than 8 500 students attended the different training sessions. During the first semester, CAT provided ongoing training on basic computer skills and Microsoft Office (i.e. Word, Excel, and PowerPoint) across all campuses; approximately 1 200 students attended. In addition to the hands-on training, CAT designed an online Learning with Technology module to guide students on how to use Blackboard. Approximately 14 500 students accessed this module in 2023.

CAT further provided online support through a helpdesk to support student readiness and success. The helpdesk team utilised the OsTicketing system to track student queries and provided just-in-time feedback and support to students, ensuring their concerns were promptly addressed. In 2023, they responded to over 11 000 queries about Blackboard, technical issues, such as password reset and device-related matters, and general queries.

In late 2023, UJ successfully transitioned from the Blackboard LMS to Moodle. Implementing the 'Switch to Moodle' awareness and change management campaign from September 2023 proved instrumental in



facilitating this transition. Approximately 4 500 modules were migrated from Blackboard to Moodle from September to early December. Lecturers' training began in October to facilitate a smooth transition to the new LMS. By mid-December, there was significant engagement, with nearly 1 000 staff members attending the departmental visits and over 1 200 staff attending the *Introduction to Moodle* training (offered both face-to-face and online). Around 3 050 lecturers were granted access to the UJ Moodle platform before the December recess. Recognising the importance of supporting lecturers in navigating the new system, a self-paced Moodle course (*Teaching with Moodle*) was designed. This aimed to equip lecturers with the necessary skills to utilise the Moodle LMS. UJ Moodle went live in the first week of December, marking the culmination of extensive preparations and collaborative endeavours.

CAT rolled out three crucial, fully online courses to prepare students for the new LMS. The first is a self-paced course, *Discovering Moodle*, which enables students to master the functionalities of UJ Moodle. The second course, *Online Orientation*, prepares the students in the UJ-HEPSA fully online programmes for online learning at UJ. The third updated Moodle course, *Learning with Technology*, is for all UJ students and prepares them to use various technologies in their learning.

Another area of CAT's work is maintaining and enhancing the functionality of uLink, a single sign-on access portal for UJ's students and staff. In 2023, the uLink platform showcased its significant impact on UJ's community, with over 1.2 million hits for the year and a monthly average of over 78 000 staff and student users accessing different resources through the system. The students and staff who logged on to uLink viewed a total of 66 million pages during 2023. This, with an average engagement time of almost nine minutes per session, is evidence of uLink's effectiveness in providing seamless access to academic and administrative services. uLink has proven indispensable for daily digital interactions, reflecting the platform's vital role in UJ's educational and operational framework.

Tablets, data, and e-textbooks

CAT continued the laptop rollout project for NSFAS and missing middle students and added students enrolled in extended degrees (supported by the Foundation Grant). This project emphasised the importance of equitable access to technology for all students, ensuring they have the tools to thrive academically in the digital age. CAT distributed over 2 200 entry-level laptops to NSFAS and missing middle students and over 1 300 laptops to extended degree students, with extended degree students in the Faculty of Engineering and the Built Environment receiving higher-spec laptops. The successful implementation of this initiative confirms UJ's commitment to ensuring that our students receive the necessary support and resources to succeed in their academic pursuits.

In 2023, UJ allocated R10.5 million to purchase e-textbooks. This initiative aims to provide students with access to learning resources. The available funds were divided according to FTEs and allocated proportionally to faculties. To provide students with access to e-textbooks, the University appointed an e-book aggregator ITSI Funda, who provided an e-reading platform called the miEbooks application. By the end of 2023, 100% of the available funding had been utilised to provide 9 150 individual students with access to one or more e-textbooks.

Innovative teaching and learning and the Teaching Innovation Fund

UJ lays a high premium on ongoing teaching innovation, as evidenced by the institutional Teaching Innovation Fund. This continued funding support from the URC enables academics to revitalise their pedagogies and practices. The February 2023 call for project proposals resulted in 61 proposals being submitted. A total of 21 projects were supported, spanning multiple faculties across a diverse range of educational innovation efforts. Supported projects are then publicised across the university by means of an internal publication in the following year. See, for example, some examples of previous innovations here: *Teaching Innovation for the 21st Century: Showcasing UJ's Teaching Innovation Projects 2022*, published in 2023. Further examples follow below, focusing especially on the use of teaching technologies and on growing engagement with the SLPs.

In the Faculty of Health Sciences, for instance, new teaching technologies have been acquired, such as the Scantrainer, which can simulate obstetric ultrasound and provide hands-on experience for the medical imaging and radiation sciences ultrasound students. The Sport Science domain has procured the latest equipment,



such as the VALD Force Plates, Bertec Force Plates, Vicon Camera system, and VALD Force Frame, which are utilised during practical teaching in the Honours in Sport Science. Further examples include simulation (in the simulation laboratory and through the Virtual Environment for Radiotherapy Training (VERT) system), immersive experiences designed in the high-fidelity room that replicate real-world experiences, augmented reality using the HoloLens and HoloAnatomy programmes, 3D modelling applications and online educational games. Construction of the Faculty of Health Rescue Simulation Centre, a long-standing project, was finally completed in 2023; this Centre will move into full operation during 2024.

The Faculty of Education has complemented its strong use of teaching technologies by decisively integrating SDGs. Various modules explicitly articulate their stance towards specific SDGs. For instance, the Physical Education methodology and practicum curriculum and research promote good health and well-being (SDG 3); in Education Studies 1B, SDGs 5 and 10 are used to raise awareness about inequalities in society. At postgraduate level, the Curriculum Studies Honours programme reinforces principles of inclusive and equitable quality education and promotion of lifelong learning opportunities for all and enables students to engage critically with questions of inclusion and exclusion and epistemic access in education (SDG 4).

Student support for success

Throughout 2023, the Academic Development Centre (ADC) supported undergraduate students through three innovative student success projects. The first was the pop-up webinar series for undergraduate students, which provided access to short, prerecorded webinars (10 minutes each) on selected topics with follow-up discussion opportunities. The 19 pop-up webinars had a combined reach of approximately 7 800 views. Secondly, the student success influencer project continued with eight faculty influencers being managed by ADC. They were most active on TikTok, with more than 6 500 followers and more than 65 000 likes. Lastly, the third annual Undergraduate Research Conference was held in the UJ APK Library on 3 October 2023, with 25 undergraduate presenters from all eight UJ faculties/college.

The Integrated Student Success Initiative (ISSI), a longstanding initiative and now in its second iteration (ISSI 2.0), aims to impact student success at UJ in terms of module pass rates and in-time degree completion rates by using a data-informed process to allocate resources where they can have the most significant impact on student success. The strength of the ISSI lies in the collaborative participation of the eight Vice-Deans: Teaching and Learning. In its second iteration, the ISSI 2.0 initiative continued to analyse historic student progress (a combination of load and success) in the various qualifications in a specific faculty/college. Qualifications with problematic progress rates were identified. This allowed ADC and the faculties/college to investigate these qualifications more in-depth to identify structural obstacles to student success and completion. These analyses were shared with the various faculties, and initial intervention plans were devised to positively influence student completion rates in regulation time. Agreed interventions were developed and implemented in close collaboration with the Centre for Academic Technologies and other support services, the Faculty Vice-Deans: Teaching and Learning, and lecturers.

The Academic Development and Innovation (ADI) Unit in ADS led several innovative programmes and interventions that contributed to reducing student dropout rates and strengthened both the First Year Experience (FYE) and the Senior Student Experience (SSE). Innovations included the ramping up of student learning development advising and the provision of customised and prerecorded micro webinars. During 2023, ADI interacted with over 22 000 students, providing academic assistance through webinars, pop-up workshops, student community engagements, faculty workshops, study skills and mentor training, Reading in the Discipline (RID) interventions, individual or group consultations, and online Blackboard self-paced modules. One significant growth area for ADI was its active participation in the UJ Advising System. This included eight ADI staff completing the Advising course offered by the University of the Free State and providing hundreds of responses to student queries through the advising system.

The Academic Literacies Unit strengthened its contribution to teaching and learning with three key modules, namely English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES). The success rates in these modules ranged from 88% (in LSS) to 96% (in LES). The extent of student engagement with the consultants of the four UJ writing centres was good. Overall, the writing



centres completed close to 7 000 face-to-face consultations in 2023, a noticeable increase compared to the approximately 5 500 in 2022. This increase was possible due to the return to in-person group consultations and renewed marketing efforts to reignite student interest in the services offered by the writing centres in a post-pandemic era. In all, the writing centres interacted with the highest number of individual students (over 13 500) in its history. In addition, several innovative practices emerged from the writing centres in 2023. These included a small but highly successful undergraduate writing competition and eight Writing Cafés offered in conjunction with the UJ Library.

The UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued their important work. The FYE started with First Year Orientation (FYO), which offered a blended UJ orientation programme to welcome first-time UJ students into their new environment. This orientation programme was in partnership with the UJ faculties and college, and support services (specifically CAT), to create an optimal first-year orientation experience. ADC collectively produced eight FYO modules (one per faculty/college) and a full on-campus FYO programme. The modules delivered information included in the FYO to the new first-year students and during the subsequent extended orientation. In 2023, the student participation in the FYO was excellent. To assist the newly arriving first-year students, the FYE Office again employed more than 150 FYO marshals strategically placed on all four campuses for the first two weeks of class; over 12 000 consultations with students were recorded during this period.

The South African National Resource Centre (SANRC) for the First-Year Experience and Students in Transition

The SANRC has been based at UJ for the past decade. In 2023, the SANRC continued a programme of work that formally began in early 2022, supported by the University Capacity Development Programme (UCDP) Grant. This work programme includes strengthening and continued advancement of the First Year Experience at a national level through an active programme of research, webinars, capacity building at South Africa's public universities, and social media outreach. The SANRC also hosted the 8th Annual SANRC First Year Experience Conference (17-19 May 2023) at the President Hotel in Cape Town. The keynote address, 'Putting First-Year Experience into Context', was delivered by Prof Vuyisile Nkonki, Director of the Teaching and Learning Centre (TLC) at the University of Fort Hare. The second conference keynote, 'The impact of the integrated practitioner: Third Space Working to Enhance Student Transitions and Success', was delivered by Dr Emily McIntosh, Director of Student Success at the University of West Scotland in the United Kingdom (UK). More than 130 delegates attended the conference. The SANRC also concluded the national iteration of the International Survey of Peer Leaders (ISPL) with 11 participating universities (including UJ) in South Africa.

Extended curricula programmes

ADC Access, responsible for the University's extended curriculum programmes, continued its work in 2023, focusing mainly on the Doornfontein Campus, but extended to the Soweto and the Bunting Road Campuses. ADC Access taught over 700 first-year students enrolled in FEBE, Humanities and CBE during the year.

ADC Access continued to expand its blended learning offerings. Lectures were offered face to face with online content also provided, while most tutorials were presented in a hybrid mode. ADC Access staff continued to develop multimedia teaching and learning resources based on the ADC Access methodology, to be shared with all UJ staff. Encompassing support was offered to extended curricula students: ADC ensured access to a laptop, UJ ensured campus-wide connectivity, and PsyCaD offered assistance regarding personal and home environment issues. Student advising in ADC Access has also been strengthened, and a full-time advisor has been appointed to DFC Campus, where the majority of these students are based.

Online enrichment modules for students – and the public

CAT manages the design, development, and administration of a series of free short learning programmes (SLPs) that are open to all UJ students, staff, and members of the public for personal enrichment. *African Insights*, introduced in 2017, had amassed 36 416 cumulative UJ completions by 2023. Similarly, the *SLP on Artificial Intelligence in the 4th Industrial Revolution*, launched in 2020, had 19 383 cumulative UJ completions by 2023. Two free SLPs were launched in late 2022, *Introduction to the Sustainable Development Goals (SDGs)*, and financial literacy – *Be Money Wise*. Over 66 000 individuals had completed the bouquet of free SLPs by the



end of 2023. Seven more SLPs developed during 2023 will be launched for free to UJ students, staff, and the public during 2024. These SLPs cover workplace skills (in Excel, Word, MS Teams, and Presentation) and digital skills (information literacy and digital citizenship).

UJenius Club

In 2023, the UJenius Club, a special project coordinated by PsyCaD, accepted 469 senior students based on outstanding performance during the previous year of study; this was a decrease from the 640 accepted in 2022. However, the Club also accepted 1 589 top-performing first-year students, a higher number than the 1 126 accepted in the previous year. The total number of UJenius students grew from 1 766 in 2022 to 2 058 in 2023. UJenius students are given priority access to company visits and online networking events due to their status as top-achieving students. Many companies seek to recruit these students, and UJ facilitates this process by forwarding such requests to the UJenius Club. This collaboration is mutually beneficial, as students are made aware of job vacancies, and companies gain direct access to high-performing students. The UJenius Club, in collaboration with PsyCaD Career Services and the Faculty of Law, arranged an excursion in September 2023 for 25 senior UJenius Club members to visit the law firm, Bowmans. The UJenius Alumni Affinity Group was launched in November 2022, and its development continued in 2023.

QUALITY PROMOTION

Institutional audit – final report

The Division for Teaching Excellence (DTE) coordinated the University's response to the draft institutional audit report and received the final report from DHET in October 2023. The audit report indicated that UJ has a 'functionally mature' quality management system.

Internal programme reviews

UJ programmes and/or modules are subject to regular internal review. The Centre for Academic Planning and Quality Promotion (CAPQP) within DTE supports academics and departments with programmes scheduled for review. In 2023, six programmes in CBE completed the review process, and a further nine began. A total of 38 workshops and 49 consultations were held to assist in the development of self-evaluation reports and to guide the programme review team through the process. CAPQP also provides support to faculties undergoing professional body approval. The total number of attendees in review workshops conducted by CAPQP in 2023 was around 580, as some academics attended more than one programme.

Professional body accreditations and reviews

In 2023, the BEngTech (Civil Engineering) was the subject of an interim accreditation visit by the Engineering Council of South Africa (ECSA; 3-4 August 2023). Preparations began for the Health Professions Council of South Africa (HPCSA) visits to Emergency Medical Care and Counselling and Clinical Psychology scheduled for 2024.

Programme development

Academic planning

CAPQP is the interface between UJ's internal quality management system and all regulatory bodies (CHE, DHET, SAQA). CAPQP staff provide secretariat support for the programme working group (PWG), an essential component of UJ's quality management system. The PWG assesses all applications for new learning programmes for completeness, coherence, and adherence to internal policies and external regulatory requirements. CAPQP conducts workshops for academic staff on the role and processes of the PWG. PWG members evaluate the effectiveness of the programme development processes. CAPQP's work ensures UJ's quality management system meets external quality assurance expectations, while exceeding minimum compliance requirements.

Training on the HEQC-online system, on applying for short learning programmes (SLPs), and the Academic Planning Tracking System (APTS – more details below on this system) took place regularly in 2023. Four workshops on SLPs and five on HEQC-online applications were conducted, with a total of 197 attendees. CAPQP organised a colloquium on 'Pathways to Learning: Engaging with the Quality Council for Trades and



Occupations' (QCTO), and various role players attended the session, which offered presentations from the CEO of the QCTO and SAQA, and a consultant in the SETA space. Two further sessions, one on 'Work-integrated Education: Principles and Praxis', and another, the 'Quality Discussion Forum', ensured that quality assurance matters are shared and discussed. In-house capacity-building initiatives for the CAPQP team advance skills and knowledge in working with the regulatory bodies, policies, and frameworks. These initiatives allow staff to engage with regulatory matters, including the new quality assurance framework (QAF). CAPQP's initiative, 'Ask Us Anything', provided opportunities for information sharing within the UJ community. Sessions were held on all four campuses.

In 2023, UJ submissions resulted in the following outcomes:

- One new programme was submitted to DHET for PQM clearance. DHET approved one name change, and four programmes.
- The CHE accredited two new programmes and title changes. Four programmes were loaded onto the HEQC-online, and one amendment application was submitted.
- SAQA registered four new qualifications on the NQF, and two additional name changes.

In 2023, 55 new SLPs were recommended by the PWG to Senex for approval. SLPs with particular relevance to the 4IR and decolonisation include:

- Introduction to Digital Technologies of the Fourth Industrial Revolution
- Artificial Intelligence in Health Sciences Enterprise Risk Management in the Fifth Industrial Revolution (5IR)
- The Rule of Law and Equal Access to Welfare
- Artificial Intelligence in Health Sciences

Uptake of the multidisciplinary Master of Philosophy (MPhil) and Doctor of Philosophy (DPhil) continued. 2023 saw the additional approval by Senate of MPhils with a specialisation in Virtual and Augmented Reality in Science, Technology, Engineering and Mathematics (STEM) education, in Language-related Studies and Practices, in the field of Public Policy and Leadership; and a DPhil with a specialisation in Language-related Studies and Practices, and in Sport and Movement Studies.

CAPQP continued to engage with external regulators, such as CHE, DHET, and SAQA, on addressing outstanding matters regarding the programme and qualification mix (PQM). Working with other internal divisions, such as Central Academic Administration (CAA), the Centre for Academic Technologies (CAT), the Division for Institutional Planning, Evaluation and Monitoring (DIPEM), and Student Finance, CAPQP contributed to the improvement and accuracy of the PQM. To ensure that there is alignment with UJ's ITS system, errors, and omissions with regard to the PQM have been provided to SAQA via the CHE, as required, and to DHET and are in the process of being corrected by these bodies. This is a continuous process as new programmes are developed and eventually added to the PQM.

CAPQP staff participated at national level by contributing to the work of the CHE, for example, as panel, reference, and working group members, and commenting on national policy. CAPQP contributes to ensuring that UJ's position in the national higher education context is coherent and well-articulated. CAPQP staff participate in conferences and publish in quality and policy.

Academic Programme Tracking System (APTS)

The enhancement and finalisation of the fully functional APTS progressed well in 2023. CAPQP staff personnel uploaded 17 new subsidised programmes and two unsubsidised whole programmes onto APTS. The internal programme development and approval process was also updated to remove duplication and ensure version control of documents. Two additional steps were initiated by the Registrar, the Chief Financial Officer, and the DVC: Academic, namely confirmation of financial feasibility and facilities availability are required before a programme is submitted to the PWG. An additional functionality of APTS is that it can generate reports for Senex and STLC to facilitate internal tracking.

Academic staff development

Both the National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academics Staff as Teachers stress the importance of providing academic staff with opportunities to be and become teachers in higher education. DTE, together with its Centre for



Academic Staff Development (CASD), plays a pivotal role in developing academics as teachers by providing contextual, relevant, and scholarly-based learning opportunities for new and established academic staff, heads of departments, and senior tutors and tutors. Opportunities offered through the CASD include induction programmes for new staff and newly appointed heads of departments (Academic Preparation Programme and HOD Induction Programme), continuous semester-long learning follow-up sessions for new staff and department heads on various topics, individual consultations on teaching portfolio preparation, departmental and faculty workshops, an accredited tutor development programme at various levels, as well as a formal postgraduate diploma qualification in higher education (PGDipHE). One of the highlights in 2023 was a series of seminars facilitated by internationally recognised activist scholar and Professor Emerita at Loyola Marymount University, Prof Antonia Darder.

Symposia and masterclasses

In 2023, DTE hosted a wide range of sessions designed to foster an empowering ecosystem for academic excellence and personal well-being. These sessions included masterclasses, Connect@1 sessions, and thematic sessions that celebrated significant cultural moments and highlighted critical academic themes. Through a total of 34 sessions, the Division successfully engaged approximately 1 600 academics, providing them with invaluable insights and support in their teaching, learning, and research endeavours.

A significant portion of the year's programme consisted of 26 masterclasses, which functioned as mini academic boot camps. These sessions covered a wide range of pertinent topics, including innovative assessment techniques, the sustainable development goals, the implications and applications of Generative AI, and strategies for enhancing student engagement. These masterclasses were designed not only to impart practical knowledge but also to inspire academic staff in their professional journeys.

Additionally, four specially curated sessions were held under the inspiring theme 'The Beautiful Ones Are Not Yet Born: The Academic Journey'. These sessions focused on exploring the depth and breadth of the academic path, offering reflections, insights, and strategies for navigating the challenges and opportunities presented by a career in academia. At four Connect@1 sessions, former Vice-Chancellor's Distinguished Award winners for Teaching and Learning shared insights into their teaching methodologies and recounted their academic experiences.

Academic Preparation Programme (APP)

Staff who are new to UJ must be given opportunities that systematically introduce them to the institution, their role, and the resources available to help them in their roles as academics. To this end, CASD hosts the Academic Preparation Programme (APP) biannually in January and July. In addition to these induction workshops, CASD also facilitated 22 staff development workshops on specific topics to help staff learn with expert facilitators and reflect on their practices.

Head of Department (HOD) induction workshop and follow-up workshops

Heads of Departments play a crucial role in ensuring that the academic programme runs smoothly, yet many HODs are not prepared for their role. To address this concern, CASD hosted an induction workshop and five follow-up sessions for HODs who were new to their role. More than one hundred HODs attended these sessions, which included topics such as 'Managing Departmental Finances', 'Human Capital Matters', and the 'Importance of SLPs'. During the second semester, workshop topics addressed the following: 'Managing Departmental Finances', and the 'Significance of SLPs'.

Postgraduate Diploma in Higher Education (PGDipHE)

A total of 42 students enrolled for the PGDipHE in 2023, 22 in the first year and 20 in the second year. Over the last two years, the PGDipHE has grown as more staff see the value of the qualification in enhancing their practice as teachers in higher education.

Teaching and module evaluations, peer observation reports

In 2023, CASD piloted an in-house system for student evaluation of teaching and modules. As with all new systems, some teething problems needed to be addressed, and the system continues to be upgraded to ensure it is user-friendly. More than 1 700 requests for evaluations were processed through the new system.



When read together with student feedback, peer observation provides academic staff with deepened insight into what works well and what needs to be changed. In 2023, CASD conducted 53 peer evaluations.

Teaching portfolios

One of the core functions of CASD is to provide opportunities for staff to develop as teachers who engage in the scholarship of teaching and learning (SoTL) and in this way to become reflective practitioners. One source of evidence of this development and growth is the comprehensive teaching portfolio that staff develop for their promotions, for which CASD offers support. Portfolios are then reviewed by the Teaching Portfolio Assessment Committee before being included for consideration of promotions at Senex. The Teaching Portfolio Assessment Committee reviewed approximately 100 portfolios in 2023.

Blended tutoring development

Tutorials form a key component of UJ's approach to student learning. CASD is responsible for ongoing collaboration with faculty representatives and departments and for the provision of expert guidance on the continued development and implementation of tutorial programmes. This encompasses the development of and support for senior tutors and tutors, and for lecturers working in tutor programmes. CASD therefore follows a collaborative and integrated approach to tutoring practice.

Ongoing development of and support for senior tutors and tutors take the form of tutor training in two phases. Phase 1 consists of face-to-face training or synchronous online tutor training using Blackboard (Bb) Collaborate Ultra. These sessions are held at the start of the first and the second semester. Phase 2 comprises asynchronous online training via Bb. This online platform is self-paced and provides further training and sustained support for senior tutors and tutors. A total of 1 569 tutors completed Phase 1 of the tutor training programme (1 046 at Level 1; 315 at Level 2; and 208 at Level 3). In total, 55 training sessions were conducted (27 at Level 1; 16 at Level 2; and 12 at Level 3). CASD also strives to offer support and guidance to tutors and academic staff tasked with implementing effective tutorial programmes. In so doing, CASD constantly reviews its practice to ensure that it is fit for purpose and aligned with the UJ goal of promoting excellence in teaching and learning. This has resulted in several innovative initiatives aimed at further engaging staff and tutors in teaching and learning. The UJ tutor training programme is the only training programme in South Africa that has obtained international accreditation.

TRANSFORMATION AT UJ

The institution is in the process of reviewing its current Institutional Transformation Plan (ITP). The ITP is a critical strategic plan that outlines what the University should do to achieve a transformed environment as an academic community. For effective implementation, MEC has approved the request for sponsors at MEC level.

The nine pillars of the ITP are as follows: Institutional Culture, Employment Equity, Talent Management and Leadership, Governance and Management, Teaching, Learning and Knowledge Production, Relationship with Students, Financial Sustainability, and the new pillars of Gender Equity, and Digital Transformation. The ITP will be presented to Council in 2024 for support and approval.

Transformation initiatives within the staffing domain

The Accelerated Academic Mentorship Programme (AAMP)

The Accelerated Academic Mentorship Programme (AAMP) at UJ plays a pivotal role in driving institutional transformation by diversifying the racial and gender composition of the academic staff. It significantly bolsters their ability to forge national and international connections and cultivates their research and leadership acumen. The programme supports its participants by providing financial assistance for teaching relief, attendance at conferences both locally and internationally, helping with publishing their work, and fostering international partnerships. These efforts aim to meet the developmental needs of academics in research, teaching, and leadership.

Throughout 2023, the AAMP experienced unprecedented growth, welcoming 65 new academics, and elevating its membership to a total of 601. This surge represents the programme's most substantial increase in new participants to date. DTE embarked on a promotional roadshow across faculties to enhance the visibility of



the AAMP, specifically targeting UJ academics engaged in doctoral studies. This initiative contributed to the programme's growth. Data reveal that, cumulatively, 47 participants have successfully completed their doctorates across the years 2019 to 2023, showcasing the programme's impact on academic achievement. A survey conducted in September 2023 among AAMP Level 1 participants to gauge their progress towards doctoral completion received responses from 120 individuals. The feedback highlighted substantial research progress, with 20 participants anticipating completion in 2023, and 10 having submitted their theses for examination.

Promotional advancements within the AAMP highlight its effectiveness and influence at UJ. From 2017 to 2023, a remarkable 251 participants have ascended to higher academic ranks, ranging from lecturer positions to full professorships.

2023 also saw the introduction of eight writing workshops and retreats, reflecting two strategic shifts in DTE's approach to training and development: a concentrated focus on promotions, research outputs, NRF ratings, and doctoral completions; and a stronger emphasis on group coaching to support doctoral completion. The integration of group coaching into AAMP Level 1 in 2021 proved highly successful, leading to its extension to Levels 2 and 3 in the following and subsequent years. In 2023, overall, 26 AAMP workshops were conducted on a variety of topics, including preparation for NRF rating, doctoral completion, and the development of research and teaching and learning portfolios, demonstrating the programme's comprehensive support for academic excellence.

New Generation of Academics Programme (nGAP)

UJ was granted five additional nGAP positions for Phase 8 expansion. By September 2023, these positions had been filled. Since its launch, UJ has had 34 nGAP positions, with 10 scholars completing their six-year tenure in 2023. UJ supported 25 active nGAP scholars with a diverse demographic: 64% female, 36% male scholars; 72% black, 16% coloured, 8% Indian, and 4% white scholars. nGAP contributes significantly to the increase in doctorate-holding faculty. Of the nGAP scholars, 17 have doctorates, including 14 who achieved this milestone within the nGAP framework. Five scholars completed doctoral studies in 2023 for graduation in 2024. Additionally, 17 nGAP scholars are in the process of completing their doctorates, with three anticipated to finish in 2024 and the remainder making steady progress.

To support the nGAP scholars, biannual, one-on-one, check-in meetings are conducted. A total of 49 sessions were held in 2023, offering tailored support and guidance, further bolstered by personalised coaching sessions that have been instrumental in promoting a healthy work-life balance and ensuring scholars remain focused on their objectives. In addition to one-on-one coaching, two group sessions were held in May and in June, fostering a collaborative and supportive environment among the scholars. The first semester also featured a productive writing retreat, led by Dr Christel Troskie-de Bruin, aimed at enhancing the nGAP lecturers' research and writing capabilities.

UJ's commitment to transparency and accountability was reflected in its unqualified audit opinion for the 2022/2023 financial year and the submission of 29 comprehensive nGAP narrative reports to DHET. Despite the resignation of three nGAP scholars by the year's end, UJ maintained a strong cadre of 27 filled nGAP positions, testament to the University's dedication to nurturing the next generation of academics and its ongoing success in the nGAP initiative.

Assistant Lecturers

The Assistant Lecturer (AL) Initiative at UJ is a strategic programme designed to bolster departmental support in areas experiencing high student enrolment and challenging staff-to-student ratios. The core objective of the Assistant Lecturer Programme is to cultivate and prepare UJ's own talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations. An expansion in 2022, requiring an investment of R18.75 million over three years, marked a significant milestone in the programme's growth, now enabling it to support 100 positions. Assistant lecturers are engaged on a three-year contractual basis, with a standardised annual salary of R250 000.

During 2023, UJ successfully filled all 100 allocated positions, demonstrating a diverse and inclusive recruitment strategy: 84% of these positions were filled by designated candidates, with a gender distribution of 34% male and 66% female. Notably, 92% of the assistant lecturers are South African, aligning with the University's transformation goals.



Since the programme's launch, 58 ALs have transitioned into full-time or fixed-term contract roles within UJ, including four individuals who have advanced as nGAP scholars. Academic progression among ALs is noteworthy, with 68 pursuing master's degrees and 21 embarking on doctoral studies in 2023, reflecting a growing trend of ALs advancing their academic qualifications at UJ.

Future Professors Programme

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 Programme, with an allocated budget of more than R70 million. Cohort 1 participants have done well, and 19 of the 28 participants are now associate professors, while two participants have become full professors. The second year of the FPP Phase 2 enriches participants through workshops and other sessions, seamlessly integrating academic and leadership development. 2023 saw seven brownbag discussions, three contact sessions, one LeaderLab, four writing retreats, ongoing mentoring and coaching, and an international research engagement to enable participants to forge and fortify international networks. The call for Cohort 2 was issued in 2023, and 32 participants were selected from 23 universities. Cohort 2 was approved by DHET, and the commencement date will be in 2024.

Nurturing Emerging Scholars Programme (NESP)

In 2023, the implementation of the Nurturing Emerging Scholars Programme (NESP) showed significant progress. In 2023, UJ hosted six NESP scholars, of whom 67% are female and 33% male; in terms of race all are black. The three scholars from NESP Phase 1 successfully completed their master's degrees and commenced their one-year internship programme, which ended at the end of 2023. Additionally, one of these NESP scholars secured a position as an assistant lecturer at UJ, highlighting the programme's success in cultivating academic talent.

Through allocations of additional scholarships in NESP Phase 2.1 and 2.2, UJ now has a total of 10 scholarships. The internal application process for Phase 2.2 was conducted in the latter part of 2023, and UJ is awaiting DHET-approval for the selected candidates to commence with the NESP programme in 2024.

Throughout the year, DTE organised a total of nine one-on-one check-in meetings for both Phase 1 and Phase 2 scholars during the first and second semesters to evaluate their progress. These sessions provided valuable support and guidance to the scholars as they navigated their academic journeys.

As part of the 2022/2023 financial year reporting, four NESP audit and narrative reports were meticulously compiled and submitted to DHET. These reports serve as essential tools for evaluating the programme's effectiveness and identifying areas for improvement.

Teaching Advancement at Universities (TAU) Fellowship Programme

TAU is a national programme that seeks to advance teaching quality by developing leaders and change agents in teaching and learning across all public higher education institutions. The TAU programme has previously developed three cohorts of Fellows and in 2023, 49 more TAU teaching Fellows were added to the South African higher education landscape. These Fellows will play a pivotal role in driving teaching and learning transformation in their disciplines. The programme has applied for further funding from DHET to continue this prestigious programme aimed at enhancing teaching and learning and student success, and the next TAU intake will be in July 2024.

Leadership development programmes

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

The UJYLDP 2023 cohort was made up of 40 student leaders who officially resumed participation in the second semester of 2023. The programme is designed to prepare participants to lead in an increasingly digitised business and social environment while driving the critical social imperatives of transformation. The content is designed to develop the three areas of leadership in 4IR: my leadership context, my future fitness, and my leadership toolkit. In total, 34 delegates graduated from the programme on 24 November 2023.

UJ Women in Leadership Development Programme (UJWLDP)

The UJ Women in Leadership Development Programme was concluded on 10 November 2023, with 20 delegates graduating from the programme. The start of the graduation ceremony saw the delegates present



action learning projects (ALPs) aimed at providing the institution with different solutions to problems identified during the gap analysis process. Delegates will present their ALPs to MEC and ELG members, who may assist in seeing the projects through and ensuring that they bring them to realisation.

UJ Women in Leadership Journey book project

The Women in Leadership Journey book project was inspired by the UJWLDP, with some delegates mentioning that if they had known how other women were juggling multiple roles, they would also have taken up leadership opportunities. The project aims to capture the leadership journeys of women leaders at UJ. In addition, the project will also interview as many women as possible to use their stories to inspire other women who aspire to be in leadership positions. The interviews have been a great success, providing motivation and clarity on becoming a great woman leader. UJ Press is currently working on consolidating all the interviews into a publication.

Executive Leadership Development Programme for Universities (ELDPU)

UJ launched a successful Executive Leadership Development Programme for Universities on 13-14 June 2023. The ELDPU is a multidisciplinary, interactive, and forward-thinking programme designed to take leaders on a journey to explore emerging local and global themes, opportunities and challenges faced by university education. Using the Chatham House Rule, the programme allows individuals to share experiences and best practices with their peers as facilitated by a selection of industry leaders and experts. The first cohort programme with 15 UJ executive delegates will be concluded in 2024.

Transforming UJ's culture

For a number of years, UJ has been running biennial culture surveys to assess the experiences and attitudes of institutional staff. The Transformation Unit concluded the 2022 survey project in 2023 by providing feedback to faculties and divisions and presented domain-specific initiatives and interventions to MEC and other governance structures in response to areas highlighted for improvement. Environments are currently crafting activities that seek to address the identified limiting themes. Core themes addressed by the Transformation Unit during 2023 included ethics, gender equity, and GBV.

UJ ethics projects

UJ has identified the importance of an ethical foundation that drives, nurtures, and actively promotes an ethos of honesty, transparency, accountability, and fairness in the institution. To give effect to this commitment, the ELG adopted the Ethics Implementation Strategy at the end of 2019, and training has since been ongoing. To date, 10 482 staff training hits have been recorded on the ethics online training platform located on the UJ Blackboard. At the end of 2023, an ethics officer was recruited to establish an office dedicated to ethics and to oversee all ethics-related issues within the institution further.

GBV and gender equity

GBV remains a cause for serious concern, although the number of GBV cases reported in 2023 (38) was fewer than those reported in 2022. Cases in 2023 included bullying/cyberbullying (13), intimate partner violence (1), sexual harassment (14), and rape/sexual assault (10). Some of the cases have been closed through disciplinary hearings, while others are currently under way.

The Transformation Unit seeks to engage both staff and students on GBV-related issues through awareness campaigns. In partnership with UJ Sport, these included a UJ Sports GBV pop-up activation campaign during numerous televised games, allowing this campaign to be wide-reaching to UJ students and other outside users.

At the UJ Student Welfare Expo, the Unit distributed information pamphlets that shared access to the GBV reporting tool, as well as to social and psychological support being offered within the Unit. Several GBV awareness sessions were implemented with students in their respective residences. The sessions focused on issues of consent, which remain problematic in a society where individuals have been socialised in differing ways and come from communities with diverse values. Students were also engaged and sensitised to the platforms available to them for reporting GBV.

Further activities included participation in the Centre for Student Health and Wellness (CSHAW) 'Healthy is the New Sexy' campaign and presentation of the Poison play to the UJ community at the UJ Arts Theatre on 29 August 2023. Poison is a play that reflects on gender equity, GBV and its manifestations in society.



In addition, UJ launched the GBV and Sexual Diversity (LGBTIQ+) e-learning modules. The modules focus on creating awareness and sensitising the UJ community to GBV and LGBTIQ+ matters. UJ staff and students can access the modules through uLink, with the indicated module codes (Gender-Based Violence – 240CM 036 GBV) and (Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Asexual – 240CM 239 LGBTQIA+). In 2024, the University will continue to roll out modules to different UJ faculties and divisions with the purpose of awareness and training.

MAINTAINING AN OPTIMAL WORK ENVIRONMENT FOR STAFF

Staff health and wellness

UJ has long paid careful attention to optimising the safety, health, and wellness of staff. To this end, two units work in partnership. The Occupational Health Practice (OHP) is aimed at the prevention of health effects on the *employee* due to occupational exposure. The Occupational Safety Department (OSD) ensures a safe physical *environment* for persons (staff, students, and visitors) concerning the exposure to hazards and risks associated with their daily activities.

The regular work of the Occupational Health Practice includes the planned programme of biannually outsourced, quantitative, occupational hygiene surveillance and qualitative health risk assessments; health risk assessments are reflected in health risk profiles developed for each campus as well as for UJ as an entity. The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its Regulations.

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements and safety meetings, and by the risk registers of Facilities Management and the Occupational Safety Department. During 2023, considerable work was undertaken in addressing occupational safety risks. Further details can be found in Section Seven of this Annual Report.

Moving beyond occupational health and safety, HCM offers a UJ Employee Wellness Programme, which focuses on promoting, improving, and optimising the health, well-being, and high performance of UJ employees. Some of the services are outsourced to an external service provider, Life Health Solutions, and other services are rendered internally by the HCM Wellness team. In 2023, HCM implemented a comprehensive range of employee wellness interventions to foster a healthy and supportive work environment. These initiatives were designed to address various facets of well-being: wellness information sessions; line manager training; psychosocial interventions; and financial management and awareness.

MAINTAINING AN OPTIMAL LEARNING ENVIRONMENT AND STUDENT EXPERIENCE

Enhancements in student life-cycle management

The University 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; from 2024 onwards, this will be Moodle).

The following summary of achievements follows the student life cycle and, at the same time, indicates the increasing involvement of technology in mitigating risks to the University and enhancing the student experience.

Applications and selections

The University continued to promote the online application system through our 'No application fees and no walk-ins' campaigns, which have resulted in virtually 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, CAA has managed to accommodate the increases extremely well by using technology to drive business processes and automate selection decisions.



Table 6: Headcount of first-year applicants and application 2020-2024

Year	Applicants (headcount)	Applications (all choices)
2020	199 777	343 303
2021	233 276	406 419
2022	306 049	547 309
2023	344 099	638 378
2024	310 054	584 442

To guide applicants, the online application system prescreens 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 prescreening function indicates whether applicants meet the minimum entrance requirements or warns 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.

The University 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 was fully implemented to automatically recalculate applicants' endorsements in cases where an applicant has multiple matric sittings. 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 DBE.

Following a comprehensive communication campaign, no physical walk-ins were allowed during the week following the release of the Grade 12 results. Owing 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. Between 17 and 19 January 2023, CAA completed the process of reviewing the admission statuses of all applicants for the available first-year undergraduate places, based on their final Grade 12 results. The Grade 12 results were officially released at all the schools on 20 January 2023. 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 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 was required to use the Late Enquiry System (or Mobi). This system was made available for six days from 20 January. In total, this system was utilised by 289 538 applicants, with 31 327 being able to log a formal enquiry via the online system, compared to 282 845 users the previous 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.

Registrations

The University has made excellent progress implementing online registrations and is considered a national leader for integrated online applications, enrolment planning, late enquiries, and registration systems. The comprehensive risk mitigation strategies established for the registration period focused on online services. 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.



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 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, which correlates perfectly with our enrolment planning, has proven to be highly beneficial in managing registrations.

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 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). UJ's 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.

WhatsApp chatbot

In an era where digital communication is essential, UJ 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 as indicated above, has proven to be a great help with the high volume of enquiries during registrations 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.

An exciting innovation in 2023 was the launch of 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.

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 UJ'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.

Technology to optimise timetables and assessments

The CELCAT scheduling system, which had been used for optimising lecturing timetables on all campuses 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 successfully as per the predetermined due dates.



The Assessment Department has expanded the central control room with several screens linked to the security cameras in the assessment venues. Assessment monitors students writing assessments in the venues through a small central pool of invigilators, seeking to identify any transgressions. This initiative has proven to be 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 non-subsidised 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 took place from 27 February to 26 April and included 48 ceremonies distributed over nine weeks. The Winter series ran 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 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 University recognised the following candidates for a remarkable contribution to their field of expertise and conferred honorary doctorates on:

- Prof C Brink, on 14 April at 09:30 for the Faculty of Humanities.
- Ms N Mabasa, on 19 April at 13:00 for the Faculty of Art, Design and Architecture.
- Prof IA Gambari, on 25 April at 16:30 for the Faculty of Humanities.
- Prof Sir HM Beckles, on 9 May at 16:30 for the Faculty of Humanities.
- Prof B Hazeltine, on 19 May at 09:30 for the Faculty of Engineering and the Built Environment.
- Prof M Mazzucato, on 12 June at 16:00 for the College of Business and Economics.

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 programme certificates) were printed and published through this platform. Digital certificates were also issued for the free online courses presented to the public, and 1 145 orders were placed for replacement certificates.

Application programming interface (API) development and digital badges

Two new developments by the Certification Office ensured 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. Firstly, an application programming interface (API) was developed between the student information system and the digital certificate (DC) system. 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 set-up of the Faculty of Education Specialisations, Language of Teaching and Learning, and Conversational Competencies, for which data are identified and sent through the API, which are 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 among the first to implement the introduction of digital badges for graduates of curricular programmes. Each graduate could import or link their digital badges to their personal LinkedIn accounts for 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 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 compatibility of the badge 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 and 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 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, to place on their LinkedIn profile. The Vice-Chancellor was issued with the first digital badge, which can be viewed on his 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.

Student living and learning

The Student Affairs Division works according to the five-pillar model, which comprises academic, leadership, community engagement, sport, and social pillars, with the pillar or theme of academic excellence cutting across all elements.

In 2023, Student Accommodation and Residence Life had a total of 32 UJ-owned residences spread across four campuses with a capacity of 7 499 beds; the majority of these were occupied during the year. In addition to the UJ-owned residences, supplementary beds were provided in the privately owned student accommodation; 635 properties were accredited for students who were not able to secure accommodation in UJ-owned residences, with a total of more than 34 000 beds available. In terms of the Policy on Admission and Placement of Students in Residences, 20% of on-campus residence accommodation is reserved for international students.

Apart from the provision of accommodation, Student Accommodation and Residence Life created an enriching learning and living experience through programmes and services that supported students through the student life cycle. This supportive environment was also available to UJ's day students through the seven day-houses on campus. The objective was to provide students with an environment that is nurturing and supportive of their academic endeavours and provides a wide range of extracurricular activities to meet their needs and interests and foster their all-round development. Activities included providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme, and mitigating student hunger.



A total of 3 664 students benefitted from this Student Meal Assistance Programme, with 500 additional meal packs delivered on a monthly basis by Tiger Brand.

In all, Student Affairs seeks to promote a responsible and respectful student culture and ethos. Interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were conducted both online and in person. The University promoted the Student Charter and Qualities of a UJ Graduate in order to enhance responsible and ethical behaviour and conduct.

House committees were in place in all residences, including the day residences; the chairs of these committees sit on the House Committee Council, which meets monthly. Residence academic advisors (RAAs) in the UJ residences provided support to first-year students in the context of learning and living communities; RAAs are senior students who are appointed to assist first-year students with their academic work.

Student Affairs also promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. In 2023, 499 cases were dealt with; 428 of these cases were completed, with 71 still pending. Of these, the 409 guilty verdicts were almost equally for academic and non-academic misconduct. The academic cases were dealt with in close collaboration with the faculties and the college.

The elections for the 2024 SRC, which for the fourth time at UJ were electronic elections, took place from 11 to 13 October 2023.

Extracurricular activities for students

Further enrichment for students was provided through UJ Sport and UJ Arts and Culture. A wide variety of sporting codes are available to UJ students, with athletics, cricket, football, netball, and rugby functioning as elite codes. Competitive codes include basketball, e-sports (online gaming), hockey, rowing, sport for students with disabilities (SSD), and squash. Social or mass participation sports are chess, indigenous games, and martial arts. The majority of these sporting codes are available for both men and women.

UJ student athletes performed extremely well in 2023. UJ competed in all Varsity Sports events in 2023, including playing in four of the five competition finals, the only institution to have done so in the history of Varsity Sport. In addition, competing internationally, athletes from UJ won one gold and three bronze medals at the Universiade held in Chengdu, China. UJ Athletics Club continued to shine at both national student and Federation events, and UJ was once again crowned University Sports South Africa (USSA) champions at the track and field champs and finished third at the USSA cross-country champs. 2023 saw a notable increase in student participation across sport clubs, indicating a growing interest in sports and recreational activities among the institution, including staff sport and community outreach.

The Division of Arts and Culture presents an extramural arts and culture programme to students from across the institution as well as a diverse annual performing arts and exhibitions programme. The Division offers a robust mix of extramural learning and mentorship opportunities for students while attracting international partners and collaborators of high calibre.

The Division's extracurricular programme, offered to students from across the institution at no cost, includes UJ Choir, drama classes, a photography club, ballet, Afro Fusion, and contemporary dance classes, poetry classes, workshops, and slam competitions. Key to student involvement is the UJ Arts Academy. Of the 3 187 students who applied in 2023, 898 students were invited to audition for the Arts Academy and UJ Choir; 339 were selected and participated in activities and programmes. Of this number, 268 students qualified for cultural bursaries, which are dependent on strict attendance and participation criteria, at the end of the year.

Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. In addition to nine performances at graduation ceremonies, UJ Choir presented 19 concerts attended by more than 10 000 audience members during the year and undertook six recording sessions. Students were involved in five professional productions produced by the Division, performed at 21 UJ events and undertook three excursions to the KUESTA Choral Festival in Pretoria, the Vrystaat Arts Festival in Bloemfontein, and to the 27th Annual Poetry Africa International Festival in Durban.



Additionally, an extensive student arts appreciation programme facilitated access to over 1 200 students who attended film screenings, theatre productions and exhibition openings. A series of six masterclasses were offered to students from outside the Arts Academy and attracted attendance by 78 students out of 373 who applied to attend. The Division's total attendance and participation reach across student-targeted activities is 2 753.

The Division also contributes to employment readiness and mentorship through the implementation of an internship programme funded by the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA), and during the year under review, 49 recent graduates received practical training in digital art, event management, copywriting, sales and marketing, hospitality, sound, and lighting for theatre, and working in an art gallery.

A qualification must lead to employment

It is essential for students to address their career prospects during their time on campus. The objectives of Career Services within PsyCaD are to promote the career development and related life planning skills of UJ students and prospective students, to facilitate graduate recruitment opportunities and contact with potential employers, and to allow space for clients to actualise their career development goals. Services are offered that support both internal and external clients throughout their career life cycle.

In June 2023, the team hosted a career bootcamp, during which nine companies presented topics on preparation for the world of work. The Career Services team also hosted four on-campus career fairs, i.e. for Law, Commerce, STEM, and a General Career Fair. In 2022, 66 companies attended the fairs, which increased significantly to 96 in 2023. The number of students who attended the fairs remained more or less constant from 4 643 in 2022 to 4 150 in 2023. Company showcases allow companies to showcase and advertise various job opportunities to UJ students. Students can speak to the companies directly and can ask potential employers specific questions. These showcases are held on specific days, allowing recruiters to interview UJ students for job placements. During 2023, the Career Services team hosted 32 companies/organisations on campus.

In addition, the Career Services Unit offers the UJ Career Wiz online job portal, which was created for UJ and is managed by UJ Career Services staff. Career Services also supports several external online job portals. All portals are used to create awareness of recruitment opportunities for UJ students. Mass email services, social media postings, and the PsyCaD website are used to inform students and recruiters about the services of the Career Services Unit. In 2023, 13 466 students and 443 companies registered on this platform. There were 195 job vacancies advertised on Career Wiz, and 2 150 students used the platform to apply for jobs. The UJ Career Wiz platform will be expanded to allow UJ departments, centres, and divisions to advertise internal job vacancies for UJ students.

Based on the range and quality of our services, UJ Career Services was rated as one of the top three service providers, alongside UCT and UP, by South African companies in 2023. Additionally, our graduate recruitment programme was rated as the best in the country.

In addition, the Disability Unit hosted 14 companies that offered recruitment opportunities for students with disabilities.

Support for student health and wellness

Support for student health and wellness is offered primarily by the Centre for Student Health and Wellness, and by the Centre for Psychological Services and Career Development (PsyCaD).

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 on all campuses, with the physical spaces shared with the Occupational Health Practice (OHP). The licence to practise as a health facility has been 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. 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 healthcare 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, significantly fewer than in the preceding year). A shortage in the supply of contraceptives by the District Health Department was resolved with the signing of a service level agreement with the Department of Health. Pregnancy tests are done on request. In 2023, almost 3 000 clients requested testing with slightly more than 200 testing positive; patients who tested positive (pregnant) were counselled and provided with further support. Emergency contraceptives, also known as the morning-after pill, were provided to approximately 150 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 especially for Faculty of Health Sciences students, who are generally vaccinated against Hepatitis B. Travel health services are provided to students traveling on UJ assignments; 219 students came for a consultation. A CSHAW 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. With the support of C-SHAW, the first aid training was provided to 60 Protection Services staff members who will be included as first responders. A standard operating procedure for medical emergency response is currently under approval processes.

Wellness Services included HIV testing services (HTS), which increased substantially by 26% from 2022. Mass testing is supported by non-governmental organisations (NGOs) that have contracts with the Department of Health. More than 10 000 clients came to the clinic or to mass testing sites to know their HIV status. 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 taking place, numerous events focusing on health promotion took place. These included wellness awareness campaigns focused on first-year students to encourage them to #knowyournumbers, and 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. In 2023, 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.

The UJ Clinic staff had been working towards a memorandum of agreement with DOH for a long time and were delighted when a three-year MOA was signed by the Acting Head of Department, Mr Malotana, on 7 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, STI and TB programmes. ICS will provide support as the system involves a national database for all patients who are on antiretroviral medication. This helps to trace defaulting patients and supports the monitoring and evaluation process, with the aim of eradicating HIV/Aids by 2030 as part of SDG 3.

Support by PsyCaD

Prioritising mental health education and destigmatising conversations about psychological well-being are fundamental steps in creating a supportive environment that encourages open dialogue and seeking help without fear of judgment. Establishing accessible and well-resourced mental health services is imperative in providing students with support and guidance.



In 2023, PsyCaD continued to focus on four core areas, i.e. student counselling, disability services, psychosocial support, and graduate recruitment and employer relations. Twenty-one registered mental health practitioners provide these services.

The increase in the demand for student counselling services continued in 2023. In 2022, more than 16 000 counselling sessions were conducted, which increased significantly to more than 20 700 in 2023. The continuous increase in the number of counselling sessions is in line with national and international student mental health trends, which will necessitate finding effective ways of managing student mental health. In 2022, 37% counselling sessions were conducted remotely via Zoom or telephone, but this declined to 9% in 2023.

To ensure an efficient triage system, PsyCaD distinguishes between advisories and therapy. The advisory system enables students to approach any PsyCaD offices on any of the four campuses without making prior appointments. During these 30-minute sessions, the mental health professionals screen the students and make recommendations for further interventions, which may be either referral to the psychologists for further therapy or to the social workers for psychosocial support. The number of advisory sessions increased from 2 630 sessions in 2020 to 8 328 sessions in 2023. This system seems to be effective, as the increase in demand for therapy has seen only a slight increase from 11 726 sessions in 2022 to 12 469 in 2023. The top three reasons for seeking support in 2023 were relationship problems, mild depression, and post-traumatic stress.

Not only has the demand for counselling services increased over the years, but so has the severity of the problems. For severe cases, it is imperative to have responsive systems in place to provide immediate support and management. One way of managing severe cases is to identify these students early. Although the advisory system does allow for early identification, there is a stigma attached to be seen visiting PsyCaD, and to this end, students are provided with three ways to contact PsyCaD more privately. The first of these is the OsTicketing system where students can send emails to *psychservices@uj.ac.za*. A dedicated staff member then reads and distributes these emails to the appropriate mental health professional. This system also links to the wider ADS advising system, which allows for the distribution of emails to other appropriate support services. The system allows for tracking and management of these requests. In this way, tracking the progress and number of tickets managed by individual staff members is possible, and the system alerts the users when tickets have not been dealt with. During 2021, when this was introduced, PsyCaD responded to 643 tickets, which increased significantly to 2 492 in 2023.

Secondly, PsyCaD operates a 24/7 crisis line that responds immediately to high risk or extreme distress incidents. We collaborate closely with Protection Services and Student Affairs to manage these incidents. The number of crisis line calls increased slightly from 475 in 2022 to 507 in 2023, of which 52 were suicide-related calls. Thirdly, a residence psychologist has been appointed, who is available on campus after hours to attend to 24/7 crisis-related incidents in the residences. During 2023, this psychologist dealt with 17 crisis situations in the residences.

To address the increasing demand for psychosocial support, PsyCaD has appointed four social workers to assist students in coping with adverse life events and a lack of basic amenities. Over and above individual consultations, PsyCaD embarked on a number of initiatives, including informal and formal clothing and food drives to ensure that there are clothing and food banks from which students can be assisted. PsyCaD also started a Care for a Friend campaign, which aimed to collect stationary, toiletries, etc., for students in need. In addition, approximately 20 projects and campaigns sought to equip students with skills and provide group support where necessary.

The Disability Unit (DU) fosters an inclusive and equitable learning environment that seeks to provide students with the support they need to be independent learners. The Unit provides support to students with a wide range of disabilities, including learning disorders and mental health difficulties. Services include early orientation and welcome programmes, needs assessment, exam accommodations (e.g. a smaller exam venue or extra time), classroom accommodations (e.g. provision of lecture slides), assistive technologies (e.g. use of a recording device), and liaison with faculties. A total of 388 students declared their disabilities when they registered at the beginning of 2023. The figures may, however, not be an accurate reflection of the number of students with disabilities at UJ, as many students do not disclose their disabilities when they apply or register. Some students also report certain impairments, such as being short-sighted, as a disability.



There was a slight decline in the number of concession applications from 112 in 2022 to 87 in 2023. Not all types of disabilities require concessions, which explains the discrepancy between the number of students who declare their disabilities and those needing accommodation. Although Student Counselling provides therapy for these students where indicated, the DU also has individual sessions with the students to monitor their progress and well-being. The number of individual sessions increased from 1 275 in 2022 to 1 522 in 2023. In addition, the DU ran 20 awareness campaigns to sensitise the UJ community to different types of disabilities.

Student safety and security

Student safety and security is paramount to a positive student experience, and UJ Protection Services is constantly on the alert to respond to any incidents, both on- and off-campus. However, crime remains a challenge for Protection Services. In total, 694 incidents were reported during the 2023 academic period. Of these, 482 were reported on-campus, and the remainder off-campus. This equates to an 18% reduction in the number of incidents when compared to 2022. Theft remained a primary concern: 311 incidents of theft on-campus occurred when property owners left their belongings, particularly electronic devices such as laptops and cellphones, unattended.

The safety and the security of staff and students outside the campus confines present a significant challenge, with instances of common and armed robbery. Staff and students are targeted primarily for their electronic devices and bags. A City Improvement District (CID) project initiated in the precincts around DFC in late 2020 had proved beneficial; this included deployment of private security officers to patrol the DFC-CID area, the optimisation of safe route patrol vehicles, and the deployment of a cleaning team to ensure that the area is cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, and lack of waste collection. During 2022, Protection Services optimised using Fidelity personnel around Auckland Park campuses, including JBS Park, UJ on Empire, and the APB/APK CID. Since the deployment of Fidelity security officers in the APB/APK CID, there has not been a single incident reported in the period under review along any of the routes covered in Auckland Park. The initiative was further expanded during 2023. On DFC, an additional four security officers were deployed in the expanded zone of the DFC CID to cover the area between campus and the UJ student residences, and since then no incidents have been reported. Additional cameras have now been installed on the exterior of Robin Crest and Akanani residences to improve the high pedestrian route of Charlton Terrace/Saratoga Avenue.

MONITORING STUDENT EXPERIENCE AND EMPLOYABILITY: INSTITUTIONAL RESEARCH

The Division of Institutional Planning and Monitoring (DIPEM) is responsible for conducting annual student experience surveys among undergraduate and postgraduate students as well as a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. In 2023, as in the two prior years, given the shift to a hybrid mode of teaching and learning, the Undergraduate Experience Survey was combined with the Centre for Academic Technologies' (CAT) annual survey on online teaching and learning, and the survey instruments were all adapted to take contextual changes into account. Given the 14 550 responses to the Undergraduate Student Experience Survey, it was possible to produce reports for each faculty and for six areas in the support sector as well as the institutional-level report. DIPEM also increased the number of surveys undertaken quite dramatically to include surveys of previously registered undergraduate and postgraduate students who did not return in 2023 to understand the reasons why they had dropped out; a survey of Orange Carpet students to ascertain their experiences and intentions during enrolment; as well as a pilot employer survey to determine employers' levels of satisfaction with UJ's graduates. A selection of the results of some of the surveys is presented below.

2023 Undergraduate Experience Survey

The results of the 2023 Undergraduate Experience Survey indicated high levels of satisfaction with teaching and learning at UJ, given that the overall satisfaction score was 88,3%. Approximately 95% of the respondents agreed that their lecturers were well-prepared for their lectures, that they consulted with students during the



advertised times, and that they were helpful. There were similarly high levels of agreement on almost all items relating to learning material and content. Students indicated that their overall experience of UJ was really good, with 94,9% agreeing that UJ was tolerant of all forms of diversity, 89,7% agreeing that they felt they belonged at UJ, and 92,2% saying that they were satisfied with their undergraduate studies at UJ. Of concern is that 30,9% of students had at some stage considered dropping out of university, mostly because they were not coping with the workload or had had personal problems, although this was a decrease from the 37,8% in 2022. Their biggest practical challenges in 2023 included water shortages, internet access and load shedding or power outages, although the levels of concern were lower in the previous year.

2023 Postgraduate Experience Survey

There were similarly positive results from the Postgraduate Experience Survey, where the overall satisfaction score in relation to research in 2023 was 85,9%. A similar proportion noted that they had experienced a productive student-supervisor relationship, with 80,7% indicating that they had had a supervisor allocated within a month of registration, and 84,8% noting that they communicated with their supervisors at least monthly. UJ was the first-choice university for 86,1% of the respondents. Of the doctoral respondents, 93,1% were being encouraged to publish research papers from their theses. Of the 68,9% studying and working simultaneously, 86,5% indicated that they worked full time, with the main reason for being employed being the need to provide financial support to their families. While 41,6% of the respondents stated that they were self-funded, another 41,4% were funded by a bursary or scholarship, with UJ being the biggest other contributor to their tuition fees at 40,3%.

2023 Graduate Employability Survey

Of the respondents from the 2023 survey, 47,3% were employed, an increase from the 44,6% of the previous year, while the proportion still studying increasing further from 16,4% to 18,2%. Of those employed, 88,4% had found employment within 12 months of completing their studies. Of those with doctoral degrees, 89,7% had secured employment within 12 months. Of the employed respondents, 51,8% had full-time contracts, 79,4% indicated that they were satisfied with their jobs, and 72,9% were employed in an industry that was similar to their field of study. The results also indicated that of those who were employed, 65,9% had had a job during their studies, while for those not in employment, only 33,9% had worked during their studies. The most common methods of finding jobs were through personal contacts and social media platforms. The main reasons for being unemployed were indicated as the lack of employment opportunities in their field of study and lack of the required work experience. Of the employed respondents, 92,9% indicated that their studies at UJ had prepared them well for the workplace.

2023 surveys of previously registered students, UG and PG

The total of 71,2% of the undergraduate students who had not returned to complete their studies indicated that the main reason was related to funding problems. For postgraduates, lack of funding was the main reason for 60%, work commitments for 8,6%, and mental health issues for 5,1%. Of the postgraduates, 89,8% indicated that they would like to come back, with 87,6% of the undergraduates echoing that sentiment. The type of support needed to return to UJ was overwhelmingly financial in nature.

INFRASTRUCTURE FOR EXCELLENCE IN RESEARCH AS WELL AS TEACHING AND LEARNING

Information and Communication Systems

The Information and Communication Systems Division (ICS) is the internal information and communication technology (ICT) service provider to UJ and the institution's central ICT Division. ICS provides enterprise ICT systems and services for all UJ staff, students, and partners through efficient and effective planning, implementation, and support for ICT innovations. At the heart of its mandate lies a commitment to meticulous planning, robust implementation strategies, and support mechanisms tailored to nurture ICT advancements within the university ecosystem. ICS endeavours to ensure the accessibility, reliability, and optimisation of ICT resources across various facets of the academic and administrative spectrum. An aggregated system availability target of 98% was achieved with critical systems availability of 98% achieved across the board.



Upgrades to 36 AVU teaching and learning venues were all completed as planned for 2023. These 36 venues are now all equipped with state-of-the-art AV technology tailored to their respective purposes, providing an environment conducive to effective teaching and learning. The proactive approach of installing remote management capabilities allows for the remote monitoring and control of AV equipment, minimising downtime, and optimising uptime across all venues.

The Wi-Fi access points upgrades in the UJ student residences were initiated in 2023. The upgrades involved the installation of cutting-edge Wi-Fi devices featuring advanced capabilities tailored to optimise coverage and connectivity within individual rooms. Of the 31 residences, 18 (58%) were achieved in 2023, and the remainder will be implemented in 2024. The Soweto fourth residence Wi-Fi implementation project encompassed a comprehensive initiative to procure and deploy network and Wi-Fi equipment, alongside requisite cabling infrastructure, for the newly constructed Soweto fourth residence. Through this project, a pioneering flagship design was created, poised to serve as the benchmark for all subsequent residence Wi-Fi installations across all UJ campuses.

There were no reportable cybersecurity events in 2023. ICS has implemented many new operational security measures and initiated a comprehensive series of three penetration tests conducted by an external expert firm to validate the adequacy of security measures in supporting the sensitive nature of business services. ICS has successfully deployed BitLocker, an advanced endpoint security tool, as part of its ongoing commitment to cybersecurity enhancement. This solution encrypts user laptops, significantly bolstering their defence against cyberattacks and data breaches.

Multifactor authentication (MFA) was implemented for users for all ICS access. ICS extended the utilisation of Microsoft MFA for O365 accounts within the University to include students; this now encompasses the Microsoft Authenticator app and the SMS method, offering users multiple options to confirm their authentication.

The percentage of network on backup power was increased in 2023 and has reached over 80% across all campuses with Soweto Campus reaching 100%.

The Information and Communication Systems (ICS) Division launched the UJ Wayfinder application, available on both the Apple App Store and Google Play Store, to offer a comprehensive navigation solution for all four UJ campuses.

A significant initiative enhanced the computing infrastructure available to students across three UJ campuses. In this initiative, 310 computers were replaced in the student computing labs. In addition to the general upgrade, a specific focus was placed on enhancing computing resources within the Faculty of Engineering and the Built Environment (FEBE) labs on the DFC Campus. Sixty-three workstations were replaced in this area, incorporating state-of-the-art technology to provide students with enhanced computing power and processing speed. These advanced workstations are tailored to support the specialised requirements of engineering and built environment students, enabling them to complete their coursework and projects with greater efficiency and efficacy.

In response to the rapidly evolving technological landscape, ongoing skills development is crucial. ICS launched the 'Earn Your Wings' programme in 2023, a comprehensive initiative to empower personnel within UJ ICS with a diverse range of IT proficiencies and a deep understanding of sought-after skills.

The UJ Library and Information Centre (LIC)

In 2023, the UJ Library saw a dramatic increase in the usage of library resources by both UG and PG students. Owing to new software implemented in 2022, the Library's online resources have become much easier for users to find and access. This accounts for the dramatic increase of 110% in the usage of online journals and case studies. On a rough average, students, academics, research associates and PDRFs viewed 176 electronic resources during the year. In reality of course, some are viewing electronic resources far more while others far less. What this points to is that the Library is buying the right resources and, through good marketing and training, staff and students at UJ are using the resources well.

During 2023, the libraries on all four campuses also saw high numbers of students visiting the libraries. Among the main reasons they gave for coming to the campus libraries were that the library was always clean



and quiet, and that the staff were friendly, helpful, and supportive; students generally want the library to be a peaceful place to study. Also greatly appreciated in the library are the computers and the new plug points that were put into most libraries in 2023 and installed in the APK Library early in 2024. Students gave the library a 95% satisfaction rating in the 2023 UJ student survey.

During 2023 the Library staff trained 18 477 UG students and the highest number of PG students ever trained, with 7 442 PGs attending training sessions. The two faculties where almost all students attended library training were FADA, where 83% of students attended one or more training sessions, and Law, where 85% of students were trained. The Library also attended to over 122 000 queries for information, support, or help. This is close to 1 000 more than in the previous year. These queries were dealt with via the chatbot, the website 'Ask a librarian' service or as directed queries to librarians in person or via email. In 2023, students downloaded exam papers 787 940 times, an increase from the 591 800 downloads in 2022.

To support postgraduate students in their studies, the Library ran a programme offering help to master's and doctoral students in all the faculties and the college.

Another important platform through which undergraduate and postgraduate students receive significant guidance from librarians on how to find, critique and use information for their studies is via the Libguides. In the Faculty of Law, the Libguides are extremely popular, with the average law student viewing Libguides 80 times in 2023. This is because there is a Libguide for every module, as well as introductory Libguides showing students how to use various tools in the Library. In 2024, a key target of the Library will be to improve the quality and number of Libguides supporting modules in other faculties and the college.

In partnership with faculties and the college, the Library supported academic debate and conversation by hosting 79 4IR events, 14 events on decolonisation, 24 events on pan- Africanism, and 49 events focused on the SDGs.

An important part of the support that the Library has given to researchers in 2023 has been negotiating Open Access. This has included helping academics at UJ afford article processing costs (APCs). The Library used almost R10 million of the book budget to support APCs for individual authors.

The 2023 hybrid conference entitled 'Imagining Sustainability' attracted over 200 in-person attendees and 74 online attendees.

The important book, *Academic Libraries in Africa*, edited by Prof Maria Frahm-Arp, was published through the UJ Press. The book examines the changing landscape of academic libraries in Africa and highlights many examples of innovative ways in which librarians are offering staff and students in Africa world-class support and services, often in environments where there is a limited or unstable power supply, significant cuts in budgets and constraints in the development and training of librarians concerning ever-changing technologies.

OPTIMAL CAMPUS FACILITIES

All academic and support facilities need to be readily available, accessible, functional, and safe. To fulfil this encompassing goal, the Facilities Management Division offers maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens, and the development and upgrading of infrastructure in accordance with clients' needs, with the objective of supporting teaching, learning, research, and student life.

Main risks during 2023 were the high stages of load shedding and associated water restrictions, requiring a concerted effort to strategise and put in place plans to ensure power and water security. Electricity outages increased on all campuses, as caused by continued high stages of load shedding. On Soweto Campus, unrelenting cable theft led to protracted periods of electricity outages. This resulted in the development of a baseload supply of electricity via increased solar panels and a diesel generating unit. A similar approach will also see construction of a gas generating unit on DFC. Solar PV initiatives have been planned for JBS Park, UJ on Empire as well as APK. Commissioning is planned for 2024, including for the new baseload generating units on APB and SWC. Similar initiatives for DFC and APK will follow the proof of concept on SWC and APB.

Continued water supply cuts necessitated the procurement of more water in 2023 than in previous years to mitigate the risk of discontinuing university operations on the worst affected campus, APK. By the end of



the year, procurement had started using two in-house trucks to reduce buying externally at excessive cost. Further mitigation will come in the form of a grey water recycling pilot project at Ndlovukazi residence on APB, as well as a 48-hour water reservoir on APK. These high-priority projects, as well as other water initiatives, will come online in 2024.

The multi-year project of student residence refurbishments was approved by UJ Council for implementation during 2023/2024. The objective is to address backlog maintenance and ensure compliance with DHET minimum norms and standards. Nine residences were prioritised, and work commenced in December 2023.

In response to University growth and the need for additional academic spaces on all campuses, as well as space constraints, especially on APK, the University prioritised learning and teaching and research programmes on campuses and sourced additional space for support staff off-campus. The recently acquired JBS Park building was successfully occupied by the Johannesburg Business School and the Graduate School of Architecture together with several SARChI Chairs. During 2023, the University acquired the Atrium Building on Stanley Avenue, for occupation by HCM, ICS and Finance Divisions as anchor tenants. The property was transferred to the University in December 2023. Modifications to the building started immediately. The repurposing of on-campus spaces left by these divisions will start in 2024.

The successful implementation of two electric vehicle (EV) buses on the intercampus bus routes in 2022 led to a plan for a phased rollout intended to upgrade the full fleet of 15 buses to EV buses over the next five years; approval for this plan is being sought. Lower operating costs, reduction in UJ's reliance on fossil fuels, the elimination of CO₂ from UJ transport operations as well as the benefits accruing in terms of environmental reporting are key motivations for this plan.

The Space and Architecture section in Facilities Management continued to assist UJ PsyCaD with planning and project implementation regarding universal access for people with disabilities (PWD). A highlight was the completion of internal and external ramps at the APK Auditorium to allow PWD to join their student colleagues accessing the stage during the graduation ceremonies.

Regular stakeholder engagements took place during 2023, with entities such as City Power and Johannesburg Water, the CoJ Building Control Office, the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA), and Johannesburg Property Company (JPC), as well as with ward councillors.

Environmental sustainability

Strategic Objective Six, fitness for global excellence and stature, states that "We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship".

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

However, UJ saw an overall increase in carbon footprint of 10,14% as compared to the usage in 2022. This can be attributed largely to the increased full year use of the SWC fourth residence, the increased number of students and staff on campus as work from home reduces, and especially the substantially increased number of national and international flights undertaken by staff and students. In addition, UJ has increased its built area footprint by 13,43% since 2013 and by a further 3,23% in 2023. In a sense, the 2023 carbon footprint figure is a return to the more normal figure of 2019 (54 642 tons), and from that perspective, UJ is still showing a substantial reduction in carbon generation (a reduction from 2019 to 2023 of 9,32%).

Increasing occurrence of Eskom load shedding has already produced a substantial increase in diesel usage, and this may result in further substantial CO₂ generation in future, since liquid fuels have higher CO₂ generation per GJ of energy consumed. The diesel used for backup generators as well as for maintenance vehicles used as standby vehicles increased from 2022 by 131,88%, directly as a result of the increase in load shedding in 2023.

For January to December 2023, UJ achieved an electrical energy savings of 29,4%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties,



based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved partially due to a 0,02% reduction in consumption from the 2022 figure.

The various energy savings initiatives that have started showing positive results are the following:

- The own generation of power through the solar photovoltaic (PV) plants now operating on all four campuses.
- The implementation of energy saving lights (LEDs).
- Occupancy sensors (implementation still ongoing).
- The increased use of gas for water heating at residences on the APB and DFC Campuses.
- The further installation of heat pumps, especially in new and refurbished residences.
- The installation of energy efficient showerheads.
- The installation of load control ripple relays.

UJ continued with the programme of incrementally growing its PV power generation. In 2023, UJ reached the 2MWp solar PV generation milestone. More sites have been identified for solar PV rollout – the plan is to implement a further 1MWp additional solar PV in 2024.

The design of the SWC power plant was concluded and the procurement (tender) process was initiated; an award is expected early in 2024. Currently, Facilities Management is finalising the APB gas power generation project, which will enable full campus independence from City Power as well as allowing energy wheeling from APB to other campuses. The present overall objective of the UJ energy programme is to support UJ to achieve a net zero carbon generation position by 2050.

Water management

Using water sparingly has become a necessity at UJ. During 2023, a significant number of days were experienced on all campuses where due to either load shedding or infrastructure failure no water was supplied at all. This resulted in a great deal of direct water purchases from commercial suppliers – in excess of 7 million litres at a cost of more than R7.5 million. In addition to this UJ also moved 14.2 million litres of water between campuses using its own water tankers to save on water purchases (this savings amounted to an estimated R15 million). Water consumption increased by 35,9% in 2023 ? partly due to the first full year of new buildings but also in part due to increased numbers on campuses. Notwithstanding the 2023 increase, UJ still shows a reduction of more than 37,65% in water use compared to 2015. As far as possible, borehole water is now used on all campuses, and the four new boreholes for supply subvention from 2022 are now in operation and are primarily used for gardening purposes.

Waste recycling

In 2023, UJ recycled approximately the same level of waste as in 2022. It must be noted that although the absolute amount of waste generated increased after the very reduced values in 2020 and 2021, it still has not yet reached the pre-pandemic levels of 2019. In terms of a comparison with the 2019 recycling, we are now back to a level of 39,3% compared to the 2022 level of 40,25%.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel (OGC), established on 1 January 2016, consists of a small core team of high-performing legal professionals. All professional members are admitted attorneys under the Legal Practice Act 28 of 2014.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the OGC views as its clients in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values. The OGC assists its clients in conducting the University's business, insofar as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements but are also problem solvers committed to assist by resolving issues in a practical, timely and efficient manner and advising on proactive measures to mitigate risks. The main subject matters attended to were contract development, dispute resolution, general legal advice, risk mitigation, legal compliance, strategic projects, reputation management, and policy development.



Two key areas in 2023 were litigation and contract vetting. South Africans are increasingly becoming an ever more litigious society, as is also evident in higher education. The Litigation Department handled 24 major litigation matters, 22 minor litigation matters, and 224 general matters (of which at least 40% were adversarial in nature). All legal matters were dealt with in a proactive manner, and many of the general matters were settled through skilful and active negotiation as well as the implementation of practical commercial solutions. The Litigation Department placed a large focus on active risk mitigation by mediating and settling minor/general adversarial disputes in order to manage and prevent further exposure to risk for the University. In addition to the proactive methodology adopted, the OGC also finalised a formal Dispute and Litigation Learnings Process Policy.

The Contract Department receives instructions from across the whole spectrum of stakeholders within the institution with the main objective to mitigate risks for UJ. There continues to be a significant increase in the number of contracts reviewed by the OGC. In comparison with 2022, when 991 instructions were received of which 883 were finalised, during 2023, 1 100 instructions were received of which 792 were finalised. It is estimated that 1 300 instructions will be received in 2024. The Contract Department continues with its template project with the aim of ensuring a uniform approach to contracts within UJ, of drafting terms and conditions to mitigate risks for UJ, and of empowering UJ stakeholders to use the templates knowing that the terms and conditions have been drafted in accordance with best practices and standards.

SOUND FINANCIAL MANAGEMENT AND FINANCIAL SUSTAINABILITY

Overview

The Chief Financial Officer is responsible for the strategic management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- External fundraising
- Financial highlights

Policy framework

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management.
- UJ financial strategy and five-year plan, approved by Council.
- Financial policies and procedures.
- Fundraising Policy.
- Policy on Student Fee Structure.
- Financial and contract delegation of authority.
- National Student Financial Aid Scheme Rules and Regulations.
- Risk Management Policy.
- Procurement policies and procedures.

Governance framework

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)
- Investment Committee of Council (ICC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Four in this Annual Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in



accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The MEC Commercialisation Committee assists MEC and Council in executing governance in the innovation and commercial structures in accordance with the vision, mission, and core values of the University, the approved strategic objectives, and the principles of corporate governance, within the legal and management framework of the University.

The following divisions reported to the Chief Financial Officer during the year under review:

- Financial Governance and Control
- Financial Support Services
- Revenue Administration, which comprises Student Finance, and Institutional Development and Fundraising

Financial risks and risk management

General financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. Our financial risk management philosophy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University. Our considerations include close focus on implementing robust strategies to mitigate against prevailing credit, liquidity, currency, interest rate, and market and operational risks.

The Finance Portfolio, under policies approved by Council that provide written principles for overall risk management, carries out financial risk management. The ARCC oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to ARCC.

The following material risks related to financial management and operations of this portfolio were reflected in the Institutional Risk Register in 2023, as monitored by MEC and Council:

- Macroeconomic factors and inadequate stewardship that affect financial sustainability of the University, influenced by:
 - Poor economic growth, exacerbated by the geopolitical polarisation and macroeconomic volatility, and supply-side constraints leading to the local logistics crisis, resulting in higher inflation, increased interest rates as well as currency and market volatility. The ultimate impact of this on the University is the decline in funding available from the State for subsidies and other grants, increased levels of irrecoverable student debt and suboptimal return on investments.
 - Escalating electricity and water outages on our campuses, which continue to put additional strain on our limited financial resources.
 - Decline in externally generated funding for scholarships and contract research.
 - Continued uncertainty around university fee increases in the future, with increases for the year under review pegged at below inflation, and with a cap on accommodation fees for NSFAS-funded students below cost for some of our residences.
 - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the organised labour demands for above inflation salary adjustment.
 - Ageing infrastructure.
 - The centralisation of disbursement of student allowances and accreditation of accommodation, despite the continuing inefficiencies in NSFAS administration processes.
- The University continues to explore opportunities for alternative revenue streams and downward adjustment in our cost base, without negatively impacting the achievement of its mandate and objectives.
- Over the years, we have also increased our investment in development and fundraising activities.
- We continue to focus on the long-term financial sustainability of the University through optimal management that includes contingency plans and stress tested scenario planning.



Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term. These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

- A five-year financial strategy approved by Council. This is reviewed quarterly and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.
- Various cost optimisation strategies to manage operational costs along with monitoring of liquidity and financial sustainability of the University.

Financial sustainability risks associated with student funding

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate subsidy income, which will allow the University to provide quality teaching and learning, research, and community service.

We have previously highlighted the risk to the level of future subsidy funding allocations posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth. The risk extends to DHET block and earmarked grants, NSFAS bursaries as well as NRF grants and bursaries. As anticipated, the impact of this risk was realised in the year under review through a further decline in the allocation of our teaching input and output grants, which increased by only 0,7%.

The above shortfall will affect our ability to fund our activities in the medium to long term. Several strategies have been put in place to mitigate this risk and reduce the level of reliance on state funds, which include increased external fundraising, increased focus on continued education programme offerings, and more stringent cost containment measures.

Our fees increased by 5,6% and 7% for tuition and residences, respectively, with residence fees limited to the set amount in line with the recommendations of the Minister of Higher Education, Science and Technology. A significant risk that has emerged over the past year is the high inflation rates, which have seen the Minister recommend a lower than inflation increase in our fees for 2023. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. The project is still ongoing and as such we still await its conclusion and the Minister's announcement in this regard.

Student debt

The University is acutely aware of the economic status of our students and their parents. The state of the local and global economies continued to negatively impact our ability to collect outstanding student debt.

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash paying students has increased to 14% of fee income in 2023 (2022: 11,4%), with a significant increase in debt due from students no longer registered with the University. Collecting student debt on time remains a challenge with students who tend to postpone the settlement of outstanding debt until registration for the next year.

It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage



our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students.

The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid-out guidelines, both for our staff and for our collection agencies. We will continue to manage this risk actively.

Inadequate student funding

UJ received an allocation of R2.5 billion from NSFAS in 2023 covering tuition fees, accommodation, meals, books, and other living allowances for 25 251 students. This funding goes a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication and the certainty of funding decisions continue to be challenges administratively and pose a risk to our enrolments and student debt recovery.

NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 3 945 students who would otherwise not have been able to study in 2023. This amount was further complemented with funds raised through the Development and Fundraising Unit. The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 14,7% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability. The declines in subsidy allocation and student fee collection, together with the above inflation cost increases driven by high energy costs and supply chain constraints, pose a risk to our ability to meet demands of organised labour for annual salary increments.

Ageing infrastructure

It is essential for the University to maintain its assets and infrastructure at a level required to maintain its position as a leader in education and research. The decline in funding allocation and the reprioritisation of funding by DHET have meant that no Infrastructure Efficiency Grant funding has been allocated to UJ since 2020. This has severely decreased resources available to maintain our infrastructure. Our focus on maintaining an adequate level of reserves, on which investment income is earned, is required to fund the expenditure on infrastructure maintenance. The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels in the long term.

External fundraising

The University has once again outperformed its fundraising target of R900 million as outlined in the UJ Annual Performance Plan. As of December 2023, the University has raised R929 million for research, scholarships, and other research-related projects. This success is the culmination of a highly collaborative approach undertaken through the implementation of the institutional fundraising strategy. These outcomes also demonstrate a shift from the previous high dependency on funds raised from government (2022: 56%; 2023: 42,5%). The central coordination of fundraising initiatives by the Development and Fundraising Office has yielded positive outcomes. This is demonstrated by the increase in new donors (2023: 334; 2022: 306) and the high retention rate of 86% for the past year.



The graph below shows the growth trend in our external income generation over the past five years at 94%.

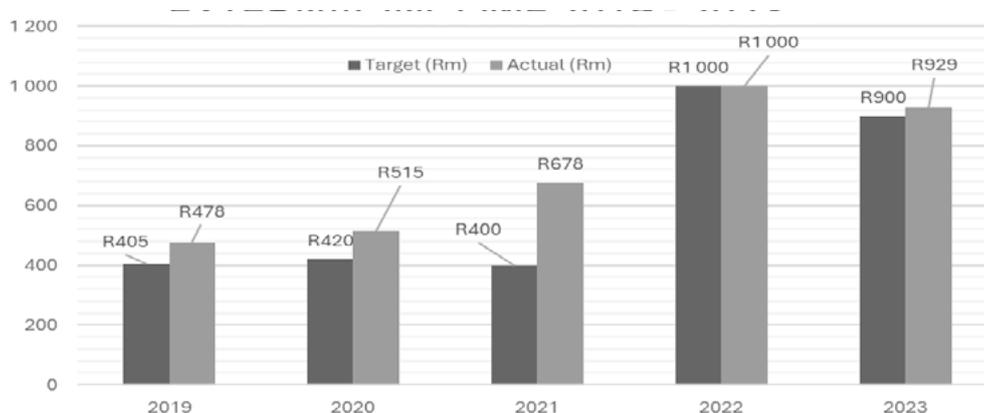


Figure 1: External income 2019-2023

The funds mobilised during the 2023 academic year have directly fuelled UJ’s mission, enabling the University’s sustained success in delivering unique opportunities for learning, innovation, and continued societal impact. This impact underpins the transformative power of our collective efforts and the positive change we impart on society. Our donor engagement strategies have proven highly effective, leading to a notable increase in individual (334) and corporate (107) donations.

The University prides itself on providing funded access to the financial needs of academically performing students. To this end, we are excited to report that the Double Our Future Impact Campaign has raised over R6.3 million and assisted over 100 students. These initiatives assist with registration and residence fees for students excluded from NSFAS funding. The University will continue mobilising the funding to assist students enrolling in the 2024 academic year.

Financial highlights

The University’s audited financial statements are included in this report. The following analysis extracted from those financial statements summarises the University’s sources of income, surplus for the year, and the factors affecting its net assets and Council-controlled reserves.

Despite operating in an environment mired with funding constraints, we managed our budgets effectively, well on track to outperform our approved operating budget for the year. We continued being deliberate about achieving maximum cost savings and external income generation in the year to cushion the impact of the uncertainty on future income generation. This has resulted in a strong balance sheet, with a stable liquidity and cash flow profile.

Operating income

Consolidated income has increased by R425 million (up 8%) compared to the prior year, primarily due to continued strong performance in research productivity, where grant and contract research income has grown by 15%, while tuition fee income has grown by 12% due to the introduction of new programmes.

Table 7: Income

Year	State subsidies and grants	Tuition and residence fee income	Research income and grants	Other income	Total
2023	2 720	2 572	362	360	6 014
2022	2 633	2 290	315	350	5 589
% Growth	3%	12%	15%	3%	8%



Expenditure

Consolidated expenditure has grown by 9% at R6 156 million (2022: R5 635 million) with an increase of 7% in remuneration costs. Bursaries and scholarships awarded increased by 6%, while impairment for student and other debt decreased by 1%. Other expenses grew by 14%, largely because of the costs associated with the experienced energy and water outages, continued currency depression, and increased travel and conferencing after the COVID-19 restrictions.

Surplus for the year

The University generated a consolidated surplus of R686 million for the year. Net income and fair value gains from our investments contributed a sum of R796 million towards the surplus, showing a growth of 114% from the prior year.

Net assets

Our net assets totalled to R10 133 million, showing a growth of 7% from R9 446 million in the previous year. Outstanding student debt amounted to R989 million (2022: R912 million) a growth of 8% from the previous year, largely due to funding withdrawal by NSFAS for previously funded students. Net of impairment, the student debt amounted to R406 million, a growth of 33% from the prior year-end amount of R406 million. While this is indicative of the nationwide economic hardships, this is clearly a significant threat to the financial sustainability of the University.

Our financial assets at fair value through profit or loss at R5 918 million (2022: R5 437 million) have grown by 9%. Income from this asset portfolio is a critical component of the University's funding mix. The asset portfolio aims to deliver a real return of 5% p.a. over a rolling seven-year period, by outperforming the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

Our post-employment benefit assets at R826 million (2022: R753 million) grew by 10%, reflecting a R73 million growth in the defined benefit surplus. The post-employment obligations at R267 million (2022: R259 million) grew by 3%, relating to a growth of R8 million in post-retirement medical benefits and long service awards.

While funding sources remained constrained, the University has continued to deliver its infrastructure investment programme, with our property, plant and equipment growing by 9% to R3 391 million (2022: R3 107 million), with additions totalling R396 million in the year under review. Significant additions were the acquisition of the Atrium Building, electric bus fleet and computing equipment. The infrastructure investment is reflected in the 16% reduction in our cash and cash equivalents from R2 560 million in the prior year to R2 151 million.

Equity and reserves

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council-controlled reserves at year-end amounted to R3.079 million (2022: R3.162 million), which represents 106% of annual permanent remuneration. The Council-controlled reserves are earmarked for infrastructure maintenance and expansion and critical new posts, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.

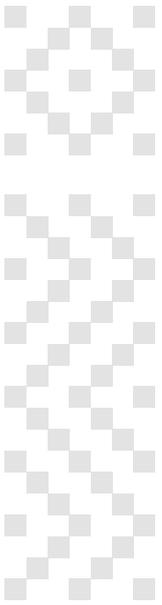
Our liquidity position also remains satisfactory with the ratio of our current assets to current liabilities at 1.18 down from 1.24 in 2022.

Despite the prevailing risks and uncertainties, the University remains confident in its long-term financial sustainability.



Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal





Report on the Annual Performance Plan 2023 of the University of Johannesburg¹

INTRODUCTION

The following report analyses the outcomes against the targets set in the 2023 UJ Annual Performance Plan (APP). Key performance indicators (KPIs) are grouped under the six major objectives that frame the UJ Strategic Plan 2025 and reference is made to the corresponding indicator in the Strategic Plan in brackets. The results are shown by means of a chart accompanied by a brief narrative explanation. For output indicators (graduate output and research), the complete data are only available for the previous year, which are indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of carbon footprint, and this is noted in the text related to the relevant KPIs.

Student and staff HEMIS data in this report were extracted on 25 February 2024.

Revision to APP

Most of the indicators presented here are the same as the 21 KPIs of the 2022 APP. Only one of the changes made to the UJ Strategic Plan 2025 indicators by Council at its November 2022 meeting affects the APP as indicated below.

- While KPI 13 on the number of awards has stayed the same, the KPI owner now includes the DVC: Academic, and the Senior Executive Director in the VC's Office, as well as the DVC: Research and Internationalisation. This specific KPI is a shared responsibility and tracks research, education, and societal achievements (including Sport and national/ international accomplishments) of both staff and students.

SUMMARY RESULTS

Targets met

KPI 1: Total postgraduate outputs (n-1)

The target for postgraduate output was set at 3 887. The outcome for the number of 2022 PG graduates in the fourth quarter of 2023 (n-1) at 4 039 is lower than in the previous year, but above target by 3,9%.

KPI 2: Percentage permanent and fixed-term academic staff with doctorates

The proportion of permanent and fixed-term academic staff with doctorates at the end of 2023 reached 59,3%, exceeding the target by 0,3%.

¹ Based on UJ APP 2023, CL248/2022(4)



KPI 3: Number of published research outputs on 4IR (n)

The year-end 2023 figure of 738 is above target by 77,8%, and above the ceiling.

KPI 4a: Number of submitted research output units (n-1)

The number of 2021 publications submitted in 2022 was 2 819 units, and in 2023, the number of units submitted is 3 241. This is a significant increase on the previous year – almost 15%. It is also almost 30% above the target of 2 500.

KPI 4b: Number of accredited research units (n-1)

The number of accredited outputs for 2022 publications submitted in 2023 is 3 143.73 (rounded to 3 144) units, which is 390.33 units more than the previous year.

KPI 5: Overall enrolment

Enrolment at the end of the 2023 at 53 484 was above the enrolment plan headcount target by 1,9%. The ceiling for this indicator is a variation of 2% from the target, thus it is a good outcome.

KPI 8: Number of students completing Artificial Intelligence in the 4IR module

This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. At the end of 2023, completions reached 19 383, 21% above the target and exceeding the ceiling.

KPI 9: Number of academic initiatives advancing 4IR, including CEPs (cumulative)

This indicator cumulatively tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, since 2019. While the October 2022 baseline was 159, at the end of the fourth quarter of 2022, the total had risen to 161. The final tally for 2023 is 246, which is considerably above target, and above the ceiling.

KPI 10: International students

At the end of 2023, the number of international students on formal programmes and informal whole programmes at UJ was 4 555, slightly above the ceiling. Participation in informal whole programmes was 157.

KPI 13: Number of awards (national and international) and prestigious recognition

The target of 90 awards was set relative to the October 2022 baseline of 89, though at the end of 2022, the number of awards had risen to 111. This suggests that many awards are bestowed late in the year. The final tally of 120 for 2023 is above target by 33% and considerably above the ceiling.

KPI 14: Annual operating surplus/deficit

The expectation for KPI 14 is a surplus of R92 000 at the end of the year, and the ceiling was pitched at a surplus of R50 million. While the October 2022 baseline was R191 million, the audited figure for the surplus at the 2022 year-end was R367 million. At the end of the fourth quarter of 2023, the audited surplus of R247.5 million is much higher than the ceiling.

KPI 15: Council-controlled reserves

The baseline was a projected R3 061 million, while the audited year-end figure for 2022 was higher at R3 163 million. At the end of the fourth quarter of 2023, the audited figure is R3 079 million, which is 10,7% above target.

KPI 16: Externally generated funding and KPI 17: Third-stream income (externally generated research funding)

The target of R900 million is combined for KPI 16, externally generated funding, and KPI 17, externally generated research funding. The year-end amount of R1 003 million for 2022 was above both target and ceiling. At the end of 2023, at R934.2 million, it has exceeded the target of R900 million.

KPI 18: Percentage black permanent and fixed-term academic staff

The baseline of 50,9% was exceeded in the first quarter, and was at 53,3% at year end, which outcome is above target by 2,3%. As a point of reference, the comparable figure was 39,5% in 2016 and has been increasing steadily since.

KPI 20a: Number and percentage of black (SA) associate professors and professors

The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%, which was a very positive outcome. At the end of 2023, the target of 28,5% was exceeded by 0,9%, and the ceiling by 0,4%.



Targets not met

KPI 6: Undergraduate output (n-1)

In 2023, undergraduate output at 8 089, i.e. those that achieved qualifications in 2022, was lower than the previous year, and below target by 743 or 8,4%. Output is relative to enrolment, which fluctuates slightly from year to year, and further investigations have indicated that the declining trend since the high of 10 681 in 2019 is mostly related to the change in PQM, owing to the phasing out of the BTech as a qualification type.

KPI 7a and 7b: Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)

The outcome for this indicator is based on data for the 2020 cohort of students registered for three-year qualifications who completed their studies in 2022. Of this cohort, 38,9% succeeded in completing in regulation time, which is lower than the previous cohort, and below target. The outcome for the 2020 cohort when considering degrees only at 39,2% was also significantly lower than the 44,4% of the previous year.

KPI 11: Percentage international permanent and fixed-term academic staff

At the end of 2023, the percentage of 17,8% is slightly below target (0,2%), although the number of the international staff has stayed relatively stable since the second quarter, with only two additions.

KPI 12a and 12b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. The 2023 results for the undergraduate survey indicate an overall satisfaction score of 88,3%, slightly below the target of 90%. At the postgraduate level, the 2023 student satisfaction score is 85,9%, a slight decrease from the 86,5% of 2022, and below the target of 86,8%.

KPI 19: Permanent and fixed-term academic staff by rank (associate professors and professors)

This indicator monitors seniority among the academic staff. While the proportion is lower than the October 2022 baseline, the professoriate has since increased by 29. However, the 29,5% proportion is below the target of 32%.

KPI 20b. Number of female associate professors and professors

At 40,6%, the 2023 target of 43% has not been reached, even though the number of female professors and associate professors has increased from 152 in 2022, to 163 at the end of 2023.

KPI 21: Reduction in carbon footprint

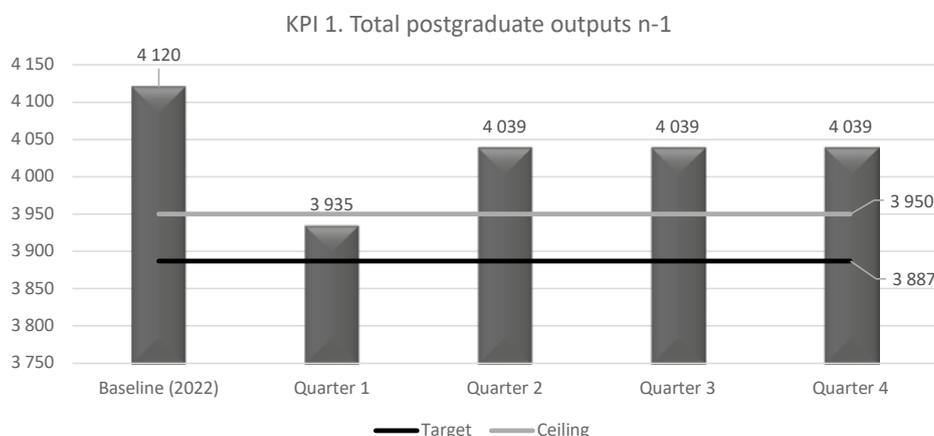
With an increase of 10,14%, the carbon footprint was not reduced in 2023 as anticipated. This may yet change with invoices not yet received.

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

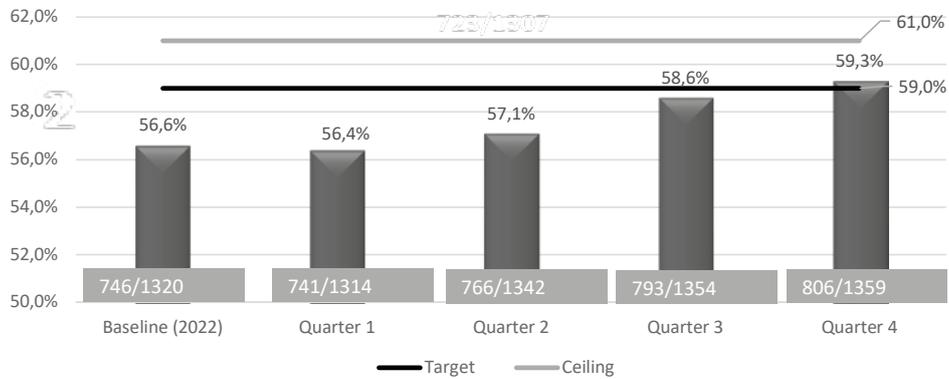
Research and innovation

1. Total postgraduate outputs n-1 (1)



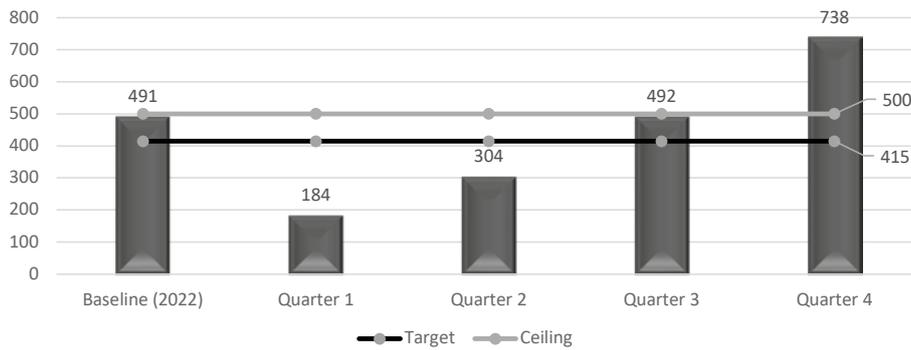
The baseline for this indicator is the 2021 PG graduate output of 4 120 as reflected in 2022. The target for postgraduate output was set at 3 887. The outcome for the number of 2022 PG graduates in the fourth quarter of 2023 (n-1) at 4 039 is lower than in the previous year, but above target by 3,9%.

2. Percentage permanent and fixed-term academic staff with doctorates (76)



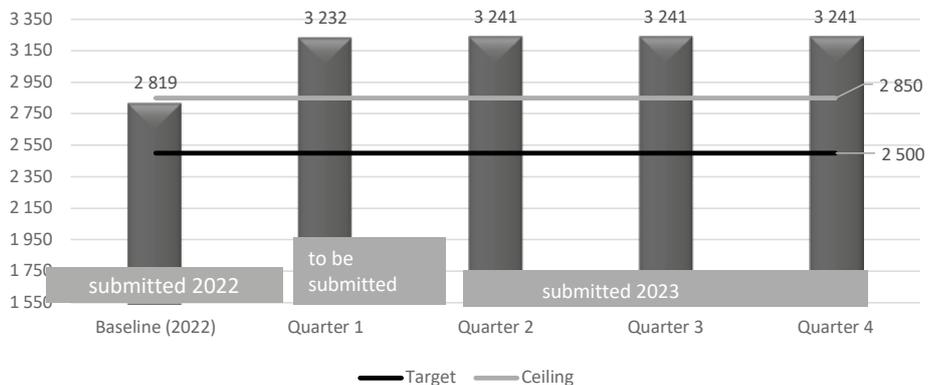
While the October 2022 baseline on which the target was based was 56,6%, the year-end percentage had increased to 57,1%. The loading of qualifications achieved, and many retirements, resignations and new appointments tend to increase the volatility of HR data at year end. The target for this indicator was set at 59%, considerably above the baseline. The proportion of permanent and fixed-term academic staff with doctorates at the end of the fourth quarter of 2023 reached 59,3%, exceeding the target by 0,3%.

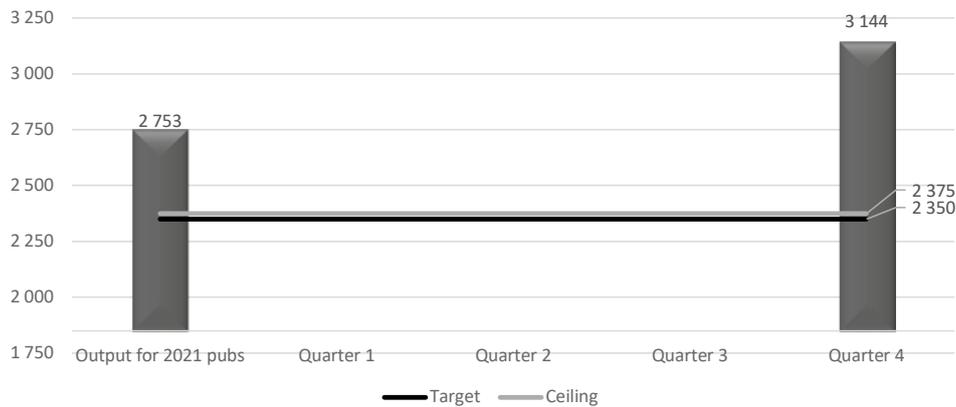
3. Number of published research outputs on 4IR (6)



The trend in this indicator has been upward, from a baseline of 85 in October 2019, to a baseline of 200 in October 2020, and 263 in October 2021. While the October 2022 baseline was 491, the final tally at year end was 658, 148% above target. The fourth quarter 2023 figure of 738 is above target by 77,8%, and above the ceiling.

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





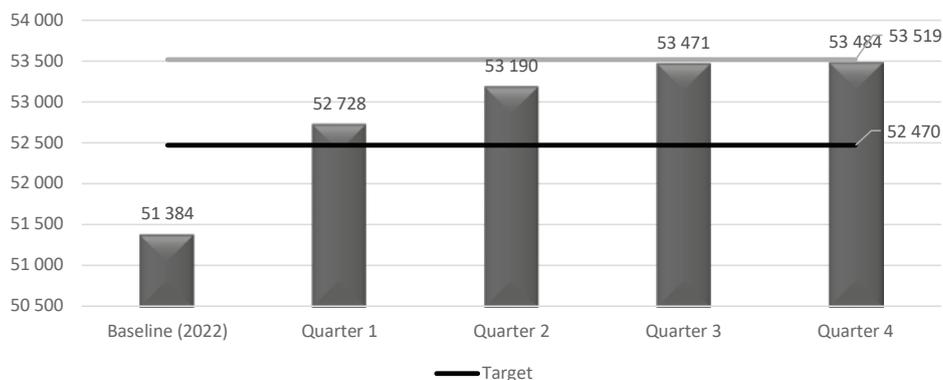
The ROUs awarded for accredited 2021 publications, which were collected and submitted in 2022, as received in April 2023, are shown in KPI 4b as a baseline of 2 753 (updated from the 2 772 in the *Ministerial Statement on University Funding 2022* to the 2 753 in the DHET’s Research Output Report, 2022). The numbers shown in 4a are the submitted units to be assessed by DHET with the outcome report expected in the first half of 2024. The number of 2021 publications submitted in 2022 was 2 819 units, and in 2023, the number of units for 2022 publications submitted was 3 241. This is a significant increase on the previous year – almost 15%. It is also almost 30% above the target of 2 500. The number of accredited outputs for the 2022 publications submitted in 2023 is 3 143.73 (rounded to 3 144) units, which are 390.33 units more than the previous year.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

Teaching and learning

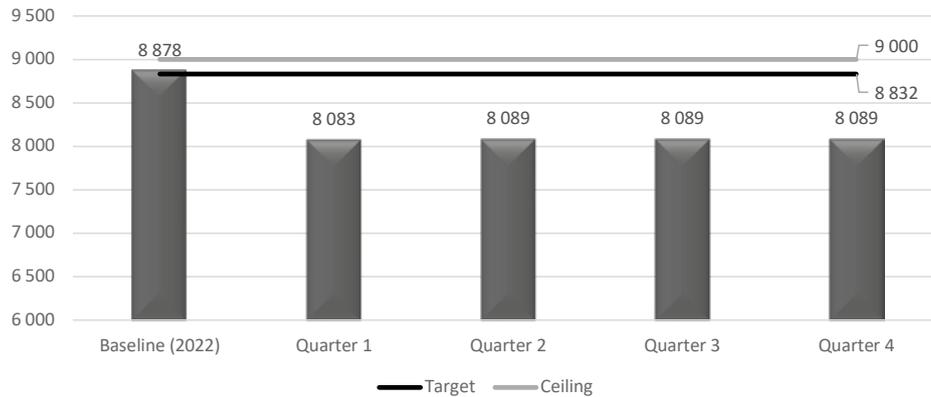
5. Overall enrolment (21, 25)



This indicator tracks overall enrolment for 2023. Enrolment at the end of 2023 at 53 484 was above the enrolment plan headcount target by 1,9%. The ceiling for this indicator is a variation of 2% from the target, thus it is a good outcome.



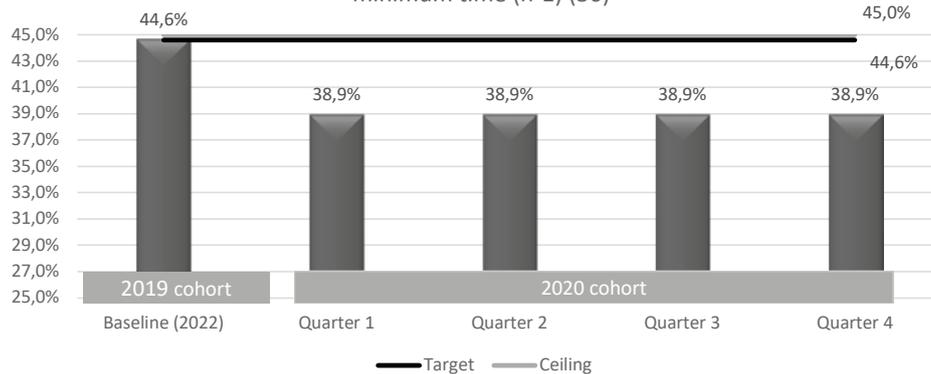
6. Undergraduate output (n-1) (38)



In 2023, undergraduate output at 8 089, i.e. those that achieved qualifications in 2022, was lower than the previous year, and below target by 743 or 8,4%. Output is relative to enrolment, which fluctuates slightly from year to year, and further investigations have indicated that the declining trend since the high of 10 681 in 2019 is mostly related to the change in PQM, owing to the phasing out of the BTech as a qualification type.

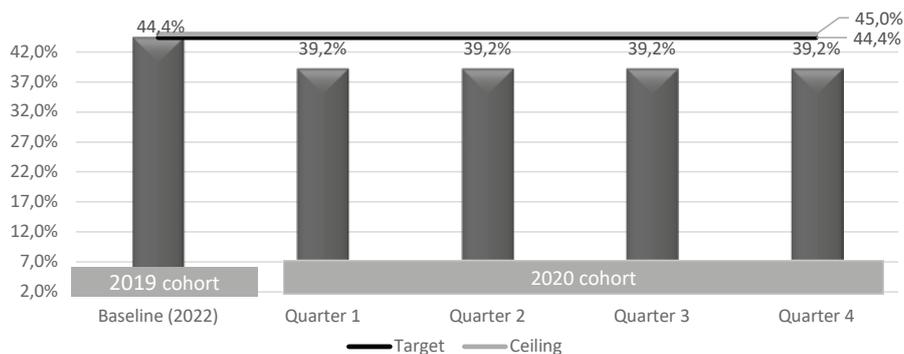
7. Percentage students completing three-year UG degrees and qualifications in minimum time (n1) (36)

7a. Percentage students completing three-year qualifications in minimum time (n-1) (36)



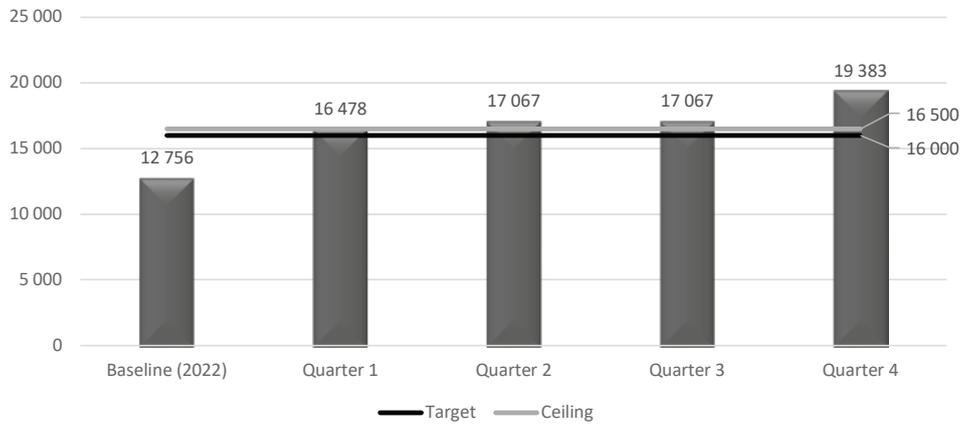
The outcome for this indicator is based on data for the 2020 cohort of students registered for three-year qualifications who completed their studies in 2022. Of this cohort, 38,9% succeeded in completing in regulation time, which is lower than the previous cohort, and below target. This is concerning as the throughput rates had been on an upward trajectory since the 2014 cohort, where 35,3% completed in regulation time. This requires further investigation, but it may well be that the completion rate of the 2020 cohort was negatively affected by the pandemic.

KPI 7b. Percentage students completing three-year UG degrees in minimum time



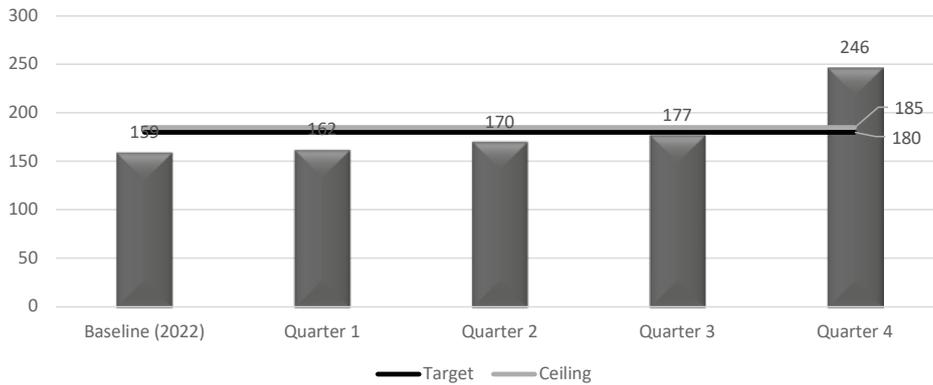
KPI 7b refers to the completion of three-year undergraduate degrees only, and here the outcome is similar to that for all three-year undergraduate qualifications. The outcome for the 2020 cohort at 39,2% was significantly lower than the 44,4% of the previous year.

8. Number of students completing Artificial Intelligence in the 4IR module (31b)



This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. At the end of 2023, completions reached 19 383, 21% above the target and exceeding the ceiling.

9. Number of academic initiatives advancing 4IR, including CEPs (29)



This indicator cumulatively tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, since 2019. While the October 2022 baseline was 159, at the end of the fourth quarter of 2022, the total had risen to 161. The final tally for 2023 is 246, which is considerably above target, and above the ceiling.

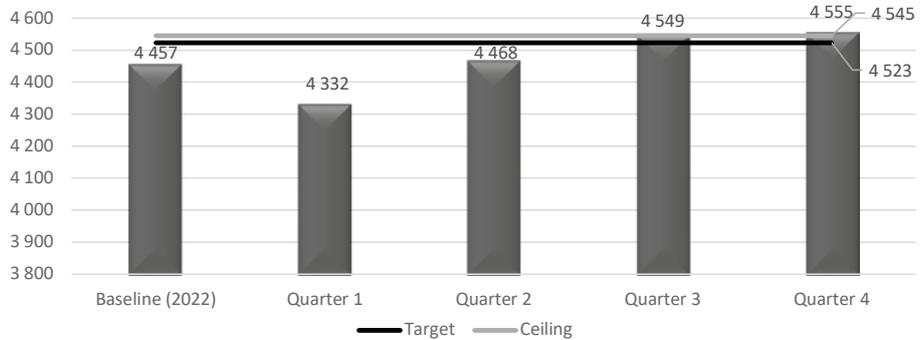


STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

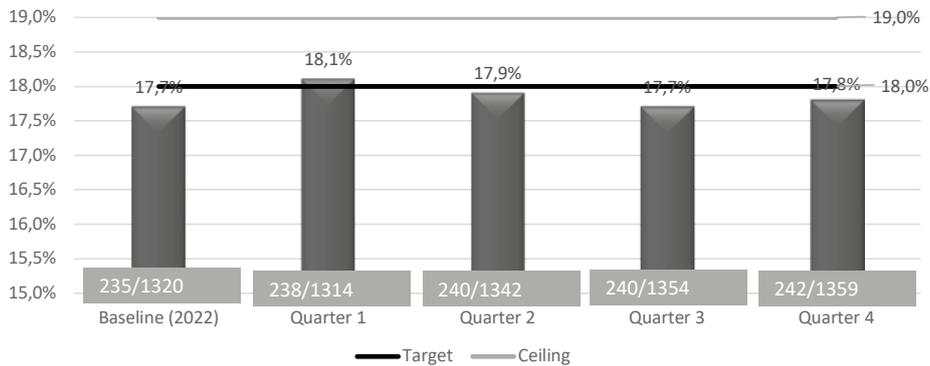
International profile

10. Number of international students (45)



The 2021 baseline number of international students at UJ as of October 2022 was 4 457. The target was set at 4 523, assuming a low growth pattern. The final tally for 2022 was 4 462. At the end of 2023, the number of international students on formal programmes and informal whole programmes at UJ was 4 555, slightly above the ceiling. Participation in informal whole programmes was 157.

11. Percentage international permanent and fixed-term academic staff (77)



The October 2022 baseline for international academic staff was 17,7%, though it rose to 17,8% by year end of that year. At the end of 2023, the percentage of 17,8% was slightly below target (0,2%), although the number of international staff has stayed relatively stable since the second quarter (two added). Note that the overall academic staff complement is based on HEMIS rules, in which every permanent academic or fixed-term staff member employed during the year is counted as a head, even if they have left the institution in the course of the year, so typically the overall number of staff is lower in the first part of the year than at the end. In this instance, the denominator has increased by more than the international staff, lowering the proportion.

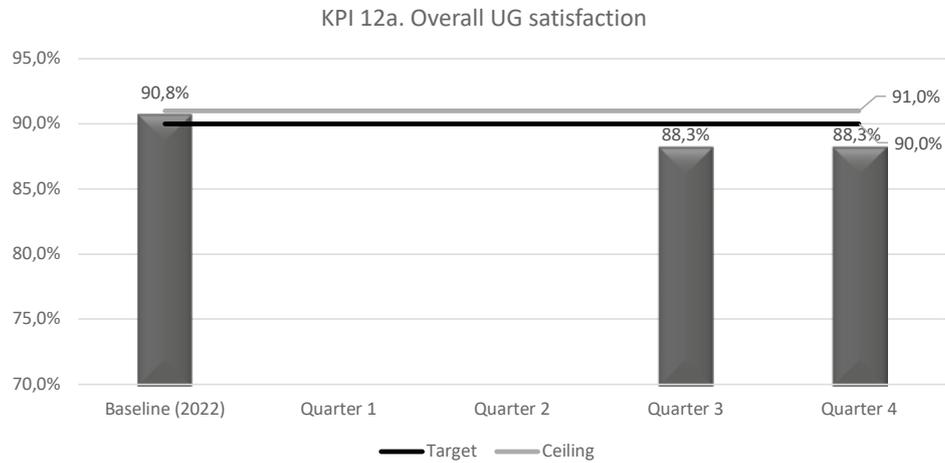


STRATEGIC OBJECTIVE FOUR:

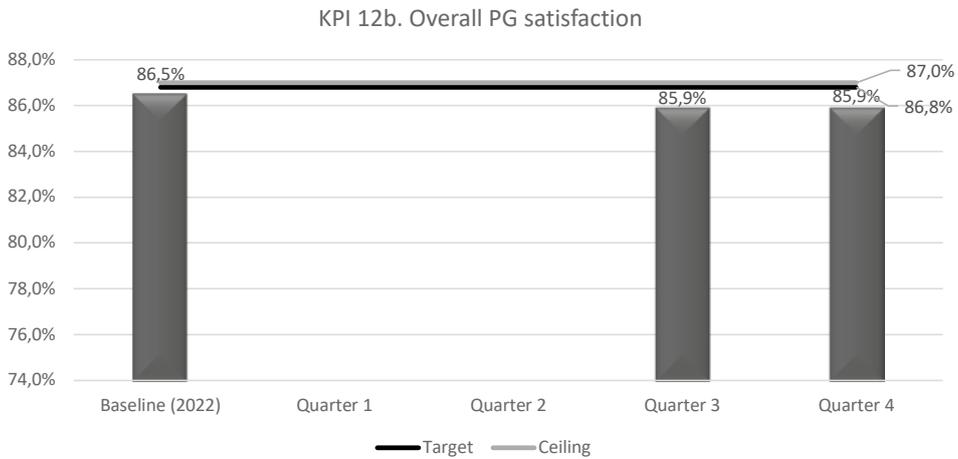
ENRICHING STUDENT FRIENDLY LEARNING AND LIVING EXPERIENCE

Student experience

12. Overall UG and PG student satisfaction as determined by student experience surveys (51 & 52)



This indicator tracks the overall responses to the annual UG and PG student experience surveys, which are run in the second semester. The 2023 results for the undergraduate survey indicate an overall satisfaction score of 88,3%, slightly below the target of 90%.



At the postgraduate level, the 2023 student satisfaction score is 85,9%, a slight decrease from the 86,5% of 2022, and below the target of 86,8%.

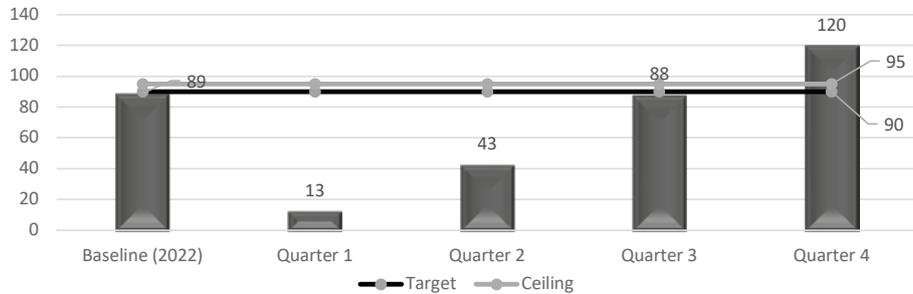


STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

13. Number of awards (national and international) and prestigious recognition (57)



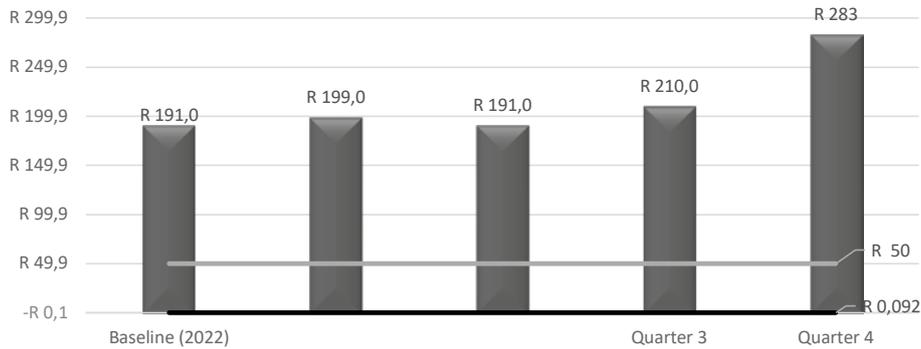
The target of 90 awards was set relative to the October 2022 baseline of 89, though at year end, the number of awards had risen to 111. This suggests that many awards are bestowed late in the year. The final tally of 120 for 2023 is above target by 33% and considerably above the ceiling.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

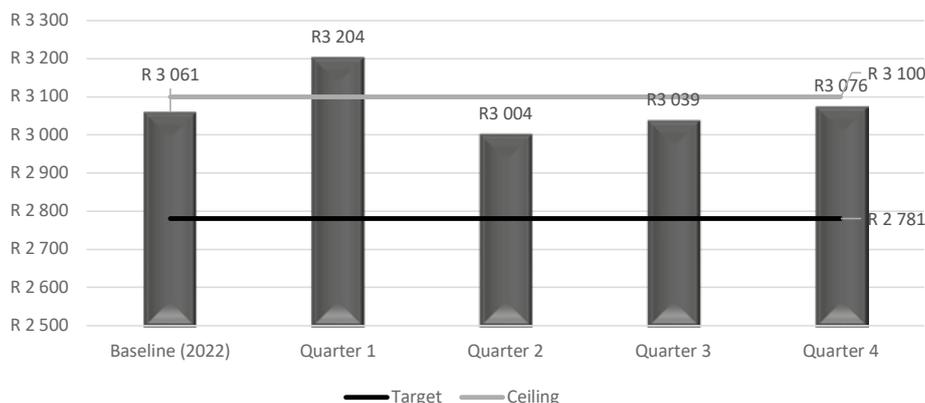
Fitness for purpose

14. Annual operating surplus/loss – millions (66)



The expectation for KPI 14 is a surplus of R92 000 at the end of the year, and the ceiling was pitched at a surplus of R50 million. While the October 2022 baseline was R191 million, the audited figure for the surplus at the 2022 year end was R367 million. At the end of 2023, the unaudited surplus of R283 million is much higher than the ceiling.

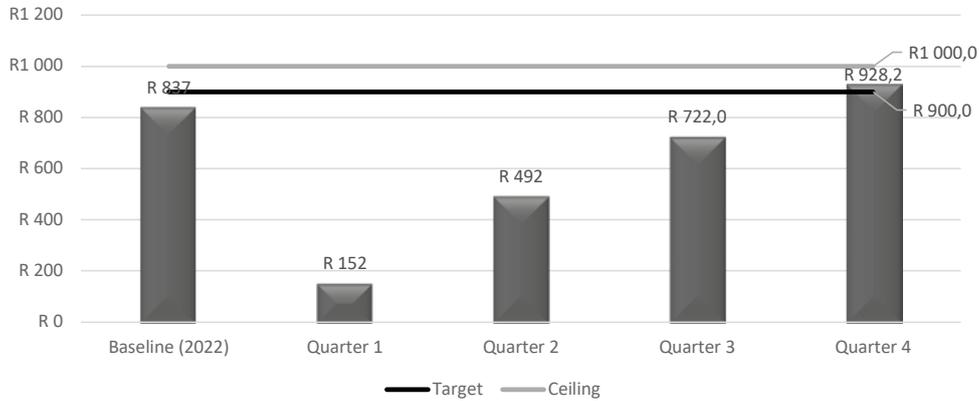
15. Council-controlled reserves – millions (68)



The baseline was a projected R3 061 million, while the audited year-end figure for 2022 was higher at R3 163 million. At the end of the fourth quarter of 2023, the audited figure is R3 076.37 million, which is 10,6% above target.

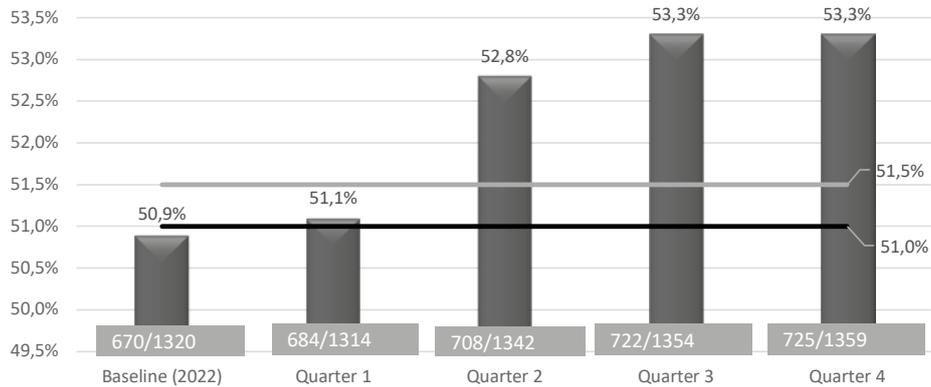
16. Externally generated funding – millions (67) and

17. Third-stream income (externally generated research funding) – millions (11)



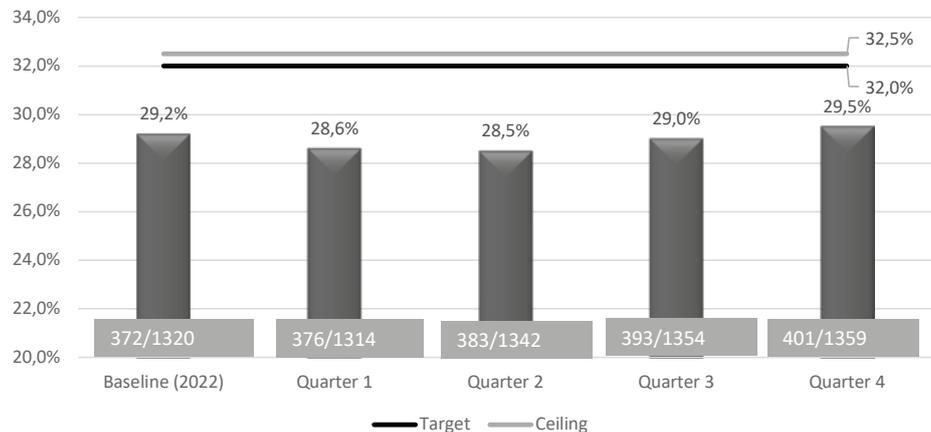
The target of R900 million for KPI 16, externally generated funding, and KPI 17, externally generated research funding, is combined. The year-end amount of R1 003 million for 2022 was above both target and ceiling. At the end of 2023, at R928.2 million, it has exceeded the target of R900 million.

18. Number of black permanent and fixed-term academic staff (77)



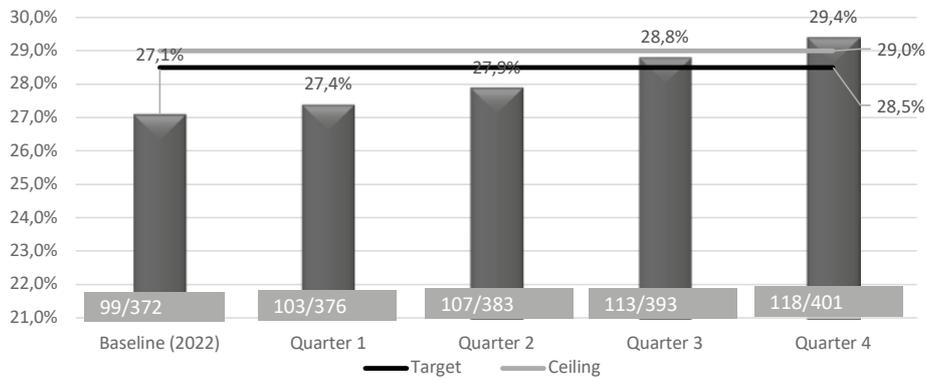
The baseline of 50,9% was exceeded in the first quarter, and at 53,3% at year end, this outcome is above target by 2,3%. As a point of reference, the comparable figure was 39,5% in 2016, and it has been increasing steadily since.

19. Permanent and fixed-term academic staff by rank (associate professors and professors) (79)



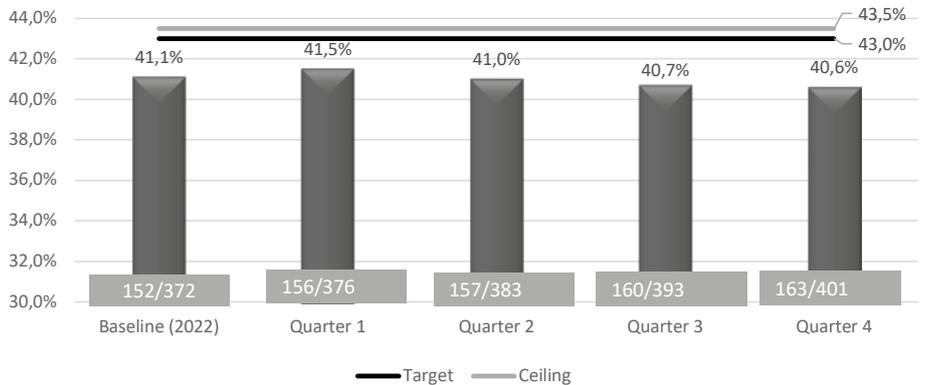
This indicator monitors seniority among the academic staff. While the proportion is lower than the October 2022 baseline, the professoriate has since increased by 29. However, the 29,5% proportion is below the target of 32%.

20a. Percentage black associate professors and professors (78)



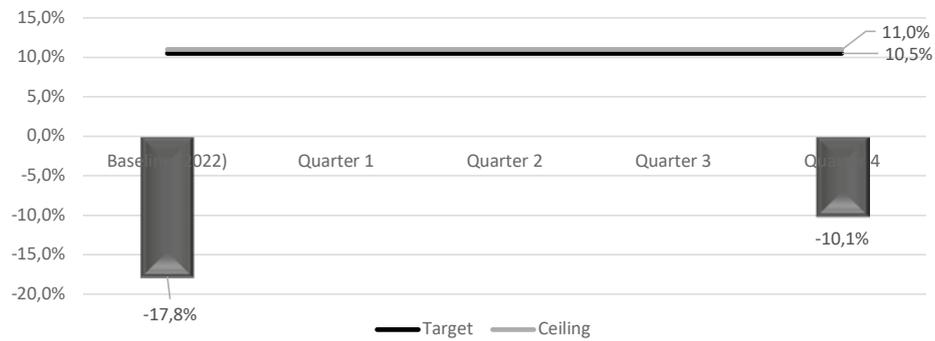
The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%, which was a very positive outcome. At the end of 2023, the target of 28,5% was exceeded by 0,9%, and the ceiling by 0,4%.

20b. Percentage female associate professors and professors (78)



The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome for 2022 of 41,2% was 1,2% above the ceiling. At 40,6%, the 2023 target of 43% has not been reached, even though the number of female professors and associate professors has actually increased from 152 in 2022, to the 163 at the end of 2023. The total HEMIS headcount includes everyone who has been employed in the professoriate throughout the year, regardless of retirements and resignations, so it is generally lowest in the first quarter and highest at year end. The professoriate has been growing steadily since the 250 of 2016 to the current 401.

21. Reduction in carbon footprint (83)

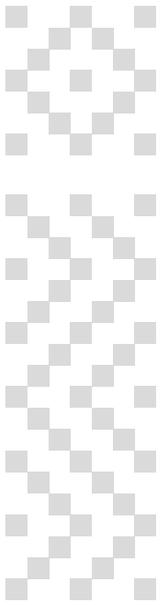


The carbon footprint was not reduced in 2023 as anticipated.

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal

Xoliswa Kakana (Ms)
Chairperson of Council





Report on the DHET Annual Performance Plan 2023 of the University of Johannesburg

INTRODUCTION

This year-end report covers achievement measured against the targets set in the University of Johannesburg Annual Performance Plan 2023 as submitted to DHET and covers the period 1 January 2023 to 31 December 2023.

Achievement indicators

The Annual Performance Plan 2023 is informed by three of UJ's six overall strategic objectives, i.e. objectives one, two and six. There are a total of 27 key performance indicators (KPIs) reported on, which relate to three objectives. (The research output indicator, although split into submitted and accredited outputs, is counted as one as the number submitted is a proxy until the accredited research output is known). **Note that output indicators refer to achievement in year (n-1)** and not the reporting year (n). The baseline is based on the results of the previous year, i.e. as at October 2022, and the targets are set relative to the baseline. The 2022 year-end results are also included for information – these were available after the 2023 targets had been set. The staff and enrolment data were extracted on 25 February 2024.

Classification of achievement

In considering the data provided, the following classification of achievement level was used, and a traffic light model adopted:

-  **Green** (50% Black) – Within 97,5%-100% of target
-  **Amber** (20% Black) – Within 75%-97,4% of target
-  **Red** (85% Black) – Less than 75% of target

Outcomes that exceed 100% of target are shown as green only if this movement is in line with strategic intentions. If they are not far off the target but run counter to intentions, they are shown as amber.

Summary of outcomes

Of the 27 KPIs, all but two are classified green in that they are either within 2,5% of the target, or they exceed the target in line with intentions. There are two amber outcomes; these relate to a lower-than-expected total graduate output and to the undergraduate module success rate. This is largely a result of the 2020 undergraduate cohort undertaking three-year qualifications taking longer to complete their qualifications, and while this cannot be stated definitively, it is evident that the after-effects of the changes in learning modes occasioned by the pandemic are being felt.



STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

1.1 RESEARCH OUTPUT

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Total number of submitted research output units (n-1)	2 819 (2021 publications)	2 819 (2021 publications)	2 500 (2022 publications)	3 241 (2022 publications)	3 241 (2022 publications) (GREEN)
Total number of accredited research output units (n-1)	2 306 accredited for 2020 publications Outcome for 2021 publications NYA	2 753 accredited for 2021 publications	2 350 accredited for 2022 publications	NYA	3 143.73 accredited for 2022 publications (GREEN)

UJ's research output continues to increase. The number of publications submitted for accreditation in 2023 at 3 241 is a noteworthy 15% higher than the previous year's submission and higher than the target for submissions of 2 500. The target for accredited publications is 2 350, and the provisional outcome according to the DHET report to UJ is 3 143.73, which is 33,8% above target. This has since been confirmed with the release of the DHET's Research Output Report for 2022 for the sector, received by UJ on 6 March 2024.

1.2 PUBLICATION UNITS PER CAPITA

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Publication units per permanent academic staff member (n-1)	2.2*	2.1	2.2	NYA	2.37 (GREEN)

The year-end outcome according to the DHET Report on Research Output to UJ was 2.38. It is considerably above the target of 2.2. However, in the DHET's Research Output Report for 2022 for the sector, received 6 March 2024, this outcome has been revised to 2.37.

1.3 ACADEMIC STAFF QUALIFICATIONS

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Academic staff with doctorates	56,6%	57,1%	59%	57,9%	59,3% (GREEN)
Academic staff with master's	36,9%	35,7%	36,5%	35,5%	34,9% (GREEN)
Academic staff with other qualifications	6,5%	7,2%	5,5%	6,6%	5,8% (GREEN)



For this KPA, the intention is to increase the proportion of academic staff with doctoral qualifications, while simultaneously decreasing the other two categories. The year-end outcome shows the proportion of staff with doctorates having increased to 59,3%, above the target of 59%. The proportion of those with a master's qualifications decreased as more staff obtained doctorates, while those without an M or D qualification decreased from 7,2% at the end of 2022 to 5,8%, as intended, making this a very good outcome. This indicates a more highly qualified academic staff complement overall. This outcome can be attributed to the success of UJ's Staff Qualifications Programme and other internal development programmes.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

2.1 ENROLMENT PROFILE ACROSS ALL PRIMARY DISCIPLINARY AREAS

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
BUS/MAN	38,6% (19 809)	38,6% (19 821)	38,6% (20 271)	38,6% (20 628)	38,6% (20 649) (GREEN)
EDU	9% (4 638)	9% (4 638)	9,1% (4 756)	8,9% (4 766)	9% (4 787) (GREEN)
SET	34% (17 457)	34% (17 465)	33,9% (17 794)	34,3% (18 328)	34,3% (18 347) (GREEN)
OTHER HUMANITIES	18,4% (9 480)	18,4% (9 481)	18,4% (9 650)	18,4% (9 699)	18,1% (9 701) (GREEN)

This KPA relates to the planned CESM distribution of UJ's enrolment profile. The goal of maintaining the proportional share of the BUS/MAN category at 38,6% has been achieved. The SET category is slightly above target, which is desirable, while HUM has simultaneously decreased to 18,1%, which is in line with strategic intentions. It must be noted that enrolment proportions by CESM are very difficult to manage directly as they are partly determined by student choices within programmes and external contextual factors, and they are interdependent. In the context of an enrolment of over 53 000, the variations are minor and the overall picture, including increasing SET, is favourable.

2.2 ENROLMENT IN POSTGRADUATE STUDIES

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Proportion of UG:PG	77.9:22.1	77.8:22.2	76.9:23.1	76.9:23.1	76.8:23.2 (GREEN)

The proportional distribution between undergraduate and postgraduate enrolments has improved relative to the previous year in line with strategic intentions and has slightly exceeded the target for 2023. The University's strategy of incrementally increasing its postgraduate student body is clearly succeeding, with a distinct shift in the distribution in recent years.



2.3 ENROLMENT PROFILE

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Total headcount enrolment	51 384	51 405	52 470	53 421	53 484 (GREEN)
Unweighted FTE totals	39 251.7	39 075.18	40 081.2	41 021.85	40 842.98 (GREEN)
First-time entering undergraduates	10 474	10 464	10 510	11 291	11 507 (GREEN)
UG: Diploma and certificates	10 748	10 743	11 016	10 974	10 990 (GREEN)
UG: Degrees	29 264	29 261	29 298	30 113	30 072 (GREEN)
PG: Below Master's	4 353	4 352	4 873	4 888	4 880 (GREEN)
Master's	5 105	5 129	5 392	5 325	5 400 (GREEN)
Doctoral	1 914	1 920	1 891	2 121	2 142 (GREEN)
PG total	11 372	11 401	12 156	12 334	12 422

The intention with enrolment is to follow an enrolment plan as closely as possible, with particular attention being paid to keeping within 2% of the overall and first-time entering targets. Enrolment in 2023 proceeded very well. The total headcount of 53 484 at year-end is 1,9% over the target of 52 470, within the allowed variance. The FTE total is similarly 1,9% above target. With respect to first-time entering undergraduates, the total is 997 headcounts above target, though it must be noted that this outcome is affected by a reclassification that was implemented during 2024, with students from TVET colleges being regarded as first-time entering (F) students.

In relation to the distribution of enrolments across qualification types, the year-end outcome mirrors the planned distribution well, and where there are variances, these are in desirable directions. The number of undergraduate degree headcounts is 2,6% above target, while the UG diploma is 25 headcounts below. The master's category is marginally above target, while the doctoral headcount has increased by 12,3%. The PG total is 2,2% above target.



2.4 STUDENT SUCCESS RATES AND OUTPUT (n-1)

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Undergraduate success rate and output (n-1)					
Degree credit success rates UG (n-1)	87,5%	87,5%	87,5%	84,6%	84,6% (AMBER)
UG graduation rate and output (n-1)	22,3% (8 878)	22,3% (8 878)	22,1% (8 832)	20,2% (8 089)	20,2% (8 089) (GREEN)
Total graduation rate and output (n-1)					
Total graduation rate and output (n-1)	25,7% (12 998)	25,7% (12 998)	27,4% (12 719)	23,6% (12 128)	23,6% (12 128) (AMBER)
Postgraduate output (n-1)					
Total PG output (n-1)	4 120	4 120	3 887	4 039	4 039 (GREEN)
PG below master's (n-1)	2 694	2 694	2 543	2 529	2 529 (GREEN)
Master's (n-1)	1 160	1 160	1 106	1 232	1 232 (GREEN)
Doctoral (n-1)	266	266	247	278	278 (GREEN)

The outcomes for these indicators are measured for the year (n-1) preceding the reporting year (n) when data are complete. The undergraduate success rate was 84,6% against a target of 87,5%, and thus is classified amber. The undergraduate graduation rate was 1,9% below target, thus still qualifying for green status (although in headcount, graduate output was 8,4% below target). The total graduation rate was 3,8% or 591 headcounts below target. It is evident that for undergraduate three-year qualifications, the 2020 cohort fared less well than previous cohorts, and the effects of the pandemic became more evident. The postgraduate output, however, was above target by 3,9%, mainly as a result of above-target outputs in the master's and doctoral qualifications.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

3.1 FINANCIAL SUSTAINABILITY

KPI	BASELINE OCTOBER 2022	YEAR-END 2022	TARGET 2023	MID-YEAR 2023	YEAR-END 2023
Balanced annual budget and five-year financial plan	R191 million (projected)	R367 million	R0.092 million	R191 million (projected)	R247.5 million (audited) (GREEN)

The projected outcome for 2023 was a surplus of R92 000, but the year-end audited surplus of R247.5 million, an outcome that is far above target and the ceiling.



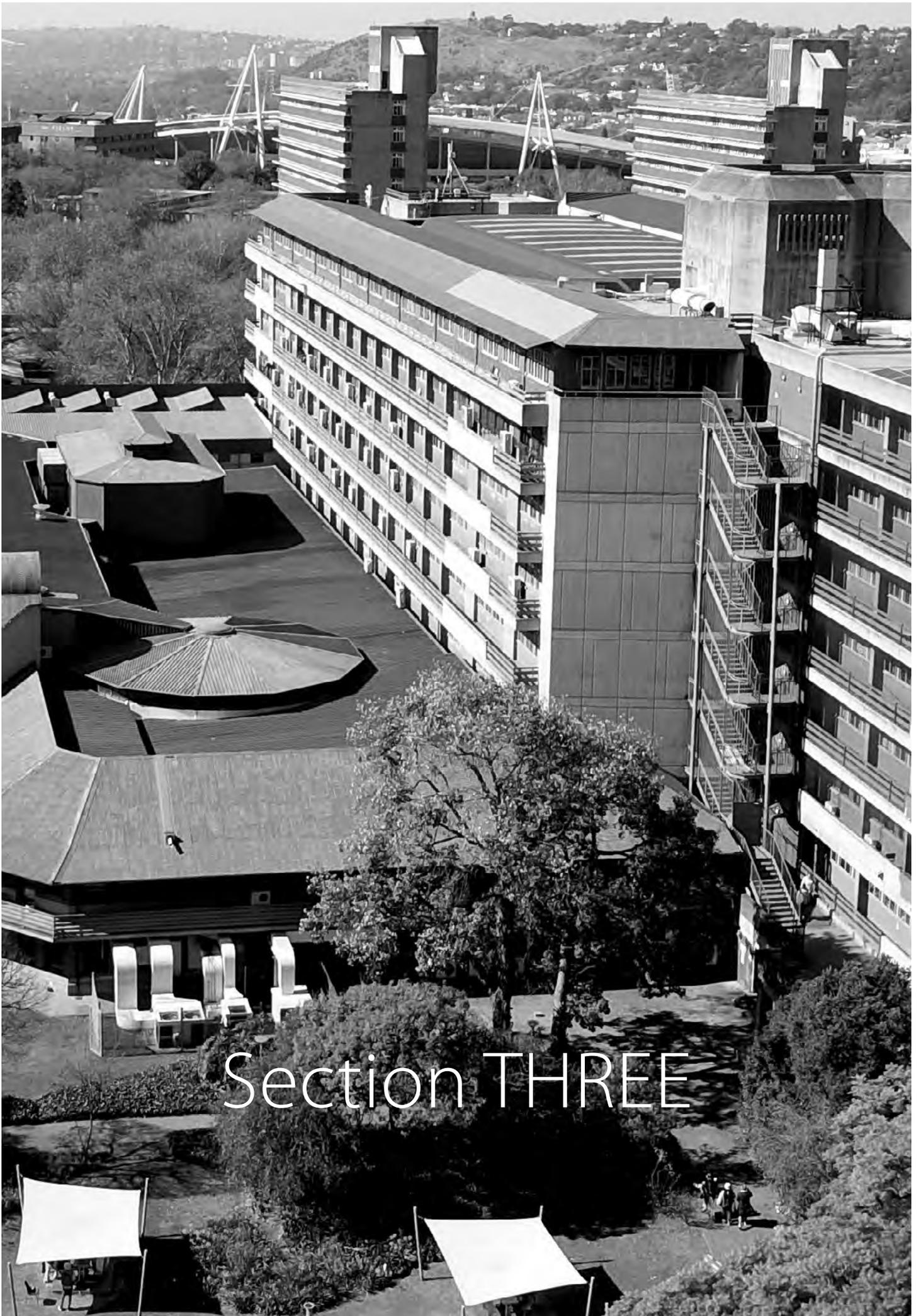
A handwritten signature in black ink, appearing to read 'Letlhokwa Mpedi'. The signature is stylized and somewhat abstract, with a large, dark, scribbled area on the left side.

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal

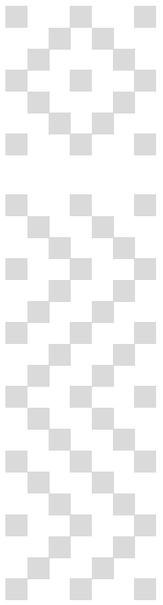
A handwritten signature in black ink, appearing to read 'Xoliswa Kakana'. The signature is fluid and cursive, with a large, sweeping initial 'X'.

Xoliswa Kakana (Ms)
Chairperson of Council





Section THREE



Statement of Governance

OVERVIEW

The Statement on Governance focuses on the following:

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

Corporate Governance pre-determined objective (UJ Annual Performance Plan)

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2023 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by the Council). An average score of 86% was achieved against a target of 85%, which reflects a slight increase when compared with 2022 (85%)¹.

Declaration of interests and positions of trust

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

Register for declaration of interests and positions of trust

The register reflecting the declaration of interests and positions of trust by Council members was compiled by the Registrar and submitted to the Council at its first meeting in March 2023.

¹ The ARCC used a different assessment method (not the 10-point scale) and hence their scores were not included in the calculations.





Bettine van Vuuren (Prof)
Registrar

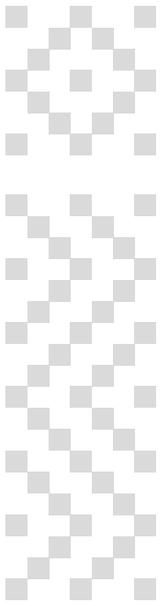


Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal



Xoliswa Kakana (Ms)
Chairperson of Council





Council and Council Committees' Governance Report

OVERVIEW

- Council composition.
- Declarations of interests and position of trust.
- Council attendance and Council committees' purpose and attendance.
- Performance review: Council and its committees.
- Matters of significance considered and noted by Council.

Council composition

The UJ Council governs the University of Johannesburg, subject to the Higher Education Act 101 of 1997 (as Amended) and the Institutional Statute. The functions and composition of the Council are set out in the UJ Statute. The Council consists of 21 members, of whom 13 are external, as in Table 8 below.

Table 8: Council members

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
FIVE EXTERNAL PERSONS APPOINTED BY THE MINISTER OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY²			
Ms K Gugushe	1 July 2022 – 30 June 2027 (second term)	BCom (Accounting) (RU); Postgraduate Diploma in Accounting (UKZN); CA(SA) (SAICA)	Finance; Investment Analysis; Development Finance; Risk Management.
Ms MG Khumalo	4 September 2019 – 1 August 2023 (first term)	BCom (Accounting) (University of Limpopo); BCompt (Hons) (Unisa); CTA (Unisa); CA(SA) (SAICA)	Enterprise Risk Management; Risk Management; Internal Auditing; Compliance; Finance; External Auditing; Governance; Consulting; Independence; Conflict Management; Leadership Training; External audit.
Ms L Mateza	1 February 2023 – 31 January 2028 (first term)	BCom (UKZN); BCom (Hons) (Unisa); Master of Management (Wits); ESG Certificate Programme	Environmental, Social and Governance programme from The Boardroom Africa; Finance and Investments; Economics.

² There were two vacancies in this category as at 31 December 2023.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Dr Y Ndema	1 March 2022 – 28 February 2027 (second term)	BProc (Law) (University of Natal); LLB (UKZN); LLM (Tax Law) (UCT); PhD (Law) (UCT) Leadership for Women (GIBS); General Management Programme (Harvard Business School); Postgraduate Certificates in Money Laundering, Corporate Law, and Compliance Management	Various directorships and trustee positions; Group Legal and Compliance Executive; Governance risk management, legal, commercial transactions, ethics, and compliance group investigations; Speaker at conferences; Admitted Advocate, Certified Ethics Officer; Member of various professional affiliations.
Ms J Schreiner	1 July 2022 – 26 October 2023 (first term)	BA; BA Hons (African Studies); Master of Arts in Sociology; Master of Security Studies	Strategic, evidence-based policy development; Integrated strategic planning; Organisational and strategic leadership; Executive management, decision management; high-level coordination, liaison and networking; Programme and project planning and monitoring; Stakeholder relation management; Supervision, mentoring and capacity building; Risk management; Gender transformation and mainstreaming; Security analysis and management skills; Strategic analysis and writing; Communication strategy; Social and ethics governance.
TWO MEMBERS OF THE CONVOCAATION			
Mr L Mpunzi	15 September 2022 – 14 September 2025 (first term)	BA (Public Management); Honours in Development Studies; MA (Development Studies); Project Management; various certificates	Research, monitoring and evaluation of development programmes; Research, teaching, and learning; Public policymaking, advocacy and awareness raising; Project initiation, design, scheduling, and execution; Monitoring project costs and ensuring project closure; Plan, monitor and evaluate child protection programmes; Managing and overseeing the activities relating to rendering financial services; Client relationship management, processing insurance claims and underwriting.
Ms NP Mvubu	1 December 2022 – 30 November 2024 (first term)	National Diploma Town and Regional Planning (UJ); BTech Town and Regional Planning (UJ)	Facilitation and contract management of land donations and land vetting; Issuing of site clearance for planned maintenance for land ports and government owned properties/land; Providing technical assistance to professional teams in aspects related to town and regional planning; Validating procurement plan from site acquisition to site readiness; Providing input to procurement processes; Comprehensive spatial planning for infrastructure planning; Spatial analysis and modelling; Providing input to policy perspective contributing to updating of functional and technical norms and standards generated from post projects and post occupancy evaluation.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
SIX MEMBERS WHO REPRESENT APPROPRIATE SECTORS AND PROFESSIONS AND WHO COLLECTIVELY REPRESENT A BROAD SPECTRUM OF COMPETENCIES			
Mr F Baleni	1 August 2019 – 31 July 2024 (third term)	Diploma in Political Science and Trade Unionism; Project and Financing (London Business School); BA (Development Studies)	Executive Management: NUM. Involvement in National Union of Mineworker's Development Projects, Training Centre; Management of people; Policy development. Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions).
Prof D Hildebrandt	1 February 2019 – 13 June 2023 (second term)	BSc (Chemical Engineering) cum laude (Wits); MSc (Chemical Engineering) (Wits); PhD (Chemical Engineering) (Wits)	Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits); SARCHI Professor of Sustainable Process Engineering (Wits); Director MaPS (Research Unit at Unisa); Director: IPEAS at Unisa; Director HEBEI Bioconverters Lab; HEVEI Institute of Technology China; Leadership in research; Researcher.
Ms X Kakana	1 April 2023 – 31 March 2028 (second term)	BSc (Mathematics and Applied Mathematics) (University of Transkei); Master's in Electronics Engineering (FH Giessen-Friedberg University, Germany); MBA (Henley Management College, London); MBA, Technology Management and Innovation (Massachusetts Institute of Technology); Master's in Public Administration (Harvard University); Clarity Academy Coaching; Business Scaling up Certification	Chief Executive Officer of ICT-Works; Electronics Engineering and ICT; Development of the Green and White Paper processes; Founder and former Chairperson of Women in ICT; Non-Executive Director at Broadband Infracore and ZA Central Registry; Non-Executive and Chairperson of South African National Space Agency; Coaching; Small Business Coaching.
Ms L Khumalo	1 August 2023 – 31 July 2028 (first term)	BSc (Electrical Engineering) (Wits); MBA (UCT)	Strategic planning and leadership; Sales disposition; Customer satisfaction management; Organisational Design and Development; Performance Management; Cross-Functional Team Leadership; Management of operational processes and standards; Revenue Goal/Growth attainment; Financial Plan Development; Negotiation, persuasion and communication skills, Decision making; Management and leadership skills.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Prof T Meyer	14 June 2023 – 13 June 2028 (first term)	PhD Computer Science	Artificial Intelligence; Project management.
Dr A Mokoena	1 January 2023 – 31 December 2027 (first term)	BCom; LLB; MBA; PhD; Management Development Programme; Executive Development Programme	Marketing; Advertising; Commercial/ Financial, Sales, Managerial Media; Research, Digital Technology and Leadership skills.
Ms N Molope	1 January 2022 – 31 December 2026 (first term)	BSc (Med) (Wits); BCompt (Hons) CTA (Unisa); CA(SA)	Extensive experience in various sectors: Specialised Funds Management – WipCapital (Pty) Ltd; Group Finance Executive – Viamax (Pty) Ltd; Finance Director – ZICO (Pty) Ltd; CFO – FSB (Financial Services Board); previously served on the following Boards: Nampak Ltd; Illovo Sugar Ltd; Toyota Financial Services SA (Pty) Ltd; South 32 Coal Holding (Pty) Ltd; Bidvest Ltd; MTN (SA) (Pty) Ltd; MTN Eswatini; MTN Rwandacell; MTN Uganda; MTN Zambia; MTN Ivory Coast; MTN Cameroon; MTN Liberia; MTN Benin; currently serve on the following Boards: Engen Ltd; EOH Holdings Ltd; Investec Property Fund Ltd; MTN Group Ltd; Old Mutual Ltd; Old Mutual Life Assurance Company (SA) Ltd.
Dr WP Rowland	1 August 2018 – 31 July 2023 (fourth term)	BA, BA Hons, MA (Unisa); PhD (UCT)	National Executive Director of SA National Council for the Blind until 2005; CEO of Thabo Mbeki Development Trust until 2007; Director of various enterprises, companies, universities, and NGOs nationally and internationally; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at United Nations, World Bank and World Health Organisation.
VICE-CHANCELLOR AND PRINCIPAL			
Prof TM Marwala	1 January 2018 – 28 February 2023 (first term)	BSc (Mechanical Engineering) (Case Western Reserve University, Cleveland), Master's in Mechanical Engineering (UP); PhD (Engineering) (Cambridge)	Registered professional engineer, a Fellow of TWAS, the World Academy of Sciences, the Academy of Science of South Africa, the African Academy of Sciences and the South African Academy of Engineering; Senior Member of the Institute of Electrical and Electronics Engineering and a distinguished member of the Association for Computing Machinery.
Prof LG Mpedi	1 March 2023 – 29 February 2028 (first term)	BJuris (Vista); LLB (Vista); LLM (RAU); LLD (UJ)	Academic leadership; Labour and social security law; Internationally recognised and NRF-rated researcher; Member of several boards and councils of international and national associations and organisations; Fellow of the Academy of Science of South Africa.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
ONE DEPUTY VICE-CHANCELLOR, RECOMMENDED BY THE MEC AND APPOINTED BY THE COUNCIL			
Prof S Khan	1 April 2023 – 29 February 2028 (first term)	BSc (Microbiology and Biochemistry); BSc Hons Microbiology; MSc Microbiology (cum laude); PhD Molecular Virology (UWC)	Scientist with experience (theoretical and practical) in the fields of Medical Microbiology, Virology, Biochemistry, Cell Biology, Molecular Biology, Water remediation and biological control; skills related to all academic pillars within higher education, and leadership and management.
Prof LG Mpedi	24 June 2021 – 28 February 2023 (first term)	BJuris (Vista); LLB (Vista); LLM (RAU); LLD (UJ)	Academic leadership; Labour and social security law; Internationally recognised and NRF-rated researcher; Member of several boards and councils of international and national associations and organisations; Fellow of the Academy of Science of South Africa.
TWO MEMBERS OF THE SENATE WHO ARE NOT OTHERWISE MEMBERS OF THE COUNCIL, ELECTED BY THE SENATE			
Prof H Abrahamse	1 August 2018 – 31 July 2023 (second term)	BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (SU); BSc (Hons) (Psychology) (Unisa); MSc (Medical Biochemistry) (SU); PhD (Biochemistry/ Molecular Biology) (Wits); GIBS Executive Leadership Program (UP)	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation Fund panel; Professorial committees; NRF standing panel member; National Health Research Committee.
Prof A Moteetee	1 August 2023 – 31 July 2028 (first term)	BSc in Biology/ Chemistry; MPhil in Botany; PhD in Botany	Communication; Leadership; Time management; Teamwork/collaborative; Organisation; Adaptability/flexibility; Critical thinking; Empathy; Integrity; Problem solving; Research; Transparency.
Prof A Strydom	1 August 2018 – 31 July 2023 (first term)	BSc (Physics, Chemistry, Mathematics) (RAU), BSc (Hons) (Physics, cum laude) (RAU), MSc (Physics, cum laude) (RAU); PhD (Physics) (Wits)	Research Professor; Vice-Dean: Research and Postgraduate Students (Faculty of Science); Experience in higher degrees and research management on Faculty and Senate level; Experienced panel member across faculties in recruitment, selection and promotion on academic and on support levels; Internationally recognised and NRF-rated researcher; Multiple NRF research grant holder; Former team member of a European Research Council Advanced Research Grant; Former sole grant holder of a German Research Foundation award; Project, programme and research proposal evaluation panel member for science institutions in SA, UK, Poland, and the Czech Republic; Member of international advisory boards of multiple international conference organisations.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
ONE PERMANENT, FULL-TIME ACADEMIC EMPLOYEE NOT ON SENATE, ELECTED BY THE PERMANENT ACADEMIC EMPLOYEES			
Dr C Coovadia	1 September 2023 – 31 August 2028 (first term)	BCom Accounting; BCom Accounting (Hons) (UJ); PhD (Audit) (AI Governance); CA(SA); Fundamentals of Quantum Computing; AI and Business Strategy (MIT)	Audit trainee; Audit manager assistant; Product controller/owner; Senior Lecturer/Department Head of Department; Territories Manager Barloworld.
Ms B Madikizela	1 September 2018 – 31 August 2023 (first term)	BCom (Accounting) (Wits); BCom (Accounting Honours) (UJ); MCom in International Accounting (UJ); CA(SA); SLP: Thought Leadership for Africa's Renewal (Thabo Mbeki African Leadership Institute graduate)	Chartered Accountant with over 10 years' post-article experience; Senior lecturer in the Department of Accountancy at UJ; Member of management responsible for the Academic Innovation and Benchmarking portfolio within the department; Consultant on Personal Financial literacy of university students for ISASA's teacher intern programme; Head of Finance for the Investor Services division (Standard Bank of South Africa); Various board and committee memberships in a range of industries including investment management, medical aid, local government, housing, and transportation.
ONE PERMANENT, FULL-TIME NON-ACADEMIC EMPLOYEE, ELECTED BY THE PERMANENT NON-ACADEMIC EMPLOYEES			
Mr N Magoro	1 September 2023 – 31 August 2028 (first term)	National Diploma in Retail Business Management; BTech in Logistics; MTech in Operations Management; Project Management certificate; Strategic Management Principles certificate	Accounting Principles in Practice; Operation and Project Management; Integrity and ethical standards; Adapt to rapid changes within the business; Planning effectively for the short and long term; Technical knowledge with a strong focus on work standards and customer service; Demonstrate ability to work in a team; analysis and resolves problems.
Mr M Mahlasela	1 September 2018 – 31 August 2023 (first term)	Matric	Communication skills; Leadership and team building; work with various organisations; community engagement.
TWO STUDENTS ELECTED BY THE SRC IN ACCORDANCE WITH THE CONSTITUTION OF THE SRC			
Mr M Manana	2023	Diploma in Accounting	SRC President 2022; SASCO Greater Johannesburg Regional Chairperson 2021-2022; South African Union of Students (SAUS) and National Executive Committee member.
Mr T Thobejane	2023	Matric; Diploma in Logistics (3rd year)	Assistant Administrative Clerk at Reunert College; Deputy President of Representative Council (Kobe Secondary School); Computer skills; Life and Career skills (Academic Programme at Reunert College); Central Sports and Culture Officer (UJSRC).



Council attendance and Council committees' purpose and attendance. The Council met four times during 2023, with the attendance as in Table 9.

Table 9: Council attendance

EXTERNAL MEMBERS	ATTENDANCE	INTERNAL MEMBERS	ATTENDANCE
Mr FM Baleni	3/4	Prof H Abrahamse	1/2
Ms K Gugushe	3/4	Dr H Coovadia	2/2
Prof D Hildebrandt	0/2	Prof S Khan	3/3
Ms X Kakana	4/4	Ms B Madikizela	1/2
Ms L Khumalo	1/2	Mr N Magoro	2/2
Ms K Khumalo	1/2	Mr M Mahlasela	4/4
Ms L Mateza	3/4	Mr M Manana	2/3
Prof T Meyer	2/2	Prof A Moteetee	2/2
Dr A Mokoena	2/4	Prof L Mpedi	4/4
Ms N Molope	3/4	Prof A Strydom	3/4
Mr L Mpunzi	4/4	Mr T Thobejane	4/4
Ms N Mvubu	3/4		
Dr Y Ndema	3/4		
Dr WP Rowland	2/2		
Ms J Schreiner	0/3		

Council Committees

Audit and Risk Committee of Council (ARCC)

Purpose

The ARCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The ARCC assists the Council in its obligation to:

- Ensure compliance with applicable legislation and the requirements of regulatory authorities, financial and internal controls, accounting policies, and statutory reporting.
- Assess the activities, scope, adequacy and effectiveness of the internal audit function and audit plans.
- Assess financial risk and management thereof.
- Review/approve external audit plans, findings, problems, reports, and fees.
- Review UJ Risk Register, risk management and governance, including risks related to IT.
- Monitor compliance with the Code of Corporate Practices and Conduct.

The ARCC met four times during 2023, with the attendance as in Table 10.

Table 10: ARCC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Ms MG Khumalo	External	23 November 2019	2/2
Ms L Mateza	External	1 April 2023	1/3
Dr A Mokoena	External	1 April 2023	3/3
Ms N Molope	External	1 April 2022	4/4
Ms R Potgieter	Co-opted	1 April 2023	3/3

Executive Committee of Council (Council Exco)

Purpose

The Council Exco is responsible for performing the various governance oversight functions the Council has



delegated to the Committee in its Charter. The Council Exco:

- Takes decisions on behalf of the Council that cannot be delayed by virtue of their urgency.
- Acts as the Council Membership Committee.
- Deliberates on any matter that, in the opinion of the Chairperson (which may be in consultation with the Vice-Chancellor), should serve at Exco for consideration before serving at Council.
- Monitors the functionality of Council Committees on behalf of the Council and assists the Council in complying with its duties in terms of the following seven cross-cutting fiduciary directives: policy, strategy, risks, performance, innovation, sustainability, and transformation.
- Oversees UJ's performance with respect to the execution of good governance, strategy, performance, sourcing of external funding, transformation, and sustainability.
- Approves the mandate for annual negotiations for staff below the Executive Leadership Group.
- Approves the honoraria payable to external Council members, which are reviewed annually based on benchmarking within the higher education sector.
- Approves the representatives to serve as directors/trustees or shareholder's representatives on the boards of commercial entities.

The Council Exco met four times during 2023, with the attendance as in Table 11.

Table 11: Exco attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2019	4/4
Ms K Gugushe	External	1 July 2017	4/4
Ms X Kakana	External	1 January 2023	4/4
Prof S Khan	Internal	1 July 2023	2/2
Prof T Marwala	Internal	1 January 2018	0/1
Ms N Molope	External	1 April 2022	3/4
Prof L Mpedi	Internal	24 June 2021	4/4
Dr Y Ndema	External	28 September 2017	3/4
Dr W Rowland	External	24 November 2017	2/2

Financial Sustainability Committee of Council (FSCC)

Purpose

The FSCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The FSCC assists the Council in its obligation to ensure that:

- The financial delegations are implemented and reviewed on an annual basis.
- Adequate financial policies and procedures are prepared and implemented by the executive management and monitored by the FSCC continuously.
- The financial objectives of the University are set and achieved annually by executive management.
- An annual budget is prepared, and operational financial controls are in place to ensure the University achieves the budgeted surplus.
- The financial and procurement risks of the University are identified and adequately managed by executive management.
- The University's asset base is not depleted by injudicious spending patterns or ineffective investment practices.
- The University has adequate funding resources to ensure effective operations and financial sustainability.
- The University's investments in commercial activities are viable and sustainable.
- The University funds designated for commercial activities and any of its companies are effectively invested and managed to ensure maximum returns at an acceptable risk level.



- The excess funds of the University are effectively invested to ensure maximum returns at an acceptable risk level.
- The assets of the University are adequately insured in the most cost-effective manner.
- The financial sustainability of the University is reviewed annually by way of a medium- and long-term financial strategy, detailing various scenarios.
- Financial reporting is reviewed and monitored annually.

The FSCC met four times during 2023, with the attendance as in Table 12.

Table 12: FSCC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2009	4/4
Mr JP Burger	Co-opted	1 July 2017	2/2
Ms K Gugushe	External	1 July 2017	4/4
Ms N Mamorare	Internal	1 May 2018	4/4
Prof T Marwala	Internal	1 January 2018	0/1
Prof L Mpedi	Internal	1 October 2022	4/4
Dr Y Ndema	External	1 March 2017	4/4

Human Resources and Social Ethics Committee of Council (HRSEC)

Purpose

The HRSEC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The HRSEC assists the Council in executing the following functions:

- Acts as the Council Employment Conditions Committee.
- Considers and recommends the human resource delegation of authority to Council or Council Exco.
- Considers and recommends the Conditions of Service for employees to the Council.
- Considers and recommends to Council Exco salary increases for employees below ELG level.
- Considers and makes recommendations to the Council on matters related to members of the Executive Leadership Group: the recruitment, selection, appointment, reappointment, and retirement of ELG members.
- Considers and recommends matters related to stakeholder management, ethics, student life and experience, and transformation to the Council.

The HRSEC met eight times (four ordinary and four special meetings) during 2023, with the attendance as in Table 13:

Table 13: HRSEC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 July 2019	7/8
Ms L Khumalo	External	1 October 2023	1/2
Prof T Marwala	Internal	1 January 2018	0/1
Prof L Mpedi	Internal	1 February 2023	8/8
Mr L Mpunzi	External	1 May 2023	6/6
Dr M Ralephata	Internal	1 September 2021	7/8
Dr WP Rowland	External	1 May 2006	4/4
Ms J Schreiner	External	1 May 2023	1/4



Projects and Resourcing Committee of Council (PRCC)

Purpose

The PRCC is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The PRCC assists the Council in executing the following functions: Strategic infrastructure planning, security and protection, health and safety, disaster management, major building projects and acquisition of physical assets, Information and Communication Systems Projects, sourcing of external funds, and the naming or renaming of properties and facilities.

The PRCC met four times during 2023, with the attendance as in Table 14.

Table 14: PRCC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Dr W Rowland	External	24 November 2017	2/2
Ms X Kakana	External	1 April 2018	3/4
Ms L Khumalo	External	1 August 2023	2/2
Prof T Marwala	Internal	1 January 2018	0/1
Prof T Meyer	External	1 August 2023	1/2
Dr A Mokoena	External	1 May 2023	3/3
Dr Y Ndema	External	1 March 2017	3/4
Dr M Ralephata	Co-opted (Internal)	1 September 2021	4/4

Remuneration Committee of Council (REMCO)

Purpose

The REMCO is responsible for performing the various governance oversight functions the Council has delegated to the Committee in its Charter. The REMCO assists the Council in executing the following functions.

ELG remuneration and related matters

- Determines and approves conditions of service of members of the Executive Leadership Group (ELG) outside of standard conditions of service.
- Reviews and determines, on an annual basis, the remuneration of the members of the ELG, including the salary bands, based on (a) consideration of performance against the objectives set each year and (b) the comparative information on salaries and other benefits and conditions of service in the sector.
- Approves any remuneration offers to the ELG members that may exceed the approved salary bands.
- Ensures that all provisions regarding the disclosure of remuneration, including pensions and additional income of ELG members, are fulfilled.
- Approves the design of any performance-related pay schemes for ELG members and approves the total annual payments made under such schemes.
- Obtains external, specialist remuneration advice on the appropriateness of staff salary levels under its purview when necessary.
- Approves severance settlement for the members of the Executive Leadership Group.

Council membership

- Acts as the Council membership committee. This function includes the following:
 - Provides strategic guidance on the appointment and retention of actively/purposefully engaged Council members with the requisite qualifications, knowledge, skills, abilities, and values to fulfil the University's vision and mission.
 - Advises Council on the nature and scope of expertise required and assists Council with the identification, searching, and, where applicable, the consideration of the most suitable fit-for-purpose candidate(s) to ensure the most appropriate skills and profile mix required at a given point in time.



The REMCO met five times during 2023, with the attendance as in Table 15.

Table 15: REMCO attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2019	5/5
Ms K Gugushe	External	1 July 2017	5/5
Ms X Kakana	External	1 January 2023	5/5
Ms N Molope	External	1 April 2023	3/5
Dr Y Ndema	External	28 July 2017	4/5
Dr W Rowland	External	24 November 2017	2/2

The following joint Committee was operational in 2023: UJ Awards Committee (joint Council and Senate committee).

Performance Review: Council and its Committees

- The Council committees completed their performance reviews using the following sections: Composition and Meeting Protocol, Assessment of Functions, Role of Members and Chairperson, and Administration.
- Overall performance reviews: Overall, the performance reviews were positive (most of the ratings per area were either 'agree' or 'strongly agree').

Matters of significance considered and noted by the Council

General governance

- Approving the appointment of recommended Council members in the category, six members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies.
- Approving the appointment of the PRCC, UJ Awards Committee and Institutional Forum chairpersons.
- Approving the appointment of external Council members on statutory and other applicable committees.
- Approving the following:
 - UJ's Strategic Plan: KPI and targets for 2024.
 - The 2024 UJ APP.
 - The 2024 DHET APP.
 - UJ's new Strategic Plan 2035, Levels 1 and 2.
 - The revised charters of the Council and its committees.
 - The revised Delegation of Authority for Council and Council Committees.
 - The 2023 Mid-Year Report on the DHET APP and the 2023 Mid-Year Financial Progress Report to DHET.
 - The UJ Annual Report for 2022 for submission to DHET.
 - The 2022 UJ Council Self-Assessment for submission to DHET.
 - The implementation of fulfilment of Council Committees' Schedules of Business.
- Reviewing institutional performance for 2023 against the approved Strategic Plan.

Policies, frameworks, and delegations

- The revised Financial Delegation of Authority.
- The revised Finance Policy.
- The revised Conditions of Service.
- The revised Disciplinary Procedure and Code.
- The revised Policy on Temporary and Fixed-Term Appointments.

Finance

- Approving the following:
 - The budget for 2024, on the understanding that if the confirmed subsidies and fees differed significantly from UJ's budget, an adjusted budget would be submitted to the first Council meeting in 2024.



- The fee increases for 2024.
- The proposed allocation of the offshore investment portfolio.
- The funding request for student residence backlog maintenance for 2023.

Auditing

- Approving the following:
 - The 2022 Audited Annual Financial Statements.
 - The Going Concern Consideration for 2022.
 - The Institutional Risk Register.
 - The appointment of the internal auditors for a three-year period.

Honoraria payable to external Council members for attending meetings

- Noting the Council Exco's approval of the 2023 honoraria payable for external Council members for attending applicable statutory committee meetings was increased by 5% on the 2022 amount. The honoraria amount was benchmarked against peer universities in the higher education sector.

Physical assets and related matters

- Approving the acquisition of the Atrium Building (41 Stanley Avenue).

Human resources

- Approving the following:
 - The following ELG appointments/reappointments:
 - ~ Senior Executive Director
 - ~ The three-month contract extension of the incumbent Senior Executive Director (January to March 2024) for handover purposes.
 - ~ Executive Director: Facilities Management.
 - ~ Executive Dean: Faculty of Art, Design and Architecture.
 - ~ Executive Dean: Faculty of Science.
 - The recommendation to initiate the reappointment and review process of the following ELG positions, for another five-year term upon the conclusion of their first terms:
 - ~ Chief Information Officer.
 - ~ Executive Dean: Faculty of Engineering and the Built Environment.
 - ~ Executive Director: Financial Governance and Control.
 - UJ's Employment Equity Report to the Department of Employment and Labour.
- Noting the Council Exco's approval of the 2024 salary mandate.

Core business and academic support services

- Approving the 2024 Enrolment Plan.

Awards

- Approving the recommendations to confer Honorary Doctorate degrees on the following individuals: Ms N Gobodo, Mr T Ikalafeng, Prof R Kaplinsky, Mr P Mosimane and Ms MH Sebedi.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals: Ms Y Chaha Chaka and Ms L Mbulu.
- Approving the recommendation to award the Alumni Dignitas Award to Ms L Letsoalo and Ms T Phumo.



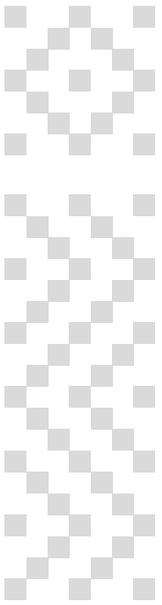
Bettine van Vuuren (Prof)
Registrar



Xoliswa Kakana (Ms)
Chairperson of Council







Senate and Senate Committees' Governance Report

OVERVIEW

- Senate and its committees.
- Declaration of agenda-based interests.
- Attendance of the Senate and its committees.
- Performance review: Senate and its committees.
- Matters of significance considered by the Senate.

Senate and its committees

The Senate functions in accordance with sections 23 to 33 of the UJ Statute and the Charter approved by the Senate. Each committee has an approved charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by the Senate. The following Senate Committees are operational:

- Senate Executive Committee (Senex)
- Senate Higher Degrees Committee (SHDC)
- Senate Teaching and Learning Committee (STLC)
- Senate Research Ethics Committee (SREC)
- Senate Academic Freedom Committee (SAFC)
- University Research Committee (URC)
- Faculty Boards

Declaration of agenda-based interests

The Senate and Senate committees' members declare agenda-based interests before each meeting's commencement, which are reflected in the minutes.

Attendance of the Senate and its committees

Ordinary and special Senate meetings were held on the following dates in 2023: 16 March 2023, 1 June 2023, 13 September 2023, 30 October 2023 (special), and 15 November 2023.

Attendance at the Senate meetings was good at 62%. Attendance at Senate committee meetings was very good, varying between 75% and 92%.

Performance Review: Senate and its committees

- The Senate committees completed their performance reviews using the following sections: Composition and Meeting Protocol, Assessment of Functions, Role of Members and Chairperson, and Administration.
- Overall, the performance reviews were positive, with most of the ratings per area being either 'agree' or 'strongly agree'.

Matters of significance considered by the Senate

- Recommending the following to Council for approval:



- Revocation of Qualifications in the Centre for Public Management and Governance in the School of Public Management and Governance and Public Policy.
- Revised Admission and Selection Policy.
- Enrolment Plan 2024.
- The conferral of honorary doctorates on the following candidates: Ms N Gobodo, Mr T Ikalafeng, Prof R Kaplinsky, Ms MH Sebedi and Mr P Mosimane.
- Approving the following:
 - Policies:
 - ~ Revised Policy of the Graduation Ceremonies.
 - ~ Revised Policy on Academic Certification and Related Matters.
 - ~ Revised Policy on Learning Resources.
 - ~ Revised Policy on Timetable Construction.
 - ~ Revised Policy on Faculty of Science Postgraduate Administration.
 - ~ Revised Policy on Learning Resources.
 - The process flow for dealing with Plagiarism and other Forms of Academic Misconduct.
 - The Guidelines for Implementation of the Compulsory Oral Defence for Doctoral Students.
 - The Annual Review of the Guidelines for Internal Grant Applications for 2023.
 - The Academic Calendar for 2025.
 - The revised Delegation of Authority for the Senate and its Committees.
 - The proposal related to removing the Continuous Hybrid (Hybrid Continuous Assessment) module-type mode of assessment from the calculation criteria for implementation from 2024 onwards.
 - Amendments to the Academic Regulations 2024.
 - The request for a waiver of FADA's undergraduate minimum admission regulation about the second language requirement for two students.
 - The name change of the Centre for Nanoengineering and Tribocorrosion to the Centre for Nano-engineering and Advanced Materials.
 - The following charter/templates:
 - ~ Revised Charter of the Graduation Committee.
 - ~ Template for Faculty/College/School Research Ethics Charter.
 - ~ The template for Faculty/College/School Research Ethics Standard Operating Procedures.
 - ~ The declaration template on the use of generative AI in academic work.
 - The establishment and charter of the following centres:
 - ~ The Postharvest and Agroprocessing Research Centre (Faculty of Science).
 - ~ The Centre for Advanced Learning Technologies in Science, Technology, Engineering, Arts and Mathematics (Faculty of Education).
 - The offering of Continuing Education programmes (via the Senate VC Circular):
 - ~ Corporate Governance (distance).
 - ~ Legal Masterclass Series.
 - ~ Teaching English Home Language to Grades 7-9 (blended).
 - ~ Teaching English Home Language to Grades 10-12 (blended).
 - ~ Financial Literacy for Economic and Management Sciences Teachers (blended).
 - ~ Gender-responsive Teaching in Science, Technology, Engineering and Mathematics subjects (blended).
 - ~ Career Development for Quality Education (blended).
 - ~ Learner Behaviour Management for Teachers (blended).
 - ~ Life Orientation for Teachers (blended).
 - ~ Neurodevelopment for Teachers (blended).
 - ~ Teaching English as a First Additional Language to Grades 10-12 (blended).
 - ~ Teaching English as a First Additional Language to Grades 7-9 (blended).
 - ~ E-Waste Management in the Circular Economy.
 - ~ Higher Certificate in Business Management (distance).



- ~ Global Citizenship and Values Education (blended).
- ~ Bachelor of Education in Foundation Phase Teaching (distance).
- ~ Applied Productivity and Efficiency Analysis for Practitioners and Policymakers.
- ~ Wellness for Sustainable Leadership (online).
- ~ Value-Driven Leadership in Action (online).
- ~ Change Leadership in an Era of Digital Transformation (online).
- ~ Policy Governance of 4IR in Africa (online).
- ~ Enterprise Strategy for Data-driven Exploration (ED-X).
- ~ Solar Photovoltaic Hybrid System Design and Installation.
- ~ AI in Health Sciences.
- ~ Sustainable Urban Drainage.
- ~ Construction Digitalisation.
- ~ Responsible AI Use: Ethical Considerations for Large Language Models.
- ~ Foundational Creative Writing.
- ~ The Rule of Law and Equal Access to Welfare.
- ~ Contemporary Issues in Digital Transformation.
- ~ ESG Perspectives Business Professionals.
- ~ Operational Excellence in 4IR.
- ~ Being a Responsible Digital Citizen.
- ~ Advanced Information Literacy.
- ~ Building Blocks Information Literacy.
- ~ Microsoft Excel for the workplace.
- ~ Microsoft Word for the workplace.
- ~ MS Teams for the workplace.
- ~ Presentation for the workplace.
- ~ Introduction to Digital Technologies in the 4IR.
- ~ Rethinking Urban Agribusiness Initiatives (contact and online).
- ~ Introduction to Strategic Energy Planning.
- ~ Advanced Strategic Energy Planning.
- ~ A Circular Agroecological Economy (contact and online).
- ~ Teaching Competencies and Mathematical Modelling.
- ~ School Vision Screening.
- ~ The Ancient Greek World.
- ~ Enterprise Risk Management for Current and Future Industrial Revolution Cycles.
- ~ Healthcare Executive Leadership.
- ~ Sustainable Transport Development in African Cities.
- ~ Safety, Health, and Construction Law.
- An application for Senate Discretionary approval for selected students in the qualification Bed Foundation Phase Teaching in the Faculty of Education.
- Academic Regulation changes for 2024: Removal of the Continuous Hybrid (Hybrid Continuous Assessment) Module-Type from Calculated Criteria.
- An application for Recognition of Prior Learning for admission into Diploma in Architecture (Faculty of Art, Design and Architecture).
- Applications for amendments to the existing academic programmes/rules/regulations via the Senate VC's Circular.
- Considering reports from the Senate committees.

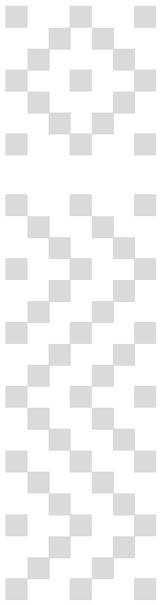


Bettine van Vuuren (Prof)
Registrar



Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal





Report of the Management Executive Committee (MEC)

OVERVIEW

- Composition of the MEC.
- Declaration of interests and positions of trust.
- MEC committees.
- MEC meeting dates and attendance.
- Performance Review: MEC and its committees.
- Matters of significance considered by the MEC.

Composition

- Vice-Chancellor and Principal (Chairperson)
- Chief Financial Officer
- Chief Operating Officer
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Registrar
- Senior Executive Director
- General Counsel

Declaration of interests and positions of trust

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

MEC committees

The following MEC Committees were operational in 2023:

- Management Executive Committee Academic (MECA)
- MEC Commercialisation Committee (MECCC)
- MEC Risk Management Committee (MECRMC)
- MEC Transformation Committee (MECTC)

MEC meeting dates

Ordinary MEC meetings were held on the following dates in 2023: 24 January 2023, 21 February 2023, 14 March 2023, 18 April 2023, 16 May 2023, 6 June 2023, 25 July 2023, 23 August 2023, 12 September 2023, 17 October 2023, and 14 November 2023.

Special MEC meetings were held on the following dates in 2023: 17 January 2023, 31 January 2022, 7 February 2023, 28 March 2023, 25 April 2023, 9 May 2023, 12 June 2023, 20 June 2023, 18 July 2023, 10 August 2023, 10 August 2023, 19 September 2023, and 28 November 2023.



MEC strategic breakaway sessions took place on the following dates in 2023: 23 January 2023, 5 and 6 June 2023, and 1 November 2023 to 3 November 2023.

The overall attendance at the MEC meetings was excellent, reflecting an attendance rate of 88%. The attendance of the MEC committees was satisfactory, and all the meetings were quorate.

Performance Review: MEC and its committees

- The MEC and its committees completed their performance reviews using the following sections: Composition and Meeting Protocol, Assessment of Functions, Role of Members and Chairperson, and Administration.
- Overall, the performance reviews were positive (the ratings per area were either 'agree' or 'strongly agree').

Matters of significance considered by MEC

Special MEC meetings

- Special MEC meetings were held to discuss urgent matters requiring attention.

Governance and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and approval:
 - Recommendations on external members to fill vacancies on the Council.
 - Recommendations iro external membership on Council committees and chairpersonship of Council committees.
 - Recommendations on the MEC membership on Council.
 - Recommendations on the MEC member on the IF and the IF Chairperson.
- Recommending amendments to the charters of the Council and its committees.
- Recommending amendments to the charters of the Senate and its committees.
- Recommending amendments to the Investment Committee Charter.
- Appointing members on selection committees in line with the applicable policies.
- Approving the following:
 - The revised charters of MEC committees.
 - The 2024 Year Programme.
- Discussing the outcomes of the 2023 performance reviews of statutory committees serviced by the University Secretariat.
- Discussing the 2023 attendance of statutory committees serviced by the University Secretariat.

Planning-related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The new Strategic Plan 2035 (for implementation in 2025).
 - The revised Strategic Plan, 2024 to 2025.
 - The UJ and DHET Annual Performance Plans (APP) for 2024.
 - Quarterly progress reports on the achievements against the UJ APP for 2023.
 - The 2023 mid-year report on the Annual Performance Plan for submission to DHET.

The 2023 mid-year financial report for submission to DHET.

Policies and processes

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The UJ Annual Report for 2022.
 - The revised Delegations of Authority for Council and its committees.
 - The revised Disciplinary Procedures and Code.
 - The revised ELG Remuneration Policy.
 - The revised Policy on Temporary and Fixed-Term Appointments.
 - The revised Finance Policy.
- Approving the following policies/procedures/processes:



- The Rewards and Recognition Framework for Support Divisions.
- The Policy on the Protection of At-Risk Individuals.
- The revised Policy on Fundraising, Stewardship, and Gifting.
- The revised Policy on ad hoc Venue Booking/Hiring of Venues and Facilities and the Charter for the Committee: Venues and Facilities.
- The revised Campuses Maintenance Policy and Procedure Manual.
- The revised Policy on Overtime Compensation.
- The Policy on Information and Communications Technologies Acceptable Use.
- The Policy on Enterprise Architecture.
- The revised Policy on Incapacity Management.
- The revised Policy on Privately Owned Student Accommodation.
- The revised ICT Asset Management Policy.
- The revised Electronic Communication Policy.
- The IT System Access Management Policy.
- The draft Policy on Protection Services Uniforms.

Academic, research, and academic administration-related matters

- Approving agreements between UJ and other institutions in line with the Financial Delegation of Authority.
- Discussing and noting updates on the 2023 registrations.

Finance, commercialisation and risk-related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The proposed budget for 2024, including the 2024 fee increases.
 - The proposed CAPEX budget for 2024.
 - The updated Institutional Risk Register.
 - The revised Financial Delegation of Authority.
- Considering and approving tenders in line with the Financial Delegation of Authority.
- Approving the recommendation that UJ become a signatory to the United Nations Principles for Responsible Investment.
- Approving the 2024 budget guidelines.
- Approving the 2023 Procurement Plan.

Infrastructure development, ICT, security, and related matters

- Supporting and recommending plans for managing cybersecurity risks to the Council, via the appropriate structures, for consideration.

Human resources and related matters

- Recommending the Annual Employment Equity Report to the Department of Employment and Labour to the Council, via the appropriate structures, for consideration and approval.
- Recommending the following to the Council Exco for approval:
 - The proposed mandate for the 2024 salary negotiations.
 - The 2023 honoraria payable to external Council members for attending applicable statutory committee meetings.
- Approving the following:
 - The recommended appointment of staff members in line with the Policy on Resourcing.
 - The appointment of vice-deans and heads of departments in line with the relevant processes.
- Approving and recommending to Senex, for ratification, the selection panel's recommendations regarding the appointment of distinguished professors and distinguished visiting professors.
- Reviewing and moderating the 2023 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2023 performance reviews for staff below the ELG level.
- Approving the extension of the hybrid working arrangement for 2024.



Awards

- Approving the recommended candidates for the VC's Distinguished Awards in the following categories:
 - Teacher Excellence.
 - Most Promising Young Teacher.
 - Outstanding Researcher of the Year.
 - Most Promising Researcher.
 - Global Excellence and Stature.
 - Highly cited Researcher.
 - Service Beyond the Normal Call of Duty.

Other matters

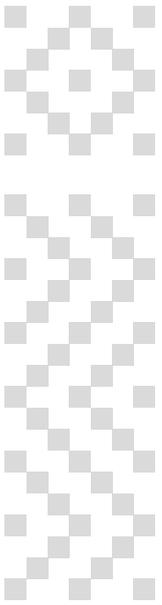
- Approving the following:
 - The appointment/reappointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.
 - The appointment of trustees to the UJ Metropolitan Academy Board of Trustees.
 - The appointment of UJ's Information and Deputy Information Officers.

A handwritten signature in black ink, appearing to read 'Letlhokwa Mpedi'. The signature is stylized and somewhat cursive, with the first part being a large, scribbled circle and the second part being a more legible 'Mpedi'.

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal







Student Representative Council (SRC) Report

OPERATING CONTEXT

The election of the 2023 SRC took place from 5 to 7 October 2022. The voter turnout was 21%. Although the voter turnout improved by 2% compared to the previous year, overall turnout remained low. Both the Electoral Committee and an independent auditor audited the election process and its outcome. All the members elected had a pass rate of 100% of their previous year's registered modules.

The University of Johannesburg Student Representative Council (UJSRC) comprises a central SRC and four campus SRCs. The central SRC has eight elected members and eight ex officio members (the chairpersons and secretaries of the campus SRCs). The four campus SRCs have ten elected members each, giving a total of 48 members in all. Of the 48 duly elected members, 27 were male, 20 were female, and 1 member identified as gender neutral. The EFFSC (APK and DFC Campuses) filled 50% of the seats, while the other 50% were filled by SASCO (APB and SWC Campuses).

The UJSRC was constituted in its five parts (central SRC and four campus SRCs) by the Electoral Committee. The independent auditor also observed the constituting of the UJSRC in addition to the observers prescribed by the SRC Electoral Policy. Therefore, the legitimacy of the UJSRC was based on the policies and the process undertaken.

Functionality of the UJSRC

Despite the 2023 UJSRC consisting of the two different student political organisations (EFFSC and SASCO), the level of cooperation and synergy among the members and with the University Management was very good. The UJSRC also represented its constituencies on key institutional committees, including the Institutional Forum, Senate, and Council.

The SRC supported the initiatives of the University to create an environment optimal for academic excellence. The support included participating in programmes aimed at enhancing student wellness, mental and physical health, emotional stability, and safety and security, as well as the meal assistance programme and the provision of hygiene and sanitary packs. The SRC also plays a critical role during the Academic Exclusion Appeal meetings. Beyond the UJ-owned residences, the SRC worked closely with Student Affairs, the Student Health and Wellness Centre, PsyCaD, Protection Services, Occupational Safety, and Facilities Management, to ensure that students at the University who stayed in privately owned student accommodation were also safe and secure while pursuing their respective studies.

SRC programmes

The SRC programmes are run throughout the year, with the SRC elections being the last event held in October. All the members of the SRC also participated in the SRC Induction and Training Programme, which is the first event of the year. In addition, the coordination of the activities of the student societies and house



committees was either facilitated or supported by the SRC. The SRC organised programmes such as the First Years' Concert, residence cultural activities, and the SRC Cup, which is an event that includes both various sport and academic support activities.

The Residences Concert was held in April; this is a social event for all residences to enjoy live music and cultural and drama performances. Participation was as follows: 4 residences (APB); 5 residences (DFC); 4 residences (SWC); 11 residences (APK). The overall winner was Akanani from DFC, with Oppierif from APK as runner-up.

The Student Parliament is held twice a year in May and in August. The May event focused on the elections of the speaker, deputy speaker, and secretary. The August seating was a two-day event where student representatives discussed important issues (Funeral Policy, Criteria of the SRC Trust Fund, Student Benefits Policy) and made recommendations to Student Affairs.

Sing it Out, a singing competition, was held in August; the winners were Impumelelo ladies' residence from APK, while the runner-up was Robin Crest from the DFC Campus.

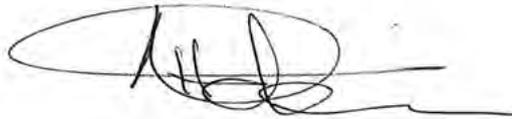
Election of the 2024 SRC

The elections for the 2024 SRC took place from 11 to 13 October 2023. These were the third electronic SRC elections at the UJ. The voter turnout was 28%, the highest in several years. Although the voter turnout remains low, the University is pleased with the upward trend in voter turnout. The term of office of the 2024 SRC will be from 1 January 2024 to 31 December 2024.

Conclusion

In addition to their participation in the programmes purposed to enhance and develop student leaders, the SRC, in collaboration with both internal and external stakeholders, worked hard to ensure that all students had an enriching, student-friendly learning and living experience, particularly through the following initiatives:

- 2023 academic registration process.
- Allocation of the SRC Trust Fund money to deserving students.
- Amicable participation by the SRC in the fee consultation process for the 2024 academic year.
- Navigation, together with the University, of the challenges of interrupted supply of electricity and water across all the University campuses.



Godfrey Helani (Mr)

Senior Director: Student Affairs

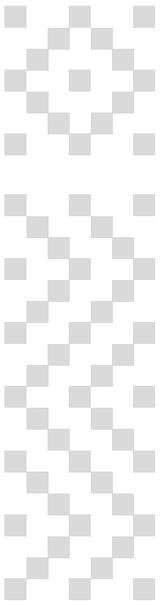


Nolitha Vukuza (Dr)

Senior Executive Director:

University Relations, Student Affairs and UJ Sport





Student Wellness Committee Report

OVERVIEW

The Student Wellness Committee was constituted by the MEC Transformation Committee. The membership of the Student Wellness Committee comprises representatives of students (SRC and house committees) and relevant support divisions. The Student Wellness Committee coordinates the institutional initiatives and efforts to enhance and promote the mental and physical health, emotional stability, welfare, safety, and security of all students. The Student Wellness Committee is governed by an approved charter.

The Coordinating Forum comprised colleagues from Student Affairs, Protection Services, Facilities Management (including infrastructure Development), and members of the SRC, and focused especially on operations, and the development and maintenance of the University, particularly the residences.

Regardless of the efficiencies of the Student Wellness Committee and the Coordinating Forum, Student Affairs continues to drive the constitution of the Student Services Council, as it is a requirement prescribed by the Higher Education Act 101 of 1996 with its amendments.

Principles underlying the Student Wellness Committee and the Coordinating Forum

The meetings of the Student Wellness Committee and Coordinating Forum sought to promote the following principles underlying both these bodies:

- Supporting students through their respective life cycle at the institution.
- Developing a responsible and respectful student culture and ethos.
- Creating an environment conducive to living and learning.
- Coordinating the institutional response to student wellness.
- Supporting initiatives of various institutional divisions and departments in support of students.
- Promoting the Student Charter and qualities of a UJ graduate.

In addition to the mandate of the Student Wellness Committee, seven important pillars were identified, namely Healthy Campus Management; Physical Activity and Sport; Nutrition, Disease Prevention; Mental and Social Health; Prevention of Risky Student Behaviour; Environment Sustainability; and Social Responsibility.

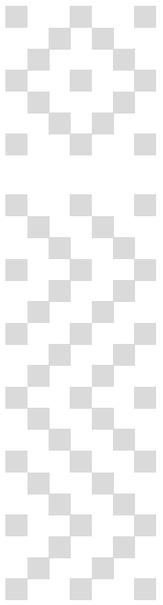
Conclusion

Considering the above, attention should be given to integrating the roles and functions of the Student Wellness Committee and the Coordinating Forum into the aims and agendas of the Student Services Council. This will address both efficiency and compliance issues.

Nolitha Vukuza (Dr)

Senior Executive Director: University Relations, Student Affairs and UJ Sport





Institutional Forum (IF) Report

OVERVIEW

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute.

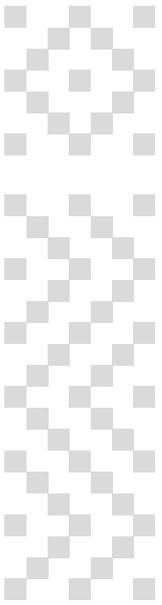
The IF held four ordinary meetings and four special meetings. The dates of the meetings were as follows: 9 February 2023, 29 March 2023 (special meeting), 10 May 2023, 13 June 2023 (special meeting), 14 August 2023, 20 September 2023 (special meeting), 11 October 2023, and 22 November 2023 (special meeting).

Matters of significance considered by the IF

- Supporting the amended Charter of the IF and recommending it to the Council for consideration.
- Supporting the draft new UJ Strategic Plan 2035.
- Supporting the Report on Employment Equity.
- Supporting the Process of Renaming Spaces.
- Providing quarterly feedback on the achievements of UJ's Annual Performance Plan.
- Advising the Council on the appointment of the following Executive Leadership Group members:
 - Executive Dean: Faculty of Art, Design and Architecture.
 - Executive Dean: Faculty of Health Sciences.
 - Executive Director: Facilities Management.
 - Senior Executive Director.
- Advising the Council on the reappointment of the following Executive Leadership Group members:
 - Chief Information Officer.
 - Executive Dean: Faculty of Engineering and the Built Environment.
 - Executive Director: Financial Governance and Control.
- Advising on the three-month contract extension of the Senior Executive Director.
- Approving the 2024 IF Schedule of Business.
- Conducting an online IF performance review for 2023.
- Conducting a performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2023.

Bettine van Vuuren (Prof)
Registrar





Convocation Report to Council

OVERVIEW

The Executive Committee of Convocation (Exco) comprised the following members: Mr L Mpunzi (President and Council representative); Prof B Diale (Deputy President until 30 September 2023), followed by Ms N Mvubu (Council representative and Deputy President from 1 November 2023); Prof LG Mpedi; Prof B Jansen van Vuuren; Mr N Ledwaba; Mr K Rammutla; and Mr N Magoro.

Prof B Diale resigned as a Convocation Exco member. Ms Mvubu, among the three eligible Exco members for the Deputy President position, expressed her availability and was duly elected to serve on the Convocation Exco, starting from 1 November 2023 until the conclusion of her term on the Convocation Exco. The election process to fill the vacant spot on the Convocation Exco will be initiated early in 2024.

On 20 January 2023, the Convocation Exco had a strategic session, providing feedback on projects identified in 2022: the establishment of affinity groups, graduate unemployment, entrepreneurship, and wellness (Careways) programmes.

The Convocation Exco successfully hosted the Convocation Annual General Meeting (AGM) on 19 September 2023 with good online attendance; the meeting was quorate for the first time in several years.

The following matters were highlighted during the Convocation Exco meetings held in 2023

- **Status of activities and projects**

No new projects for 2023 were undertaken. The following projects undertaken in 2022 were still in progress and were highlighted:

 - Establishing affinity groups.
 - Conducting programmes to address graduate employability.
 - Establishing a health and wellness programme for alumni.
 - Conducting an entrepreneurship programme.
- **Progress with the Double Our Future Impact Campaign**
 - UJ Alumni Office staff were congratulated on being instrumental in fundraising for the Double Our Future Campaign.
- **Gender-based violence (GBV) Central SRC input and reflections from the visit of the First Lady of Namibia**
 - The visit of the First Lady of Namibia, hosted by the VC, was a success. The theme of the visit was based on GBV issues. The SRC member, Ms T Tholo (in her absence), was commended for her address at the event. Members of the SRC were subsequently tasked with compiling a plan on how the Convocation and the University could become involved in their processes.
- **Exco Conversation Series**
 - The Exco Conversations Series went well.



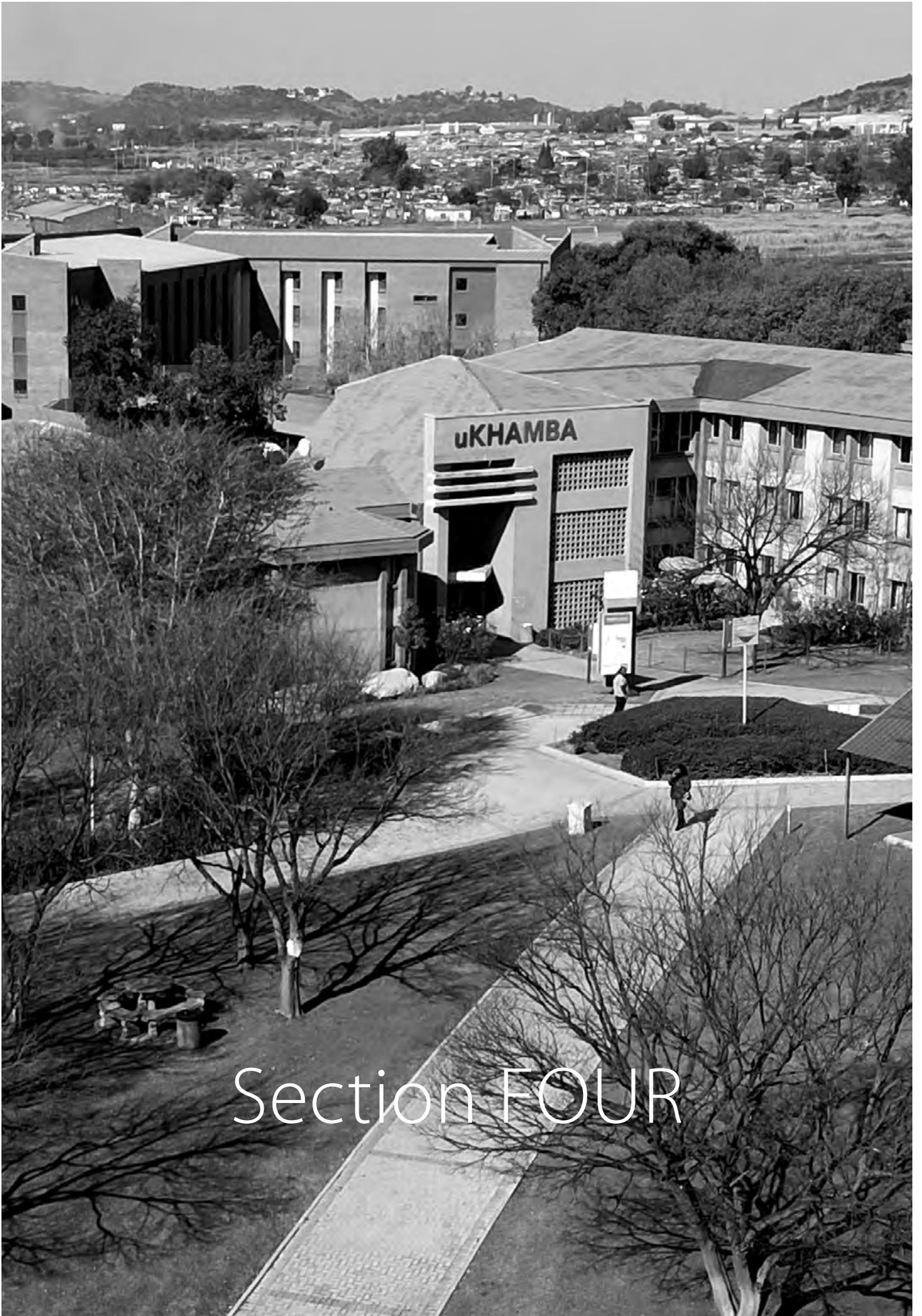
CONCLUSION AND WAY FORWARD

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

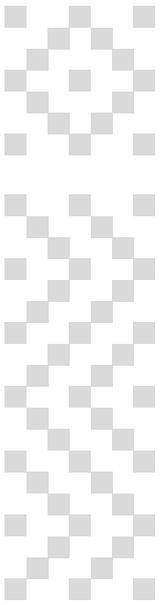
A handwritten signature in black ink, appearing to read 'Mpunzi', with a horizontal line above the final 'i'.

Leslie Mpunzi (Mr)
President of the Convocation





Section FOUR



Statement on Risk Management

OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

The University of Johannesburg has adopted a risk management framework that serves as a cornerstone for both value creation and preservation. Our approach to risk is characterised by a conservative stance, particularly in addressing institutional and operational risks. As such, the Council of the University of Johannesburg has instituted an integrated Enterprise Risk Management (ERM) framework that ensures that the University adopts a comprehensive approach to understanding the risks inherent in UJ's strategy, business operations, and overall mission. Our risk appetite framework ensures that we adopt a holistic perspective on risks, encompassing not only those inherent to our institution but also those inherent to the broader landscape of higher education institutions.

Our approach to enterprise risk management is based on the requirements of the King IV report on Corporate Governance for South Africa 2016. Accordingly, the management of risk and opportunity is integrated into the decision-making processes of all departments and faculties, and deeply ingrained within our governance structures. Upholding ethical conduct, complying with legislative requirements, and adhering to best practices serve as the bedrock for our internal control mechanisms, thereby facilitating effective risk governance.

The journey of Enterprise Risk Management (ERM) is intricately tied to the execution of our business strategies. Through a systematic analysis of potential risks and their impact on our institutional objectives, we strive to align risk management efforts with our overarching goals, which are aligned to Council's endorsement of risk management policies, procedures, and implementation plans; this reinforces our commitment to this approach.

Our risk management process mandates that members of the Executive Leadership Group (ELG) consistently assess and evaluate identified risks, their associated ratings, internal controls, and mitigation strategies. This ongoing evaluation ensures that our risk profiles remain current, contributing to the maintenance of a robust risk management and internal control environment.

The Risk Management Committee (RMC), a subcommittee of the Management Executive Committee (MEC), oversees the presentation of risk registers. These registers provide a comprehensive overview of identified risks and the corresponding mitigation strategies, offering assurance to Council regarding the adequacy and effectiveness of risk management efforts across the University.

To further enhance transparency and accountability, the Institutional Risk Register undergoes quarterly review and approval by the RMC, MEC, Audit and Risk Committee of Council (ARCC), and Council. This iterative process reinforces our commitment to proactive risk management and continuous improvement in safeguarding the



University's interests. Risk awareness, ethical behaviour, legislative and regulatory compliance, and sound accounting practices ensure the organisation has a strong risk culture and effective governance of risk.

POLICY FRAMEWORK

Endorsed by the Council in November 2021, the University's Risk Management Policy, Risk Matrix, and Procedure have played a pivotal role. Aligned with the International Organization for Standardization (ISO) 31000 risk management standards, these governing documents have been instrumental in fostering a culture of risk management within the University.

With the endorsement of these governing documents, we have embarked on a journey to instil a robust risk management culture throughout the University community. By embracing these standards, we not only mitigate potential risks but also enhance our capacity to capitalise on emerging opportunities. Through systematic risk identification, assessment, and mitigation strategies outlined in these documents, we aim to fortify our resilience against uncertainties and navigate challenges with confidence.

Moreover, the implementation of the Risk Management Policy is not merely a procedural formality but a strategic imperative. It underscores our proactive stance in anticipating and addressing risks that may impede the attainment of our institutional objectives. Supported by a comprehensive risk management plan, meticulously crafted to align with the Policy's objectives, we are poised to execute our risk management initiatives effectively.

MANAGEMENT OF RISK

Management of academic risks

The management of academic risks is evidenced in the Senate reports presented to the Council, covering areas such as teaching and learning, research and innovation, and the overall performance of faculties. Additionally, the Report on Academic Development and Support provides a comprehensive overview of the various risk mitigation interventions implemented in these areas.

Management of financial risks

Apart from the annual external audits, the Audit and Risk Committee of Council (ARCC) is further supported in its oversight responsibilities by the internal audit function. This internal audit team conducts scheduled as well as ad hoc reviews of risk management controls and procedures. Subsequently, the outcomes of these reviews are presented to the ARCC.

Management of operational and other risks

The University continuously monitors the environment to identify potential, emerging, and opportunity risks. These risks are meticulously documented and reported to the Risk Management Committee (RMC) and Management Executive Committee (MEC) to highlight any key risk areas. Furthermore, the Risk Register for the Facilities Management Division undergoes review by the Projects and Resources Committee of Council (PRCC).

In addition to risk management, the University maintains robust systems of internal control over income and expenditure, financial reporting, and asset safeguarding against unauthorised acquisition or use. The internal audit process evaluates the effectiveness of these control systems and provides findings and recommendations to the Audit and Risk Committee of Council (ARCC).

A significant enhancement to the control system involves incorporating all internal audit findings into reporting to committees. This ensures that management addresses all findings as part of the continuous improvement process.

Ensuring business continuity

The University has implemented a comprehensive business continuity process. This process encompasses the development and deployment of emergency response plans, disaster recovery plans, and crisis management plans, to ensure the uninterrupted operation of critical functions during emergencies or other disruptive



events. In addition, business continuity plans (BCP) have been integrated into the operational processes of all faculties and departments, ensuring alignment with institutional objectives.

The University's Business Continuity Management Policy outlines the scope and structure of business continuity efforts across the institution. Faculties and division have conducted business impact analyses to identify critical processes and systems, ensuring that they are regularly updated and aligned with evolving needs.

Fraud prevention

The University of Johannesburg takes a proactive approach to addressing unethical behaviour, theft, fraud, or related activities as part of its commitment to mitigating fraud and misconduct. One key initiative in this regard is the independently managed UJ Ethics Hotline, established to foster a culture of honesty and provide employees with a platform to report any unethical business practices to management. Operating around the clock, 365 days a year, the hotline serves as a vital mechanism for reporting concerns.

To enhance its investigative capabilities, the University works alongside a panel of forensic investigators to address cases requiring further forensic analysis. Additionally, the Fraud Prevention Policy and Fraud Prevention Procedure, endorsed by Council in November 2021, underscore the University's commitment to combating fraud and misconduct. This is further reinforced by the Fraud Prevention Strategy, which outlines the University's determination to minimise and potentially eradicate instances of fraud and misconduct, while upholding legal and regulatory compliance.

Central to the Fraud Prevention Strategy is the implementation of a comprehensive Fraud Risk Register, designed to identify and assess potential fraud risks, evaluate mitigating controls, and establish effectiveness ratings and improvement plans. The Strategy also encompasses the governance of the Ethics Hotline Report and the investigation of reported cases, ensuring a systematic and proactive approach to fraud prevention and management.

The formulation of the Institutional Fraud Risk Register has been instrumental in overseeing significant fraud-related risks encountered by the institution. Moreover, as part of efforts to reinforce governance principles, the register underwent review in 2023 by both the RMC and the MEC, with a summary overview presented to ARCC.

Insurance

The University oversees insurable risks across all its operations through a comprehensive insurance policy. This policy encompasses coverage for assets, property, public liability, and other relevant areas. Annually, a thorough review is conducted to assess the required insurance cover, potential exposure, and the overall risk profile. Any necessary adjustments are then incorporated into the renewal process to ensure that the University's insurance coverage remains current and effective.

In 2023, the insurance landscape witnessed heightened premium adjustments, particularly concerning assets and cyber liability cover. In response, the University has embraced a self-insurance approach, bolstering internal processes to mitigate potential losses and minimise reliance on external insurance coverage.

Internal audit

The internal audit function delivers independent and objective assurance aimed at enhancing the effectiveness of the University's operations. This is achieved through the examination of systems, procedures, and controls to identify areas deemed high risk and provide recommendations for improvement.

Throughout the 2023 financial year, internal audits were conducted across the University in alignment with the approved audit plan. The primary objective was to assess the effectiveness of institutional and operational risk mitigation processes and controls. These audits also served to identify any emerging areas of concern and provide actionable insights for addressing them.

External audit

SNG Grant Thornton serves as the external auditors for the University and is tasked with conducting statutory audits. ARCC endorsed the client service plan for the year ending 31 December 2023, outlining the scope and objectives of the audit engagement.



Agreed-upon procedures

PricewaterhouseCoopers Inc. (PwC) conducts annual reviews of the agreed-upon procedures (AUP) as mandated by various funders. These reviews adhere to the International Standard on Related Services and Procedures, to align with contractual agreements. The objective of these engagements is to provide reasonable assurance regarding the accuracy of expenditure and its allocation, ensuring compliance with contractual requirements and obligations. During the financial year ending 2023, all approved AUPs were executed, and corresponding reports were issued to stakeholders.

COMBINED ASSURANCE

The combined assurance framework has been drafted; however, it continues to be reviewed to align with best practice and facilitate an effective programme aligning assurance processes between internal audit and other assurance providers. The framework will thereby provide management and oversight structures further insight into the governance, risk, and control environment within the University.

INTERNAL ADMINISTRATIVE AND OPERATIONAL CONTROLS

UJ's system of internal controls encompasses a range of policies, procedures, standard operating procedures (SOPs) and approved delegations of authority, along with automated processes. These elements collectively aim to provide reasonable assurances regarding risk mitigation and to uphold the University's vision, mission, core values, and strategic objectives.

Internal control objectives encompass measures to ensure completeness, accuracy, and proper authorisation within documented institutional structures, which outline division of responsibilities. Established policies and procedures, including a code of conduct and value statement, are disseminated throughout the University to cultivate a robust ethical climate. Delegations of authority and authorisations are automated within UJ systems to ensure compliance.

The University acknowledges inherent limitations in the effectiveness of any internal control system, including the potential for human error and the circumvention or overriding of controls. It recognises that even an effective internal control system can only provide reasonable assurance regarding financial statement preparation and asset safeguarding. Consequently, various risk management, external, and internal audit processes are in place to identify and aid in mitigating potential weaknesses in internal control application.

IDENTIFICATION AND ASSESSMENT OF RISK

Effective risk management is fundamental to proper corporate governance. A thorough understanding of the University's strategic objectives, together with those strategies employed to mitigate potential risks, is thus essential for a proper appreciation of the University's affairs by the Council and Executive Leadership.

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

The following institutional risks were listed as being a priority on UJ's Risk Register for 2023:

Risk Rating	
# Risk Name	Residual Risk
1 Macro-economic factors that impact on financial sustainability of the University	25 
2 Payment delays in student accommodation and allowance	25 
3 Threats and disruption to business operations	25 
4 Threat of Cyber Attacks	20 
5 Insufficient Infrastructure Maintenance	20 
6 Inadequate stewardship impacting the University's financial sustainability	20 
7 Inefficiencies in the POSA accreditation and payment process	20 



Top seven institutional risks

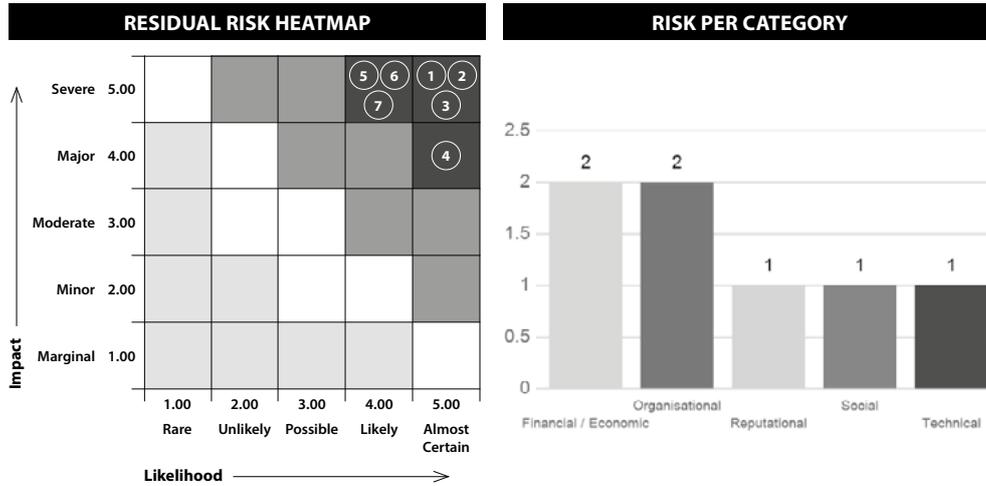


Table 16: Top seven institutional risks

		Residual Risk Rating	Movement	Risk Appetite and Tolerance Level
1	<p>Fitness for global excellence and stature</p> <p>Macroeconomic factors that impact on financial sustainability of the University</p> <p><u>Risk context:</u> The risk of financial sustainability is a critical concern for the long-term viability and success of the University. It refers to the ability of the institution to maintain its financial health and stability over time, ensuring that it can meet its operational expenses, invest in infrastructure and technology, and provide quality education and services to its students.</p> <p><u>Risk response:</u> To mitigate the risk, the University continuously monitors, updates, and uses the Financial Sustainability Model and Reserve Analysis in assessing financial sustainability in the medium to long term. Continuously explore innovative approaches for increasing third-stream income and redefined fundraising strategy through continuous education programmes (CEP) optimisation initiatives.</p> <p>Furthermore, there are regular engagements at Universities South Africa (USAf) level between VCs and DHET regarding the fee model and any other developments impacting financial planning.</p>	Very High 25 ●	→	Exceeds Tolerance
2	<p>An enriching student-friendly learning and living experience</p> <p>Payment delays in student accommodation and allowance</p> <p><u>Risk context:</u> The proposed plan by NSFAS to assume responsibility for student allowance payments from universities presents potential risks to the institution. These risks include the possibility of student protests, delays in disbursing payments to students, and potential errors in the payment process. Additionally, there may be challenges arising from the demand and capacity imbalance among accredited accommodation providers, concerns regarding the quality and safety of accommodation facilities, contractual and legal issues, as well as risks related to fraud and misrepresentation.</p> <p><u>Risk response:</u> It is crucial for the University to carefully assess and address these risks to ensure a smooth and successful transition if the plan is implemented. The University is actively maintaining engagement with key stakeholders at NSFAS and DHET, as well as continuing with accreditation of UJ-owned and privately owned residences for continuity purposes.</p>	Very High 25 ●	→	Exceeds Tolerance



		Residual Risk Rating	Movement	Risk Appetite and Tolerance Level	
3	Fitness for global excellence and stature	<p>Threats and disruption to business operations</p> <p><u>Risk context:</u> The risk of threats and disruptions to business operations encompasses a wide range of potential challenges that can adversely affect the University's ability to function effectively. These threats can arise from various internal and external factors, such as community unrest, water interruption and prolonged or higher stages of load shedding; and their consequences can be significant and far-reaching.</p> <p><u>Risk response:</u></p> <ul style="list-style-type: none"> • Business continuity plans are fully updated, emergency response plans (ERP) and crisis management have been developed for each of the four campuses. • The University has large-scale water storage on various campuses, boreholes, and standby water tankers to provide water in case of water interruption. • Adequate backup units are available during power outages. 	Very High 25 	→	Exceeds Tolerance
4	Fitness for global excellence and stature	<p>Threat of cyberattacks – the protection of internet-connected systems, including hardware, software, and data from cyberattacks</p> <p><u>Risk context:</u> Cyberattacks refer to malicious activities carried out by individuals or groups with the intent of exploiting vulnerabilities in digital systems to gain unauthorised access, steal sensitive data, disrupt operations, or cause harm.</p> <p><u>Risk response:</u></p> <ul style="list-style-type: none"> • ICS performs regular scanning of the environment using acquired quality vulnerability monitoring tools and reporting thereon in various committees, including the IT Executive Committee. • Delivery of targeted campaigns on IT best practices and UJ IT standards as part of the annual cybersecurity awareness programme targeting students and staff. • Expanded Firewall coverage by onboarding non-ICS controlled sites hosted into the Web Application Firewall. 	Very High 20 	↓	Exceeds Tolerance
5	Fitness for global excellence and stature	<p>Insufficient infrastructure maintenance</p> <p><u>Risk context:</u> Infrastructure maintenance refers to the regular upkeep, repair, and improvement of buildings, facilities, utilities, and other physical assets on the campus. When infrastructure maintenance is insufficient or neglected, it can lead to a range of consequences and adverse effects.</p> <p><u>Risk response:</u> The University reviews and replaces electrical main distribution items on older campuses and HVAC on an ongoing basis. Structural assessment and remediation, as well as road and non-building remediation projects, are ongoing. Removal of asbestos material on campuses and residences.</p>	Very High 20 	→	Exceeds Tolerance
6	Fitness for global excellence and stature	<p>Inadequate stewardship impacting the University's financial sustainability</p> <p><u>Risk context:</u> The risk of financial sustainability is a critical concern for the long-term viability and success of the University. It refers to the ability of the institution to maintain its financial health and stability over time, ensuring that it can meet its operational expenses, invest in infrastructure and technology, and provide quality education and services to its students. The inability to collect sufficient revenue and adequately manage the main revenue streams of the University may potentially have an impact on the financial sustainability of the institution.</p>	Very High 20 	↓	Exceeds Tolerance

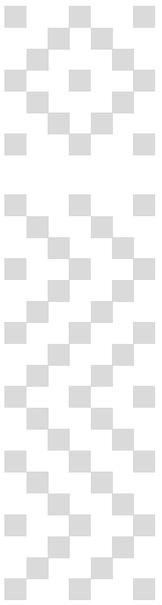


			Residual Risk Rating	Movement	Risk Appetite and Tolerance Level
		<p><u>Risk response:</u></p> <ul style="list-style-type: none"> • Overall cost optimisation strategies are in place to manage operational costs and constant monitoring of liquidity and financial sustainability of the University, with regular reporting to oversight structures, including MEC, Investment Committee (IC), Financial Sustainability Committee of Council (FSCC), and UJ Trust. • Alignment of income budget and five-year subsidy forecast to DHET's Medium Term Expenditure Framework (MTEF) is monitored to ensure that there is alignment. • Continued implementation of the approved investment strategy to enhance investment return relative to associated costs. • Initiatives to improve student debts, such as incentives for students for early settlement of debt, third-party debt collection tools, debit order payments and increased awareness campaigns. 			
7	Fitness for global excellence and stature	<p>Inefficiencies in the privately owned student accommodation (POSA) accreditation and payment process</p> <p><u>Risk context:</u> The inefficient management of student accommodation arises from various contributing factors, which can have adverse effects on the overall student experience, campus life, and institutional reputation.</p> <p><u>Risk response:</u></p> <ul style="list-style-type: none"> • A proposal was drafted and shared with management to consider an efficient process for the management of student accommodation. • All other processes to the management of POSAs continue to take place, such as: <ul style="list-style-type: none"> ➢ Ongoing monitoring of the service providers' card systems (Fundi, e-Mbizo and AE-Switch). ➢ Ongoing audit process to verify the accreditation. • Regular circulation of approved students to POSA Office for verification purposes. • Monthly monitoring of student accommodation providers through reconciliation of invoices and investigation of variances. 	Very High 20 ●	→	Exceeds Tolerance



Nolwazi Mamorare (Ms)
Chief Financial Officer





Report from the Audit and Risk Committee of Council (ARCC)

COMPOSITION

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

- Chairperson: An external Council member with proven financial expertise is appointed by Council as the Chairperson of the Audit and Risk Committee. When the Chairperson is absent, he/she will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson.
- At least two additional external members of Council, with collective expertise in:
 - Financial and sustainability reporting.
 - Internal financial controls.
 - External and internal audit process.
 - Corporate law.
 - Information technology.
 - Enterprise risk management.
- An external expert that is not a current Council member may be co-opted to the ARCC as approved by Council.
- Invitees
 - The Vice-Chancellor and Principal.
 - Chief Financial Officer.
 - Chief Operating Officer.
 - Registrar.
 - General Counsel.
 - External auditors (limited to three).
 - Internal auditors (limited to three).
 - Executive Director: Financial Governance and Control.
 - Executive Director: Financial Support Services.
 - Chief Information Officer.
 - A representative from the Office of the Auditor-General of South Africa.

Meeting dates

Meetings of the Audit and Risk Committee of Council were held on the following dates in 2023: 28 February 2023, 20 April 2023, 16 August 2023, and 18 October 2023.

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

- Supporting and recommending to the Council, for consideration, the revised Charter for the ARCC.
- Supporting and recommending to the Council, for consideration, the Audited Financial Statements as at 31 December 2022.



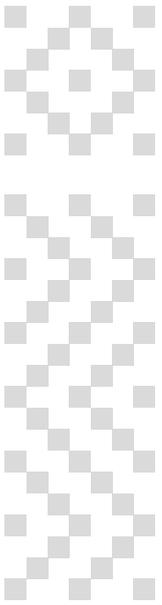
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register.
- Supporting and recommending to the Council, for consideration, the 2022 Going Concern Consideration.
- Supporting and recommending to the Council, for consideration, the UJ Audited Annual Performance Plan for the fourth quarter of 2022.
- Supporting and recommending to the Council, for consideration, the DHET Annual Performance Plan (2022) Year-end Data.
- Supporting and recommending to the Council, for consideration, the 2022-2024 Risk Management Implementation Plan.
- Supporting and recommending to the Council, the External Auditors Report on the UJ Annual Financial Statements and Annual Performance Plan.
- Supporting and recommending to the Council, the Institutional Risk Register Report.
- Supporting and recommending to the Council, the UJ Institutional Fraud Risk Register.
- Approving the 2023 ARCC Schedule of Business.
- Approving the SNG Grant Thornton external audit plan for the year ending 31 December 2023.
- Approving the proposed SNG audit fees for the UJ statutory audit and agreed-upon procedures for 2023.
- Approving the proposed audit plan for the PwC external audit of the subsidiary entities and agreed-upon procedures engagements for 2023.
- Approving the proposed PwC audit fees for 2023 for the subsidiary audits and the agreed-upon procedures for 2023/2024.
- Noting the quarterly Executive Overview of the CFO.
- Noting the outcome of the 2022 Performance Review of the ARCC.
- Noting the outcome of the 2022 Performance Review of MEC Corporate Governance Responsibilities.
- Noting the external auditors' report on UJ entities and agreed-upon procedures for 2022.
- Noting the report on Compliance Programme Implementation for UJ (2022-2024).
- Noting the quarterly report on the Information Technology Governance Update.
- Noting the quarterly report on Major Litigation Matters to which the University is a party.
- Noting the IT Infrastructure Strategy 2024-2029.
- Noting the ICS Cyber Security Assessment Report.
- Noting the Report on Tenders awarded in 2022.
- Noting the HEMIS Audit Report for the 2022 reporting year.
- Noting the quarterly Ethics Hotline Report.
- Noting the fulfilment of the ARCC Schedule of Business.
- Engagement with the external auditors.
- Engagement with Management.
- Discussing and noting the reports of the MEC Risk Management Committee meetings.
- Conducting a performance review of MEC Corporate Governance Responsibilities for 2023.
- Conducting an ARCC Performance Review for 2023.
- Discussing the tender process to appoint an internal audit service provider for UJ.

N Molope

Nosipho Molope (Ms)

Chair: Audit and Risk Committee of Council
(ARCC)





Report from the MEC Risk Management Committee (RMC)

Composition and attendance

The RMC is appointed by the Management Executive Committee (MEC) and consists of the following members:

- Chief Financial Officer (Chairperson).
- Chief Operating Officer (Deputy Chairperson).
- Executive Director: Academic Development and Support.
- Registrar.
- Senior Executive Director.
- Executive Director: Human Capital Management.
- Chief Information Officer.
- Executive Director: Financial Governance and Control.
- Executive Director: Facilities Management.
- A risk management specialist nominated by the MEC.
- Two executive deans nominated by the executive deans.
- Two additional executive/senior directors nominated by the MEC.
- Co-opted members from divisions/clusters/faculties when necessary.
- Invited members: representative internal and external auditors and additional invitees as the committee deems fit.

MEC RMC meeting dates

RMC meetings were held on the following dates in 2023: 27 March 2023, 12 June 2023, 29 August 2023, and 16 November 2023.

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

- Supporting and recommending to the MEC, for consideration, the Charter of the RMC.
- Supporting the following, for recommendation to the MEC, for discussion and recommendation to the Council, for approval, via the ARCC:
 - Institutional Risk Register.
 - Institutional Fraud Risk Register.
 - Risk Management Implementation Plan for 2023.
 - Progress Report on the Reputational Risk Dashboard.
- Adding the following risks to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the ARCC, for consideration and recommendation to the Council, for approval:
 - Shortage of fire engines and firefighting capacity within UJ.
 - Climate change.
 - Water and electricity backup provision.
 - Possible reduction (5%) in the number of students funded by NSFAS (emerging risk).



- Supporting and recommending the revised 2023 RMC Charter to the MEC for approval.
- Approving the 2023 RMC Schedule of Business.
- Resolving that the Executive Director: Facilities Management should provide an update on the water and electricity response plan, including amended project dates for the 48hour water shortage and the anticipated dates for implementing the Soweto Power Project.
- Resolving that the cause of the increase in the number of insurance claims should be determined, supported by the types of claims, with feedback to be provided to the committee.
- Resolving that the following should be undertaken relating to the internal audit findings:
 - Regular notifications to the different environments on the audit findings requiring attention, and a process to enhance this should be considered.
 - The Executive Director: Financial Governance and Control engaging relevant ELG members on outstanding audit findings in environments where action plans were past due.
- Resolving that the following should be undertaken relating to the ethics hotline report:
 - An update on the cases reported, together with the outcomes of the investigations per case.
 - Feedback on the cases reported should be categorised per call for ease of reference.
- Resolving that the communication application system offered through the new Learner Management System (LMS) be tested, after which it will be used to broadcast information to UJ staff and students on any potential identified disasters.
- Resolving that an action plan be created, with strategies to ensure food safety standards be followed and be included within the lease agreement for tenants.
- Resolving that the recommendation for a complaint management system be developed and managed.
- Resolving the need for an assessment plan to remove asbestos with timelines to be prepared.
- Resolving that Protection Services should provide a report on the trends associated with the increased use of substances, i.e. alcohol and drugs among students.
- Noting the Insurance Claim Statistics (quarterly).
- Noting the Summary of the Institutional Risk Register (quarterly).
- Noting the Business Continuity Management Status Update at every meeting.
- Noting the progress against the Risk Management Implementation Plan for 2023.
- Noting the Whistleblowing/Ethics Line Report (quarterly).
- Noting the uninsured and uninsurable risks.
- Noting the compliance implementation for UJ.
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Division: Information and Communication Systems (at every meeting).
 - Division: Academic Development and Support.
 - Division: Protection Services.
 - Division: Library and Information Centre.
 - Division: Student Affairs.
 - Faculty of Art, Design and Architecture.
 - Faculty of Engineering and the Built Environment.
 - Faculty of Law.
- Noting the Internal Audit Plan for 2023.
- Noting the Internal Audit Progress Report (quarterly).
- Noting the following Internal Audit Reports:
 - Application and registrations (including Internationalisation and Student Finance).
 - Asset Management.
 - Database Security Review.
 - Data Management.
 - Firewall Review.
 - Human Resources Operations and Payroll Review.
 - Incident Management Review.

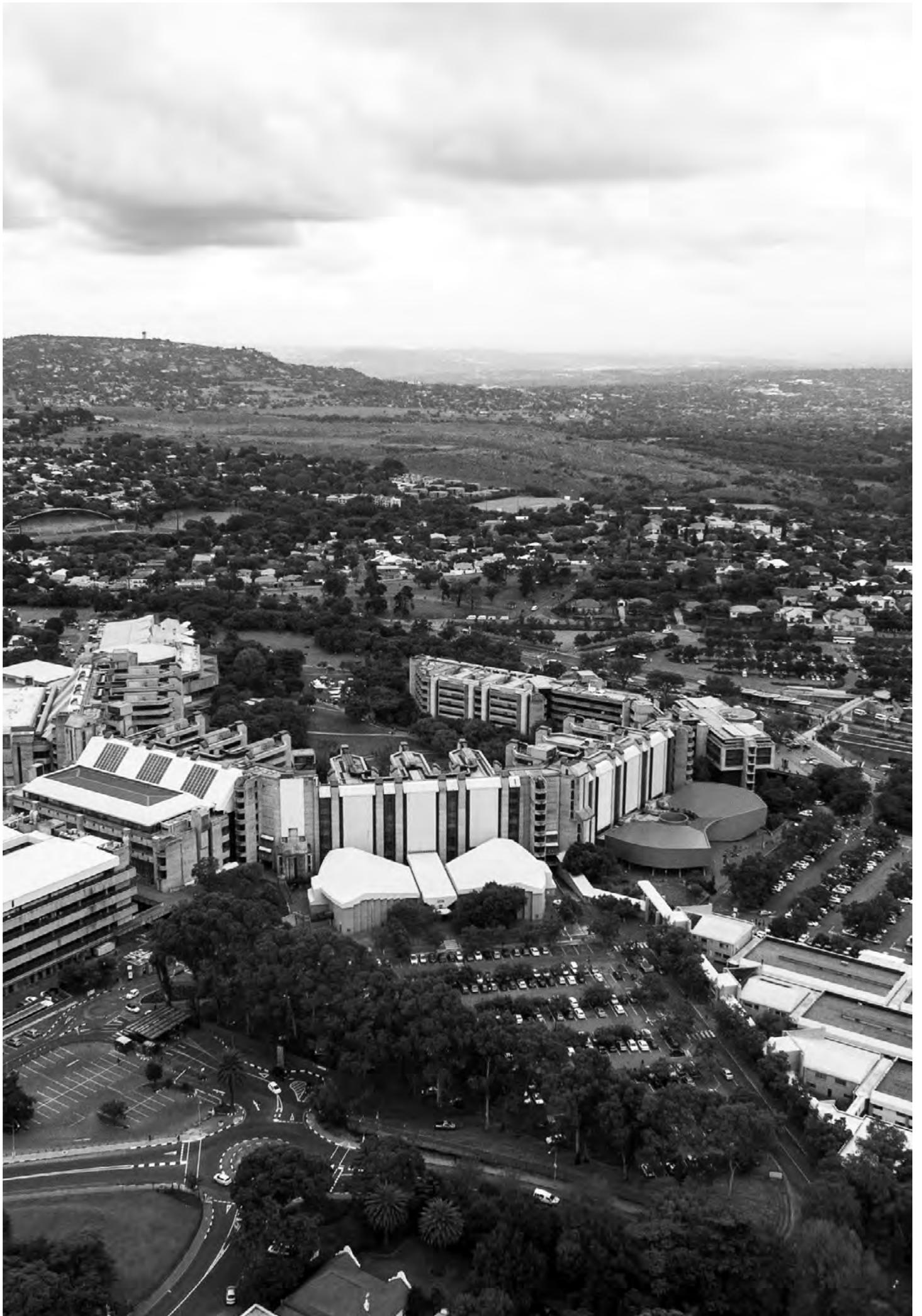


- Insurance Review.
- Internal Financial Controls.
- Investment.
- Operations – Capital projects.
- Operations – Facilities and Maintenance Management.
- Procurement and expenditure.
- Student Affairs and Governance.
- Noting the outstanding audit findings per division (quarterly).
- Noting the internal audit findings statistics (quarterly).
- Conducting an online MEC RMC performance review for 2023.
- Noting the outcome of the 2022 performance review.



Nolwazi Mamorare (Ms)
Chief Financial Officer

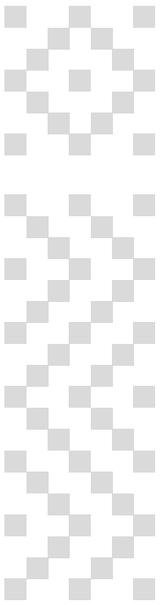




Section FIVE

**HUMAN
RIGHTS
BELONG to
EVERYONE**





Transformation

OVERVIEW

Transformation is woven into the social, intellectual, and structural fabric of the University of Johannesburg. It owes its existence to the national government's agenda to achieve transformation of higher education in South Africa through, among other means, the merging and restructuring of existing higher education institutions embedded in the apartheid ideology. UJ's character and identity now reflect the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis, and its students and employees are as diverse as the society it serves.

The University recognises both the internal and external challenges that this diversity creates and the many opportunities it presents to establish and sustain a process of transformation that will result in positive social change and the full embodiment of the democratic values of the Constitution in the institution.

The University proclaims itself to be "liberal, progressive, transformative, and assertive of academic freedom in its values. Transformation at UJ is an ongoing, dynamic, and qualitative process to enhance knowledge development in an environment that recognises diverse lived experiences for social responsibility".

THE TRANSFORMATION UNIT

The Transformation Unit reports to the Human Capital Management Division in the Chief Operating Officer's domain, addressing transformation imperatives directly impacting employee and student environments. The Unit also reports to the MEC Transformation Committee, which assists the MEC with planning, implementing, monitoring, and evaluating the broad transformation agenda.

The purpose of the Transformation Unit is to facilitate and coordinate institutional transformation processes and related initiatives that contribute towards creating a unique culture in support of the UJ vision and strategic objectives and enhancing global excellence and stature.

The University's leadership culture plays a significant role and therefore an enabling and positive leadership culture is essential. To enable this, the focus is on creating a shared direction, shared values and alignment, and commitment to transforming the institutional culture to support global excellence and stature (GES). During 2023, the Unit continued to promote the transformation agenda by creating awareness and playing an advocacy role. The Transformation Unit implements the strategic directives of the MEC Transformation Committee:

- It leads, coordinates, and supports institutional activities that enhance the institutional transformation agenda and build the capacity of line managers to lead change in the institution, manage and promote diversity and achieve optimal cultural integration.
- It designs and manages internal processes, transformational change initiatives, and interventions in the University, which will create an institutional culture of diversity, equity, and global excellence and stature in UJ.



- It assumes an advocacy role with respect to the institution's transformational imperatives and monitors compliance with such imperatives.
- It manages specific transformational projects assigned to it by the MEC.
- It promotes the implementation of the gender agenda initiatives, with a special focus on GBV prevention and support for survivors.
- It ensures, on behalf of the MEC, that institutional transformation goals are aligned with the higher education transformation agenda.

INSTITUTIONAL TRANSFORMATION PLAN

The Institutional Transformation Plan (ITP) 2016-2021 has seven major themes that are linked to the UJ Strategic Plan 2025. The themes are:

- Institutional culture – Creating an institutional culture that is transforming, pan-African, diverse, caring and values-driven.
- Employment equity – An employment strategy that ensures the representativity of the country's population groups, genders, and people with disabilities.
- Staffing and leadership profile – A talent management strategy that will ensure that the University has the 'right people with the right skills in the right jobs at the right time'.
- Governance and management – Systems, procedures, and structures – efficiency and effectiveness in terms of people, processes, systems, and technology.
- Teaching, learning and knowledge production – Decolonisation, curriculum reform and mode of delivery.
- Relationships with students – Improving services to students, effective communication with students and addressing student hunger.
- Financial sustainability – Securing the financial sustainability of UJ.

For each theme, a set of objectives and a strategy to achieve each of these are formulated. To date, the institution is reviewing its current Institutional Transformation Plan (ITP). Two additional pillars have been added to the ITP, namely Gender Equity, and Digital Transformation. The ITP review will be concluded and approved in 2024.

TRANSFORMATION IMPERATIVES

UJ Ethics Projects

UJ has identified 'ethical foundation' as one of its four values, driven by nurturing and actively promoting an ethos of honesty, transparency, accountability, and fairness in the institution. Because of UJ's commitment, the institution is raising its ethics performance to promote further and celebrate an ethical culture. To give effect to this commitment, the ELG approved an Ethics Implementation Strategy at the end of 2019, and training has since been ongoing.

To date, 10 482 staff training hits have been recorded on the ethics online training platform located on UJ's Blackboard. At the end of 2023, an Ethics Officer was recruited to establish an office dedicated to ethics and to oversee all ethics-related issues within the institution further.

UJ Culture Survey

The Transformation Unit concluded the 2022 survey project by providing feedback to faculties and divisions and has presented domain-specific initiatives and interventions to MEC and other governance structures in response to areas highlighted for improvement from the culture survey results. Environments are currently crafting activities that seek to address the identified limiting themes with the aim of addressing the culture within their specific domains.

Plans, policies and frameworks

Institutional Transformation Plan

The institution is in the process of reviewing its current Institutional Transformation Plan (ITP). The ITP is a critical strategic plan that outlines what the University as an academic community should do to achieve a transformed environment. For an effective plan to be successfully implemented, it was evident that each



pillar required a sponsor at a DVC and MEC level. MEC approved the request to have sponsors who would be responsible for supporting the team in allocating the necessary resources to help the institution achieve the proposed mandates.

The pillars are as follows, including two new (*n*) pillars: institutional culture, employment equity, talent management and leadership, governance and management, teaching, learning and knowledge production, relationship with students, financial sustainability, gender equity (*n*), and digital transformation (*n*). The UJ Council is due to approve the plan in 2024.

Anti-discrimination and gender inclusion

The University has drafted two new policies (the Anti-Discrimination Policy and the Gender Inclusion Policy) that seek to address discrimination and promote gender inclusion within the University. Consultations with staff and students are under way. The policies will be implemented upon receiving approval from the UJ Council.

Leadership programmes

Executive Leadership Development Programme for Universities (ELDPU)

UJ launched a successful Executive Leadership Development Programme for Universities on 13 June 2023. The ELDPU is a multidisciplinary, interactive, and forward-thinking programme designed to take leaders on a journey to explore emerging local and global themes, opportunities and challenges faced by university education. Using the Chatham House Rule, the programme allows individuals to share experiences and best practices with their peers as facilitated by a selection of industry leaders and experts. The first cohort programme with 15 UJ executive delegates will be concluded in 2024.

University of Johannesburg Women's Leadership Development Programme (UJWLDP)

The UJ Women in Leadership Development Programme was concluded on 10 November 2023, with 20 delegates graduating from the programme. The start of the graduation ceremony saw the delegates present action learning projects (ALPs) aimed at providing the institution with different solutions to problems identified during the gap analysis process. Delegates will present their ALPs to MEC and ELG members who may assist in seeing the projects through and ensure that they bring them to realisation.

University of Johannesburg Young Leaders Development Programme (UJYLDP)

The UJYLDP 2023 cohort was made up of 40 student leaders who officially resumed participation in the second semester of 2023. The programme is designed to prepare participants to lead in an increasingly digitised business and social environment while driving the critical social imperatives of transformation. The content is designed to develop the three areas of leadership in 4IR: *my leadership context*, *my future fitness*, and *my leadership toolkit*. In total, 34 delegates graduated from the programme on 24 November 2023.

GENDER EQUITY

Gender-based violence (GBV) case management

A total of 38 GBV cases were reported in 2023, fewer than those reported in 2022: bullying/cyberbullying (13), intimate partner violence (1), sexual harassment (14), and rape/sexual assault (10). Some of the cases have been completed through disciplinary hearings, and others are currently under way.

GBV awareness campaigns

UJ Sports GBV Pop-Up Activation Campaign

The Transformation Unit, in partnership with UJ Sport, hosted GBV pop-up activation campaigns during numerous televised games, allowing this campaign to be wide-reaching to UJ students and other outside users. Activations were hosted in March 2023 as well as in August 2023.

UJ Student Expo

The Transformation Unit collaborated with the UJ Library on different campuses during the Student Welfare Expo. The Unit distributed information pamphlets that address access to the GBV reporting tool, as well as social and psychological support being offered within the Unit.



GBV Awareness Engagement

The Gender Equity Office, through PsyCaD DFC, participated in a GBV awareness talk targeted at both staff and students. The impact of the talk was aimed at empowering the UJ DFC community stakeholders to know who to contact should they encounter students who had experienced GBV and needed support.

GBV student residence awareness sessions

Several GBV awareness sessions were implemented with students in their respective residences. The sessions focused on issues of consent, which remain problematic in a society where individuals have been socialised differently and come from communities with diverse values. Students were also engaged and sensitised to the platforms available to them for reporting GBV.

Healthy is the new sexy campaign

The Transformation Unit collaborated with the Centre for Student Health Wellness (C-SHAW) on health positivity campaigns. While C-SHAW covered aspects like HIV/Aids testing, the Transformation Unit encouraged students to access platforms where they could report any form of violation they might come across. In addition, the Unit managed to have brief dialogues about the GBV reporting tool and other support services provided by the Unit.

A play on gender equality and GBV

In partnership with Sandile Mdlongwa (play director and UJ alumna), the Transformation Unit and UJ Arts and Culture presented the play, 'Poison', to the UJ community at the UJ Arts Theatre (APK) on 29 August 2023. 'Poison' is a play that reflects on GBV and its manifestations in society. The play is supported and partially funded by the Gauteng Department of Sports, Arts, Culture and Recreation as well as other NPOs and is also set to take stage in the UK later in the year; thus, the SRC wanted to kickstart this campaign at UJ as the authors, cast and crew members are UJ graduates.

GBV and sexual diversity (LGBTIQ+) e-learning modules

UJ launched the GBV and the sexual diversity (LGBTIQ+) e-learning modules. The modules focus on creating awareness and sensitising the UJ community on GBV and LGBTIQ+. With the institutional migration from Blackboard to Moodle, UJ staff and students can access the modules through uLink, with the indicated module codes (*Gender-based Violence – 240CM 036 GBV*) and (*Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Asexual – 240CM 239 LGBTQIA+*). In 2024, the University will continue to roll out modules to different UJ faculties and divisions through awareness and training.

UJ Forums

UJ Women's Forum

International Women's Day – DigitALL: innovation and technology for gender equality

The Transformation Unit commemorated International Women's Day on 8 March 2023. The day was celebrated with two speakers, one a renowned international speaker from the USA. Lisa Powell Graham has led several campaigns for women's empowerment and TEDx. The speakers aimed to empower the young women who were part of the celebration and emphasised how imperative it was to focus on growth, development, and purpose.

Namibia's First Lady, H.E. Monica Geingos, joined UJ in a Call for collective action to dismantle GBV

As the UJ Chancellor, Phumzile Mlambo-Ngcuka, once said: "Achieving gender equality is about disrupting the status quo, not negotiating it". On 20 April 2023, the UJ Transformation Unit hosted a discussion on equitable spaces for women, featuring the First Lady of Namibia, Her Excellency Mrs Monica Geingos. The event, titled 'Are our practices inculcating equitable spaces for women', was attended by members of UJ, including the SRC and students, and was facilitated by the Women's Forum.

UJ Women's Day Celebration

The Women and Men Forum successfully celebrated the UJ annual Women's Day under the theme 'Men appreciating women'. The theme was a follow-up on a request from the VC, indicating that UJ wants to



appreciate women who play a pivotal role in the institution and, additionally, women who play an important role as support individuals at UJ. Vice-Chancellor and Principal, Prof Lethlokwa Mpedi, and former Chair of Council, Mr Mike Teke, graced the celebration as speakers.

UJ Women's Forum/Helen Joseph Memorial Lecture: An inter-generational struggle for gender equality with Dr Phumzile Mlambo-Ngcuka

The Faculty of Humanities, in partnership with the Transformation Unit, presented the 17th annual Helen Joseph Memorial Lecture under the theme 'An inter-generational struggle for gender equality' with UJ Chancellor, Dr Phumzile Mlambo-Ngcuka, at the Ubuntu Chambers (Madibeng, APK) on 10 August 2023.

UJ's Women's Forum Mentorship Programme

The women's mentorship programme was implemented with both mentors and mentees looking forward to active participation. The proposal for the next women's mentorship programme will explore ways of using this programme to empower junior staff members wishing to be mentored.

UJ Women in Leadership Journey Book Project UJ

The Women in Leadership Journey Book Project was inspired by the UJWLDP, with some delegates mentioning that if they had known how other women were juggling multiple roles, they would also have taken up leadership opportunities. The project aims to capture the leadership journeys of women who are in leadership at UJ. Furthermore, the project is also to interview as many women as possible to use their stories to inspire other women who aspire to be in leadership positions. The interviews have been a great success, providing motivation and clarity on becoming a great woman leader. UJ Press is currently working on consolidating all the interviews into a publication.

Men's Forum

So where are the Fathers? The impact of a fatherless society (18 May 2023)

The UJ Men's Forum was a huge success led by the VC and Principal, Prof Letlhokwa Mpedi. The forum was honoured by Dr Garth Japhet, whose involvement through his Fathers Matter programme presented great insight into why conversations around the absence of fathers should continue. Furthermore, Sr Miemie Geya shared her contribution to what it means to contribute positively to the upbringing of a boy child. The work seeks to encourage fathers' participation in gradually making a difference to the lives of young men.

Men's and Women's Forum: High Tea with the VC – The Peri Menopausal Globetrotter Book Discussion with Xoli KaMadlala

On 20 October, the UJ Library, in collaboration with the Transformation Unit, hosted a VC High Tea event to discuss the book, *The Peri Menopausal Globetrotter*, by Xoli KaMadlala. The high tea event emphasised menopause awareness by looking at various spaces, such as work and homes.

Queer Forum

All out with pride #humans before boxes (21 July 2023)

The Queer Forum was held in celebration of the LGBTQIA+ community. The discussion was focused on how social work in Africa could become an ally for the LGBTQIA+ community. The discussions featured scholars from reputable universities who dissected different topics. Following the panel discussion, the Transformation Unit and Employee Wellness presented a pride celebration with a candlelight memorial, poetry, cutting of 'pride' cake and pride dance.

TRANSFORMATION UNIT ADVOCACY WORK, INITIATIVES, AND PROJECTS

Discrimination case management

A total of four cases of discrimination were reported to the Transformation Unit from the student domain. These incidents have all been referred to Student Ethics and Judiciary Services, who have been able to reach a resolution for the referred incidents.



Initiatives and projects

International Mother Language Day (21 February 2023)

The Transformation Unit, in partnership with the Multilingual Language Services Office and the UJ Library, hosted a hybrid webinar at the UJ APK Library to celebrate International Mother Language Day (IMLD). The webinar was around 'The origins of South African/Indigenous Languages', with speakers from UJ, the University of Pretoria, and the University of Venda giving short presentations on this theme.

Transgender rights: Understanding the intersection of law and identity (14 April 2024)

In partnership with the Faculty of Law, the Transformation Unit presented to first-year students enrolled in the Legal Skills module on gender dynamics and the intersections of laws that affect transgender identities. The presentation was well received, with more sessions requested for 2024.

South African youth's challenges: Crafting self-power (15 June 2023)

UJ's Faculty of Education and the Transformation Unit hosted a virtual Youth Day dialogue. Dr Sadi Seyama, a senior lecturer and the chairperson of the Transformation Committee (Faculty of Education), facilitated the dialogue in conversation with Mr Khutso Mnisi, who is a passionate youth activist and a former UJ SRC Chairperson (2021), and Prof Siphelo Ngcwangu, Associate Professor at the Sociology Department at the University of Johannesburg.

Culture integration workshops with first-year students at UJ-owned residences (20 July to 3 August 2023)

Student Affairs and the Transformation Unit facilitated culture integration workshops with first-year students. The workshops aimed to engage first-year students' hearts and minds to eradicate risky student behaviour (RSB) and introduce students to UJ's culture by equipping them with life skills and tools while ensuring they fully align with the institution's values. They were also geared at creating an inclusive and values-driven culture within the residences to meet the objectives set out in the diversity and inclusion vision.

The Journey of 'Ukuthwasa' (initiation) for UJ staff and students (Ubizo Committee)

The Transformation Unit received requests from various domains to deliberate on staff and students undergoing a journey of Ukuthwasa (initiation), a process undergone by someone who has ubizo (calling) from their ancestors to become a healer. The Unit was requested to set up a working committee to deliberate on how the University could possibly address such matters, therefore emphasising its stance on embracing multiculturalism, as well as the promotion of diversity and inclusion.

UJ 2023 Staff Day (29 September 2023)

UJ Staff Day 2023 event took place at the UJ West Sports Grounds in Westdene (opposite Helen Joseph Hospital) with over 3 000 UJ employees who came together to celebrate unity and a culture driven by the values of the institution under the theme 'Spring into Ubuntu'. With this theme, UJ called on its employees to remember, practise, and live in the spirit of 'Ubuntu', to connect as a UJ community/employees at a human level regardless of age, race, gender, or disability and to celebrate all the wonderful things that make the institution the employer of choice.

Prefix Project

The Transformation Unit, together with Human Capital Management, Information Systems, Information Communication and Systems, and Central Academic Administration, investigated the opportunities presented by internal IT systems and technologies to accommodate the introduction of the gender prefix/title 'Mx' or exclusion of a title to accommodate non-binary UJ staff and students. During an Academic Administration Coordination Committee (AACC) meeting, faculties and division representatives engaged on the relevance/importance of embracing this project within their respective environments to promote inclusion for non-binary staff/students affiliated with UJ.



UJ Diversity and Inclusivity Dictionary/Queer Hub

The University has embarked on creating an online platform for empowering, uplifting and raising the flag higher when promoting diversity and inclusion within the institution. To establish the initiative, the University will develop a UJ Queer Hub that will be the home of the 'UJ Diversity and Inclusivity Dictionary', which aims to invent and create new empowering words in any one of the South African languages, to replace existing words that are experienced as derogatory and belittling. The project will be launched in 2024.

Transformation training workshops

PsyCaD intern psychologists training

In March 2023, the Transformation Unit facilitated a workshop with the latest cohort of intern psychologists from PsyCaD, introducing them to the work conducted by the Transformation Unit in partnership with PsyCaD, especially where issues of gender, sexuality, diversity, and inclusion are concerned.

Chaperone training in partnership with Internationalisation for Africa-by-Bus programme

The Internationalisation Division invited the Transformation Unit to train chaperones selected for the Africa-by-Bus programme. The training was structured around sensitising the delegates to issues related to gender, diversity, and inclusion with emphasis on their being familiar with the UJ Bullying, Harassment, Sexual Harassment, and Rape Policy – definitions, reporting, and support. The training was critical, thus equipping delegates with tools to ensure the safety and well-being of those they are responsible for and to prevent inappropriate behaviour or conduct during the trip.

Employment equity training

In April 2023, the Transformation Unit executed an employment equity (EE) training workshop for the human resources business partners (HRBPs). The training aimed to introduce the importance of EE and why it was critical for organisations to adhere to the EE plan.

Publications

The Transformer and Inkanyezi Magazine

Two publications, *Transformer* and *Inkanyezi* magazines, were published in 2023. Print copies of the magazines were made available to various internal stakeholders and distributed accordingly to students and staff in 2023.

2023 SIGNIFICANT ACCOMPLISHMENTS

The Transformation Unit has achieved its 2023 deliverables and further contributed positively to the University strategy and DHET mandates. Highlights are as follows:

- Concluded the culture survey feedback session for all divisions and faculties. Domains are crafting strategies and activities to respond to limiting themes from the survey.
- Launched the Executive Leadership Development Programme for universities, a multidisciplinary, interactive, and forward-thinking programme designed to take leaders on a journey to explore emerging local and global themes, opportunities and challenges faced by university education.
- Drafted the Anti-discrimination and Gender Inclusion Policy, further consulting with various stakeholders.
- Hosted numerous transformation dialogues and awareness sessions in line with USAf's significant days.
- Launched the gender-based violence (GBV) and lesbian, gay, bisexual, transgender, intersex, queer + (LGBTIQ+) e-learning modules.
- Initiated the Ubizo (calling) committee responsible for ensuring that staff and students with an ancestral calling are holistically supported.
- Continuously responded to GBV and discrimination incidents with a just-in-time turnaround time in providing support and ensuring that cases were concluded timeously.
- Recorded a total of 10 482 training hits on the ethics online training platform to date, with participation from support and academic divisions.



CONCLUSION

In conclusion, the Transformation Unit will ensure that the University continues to address transformation imperatives and that the Institutional Transformation Plan is fully implemented. Furthermore, the Unit will continue to support USAf transformation mandates and to this end, foster collaboration with both national and international universities and related stakeholders.



Mpoti Ralephata (Dr)
Chief Operating Officer



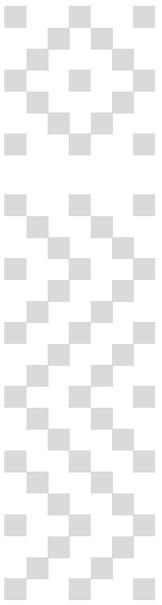
Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal





Section SIX





Statement on Environmental Sustainability

OVERVIEW

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

Strategic Objective Six

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

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

This report highlights some of the specific focus areas, as well as improvements achieved during 2023.

ENERGY MANAGEMENT

Carbon footprint

UJ’s carbon footprint analysis is based on its actual 2023 energy consumption. The total carbon footprint for 2023, based on energy consumption from various sources, is approximately 49 546 tons of CO₂ compared to the 44 986 tons reported during 2022 (refer to Tables 18 and 19, respectively). This indicates an increase of approximately 10,14%. This can be attributed largely to the increased full year use of the SWC fourth residence, the increased number of students and staff on campus as work from home reduces, and especially the substantially increased number of national and international flights undertaken by staff and students. In a sense, this is a return to the more normal carbon footprint figures of 2019 (54 642 tons), and from that perspective UJ is still showing a substantial reduction in carbon generation (a reduction from 2019 to 2023 of 9,32%).

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 13,43% since 2013 and by a further 3,23% in 2023.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with a nett 27 444 tons of CO₂ compared to the overall University footprint of 49 546 tons.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, but now also includes UJ-owned properties such as off-campus residences as well as JBS Park and UJ on Empire, with these facilities now properly accounted for.



- The reported solar photovoltaic power generation has led to a measurable decrease in the carbon generated by UJ – a decrease of approximately 4,79%. This is a reduction from the savings of 5,53% in 2022 and must, as mentioned above, be seen against the overall increase in electricity consumption experienced in 2023. It is also worth noting that the APK solar plant suffered losses due to a significant vehicle accident in November 2023 that stopped a full solar PV string from producing outputs for almost three months.

Table 18: Carbon footprint based on 2023 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Non-academic campuses (UJoE & Atrium)	Total CO ₂	Total tons of CO ₂
Electricity (kWh)	21 873 377	5 949 418	8 637 554	4 203 875	265 373	40 929 596	40 930
Natural Gas (GJ)	1 001 568	389 846	190 801	–	–	1 582 215	1 582
Catbot	–	–	–	–	–	–	–
Petrol (Fleet)	367 079	15 726	248 272	10 298	–	641 375	641
Diesel (Fleet)	277 647	7 220	102 288	9 692	–	396 847	397
Diesel generators	952 162	519 333	785 433	132 493	–	2 389 421	2 389
Inter-campus bus	337 982	66 335	145 902	66 231	5 085	621 536	622
Staff and student work-related flights	2 133 692	402 583	966 200	442 842	80 517	4 025 834	4 026
Paper used by UJ/KMSA sites	500 550	98 242	216 080	98 089	7 531	920 493	920
Total kg of CO₂	27 444 056	7 448 704	11 292 531	4 963 520	358 506	51 507 317	51 507
Total tons of CO₂	27 444	7 449	11 293	4 964	359	51 507	Reduction of electrical power
Solar PV generation	776	418	389	378	–	1 961	4,79%
						Total tons of CO₂	49 546

This highlights an increase of 10,14% as compared to the usage in 2022, depicted in table 19.



Table 19: Carbon footprint based on 2022 actual consumption (revised)

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	TOTAL tons of CO ₂
Electricity (kWh)	22 585 453	6 187 774	8 145 035	4 018 067	40 936 329	40 936
Natural gas (GJ)	1 008 634	414 773	163 847	0	1 587 254	1 587
Catbot	0	0	0	0	0	0
Petrol (fleet)	185 489	64 417	108 452	89 484	447 842	448
Diesel (fleet)	119 498	58 049	64 026	96 963	338 536	339
Diesel generators	308 809	236 643	161 542	323 459	1 030 453	1 030
Intercampus bus and staff flights	1 054 371	218 832	477 451	238 726	1 989 379	1 989
Paper used by UJ / KMSA sites	504 232	98 242	216 080	101 938	920 493	920
TOTAL kg of CO₂	25 766 486	7 278 731	9 336 433	4 868 636	47 250 286	47 250
TOTAL tons of CO₂	25 766	7 279	9 336	4 869	47 250	Reduction of electrical power
Solar PV generation (tons CO ₂)	1 035	406	427	396	2 264	5,53%
					Total tons of CO₂	44 986

The 2023 carbon footprint breakdown is as according to Figures 2 and 3 depicted.

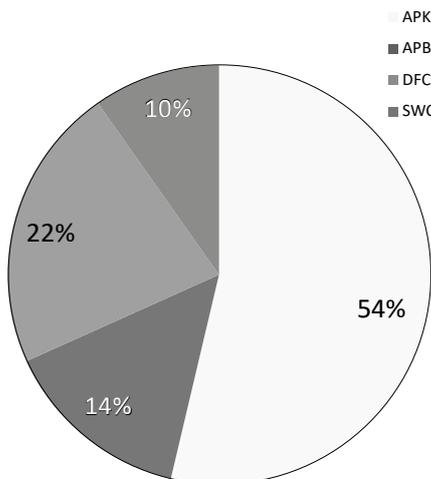


Figure 2: CO₂ production per campus

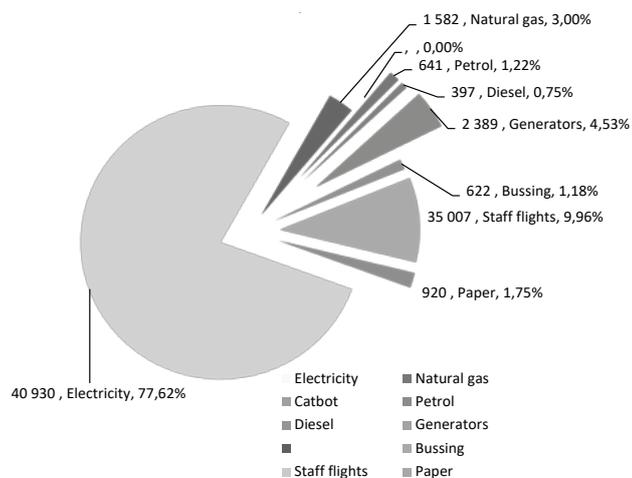


Figure 3: January to December 2023 YTD tons of CO₂ per emission source



Electricity

For January to December 2023, UJ achieved an electrical energy savings of 29,4%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved partially due to a 0,02% reduction in consumption from the 2022 figure.

The various energy savings initiatives that have started showing positive results are the following:

- The own generation of power through the solar photovoltaic (PV) plants now operating on all four campuses.
- The implementation of energy saving lights (LEDs).
- Occupancy sensors (implementation still ongoing).
- The increased use of gas for water heating at residences on the APB and DFC Campuses.
- The further installation of heat pumps, especially in new and refurbished residences.
- The installation of energy efficient shower heads.
- The installation of load control ripple relays.

Continuing with these types of initiatives, including the introduction of further PV systems, together with awareness campaigns, will further improve on savings. Since 2018, overall savings have been lowest on APK, due to increased HVAC and the growth in specialist research equipment on the campus. In 2024, a new main chiller installation on the APK Campus with substantially better energy efficiency and no water use will change the energy and water figures there substantially. Table xx identifies the 2023 energy savings expressed as a percentage. Savings compared to the last normal year (2019) and last year (2022) show how dramatic the impact of the low attendance numbers on the campuses was in terms of energy consumption. As more staff and students return full time to the campus, we can expect growing consumption requirements but will hopefully offset this with increasing use of solar PV and other renewables.

Table 20: Electrical energy savings (2023) based on 2019 consumption (includes own generation)

MONTH	APK	APB	DFC	SWC	TOTAL
Jan 23	-20,66%	-41,18%	-35,54%	-34,38%	-27,05%
Feb 23	-21,38%	-38,85%	-24,79%	-9,56%	-23,40%
Mar 23	-25,77%	-31,45%	-8,80%	-17,89%	-22,34%
Apr 23	-31,68%	-42,97%	-27,70%	-10,61%	-30,29%
May 23	-11,10%	-31,06%	-17,65%	-6,23%	-14,65%
Jun 23	-11,95%	-18,39%	0,27%	-10,74%	-9,63%
Jul 23	-14,20%	-24,74%	-10,81%	-35,14%	-16,59%
Aug 23	-14,70%	-1,04%	-0,49%	-6,62%	-8,12%
Sep 23	-22,79%	-26,01%	-18,55%	-19,12%	-21,62%
Oct 23	-25,16%	-18,99%	-4,93%	-11,76%	-18,34%
Nov 23	-36,84%	-23,56%	-17,57%	-21,46%	-29,47%
Dec 23	-26,95%	-5,07%	-3,46%	-22,42%	-18,49%
TOTALS	-21,89%	-25,65%	-13,66%	-16,53%	-19,82%

Natural gas

Sasol natural gas (Egoli gas) now contributes 3,2% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in small quantities at the laboratories for experiments. The saving achieved on gas reduction for 2023 compared to 2015 is 53,6% (again reiterating that the baseline is the 2015 figure for gas consumption).



Table 21: Electrical energy savings (2023) in comparison to 2022 consumption (includes own generation)

Savings compared to 2022					New measures separately		
Month	APK	APB	DFC	SWC	JBS Park	Non-campus	TOTAL
Jan 23	28,48%	2,09%	-17,80%	-15,03%	-100%	4,15%	8,22%
Feb 23	11,15%	-4,63%	-6,48%	3,16%	-100%	-30,23%	2,71%
Mar 23	-12,09%	-14,71%	-4,05%	-7,24%	-100%	-6,42%	-11,60%
Apr 23	-6,71%	-20,14%	-15,04%	259,46%	-100%	-7,34%	-3,02%
May 23	5,95%	-15,73%	-9,52%	50,23%	-100%	5,86%	1,18%
Jun 23	-8,90%	-13,58%	1,26%	-14,62%	-100%	52,10%	-9,72%
Jul 23	13,51%	-2,70%	7,47%	-33,57%	-100%	83,05%	1,99%
Aug 23	-3,15%	29,21%	3,88%	3,37%	-100%	48,68%	2,07%
Sep 23	-2,04%	7,94%	22,20%	-13,32%	-100%	-4,78%	0,81%
Oct 23	-0,53%	23,09%	50,00%	0,76%	-100%	-3,32%	9,33%
Nov 23	-7,49%	3,96%	22,98%	5,41%	-100%	-22,38%	-1,38%
Dec 23	-5,68%	31,16%	54,71%	7,30%	-100%	-1,76%	6,77%
TOTALS	0,19%	0,17%	6,05%	4,62%	-100%	6,76%	-0,02%

Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for heating water and cooking. Since much of the gas is used for heating on the APB Campus, a plan is being developed to trial a 2 000kW combined heat and power (CHP) power generation facility to simultaneously reduce dependence on Eskom power and to reduce the campus carbon footprint further – as well as potentially exporting energy to other UJ campuses. The continuing diversification of energy sources, from 2019 onwards, will result in a small but measurable continual reduction in the carbon footprint, especially at the residences.

Petrol, diesel, and travel-related usage

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 92 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 4,8%. It must be noted that increasing occurrence of Eskom load shedding has already produced a substantial increase in diesel usage, and this may result in further substantial CO₂ generation in future, since liquid fuels have higher CO₂ generation per GJ of energy consumed. The diesel used for backup generators as well as diesel for maintenance vehicles used as standby vehicles increased from 2022 by 131,88%, directly because of the increase in load shedding in 2023.

There was a very substantial increase in local and international travel during 2023. Since 2019, UJ has been reporting energy consumption and CO₂ generation resulting from the extensive student bus service operated between campuses, as well as the effective CO₂ generation due to national and international flights by staff. In 2023, the further increase in staff flights as well as a full return to the normal student bussing situation resulted in more than 337% increase in carbon generation. For 2023, this carbon generation source was now 8,1% of the total UJ generation.

Catbot fuel

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant on APK. Catbot fuel is used to run two hot water generators for the generation of hot



water, which is distributed and circulated through the air conditioning system on APK. At present, the catbot fuelled boilers are being repaired, and no catbot fuel was used in 2023 at all.

WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. During 2023, a significant number of days were experienced on all major campuses where due to either load shedding or infrastructure failure no water was supplied to campuses at all. This resulted in significant direct water purchases from commercial suppliers – more than 7 million litres at a cost of more than R7.5 million. In addition to this, UJ also moved 14.2 million litres of water between campuses using its own water tankers to save on water purchases (this savings amounted to an estimated R15 million). Water consumption increased by 35,9% in 2023 – partly due to the first full year of new buildings but also in part due to increased numbers on campuses. Notwithstanding the 2023 increase, UJ still shows a reduction of more than 37,65% in water use compared to 2015. The SWC water consumption in 2023 showed an 82,21% decrease from the 2022 values and this is being investigated. As far as possible, borehole water is now used on all campuses, and the four new boreholes for supply subvention from 2022 are now in operation and are primarily used for gardening purposes.

A number of initiatives implemented in 2023 contributed to some water savings – but the major reduction was due to non-supply by the CoJ. The key focus areas in the reduction of water consumption for 2023 were as follows:

- Achieving 100% installation of water restricting showerheads in residences.
- Reducing gardening water usage and moving some of this to boreholes.
- Reducing water usage due to reduced supply by the CoJ as a direct result of the Eskom load shedding processes.

The key focus areas in the reduction of water consumption for 2024 are as follows:

- Facilities Management had meant to start replacing existing taps with push-taps at all points – but this will only now gather momentum in 2024.
- Additional drilling for water on other UJ properties – this is an ongoing process.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- In 2024, the first trial waterless urinals will be installed to reduce water consumption in areas where use and performance and user response can be managed – possibly in one of the off-campus buildings, such as UJ on Empire or the Atrium.
- Facilities Management will investigate a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.
- The first grey water trial system is already installed on the APB Campus for two large residences – this is expected to save more than five million litres of water per annum on that campus. As soon as this is shown to work, Facilities Management intends to roll out similar solutions to six other high-rise residences where the technology is best suited.

WASTE MANAGEMENT

Table 22 provides an overview of total waste generation compared to recycled waste. An analysis of the different types of waste generated in the reporting year is depicted below. Interestingly, Table xx makes it clear that, in 2023, UJ recycled approximately the same level of waste as in 2022. It must be noted that although the absolute amount of waste generated increased after the very reduced values in 2020 and 2021, it still has not yet reached the pre-pandemic levels of 2019. As the total waste generated returns to pre-pandemic levels, the percentage recycled is reducing and becoming in line with the pre-pandemic levels as well. In terms of a comparison with the 2019 recycling, we are now back to a level of 39,3% compared to the 2022 level of 40,25%.

CONCLUSION AND WAY FORWARD

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



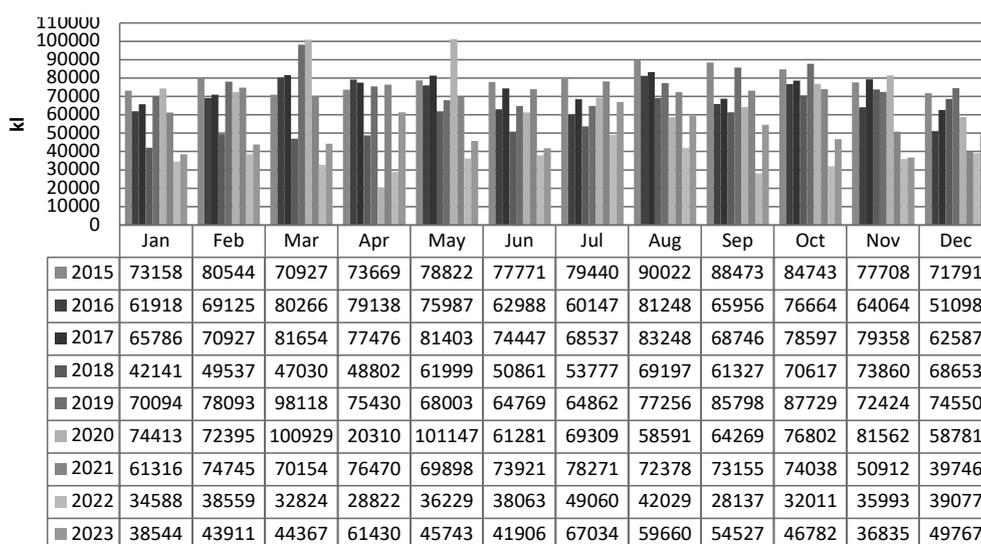


Figure 4: UJ total water consumption comparison from 2015 to 2023

Table 22: Waste generated versus waste recycled – 2011 to 2023

YEAR	GENERATED	RECYCLED	PERCENTAGE RECYCLED
2011	4 838.48	188.71	3,90%
2012	3 559.19	288.27	8,10%
2013	2 361.88	416.64	17,64%
2014	1 551.27	539.71	34,79%
2015	1 773.81	506.52	28,56%
2016	1 818.89	513.60	28,24%
2017	2 333.52	456.66	19,57%
2018	2 312.87	521.48	22,55%
2019	1 858.48	625.33	33,65%
2020	1 409.30	673.86	47,82%
2021	1 749.37	895.02	51,16%
2022	2 097.93	844.33	40,25%
2023	2 082.45	818.28	39,30%

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

During 2024, the first UJ Sustainability Report using the methodology for environmental reporting (specifically the G4 Sustainability Reporting Guidelines of the global reporting initiative) will be published, and this will showcase the environmental impact of areas presently not measured and reported on in this statement (such as waste carbon generation but not yet all Scope 3 carbon generation areas). The initiative to report via an effective tenant model for energy and resource usage will be introduced, and unit-based reporting will become the norm for per capita reporting of all utility and carbon generation figures. This will normalise results and allow for more sensible comparison of figures across years when demographics and numbers change. The analysis of figures, given actual campus attendance, is also on the horizon – allowing for an accurate understanding of work from home as a driver for change.

The focus areas for 2024 will be to extend sustainability projects, such as the fifth wave of new solar photovoltaic installations on the APK and APB Campuses and the finalisation of specifications and designs for a substantial



Table 23: Different types of waste recycled from January 2011 to December 2023

YEAR	COM PAPER	WHITE PAPER	PLASTIC	CANS	E-WASTE F TUBES	CARDBOAR BOXES	GLASS	SCRAP METAL	WET WASTE	GARDEN REFUSE	TOTAL	%
2011	22.452T	26.934T	26.689T	13.742T	0.14T	37.427T	28.74T	29.803T	0	0	188.71T	3,9
2012	42.385T	41.505T	18.797T	9.45T	1.7T	56.417T	30.38T	11.108T	7.671T	0	288.27T	8,1
2013	39.46T	40.142T	18.028T	10.005T	1.21T	37.805T	18.793T	7.364T	14.2T	136.5T	416.63T	17,64
2014	40.088T	36.855T	19.615T	9.964T	1.44T	48.274T	13.93T	6.768T	36.22T	325.5T	538.7T	34,75
2015	31.579T	51.725T	20.335T	7.117T	0.17T	63.932T	31.521T	4.071T	15.16T	329.14T	506.51T	28,55
2016	53.681T	21.877T	34.056T	6.347T	0.11T	52.574T	16.218T	17.048T	18.68T	293T	513.6T	28,89
2017	40.667T	17.526T	42.149T	8.189T	6.08T	59.824T	27.062T	0.552T	4.61T	250.98T	456.66T	19,56
2018	37.016T	45.997T	44.592T	5.5515T	1.91T	40.346T	5.102T	1.34T	8.82T	263.14T	521.48T	22,54
2019	32.614T	43.121T	25.062T	5.908T	3.385T	41.16T	47.057T	4.051T	15.23T	407T	625.33T	33,65
2020	21.63T	17.98T	12.68T	2.58T	2.72T	31.58T	19.77T	10.26T	30.66T	524T	673.86T	47,81
2021	13.952T	17.34T	6.31T	1.408T	3.112T	23.877T	22.317T	14.194T	12.506T	780T	895.016T	51,16
2022	32.158T	16.746T	13.811T	2.728T	2.862T	29.423T	19.771T	5.03T	2.629T	719.2T	844.33T	40,25
2023	24.31T	25.14T	24.99T	5.53T	2.60T	35.13T	19.06T	5.86T	12.64T	663.1T	818.3T	39,30

solar photovoltaic installation on the UJ Island. The replacement of geysers with more efficient reverse heat pump solutions in the larger residences will continue. The previous electric bus initiative, begun in 2022 with two buses and with a third bus introduced in 2023, will be expanded to as many as seven buses, and this will reduce diesel transport-based generation figures favourably. Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with a greater emphasis on renewables, including micro-wind and solar thermal for storage and natural gas, and further technology advancements within sustainability in terms of the building renovation and improvement programmes.



Mpoti Ralephata (Dr)
Chief Operating Officer



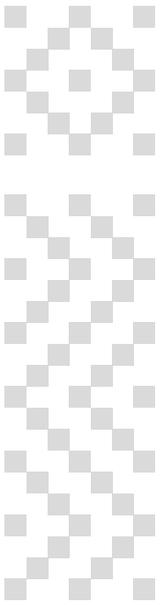
Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal







Section SEVEN



Occupational Health and Occupational Safety

PURPOSE AND STRUCTURE OF THIS REPORT

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at the University of Johannesburg (UJ) during 2023. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

OVERVIEW: FUNDAMENTALS AND FOUNDATIONS

The UJ Health and Safety Model

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

Structures at UJ responsible for Occupational Health and Safety

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

Nature and scope of collaboration between OSD and OHP

The independent management of the two units at UJ allows for specialised assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. However, collaboration between the two units in addressing joint themes is an entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The South African Nursing Council governs nursing qualifications, registrations, and scopes of practice of professional nurses. Relevant Codes of Good Practice and National Standards are followed. The Health Professions Council of South Africa and the South African Society for Occupational Medicine govern the practice of the occupational physician. Membership in professional bodies is closely observed to ensure professional accountability, competence, and ethics.



Ethical framework

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

Legal framework

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

Occupational Safety Department

Ethical framework

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

Legal framework

The legal universe governing occupational safety includes legislation standards and regulations on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning, and evacuation control, fire prevention and control, electrical and mechanical safeguarding, contractor safety, asbestos and radiation control, and legal training.

Occupational safety risks requiring certification

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

UJ HEALTH AND SAFETY PROGRAMMES

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

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team, or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise, and extraction ventilation are included as indicated per environmental exposure potential. Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment, and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Operations, in Occupational Safety, and with the relevant HOD for implementation.

The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Operations. The Safety Management Programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety





Figure 5: UJ health and safety programmes

awareness, premises and housekeeping, mechanical, electrical, and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, radiation, and asbestos management. The Safety Management Programme is updated when a risk is reported, or when risks are eliminated or mitigated. Annual audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure and flow test audit is conducted annually. Ad hoc audits are conducted as risks are identified. Risk assessments are conducted annually at all residences.

RISK REPORTING

The OHP places identified risks on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made whether to escalate risks to the Registrar’s Portfolio Risk Register



and/or the UJ Institutional Risk Register. All risks are ranked and included in quarterly reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all risks identified. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

Key risks addressed at OSD

- Addressed all call points linked to the fire panel (JOB).
- Ensured escape doors compliance at Civil Engineering.
- Repaired escape doors at Imbewu.
- Installed assembly points at the fourth Soweto residence.
- Completed Phase 1 of the gas lines compliance at DFC laboratories.
- Installed a fire door at the JBS server room.
- Replaced and programmed the Vesda system at the QK Building.
- Completed fire alarm system upgrade at the APK Student Centre.
- Installed new fire panel at D Lab.
- Completed flow tests at APK and DFC pump rooms.
- Installed door alarms at the APK Library ground floor.
- Installed radio links at Habitat residence.
- Installed escape doors at FEBE.
- Installed shut-off valves at 55 workbenches at the DFC laboratories.
- Installed bird netting at Block B to J.
- Installed smoke beams at Bram Fischer.
- Repaired Moshati Heights doors.
- Replaced emergency escape doors at Sophiatown.
- Installed safety signs indicating the misuse of safety equipment at all residences.
- Replaced the 4-loop motherboard ZP3 Panel DFC JOB.
- Replaced emergency escape doors at Impumelelo.
- Repaired the APK Stadium evacuation system.
- Installed and upgraded additional fire extinguishers at Oppierif and Cornerstone.
- Installed power supply to the library emergency doors.
- Upgraded emergency escape doors at Maqhawe.
- Repaired FADA emergency door next to FADA Library.
- Installed emergency lights at the emergency staircases in the APK Library.
- Installed Phase 2 fire alarms at residences.
- Replaced emergency escape door at Karibu Jamii.
- Replaced smoke detectors at SWC kitchens.
- Installed door alarm system at APK Madibeng.
- Replaced the Library door alarm system.
- Installed additional alarm sounders and repaired the wiring of the fire alarm at JBS Park.
- Installed all call points in line with the alarm system at JOB.
- Repaired panic buttons at B5 and KO2.
- Installed fire alarms at 16 residences.

Key risks addressed at OHP

Health Risk Assessment (HRA)

The purpose of the health risk assessments (HRAs) is to identify risks in the work environment and mitigate these to ensure the optimal health of employees. The target for 2023 was 267 HRAs across the four campuses, including quantitative outsourced surveys, food safety, annual planned qualitative HRAs by the OHP team and UJ outliers (UJ sites that are not on the campuses). After conducting HRA surveys and audits, reports are



Table 24: Occupational safety risk stratification and controls

OCCUPATIONAL SAFETY	
LOW RISKS	CONTROL PROCEDURES
1. COC for gas storeroom	Awaiting final feedback from the fire chief.
2. COC for kitchen at JBS Park	Awaiting feedback from the CoJ fire chief.
MEDIUM RISKS	CONTROL PROCEDURES
1. Vandalism of safety equipment at residences	Additional signs have been installed identifying the risks of fire equipment being vandalised. Students will be inducted on the risks in 2024.
2. Water pressure is low at the foam cannons on the APK Campus	Additional pumps will be installed, and the water line will be linked to the water tanks.
HIGH RISKS	CONTROL PROCEDURES
1. Low fire water pressure at the new Science building	An additional hydrant was installed and linked to the water tanks. System to be tested in 2024.
2. Rusted fire water lines on the APK and APB Campuses	Project to be registered in 2024.
3. Risk of falling during maintenance of the boilers at Moshate Heights and Magnolia	Written safe work procedures drafted. Parapet walls to be installed on top of the roof and at the entrance of the boiler rooms.
4. Asbestos material identified on all campuses	Asbestos to be removed and safely disposed of in a phased approach.

compiled and distributed to the departments, faculties, Facilities Management and Occupational Safety for intervention where challenges have been identified for risk mitigation.

Hygiene surveys

Hygiene surveys were done by private companies contracted by the OHP. The purpose was to measure quantifiable risks such as noise, ventilation and microbes present on surfaces and in the air.

The 2023 hygiene surveys were concluded in the following areas and departments:

- Indoor air quality surveys were conducted at UJ on Empire, Student Enrolment Centre, PEETS (Process Energy and Environmental Technology Station) and QK laboratories (DFC).
- Hygiene surveys were conducted at the Faculty of Science: Chemistry and Applied Chemistry Laboratories on APK and DFC.
- The JBS water quality survey was concluded in June 2023. The results indicated levels of colour and turbidity above normal limits. Follow-up testing was done in October 2023, with the results then acceptable (within normal ranges).

Food safety monitoring

- The cleaning, maintenance and microbiological food safety audits are done once per quarter by a contracted food audit company. The surveys focus on the UJ Student Centre and other food outlets. The food safety audits are now based on the latest Regulation 638; in previous years, the audits were conducted according to Regulation 962, which had produced rather more favourable outcomes.
- 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 is 61%, with an annual improvement of 8%.
- The cleaning and maintenance score is 75%, with a slight improvement of 3%.
- The microbial analysis overall score is 73%, with an annual improvement of 24%.
- All the above scores are still outside the acceptable UJ and internationally acceptable ranges.
- Corrective measures were communicated to STH (School of Tourism and Hospitality) and Property Management, and a plan of action is under way to improve the scores in 2024.

Health risk 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 were allocated ratings of high, moderate, or low risk. The campus presenting the most risks overall was APK at 14, followed by APB and DFC at 11, SWC at five and the outliers at nine.
 - **18 HIGH risk areas**
HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupational-related ill health. The campus with the highest number of high risks was outliers with six areas, APK, APB and DFC each had four areas, and SWC had no areas of high risk.
 - **32 MODERATE risk areas**
Moderate risks consisted of incorrect use of PPE (Personal Protective Equipment), lack of warning signage, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was DFC and APK with 10 each, APB with seven, SWC with five and the outliers three areas.

Medical surveillance

The OHP monitors employees exposed to risk due to their occupation, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).

- The target for these assessments is based on the number of employees within the University and the matrix developed by the OMP.
- For UJ compliance with the OHSA, a total of 900 medical examinations were due in 2023. In terms of staff capacity, 720 examinations across the four campuses could be achieved; however, the appointment of a locum OHNP made the target of 900 examinations achievable.
- During 2023, 982 medical assessments were carried out across the four campuses.

Radiation

The radiation exposure of staff and students in laboratories is measured using a dosimeter, which the Radiation Protection Service monitors.

- The evaluations of dosimeters are done monthly.
- For 2023, all exposure levels have been within the normal acceptable ranges.

Event medical risk assessment and resourcing

- OHP managed 240 events across all four campuses, including graduation ceremonies.
- Management by OHP includes coordination with ER24 to ensure the required onsite presence of ER24 staff, as well as ER24 notification.
- No incidents were reported to OHP.

OHP campaigns

- All campaigns conducted through OHP are aimed at preventative measures, creating health awareness, early detection of diseases or illnesses, and keeping employees at work.
- Our campaigns are in line with the Health Observances Calendar.
- The following campaigns took place: Influenza, Hearing tests for office workers, COVID-19 vaccination, PSA screening tests, Cervical Cancer Awareness (Pap smear), Wellness Day and Healthy Campus Campaigns.
- A total of 1 235 employees participated in the campaigns.
- All abnormal test results were referred for further management.



Incapacity Cases Management Programme

- Employees are referred to the OHP by Human Capital Management (HCM) and other affected departments. The reasons for referrals include ill health, poor job performance and absenteeism.
- The OMP is allocated six hours per month for incapacity assessments.
- By the end of 2023, the OHP had 18 ongoing active incapacity cases.
- Since the inception of the Incapacity Clinic, 34 cases have been closed.

Chronic Disease Management Programme (CDMP)

- The programme was established after the OHP noted that employees, mainly in the Protection Services and Auxiliary Department, were regularly absent from work to go to the local clinics to collect their chronic medication even though they had medical insurance.
- Most of our incapacity cases are related to uncontrolled chronic conditions; it is hoped that the CDMP will reduce the incapacity claims and cases.
- Our OMP visits each Campus Health Clinic for three hours once a month to see employees on chronic treatment; employees are charged from their medical aid.
- The CDMP has consulted and registered 58 employees across all four campuses.

Medical response to emergencies or disaster

- The ER24 Emergency Medical Care is contracted by UJ to respond to emergencies or disasters.
- The UJ community has been orientated and awareness interventions have been completed, resulting 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.

Travel medicine

A total of 161 travel health risk assessments were conducted for employees undertaking official international and national trips.

Contact sessions

In total, 6 349 client contact sessions were devoted to occupational health interventions and other consultations. These included 982 baseline and periodic medical assessments, 980 vision screenings, 388 lung function tests, 761 audiometric tests, 481 blood tests, and 161 travel medicine visits.

Digital transformation

Digital transformation and the impact of 4IR on future healthcare are followed on various platforms.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department

Fitness for global excellence and stature

- 264 staff trained on health and safety matters.
- 661 staff members inducted on emergency procedures.
- 26 health and safety representatives, 22 fire marshals and 140 first aiders trained.
- 85 new staff members inducted on emergency procedures.
- 16 fire-related incidents reported from January 2023.
- 57 injuries reported to the Compensation Commissioner.
- 55 evacuation drills conducted.
- 18 health and safety representative meetings conducted.
- 89 safety inspections conducted by safety practitioners.
- 38 internal surveys completed.
- 33 risk assessments completed.
- 10 external audits completed.



- 9 337 students inducted on emergency procedures, including emergency drills and safety at residences.
- 31 contractor site inspections completed.
- 10 contravention notices issued to contractors and staff for non-conformance with safety.
- Total waste generated 2 082 450T; total waste recycled 818 281T (39,3%). Total hazardous waste generated 21 093,48 kg; total hazardous waste recycled 9 860 kg (46,75%) (fat waste, wet waste (food), cartridges and fluorescent tubes).

2024 targets

- Achieve an overall occupational safety compliance rate of 86%.
- Achieve 40% recycling target.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection Services staff on first aid and firefighting.
- Train 300 staff members annually on safety-related matters.
- Report all injuries on duty within 48 hours to the Compensation Commissioner.
- Conduct risk assessments at all residences.

2025 targets

- Ensure 88% overall safety compliance rate.
- Ensure 50% recycling target.

Occupational Health Practice

Short- and medium-term initiatives

- Compliance with two main OHS requirements
 - Health surveillance of UJ staff is undertaken to prevent the impact of occupational stressors on health, such as chemicals, biological agents, physical stress, noise, and radiation. We conduct lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/biannual cycles.
 - Occupational Health Risk Assessments and Occupational Hygiene surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
 - Surveillance and preparation for global/local emerging communicable diseases, such as Coronavirus-related disease, Malaria, Influenza, Polio, and Ebola viral disease.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers in Occupational Health, the Medicchem Scientific Committee, the Department of Labour, and consistent contact with the International Commission for Occupational Health.
- Innovative introduction of digital health technologies in the UJ OHP system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research, and epidemiological studies.

CONCLUSION

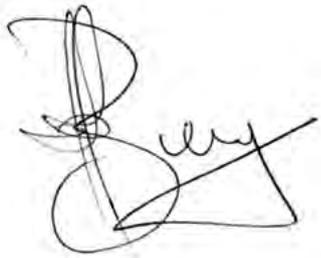
Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. This has resulted in a merged synopsis of Occupational Health and Safety at UJ for the past eight years. In addition, the recorded achievement of close to zero percent preventable risk is evidence of effective systems of surveillance and risk reduction.

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



all environments and processes and the health of persons entering the premises to detect risk early and to institute mitigators. This has proven especially effective in the institutional response to the COVID-19 pandemic and will doubtless continue to be of significance in coming years.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. In terms of the chosen Occupational Health and Safety Model, UJ is maintaining a position of leadership among peers in higher education.



Kobus de Bruyn (Mr)
Head: Occupational Safety



Miranda Tshabangu (Sr)
Head: Occupational Health Practice



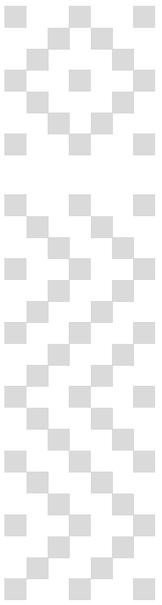
Mpoti Ralephata (Dr)
Chief Operating Officer



Bettine van Vuuren (Prof)
Registrar







Academic Teaching and Learning

OVERVIEW AND STRATEGIC FOCUS

The University of Johannesburg's (UJ) strategic directions are encapsulated in its Strategic Plan 2025, the current version of which covers the years 2014–2025. While its six strategic objectives span a wide range of areas of activity, Strategic Objective Two focuses on achieving excellence in teaching and learning. More specifically, this means contributing to the increasing stature of the University through becoming recognised for offering quality higher education programmes to a large and diverse study body. Attention to curriculum renewal ensures that its programmes are relevant in terms of the socioeconomic context of South Africa, and that they prepare graduates adequately for the Fourth Industrial Revolution (4IR). As a comprehensive university, UJ offers academic programmes ranging from undergraduate diplomas that are closely allied to the world of work, to pure and applied research-based doctoral qualifications. UJ's academic programmes are also informed by its growing research production and undergirded by an emphasis on the scholarship of teaching and learning.

In 2023, UJ's teaching and learning activities continued to advance the following aims:

- To provide intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century.
- To achieve pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process.
- To foster outstanding achievements across our diverse student body.
- To maintain a steady overall enrolment capped at approximately 53 000 students, with an increasing proportion of postgraduates, significant proportions of international students and students from Quintile 1 and 2 schools.
- To apply a continuous and intense focus on student success, on reducing dropout and increasing the programme throughput rate.

TEACHING AND LEARNING POLICIES

The UJ Teaching and Learning Policy (2016, revised 2021) gives effect to the University's strategic objective to foster excellence in teaching and learning. The University's vision and mission as an African university "dynamically shaping the future" and "inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge" underpin the commitment to excellence in teaching and learning. The purpose of the Policy is to inform the development and implementation of all teaching and learning activities and initiatives to enable the achievement of the University's commitment to excellence in teaching and learning.



The Policy's provisions cover decision making on teaching and learning, in general, enhancing institutional capacity to address teaching and learning challenges, curriculum development, the professional development of academics as teachers and interventions to enhance student success and throughput.

A number of other UJ policies and regulatory documents have relevance in this domain:

- Academic Programme Policy
- Academic Regulations
- Admission Policy
- Assessment Policy
- Certification Policy
- Development and Evaluation of Learning Material Policy
- Enrolment Plan
- Faculty Rules and Regulations
- Framework for the Professional Development of Academics as Teachers
- Language Policy
- Peer Evaluation Framework
- Policy on Higher Degrees and Postgraduate Studies
- Policy on Work-integrated Learning and Service Learning
- Policy on Recognition of Prior Learning
- Policy on People with Disabilities
- Policy on Work-integrated Education
- Quality Promotion Policy
- Short Learning Policy
- Staff Development Policy
- Teaching and Module Evaluation Policy
- UJ Programme Review Manual
- UJ Online Policy Framework

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The domain is supported by three divisions, headed respectively by the Senior Director: Academic Development and Support, the Senior Director: Division of Teaching Excellence, and the Senior Director: Division of Institutional Planning, Evaluation and Monitoring, all of whom report to the DVC: Academic. The DVC: Research and Internationalisation (R&I) has oversight over postgraduate studies, internationalisation, and the library, which all play major roles in teaching and learning. The DVC: R&I is supported in this domain by the Executive Director: UJ Libraries, the Senior Director: Postgraduate School, and the Senior Director: Internationalisation.

The Registrar is responsible for the governance and quality of academic administration relating to the academic life cycle of the student, from application to graduation. In the teaching and learning domain, this entails oversight over registration, the academic programme structure, academic rules and regulations, and the committees that relate to teaching and learning, such as Senate and Senate Committees.

Senate and Senate Committees

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

Three of the Senate Committees are pertinent to teaching and learning, namely the Senate Executive Committee, the Senate Higher Degrees Committee, and the Senate Teaching and Learning Committee.



Academic architecture

The following academic college, faculty and school structures are operational:

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

The academic programmes together with a number of online programmes, mostly at master's level, are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

PERFORMANCE IN THE TEACHING AND LEARNING DOMAIN 2023

In the teaching and learning domain, the Strategic Plan 2025 monitors enrolment targets, relevant programme and curriculum development, international collaboration, student achievement through various success and output indicators, graduate employability, and scholarly output on teaching and learning.

2023 enrolment monitoring

In 2023, the goals underpinning the enrolment plan were to stabilise undergraduate enrolments, keep distance enrolments around the 2% mark, achieve a total headcount of 52 470, achieve a UG:PG ratio of 76.9:23.1, and a CESM distribution of 33,9% for SET and 38,6% for Business and Management.

The University performed very well in terms of enrolment in 2023 at both the undergraduate and postgraduate levels. This may partly be attributed to an earlier start to the academic year than most tertiary institutions in the country, which allowed the University to attract many potential students at an early stage, as well as agile responses to external challenges related to student financial aid.

Overall, the University's headcount of 53 484 was 1,9% above target, which is within the 2% deviation allowed for by DHET. Undergraduate degree headcount enrolments were 744 (2,6%) above target, while the undergraduate diploma headcount was slightly below target, i.e. by 36 headcounts, or 0,2%.

Postgraduate enrolment at 12 422 was slightly above the target of 12 156, such that the proportion of undergraduate to postgraduate shifted in line with strategic intentions to a better-than-target of 76.8:23.2.

The PG below master's headcount was 7 headcounts above target at 4 880, while the master's headcount was 8 headcounts above target at 5 400. There was significant growth year-on-year in the doctoral category of 223, or 12%, and this was above target by 2,2%.

In terms of CESM distribution, SET accounted for 34,3% of the enrolment, Business and Management for 38,6%, Education for 9%, and Humanities for 18,1%.

The overall quality of the student intake in 2023 was also higher, given that the number of first-time entering students with an APS \geq 35 (including Life Orientation) increased from 6 058 to 7 172 to reach 69,3%, and the number qualifying for the UJenius Club in the senior years also increased. The UJenius Club is a Vice-Chancellor's initiative to acknowledge outstanding academic performance by undergraduate students and to offer members additional opportunities for intellectual and professional development.

Initiatives to support the strategic objectives in teaching and learning

There was significant growth in the number of new academic initiatives advancing 4IR, in continuing education programmes and in the number of teaching and learning initiatives using technological innovation. Altogether, there have been 246 such initiatives since 2019. More information on these initiatives is contained in the section on the Division for Teaching Excellence.



Triggering innovation among academics, fostering new practices in teaching, learning, assessment, and curriculum, and thinking through new ways of 'being' and 'doing' remained central to the work of divisions supporting teaching excellence in 2023. While the main mode of teaching and learning is contact, many lessons learnt from the remote experience of teaching and learning during the pandemic carried through into a blended approach. In 2023, UJ continued with a broad definition of hybrid learning that fused the two components of blended learning: (i) traditional face-to-face teaching, and (ii) student learning through the electronic and online media in a way that ensured that they were complementary.

By the end of 2023, 19 383 students had completed the online Artificial Intelligence in the 4IR module since its inception in 2020, while close to 40 000 had completed the African Insights module. Two new MOOCs gained

Table 25: Key student performance indicators

Strategic Plan Key Performance Indicators ⁽³⁾		ACADEMIC YEAR							
		2018	2019	2020	2021	2022		2023	
		Actual ⁽¹⁾				Target	Actual ⁽¹⁾	Target	Actual ⁽²⁾
KPI 33	UG module success rate (n-1) (%)	85,7%	85,6%	85,8%	89,2%	87,5%	84,6%	85,5%	88,1%
KPI 34	UG dropout rate in year 2 (n: n-1 cohort) (%)	13%	12,2%	11%	11,9%	12%	10,2%	11,5%	10,5%
KPI 35	a. Percentage mainstream students completing three-year UG qualifications in minimum time (n-1: n-3 cohort) (%)	38,2%	38,8%	40,2%	42,5%	44,6%	38,9%	39%	41,6%
	b. Percentage mainstream students completing three-year UG degrees only in minimum time (n-1: n-3 cohort) (%)	40,9%	41,5%	41,5%	43,4%	44,4%	39,2%	39,5%	42,4%
KPI 36	a. Total graduation rate (n-1) (%)	25,8%	27,1%	27,9%	26,9%	26,4%	23,6%	24,1%	23,8%
	b. Total graduate output (n-1) (#)	13 004	13 724	14 099	13 035	13 371	12 128	12 869	12 751
KPI 38	a. UG graduation rate (n1) (%)	23,5%	25,4%	25,9%	24,5%	24,5%	23,6%	21,3%	23,8%
	b. UG graduate output (n-1) (#)	9 969	10 566	10 681	9 458	9 739	8 089	8 520	8 819
KPI 39	Number of UG students qualifying for UJenius Club				1 493	1 500	1 766	2 000	2 058

⁽¹⁾ Audited HEMIS data.

⁽²⁾ Student data including graduate output numbers are still in the process of being finalised.

⁽³⁾ KPI numbering and KPI description as per UJ Strategic Plan 2025 for 2023.



traction – one on an Introduction to the Sustainability Development Goals and one on financial literacy, entitled Be Money Wise. More information on these programmes and other academic development and support activities is contained in the section on Academic Development and Support.

Student success

The table and graphs show trends, focusing on Strategic Plan Key Performance Indicators linked to student success. Actuals and targets as referenced in the Strategic Plan 2022 for 2025 and in the Strategic Plan 2023 for 2025 are the focus to gauge whether the latest data (although preliminary) showed an improvement in relation to history and/or compared to the targets set in the 2023 Strategic Plan. Undergraduate module success for 2023 increased to 88,1% from 84,6% in 2022 and was 2,6% above the target of 85,5%. The percentage of students from the 2021 cohort who completed three-year undergraduate qualifications in minimum time (three years) was 41,6%, which is 1,6% higher than the target of 39%. This compares to the 2020 cohort when the throughput was 38,9%. The completion rate in minimum time for three-year degree programmes for the 2021 cohort was 42,4%, 2,9% higher compared to the target of 39,5% and 2,6% higher compared to a throughput rate of 39,2% for the 2020 cohort. The undergraduate dropout in year two at 10,5% for the 2022 cohort was comparable to the 10,2% for the 2021 cohort. Although the figures can still change, the undergraduate graduate output for 2023 of 8 819 is 289 above the target of 8 520 and 730 more graduates compared to the low number of 8 089 in 2022.

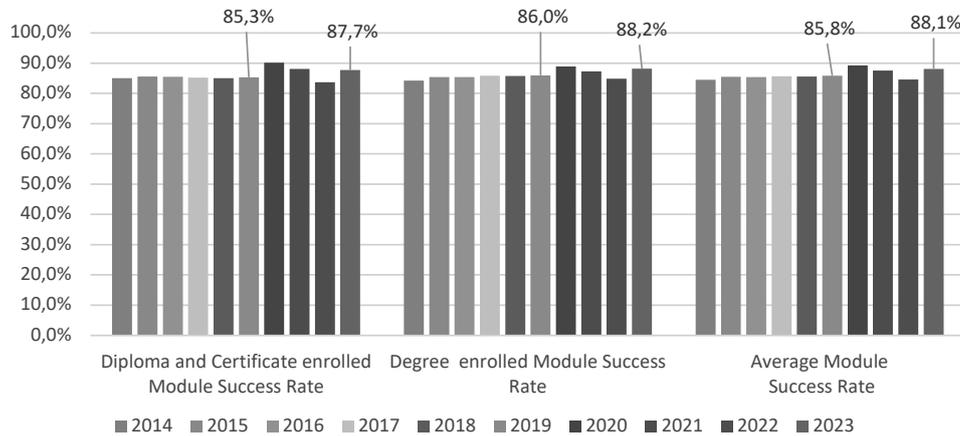


Figure 6a: Undergraduate module success rates 2014-2023

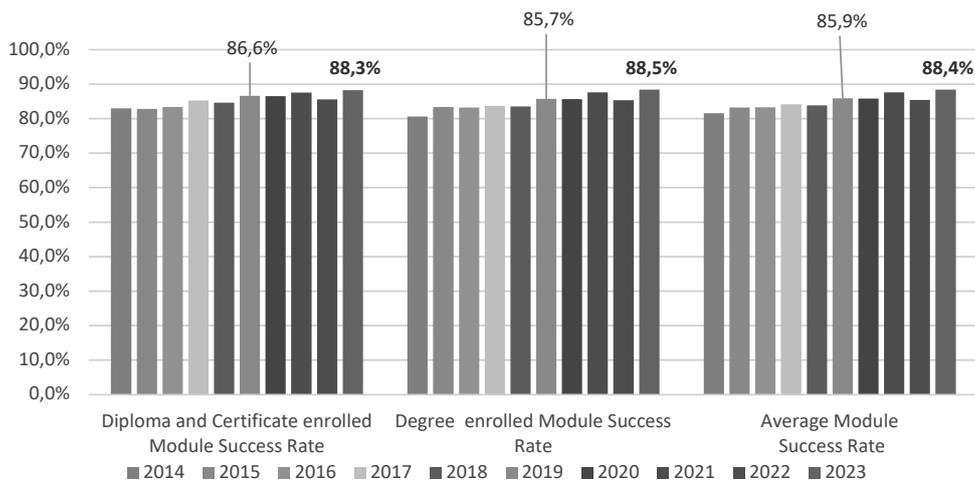


Figure 6b: Module success rates of first-time entering students 2014-2023



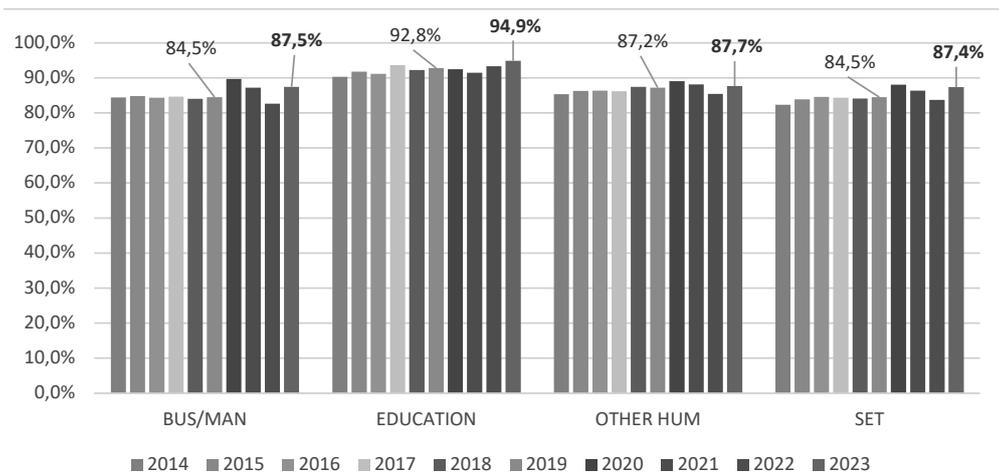


Figure 6c: Undergraduate module success rates per CSM 2014-2023

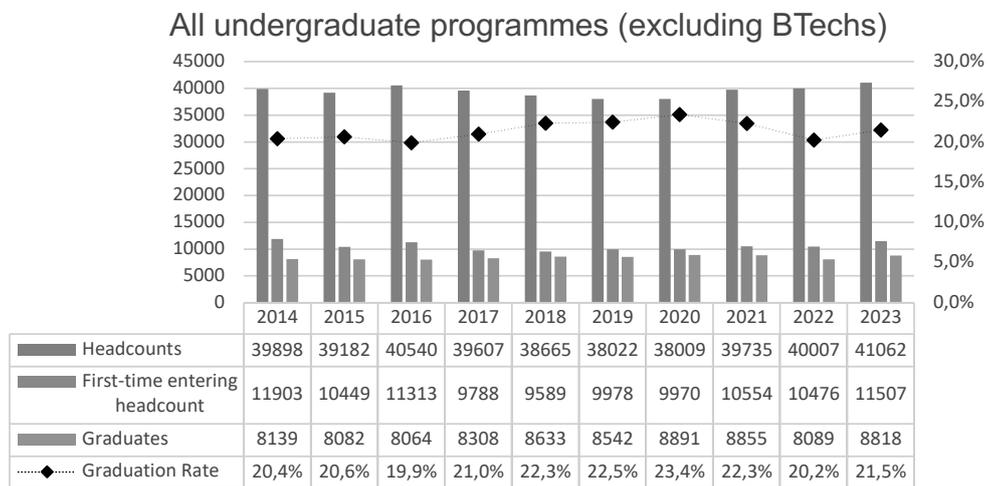


Figure 6d: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023

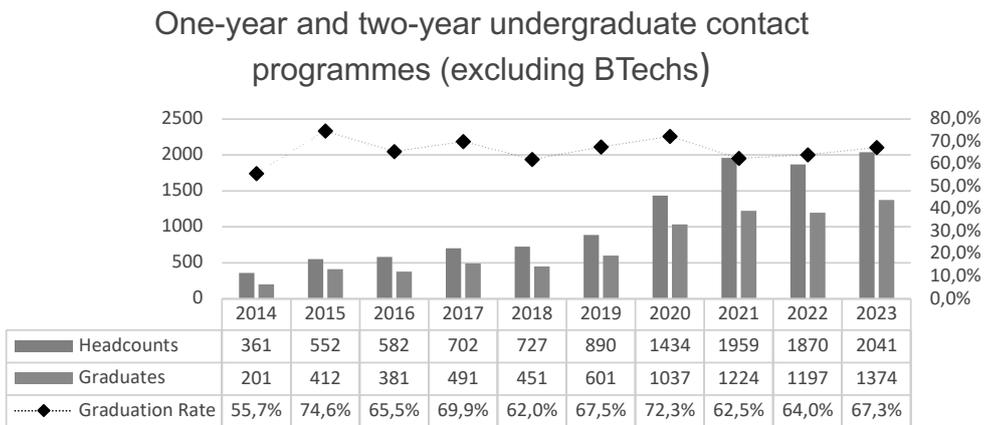


Figure 6e: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023



Three-year undergraduate programmes

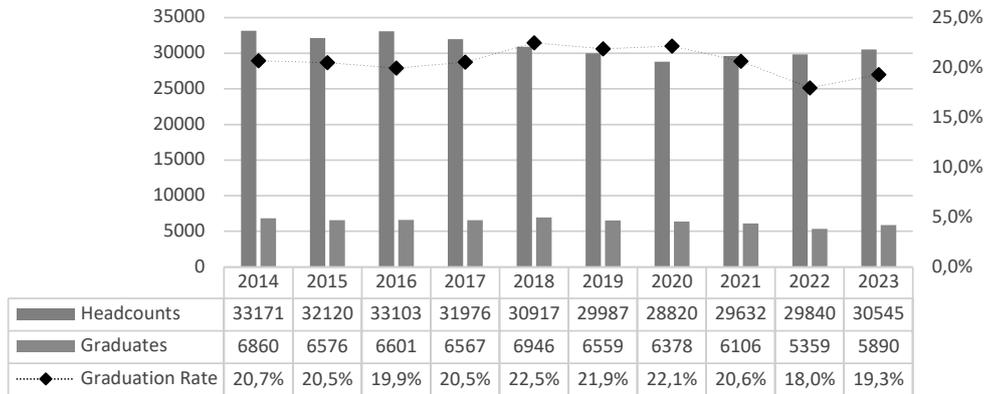


Figure 6f: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023

Four-year undergraduate programmes

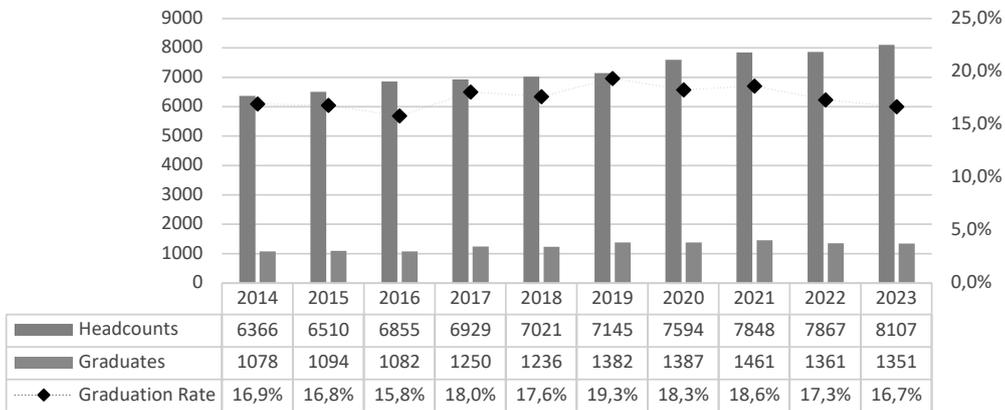


Figure 6g: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023

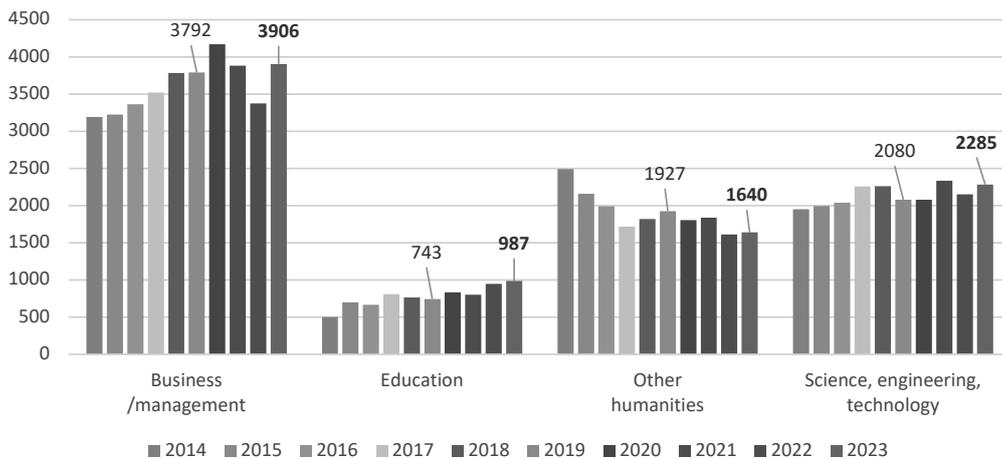


Figure 7: Undergraduate graduate outputs per CESH 2014-2023



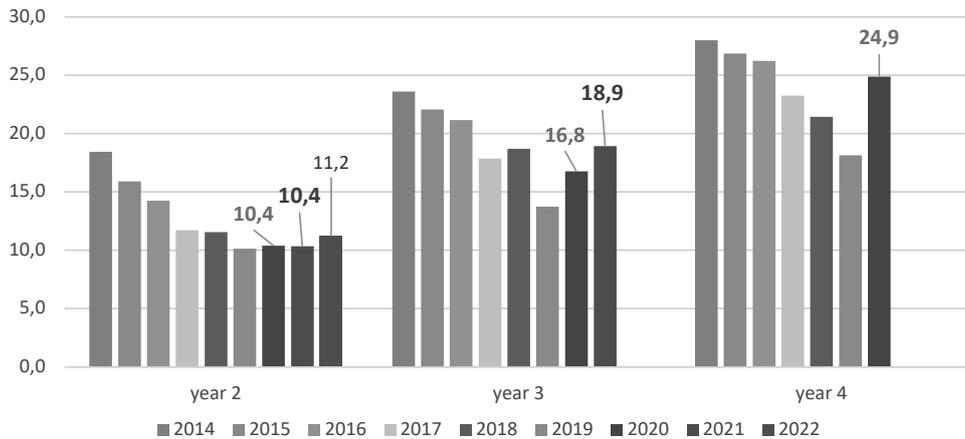


Figure 8: Cumulative completion rates for three-year mainstream undergraduate programmes: 2012-2020 cohorts

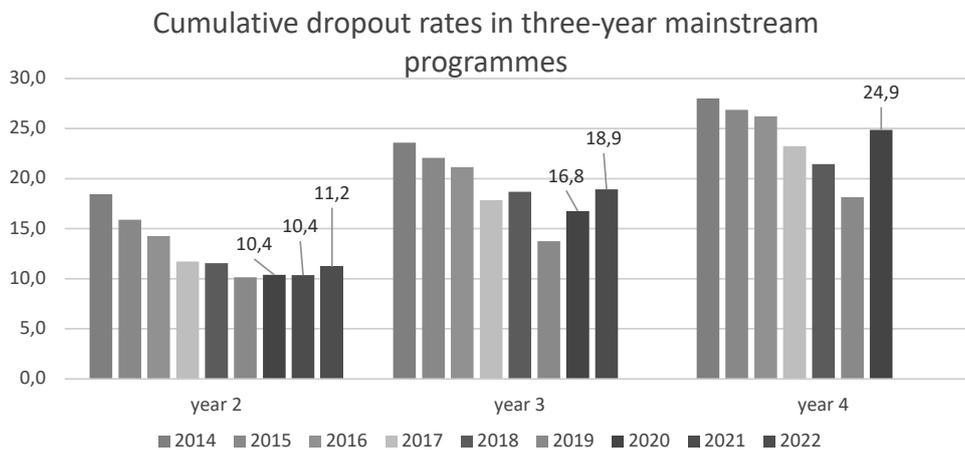


Figure 9: Cumulative undergraduate dropout rates: 2013-2022 cohorts

CONCLUSION

The above figures have indicated that 2023 had mixed results in terms of student success, and it may well be that the legacy of the COVID-19 pandemic is in evidence in indicators such as the throughput of the 2020 cohort as reported in 2023. The average undergraduate module success rate dipped to 83,7% for 2022, but the preliminary 2023 results at 8,4%, which will be reported in 2024, indicate improvement in this area.

The Division of Academic Development and Support (ADS), the Division for Teaching Excellence (DTE), and the Division for Institutional Planning, Evaluation and Moderation (DIPeM) each makes, in a variety of ways, a substantial contribution to the academic teaching and learning project and to the success of our students.

Prof Sehaam Khan

Deputy Vice-Chancellor:
Academic



Academic Development and Support

OVERVIEW

The Division of Academic Development and Support (ADS) is dedicated to various initiatives to support and enhance an enriching academic experience for undergraduate students at the University of Johannesburg (UJ). Our primary focus is reducing dropout rates and improving the module pass and degree throughput rates. ADS is committed to implementing cutting-edge initiatives, encompassing psychosocial support to enrich students' environments, academic interventions to maximise learning opportunities, and the innovative integration of educational technologies. Our overarching aspiration is to emerge as a national leader among teaching and learning student support divisions. The collective institutional objective of the ADS centres is to nurture confident and passionate graduates, distinguished intellectuals, professionals, ethical and responsible citizens, and innovators.

CENTRE FOR ACADEMIC TECHNOLOGIES

The Centre for Academic Technologies (CAT) supports teaching and learning at UJ. Its primary goal is to deliver cutting-edge and advanced technologies to students and staff, ensuring they receive the necessary training and support to harness these technologies effectively for learning and teaching.

Through our student support initiatives, CAT's 2023 orientation initiatives supported first-time entering students in multiple learning and teaching delivery modes. Staff hosted three online pre-orientation sessions per day on Blackboard Collaborate from 25 January to 3 February and face-to-face orientation sessions integrated into the institutional orientation programme across all campuses in the week of 6 to 10 February. Students were trained to navigate the Blackboard learning management system (LMS), submit assignments online and communicate with lecturers and peers through different online channels. In addition, students were introduced to uLink, the University's single sign-on portal for students, which provides access to various academic and administrative services. More than 8 500 students attended the different training sessions. During the first semester, CAT provided ongoing training on basic computer skills and Microsoft Office (i.e. Word, Excel, and PowerPoint) across all campuses; 1 198 students attended. In addition to the hands-on training, CAT designed an online Learning with Technology module to guide students on how to use Blackboard. A total of 14 500 students accessed this module in 2023.

CAT further provided ongoing online support through a helpdesk to support student readiness and success. The helpdesk team utilised the OsTicketing system to track student queries and provided just-in-time feedback and support to students, ensuring their concerns were promptly addressed. In 2023, they responded to 11 479 queries on Blackboard, technical issues, such as password reset and device-related matters, and general queries.



CAT continued the laptop rollout project for NSFAS and missing middle students and, in 2023, added students enrolled in extended degrees (supported by the Foundation Grant). This project emphasised the importance of equitable access to technology for all students, ensuring they had the tools to thrive academically in the digital age. CAT distributed 2 218 entry-level laptops to NSFAS and missing middle students and 1 386 laptops to extended degree students, with extended degree students in the Faculty of Engineering and the Built Environment receiving higher-spec laptops. The successful implementation of this initiative indicates UJ's commitment to ensuring that our students receive the necessary support and resources to succeed in their academic pursuits.

In 2023, UJ allocated R10.5 million to purchase e-textbooks. This initiative aims to provide students with access to learning resources. The available funds were divided according to FTEs and allocated proportionally to faculties. To provide students with access to e-textbooks, the University appointed an e-book aggregator ITSI Funda, which provided an e-reading platform called the miEbooks application. By the end of 2023, 100% of the available funding was utilised to provide 9 150 individual students with access to one or more e-textbooks.

Aside from supporting students, CAT also supports academic staff in their blended and fully online teaching endeavours. Through departmental visits, workshops, webinars, and just-in-time refresher training sessions, CAT engaged over 1 000 teaching staff between January and August 2023 in 83 events. We also responded to nearly 13 700 queries from staff about the LMS and blended pedagogy.

In late 2023, we successfully transitioned from the Blackboard LMS to Moodle. Implementing the Switch to Moodle awareness and change management campaign from September 2023 proved instrumental in facilitating this transition. Approximately 4 500 modules were migrated from Blackboard to Moodle from September to early December. Lecturers' training began in October to facilitate a smooth transition to the new LMS. By mid-December, there was significant engagement, with nearly 1 000 staff members attending the departmental visits and over 1 200 staff attending the Introduction to Moodle training (offered both face-to-face and online). Around 3 050 lecturers were granted access to the UJ Moodle platform before the December recess. Recognising the importance of supporting lecturers in navigating the new system, a self-paced Moodle course (Teaching with Moodle) was designed. This aimed to equip lecturers with the necessary skills to utilise the Moodle LMS. UJ Moodle went live the first week of December, marking the culmination of extensive preparations and collaborative endeavours.

CAT rolled out three crucial, fully online courses to prepare students for the new LMS. The first is a self-paced course, Discovering Moodle, which enables students to master the functionalities of UJ Moodle. The second course, Online Orientation, prepares the UJ-HEPSA fully online programme students for online learning at UJ. The third updated Moodle course, Learning with Technology, is for all UJ students and prepares them to use various technologies in their learning.

Another area of CAT's work is maintaining and enhancing the functionality of uLink, a single sign-on access portal for UJ's students and staff. In 2023, the uLink platform showcased its significant impact on UJ's community, with over 1.2 million hits for the year and an average monthly user (both staff and students) of 78 774 accessing different resources through the system. The students and staff who logged on to uLink viewed a total of 66 million pages during 2023. This, with an average engagement time of almost nine minutes per session, is evidence of the effectiveness of uLink in providing seamless access to academic and administrative services. uLink has proven indispensable for daily digital interactions, reflecting the platform's vital role in UJ's educational and operational framework.

CAT manages the design, development, and administration of a series of free short learning programmes (SLPs) that are open to all UJ students, staff, and members of the public for personal enrichment. African Insights, introduced in 2017, had amassed 36 416 cumulative UJ completions by 2023. Similarly, the SLP on Artificial Intelligence in the 4th Industrial Revolution, launched in 2020, had 19 383 cumulative UJ completions by 2023. Two free SLPs were launched in late 2022, Introduction to the Sustainable Development Goals (SDGs), and financial literacy, Be Money Wise. Over 66 000 individuals had completed the bouquet of free SLPs by end 2023. Seven more SLPs were developed during 2023 and will be launched for free to UJ students, staff, and the public during 2024. These SLPs cover workplace skills (in Excel, Word, MS Teams, and Presentation) and digital skills (information literacy and digital citizenship).



In response to changing contexts in higher education, CAT provided training and support to the UJ community in 2023 on teaching- and learning-related matters. In 2024, CAT will continue to support our students and staff to enhance student success. Aside from our daily operational support, we intend to expand our free courses, automate processes, and develop digital artefacts to support student success.

ACADEMIC DEVELOPMENT CENTRE

The Academic Development Centre (ADC) consists of three units: ADC Access, Academic Development and Innovation (ADI), and the Academic Literacies Unit (ALU). The UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordination and UJELP are also housed in ADC, as well as the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), an independent entity managed by ADC.

Throughout 2023, ADC contributed to all the UJ strategic objectives by supporting undergraduate student success in various ways. Three innovative student success projects in ADC proved very successful in 2023. The first was the pop-up webinar series, which provided undergraduate students access to short, prerecorded webinars (10 minutes each) on selected topics with follow-up discussion opportunities. The 19 pop-up webinars had a combined reach of 7 781 views. Secondly, the student success influencer project continued with eight faculty influencers being managed by ADC. They were most active on TikTok, with 6 551 followers and more than 65 000 likes. Lastly, the third annual Undergraduate Research Conference was held in the UJ APK Library on 3 October 2023. The conference had 25 undergraduate presenters from all eight UJ faculties/college.

The Integrated Student Success Initiative (ISSI) aims to impact student success at UJ in terms of module pass rates and in-time degree completion rates by using a data-informed process to allocate resources where they can have the most significant impact on student success. The strength of the ISSI lies in the collaborative participation of eight Vice-Deans: Teaching and Learning. In 2023, the Academic Development Centre worked closely with the Centre for Academic Technologies and other support services, in conjunction with the various Vice-Deans: Teaching and Learning in each faculty, as well as lecturers, to develop and implement agreed interventions. Examples of interventions included initiating detailed discussions about service module alignment, CAT scans of affected modules and in-depth analysis of student performance patterns resulting in customised interventions in selected modules. In its second iteration (ISSI 2.0), the ISSI initiative continued to analyse historic student progress (a combination of load and success) in the various qualifications in a specific faculty/college. Qualifications with problematic progress rates were identified. This allowed ADC and the faculties/college to investigate these qualifications more in depth to identify structural obstacles to student success and completion. These analyses were shared with the various faculties, and initial intervention plans were devised to positively influence student in-time completion rates.

Examples of ISSI interventions include meetings between the Academic Development Centre, various faculties, and selected departments in the College of Business and Economics (CBE). These meetings were very productive, and several structural common areas of concern across faculties and programmes and structural constraints to student progress and success emerged. As part of implementing the ISSI, institutional analyses were used to identify critical programmes and departments where meaningful support-based, structural, and pedagogical interventions could be made. Faculties invited ADC to participate in various forums, such as Dean's Committee and Faculty Teaching and Learning Committee meetings, while the CBE and the Faculty of Law invited the Centre to participate in their Teaching and Learning workshops.

ADC Access, responsible for ADC's extended curriculum programmes, continued its work in 2023, focusing mainly on the Doornfontein Campus, but extended to the Soweto and the Bunting Road Campuses. ADC Access taught approximately 717 first-year students enrolled in FEBE, Humanities and CBE during the year. The module success rates of most of the 16 extended curriculum groups were 86% and above, while the success rates of extended diploma offerings remained high at 88%. Those of the FEBE extended degree offerings in their first year were 90%, those of the extended diploma offerings in CBE were 81%, and those in Humanities were 92%.

ADC Access continued to expand its blended learning offerings. Lectures were offered face to face, with online content also provided, while most tutorials were presented in a hybrid mode. ADC Access staff continued to develop multimedia teaching and learning resources based on the ADC Access methodology to be shared



with all UJ staff. ADC supported the extended students with access to a laptop, while UJ provided campus-wide connectivity, and PsyCaD supported students with personal and home environment issues. Student advising in ADC Access has also been strengthened, and a full-time advisor has been appointed to DFC.

In 2023, ADI supported student success at UJ through various initiatives. Some of its staff members taught in two credit-bearing modules: Mastering Academic and Professional Skills (MAPS), which include MAPS Eco, offered in the College of Business and Economics (CBE), and MAPS Hum, offered in the Faculty of Humanities. The MAPS modules had 665 students, and the two modules registered an average pass rate of 94% (MAPS Eco) and 96% (MAPS Hum), respectively. ADI led several innovative programmes and interventions that contributed to reducing student dropout rates and strengthened both the First Year Experience (FYE) and the Senior Student Experience (SSE). Innovations included the ramping up of student learning development advising and the provision of customised and prerecorded micro-webinars. During 2023, ADI interacted with over 22 000 students, providing academic assistance through webinars, pop-up workshops, student community engagements, faculty workshops, study skills and mentor training, Reading in the Discipline (RID) interventions, individual or group consultations, and online Blackboard self-paced modules. One significant growth area for ADI was its active participation in the UJ advising system. This included eight ADI staff completing the UFS advising course and providing hundreds of responses to student queries through the advising system.

The Academic Literacies Unit strengthened its contribution to teaching and learning with three key modules, namely English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES). The success rates in these modules ranged from 88% (in LSS) to 96% (in LES). The extent of student engagement with the consultants of the four UJ writing centres was good. Overall, the writing centres completed 6 925 face-to-face consultations in 2023, a noticeable increase compared to 5 474 in 2022. This increase was possible by reverting to in-person group consultations and renewed marketing efforts to reignite the students' interest in the services offered by the writing centres in a post-pandemic era. This allowed the writing centres to interact with the highest number of individual students (13 526) in its history. In addition, several innovative practices emerged from the writing centres in 2023. These included a small but highly successful undergraduate writing competition and eight writing cafés offered in conjunction with the UJ Library.

In 2023, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued their important work. The FYE started with the First Year Orientation (FYO), which offered a blended UJ Orientation to welcome first-time UJ students into their new environment. ADC planned the 2023 First Year Orientation (FYO) in partnership with the UJ faculties and college and support services (specifically CAT) to create the first-year orientation experience. Eight FYO modules (one per faculty/college) were produced collectively and a full on-campus FYO programme. The modules were used to deliver information included in the FYO to the new first-year students and during the extended orientation. In 2023, the student participation in the FYO was excellent. To assist the newly arriving first-year students, the FYE office again employed 153 FYO marshals strategically placed on all four campuses for the first two weeks of class. These marshals recorded 12 073 consultations with students during this time.

In 2023, the SANRC continued a programme of work that formally began in early 2022, supported by the University Capacity Development Programme (UCDP) grant. This work programme includes strengthening and continued advancement of the First Year Experience at a national level through an active programme of research, webinars, capacity building of South Africa's public universities, and social media outreach. The SANRC also hosted the 8th Annual SANRC First Year Experience Conference (17-19 May 2023) at the President Hotel in Cape Town. The keynote address, 'Putting First Year Experience into Context', was delivered by Prof Vuyisile Nkonki, Director of the Teaching and Learning Centre (TLC) at the University of Fort Hare. The second keynote of the conference, 'The Impact of the Integrated Practitioner: Third Space Working to Enhance Student Transitions and Success', was delivered by Dr Emily McIntosh, Director of Student Success at the University of West Scotland (UWS), in the United Kingdom (UK). More than 130 delegates attended the conference. In 2023, the SANRC concluded the national iteration of the International Survey of Peer Leaders (ISPL) with 11 participating universities (including UJ) in South Africa. 'Cleaned' institutional datasets will be distributed in 2024 to participating universities for their use. The SANRC will prepare a report on the national results. The survey will yield important insights into peer leadership at the participating universities.



PSYCAD

Prioritising mental health education and destigmatising conversations about psychological well-being are fundamental steps in creating a supportive environment that encourages open dialogue and seeking help without fear of judgment. Establishing accessible and well-resourced mental health services is imperative in providing students with support and guidance.

In 2023, PsyCaD continued to focus on four core areas, i.e. student counselling, disability services, psychosocial support, and graduate recruitment and employer relations. Twenty-one registered mental health practitioners provide these services, constituting a staff-to-student ratio of approximately 1 to 2 380. The International Accreditation of Counselling Services (IACS) recommends a ratio of 1 to between 1 000 and 1 500, suggesting that PsyCaD is slightly understaffed for the population it serves. However, this ratio is in line with other South African universities.

The increase in the demand for student counselling services continued in 2023. In 2020, 16 040 counselling sessions were conducted, which increased significantly to 20 797 in 2023. The continuous increase in the number of counselling sessions is in line with national and international student mental health trends, which will necessitate finding effective ways of managing student mental health. In 2021, 6 157 (37%) counselling sessions were done remotely via Zoom or telephone, but this declined to 1 882 (9%) in 2023. To ensure an efficient triage system, PsyCaD distinguishes between advisories and therapy. The advisory system enables students to approach any PsyCaD office on any of the four campuses without making prior appointments. During these 30-minute sessions, the mental health professionals screen the students and make recommendations for further interventions, which may be either referral to the psychologists for further therapy or to the social workers for psychosocial support. The number of advisory sessions increased from 2 630 sessions in 2020 to 8 328 sessions in 2023. This system seems to be effective, as the increase in demand for therapy has seen only a slight increase from 11 726 sessions in 2022 to 12 469 in 2023. The top three reasons for seeking support in 2023 were relationship problems, mild depression, and post-traumatic stress.

Not only has the demand for counselling services increased over the years, but so has the severity of the problems. For severe cases, it is imperative to have responsive systems in place to provide immediate support and management. One way of managing severe cases is to identify these students early. Although the advisory system does allow for early identification, there is a stigma attached to be seen visiting PsyCaD, and to this end, students are provided with three ways to contact PsyCaD more privately. The first of these is an emailing system (OsTicket) where students can send emails to *psychservices@uj.ac.za*. A dedicated staff member then reads and distributes these emails to the appropriate mental health professional. This system also links to the wider ADS advising system, which allows for the distribution of emails to other appropriate support services. The system allows for tracking and management of these requests. In this way, tracking the progress and number of tickets managed by individual staff members is possible, and the system alerts the users when tickets have not been dealt with. During 2021, when this was introduced, PsyCaD responded to 643 tickets, which increased significantly to 2 492 in 2023.

The second system used to respond promptly to crisis situations is the PsyCaD Crisis Line. PsyCaD operates a 24/7 Crisis Line that responds immediately to high risk or extreme distress incidents. We collaborate closely with Protection Services and Student Affairs to manage these incidents. The number of Crisis Line calls increased slightly from 475 in 2022 to 507 in 2023, of which 52 were suicide-related calls. Thirdly, a residence psychologist has been appointed, who is available on campus after hours to attend to 24/7 crisis-related incidents in the residences. During 2023, this psychologist dealt with 17 crisis situations in the residences.

To address the increasing demand for psychosocial support, PsyCaD has appointed four social workers to assist students in coping with adverse life events and a lack of basic amenities. Over and above individual consultations, PsyCaD embarked on several initiatives, including informal and formal clothing and food drives to ensure that there are clothing and food banks from which students could be assisted. PsyCaD also started the Care for a Friend campaign, which aimed to collect stationary, toiletries, etc., for students in need. In addition, PsyCaD embarked on several projects and campaigns (approximately 20) to equip students with skills and provide group support where necessary.



The Disability Unit (DU) fosters an inclusive and equitable learning environment that seeks to provide students with the support they need to be independent learners. They provide support to students with a wide range of disabilities, including learning disorders and mental health difficulties. Services include early orientation and welcome programmes, needs assessment, exam accommodations (e.g. a smaller exam venue or extra time), classroom accommodations (e.g. provision of lecture slides), assistive technologies (e.g. use of a recording device), and liaison with faculties.

A total of 388 students declared their disabilities when they registered at the beginning of 2023. However, the figures may not be an accurate reflection of the number of students with disabilities at UJ, as many students do not disclose their disabilities when they apply or register. Some students also report some impairments, such as being short-sighted, as a disability. There was a slight decline in the number of concession applications from 112 in 2022 to 87 in 2023. Not all types of disabilities require concessions, which explains the discrepancy between the number of students who declared their disabilities and those needing accommodation. Although Student Counselling provides therapy for these students where indicated, the DU also has individual sessions with the students to monitor their progress and well-being. The number of individual sessions increased from 1 275 in 2022 to 1 522 in 2023. In addition, the DU ran 20 awareness campaigns to sensitise the UJ community to different types of disabilities.

The objectives of Career Services are to promote the career development and related life planning skills of UJ students and prospective students, to facilitate graduate recruitment opportunities and contact with potential employers, and to allow space for clients to actualise their career development goals. Services that support both internal and external clients throughout their career life cycle are offered. The Career Services Unit has four main domains, i.e. Career Assessment and Guidance, Work Readiness, Graduate Recruitment, and Employer Relations.

PsyCaD offers a range of career initiatives aimed at equipping students for the world of work and assisting students to find employment after graduating. Based on the range and quality of our services, UJ Career Services was rated as one of the top three service providers, alongside UCT and UP, by South African companies in 2023. Additionally, our graduate recruitment programme was rated as the best in the country.

SPECIAL PROJECTS

In June 2023, the team hosted the Career Bootcamp, during which nine companies presented topics on the preparation for the world of work. The Career Services team also hosted four on-campus Career Fairs, i.e. Law, Commerce, STEM, and a General Career Fair. In 2022, 66 companies attended the fairs, which increased significantly to 96 in 2023. The number of students who attended the fairs remained constant from 4 643 in 2022 to 4 150 in 2023. Company Showcases allow companies to showcase and advertise various job opportunities to UJ students. Students can speak to the companies directly and can ask potential employers specific questions. These showcases are held on a specific day, allowing recruiters to interview UJ students for job placements. During 2023, the Career Services team hosted 32 companies/organisations on campus.

In addition, the Career Services Unit offers the UJ Career Wiz online job portal, which was created for UJ and is managed by UJ Career Services staff. Career Services also supports several external online job portals. All portals are used to create awareness of recruitment opportunities for UJ students. Mass email services, social media postings, and the PsyCaD website are used to inform students and recruiters about the services of the Career Services Unit. In 2023, 13 466 students and 443 companies registered on this platform. There were 195 job vacancies advertised on Career Wiz, and 2 150 students used the platform to apply for jobs. The UJ Career Wiz platform will be expanded to allow UJ departments, centres, and divisions to advertise internal job vacancies for UJ students.

In 2023, the UJenius Club, a special project coordinated by PsyCaD, accepted 469 senior students, a decrease from the 640 accepted in 2022. However, the Club also accepted 1 589 first-year students, a higher number than the 1 126 accepted in the previous year. The total number of UJenius students grew from 1 766 in 2022 to 2 058 in 2023. UJenius students are given priority access to company visits and online networking events due to their status as top-achieving students. Many companies seek to recruit these students, and UJ facilitates



this process by forwarding such requests to the UJenius Club. This collaboration is mutually beneficial, as students are made aware of job vacancies, and companies gain direct access to high-performing students. The UJenius Club, in collaboration with PsyCaD Career Services and the Faculty of Law, arranged an excursion in September 2023 for 25 senior UJenius Club members to visit the law firm, Bowmans. The UJenius Alumni Affinity Group was launched in November 2022, and its development continued in 2023.



Thea de Wet (Prof)

Senior Director:

Academic Development and Support



Division for Teaching Excellence

OVERVIEW

The Division for Teaching Excellence (DTE) contributes significantly to the University of Johannesburg's (UJ) activities to meet its strategic goals in respect of teaching excellence and global stature. There are two centres in the DTE: the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD). The DTE is responsible for a range of projects and activities, which provide extensive support for the intellectual, personal, and professional development of academics, and for the continuous enhancement of the University's academic programmes.

UJ received the draft Institutional Audit report from the Council on Higher Education (CHE) with a request to check the report for accuracy in February 2023. The DTE submitted the University's response to the report. Subsequently, the University received the final approved Institutional Audit report in October 2023. The responses to the recommendations made in the report are to be submitted in February 2024. Based on the audit, UJ was found to have a functionally mature quality management system. The outcome is positive as this will permit greater autonomy.

The following critical internal documents were developed, amended, and either approved in 2022 or submitted to the governance structures for approval in 2023:

- Policy on Learning Resources
- Charter for the Programme Working Group (PWG)
- Quality Promotion Policy (for submission 2024)
- Moderation Policy
- Moderation SOPs

SPECIAL PROJECTS

Future Professors Programme

UJ is the lead implementer of the national Future Professors Programme (FPP) Phase 2, a DHET project that prepares promising academics to become a new cohort of South African professors. In total, R70 229 574,26 has been allocated for the implementation of the FPP Phase 2 over a five-year period.

As we moved into the second year of the FPP Phase 2, remarkable strides had been made by Cohort 1. A significant number of participants had ascended from senior lecturer roles to associate professor, elevating the total number of associate professors within the programme to 19 out of the 28 participants. Additionally, two distinguished participants had achieved the esteemed rank of full professor, highlighting the substantial career advancements of 21 out of the 28 Cohort 1 members since their induction into the FPP.



The programme's second year continued to emphasise both academic and career advancement, enriching participants through a series of workshops and sessions. Building on the foundational curriculum, the second year's contact sessions seamlessly integrated academic and leadership development. These sessions spanned several days, offering rich opportunities for deep engagement, alongside informal occasions for socialising and networking with both peers and seasoned academics. The 2023 agenda featured seven brownbag discussions, three contact sessions, one LeaderLab, four writing retreats, and ongoing mentoring and coaching, all designed to support the participants' journey.

Additionally, a significant highlight scheduled for the latter half of 2023 was the international Research Engagement Initiative. This venture aimed at enabling participants to forge and fortify international networks and partnerships, thereby enhancing global collaboration. The engagements were tailored to the unique profiles of the 28 academics, ranging from conducting seminars and workshops to teaching assignments at host institutions abroad, thereby enriching their academic and professional landscapes.

Furthermore, in 2023, the call for the second cohort was sent out to universities. A total of 97 nominations were received from the 26 public universities. After a rigorous shortlisting process, a shortlist of 32 candidates was submitted to DHET for approval. DHET approved the Cohort 2 candidates in October 2023, and they will commence their 24-month programme of activities in February 2024. Finally, the third and final call for Cohort 3 of the Future Professors Programme (FPP) Phase 2 was sent to the 26 universities in November 2023. The closing date for this call is in February 2024.

UJ's dedication to transparency and accountability was evident through the unqualified audit opinion for FPP for the 2022/2023 financial year.

New Generation of Academics Programme (nGAP)

In 2023, the New Generation of Academics Programme (nGAP) at UJ reached new heights, showcasing a series of accomplishments that highlight its pivotal role in academic development. UJ was granted five additional nGAP positions for its Phase 8 expansion, all of which were officially sanctioned and advertised. By September 2023, these positions were filled, marking a swift and successful recruitment process.

Since its launch, UJ has been home to 34 nGAP positions, with 10 scholars completing their rigorous six-year tenure in 2023. Throughout the year, UJ supported 25 active nGAP scholars, displaying a diverse demographic with 64% female and 36% male scholars, and a racial composition of 72% black, 16% coloured, 8% Indian, and 4% white scholars. This initiative continues to significantly contribute to the increase in doctorate-holding faculty at UJ, with 17 scholars currently possessing doctorates, including 14 who have achieved this milestone within the nGAP framework. Notably, five scholars completed their doctoral studies in 2023, setting the stage for their graduation in 2024. Additionally, 17 nGAP scholars are in the process of completing their doctorates, with three anticipated to finish in 2024 and the remainder making steady progress.

To support the nGAP scholars' journey, the Division initiated biannual, one-on-one, check-in meetings, conducting a total of 49 sessions in 2023. These meetings offered tailored support and guidance, further bolstered by personalised coaching sessions, which have been instrumental in promoting a healthy work-life balance and ensuring scholars remain focused on their objectives. In addition to one-on-one coaching, two group sessions were held in May and June, respectively, fostering a collaborative and supportive environment among the scholars. The first semester also featured a productive writing retreat led by Dr Christel Troskie-de Bruin, aimed at enhancing the nGAP lecturers' research and writing capabilities.

UJ's commitment to transparency and accountability was reflected in its unqualified audit opinion for the 2022/2023 financial year and the submission of 29 comprehensive nGAP narrative reports to DHET. Despite the resignation of three nGAP scholars by the year's end, UJ maintained a strong cadre of 27 filled nGAP positions, testament to the University's dedication to nurturing the next generation of academics and its ongoing success in the nGAP initiative.

Nurturing Emerging Scholars Programme (NESP)

In 2023, the implementation of the Nurturing Emerging Scholars Programme (NESP) demonstrated significant progress. In 2023, UJ hosted six NESP scholars, of which 67% were female, 33% male and 100%



black in terms of race. The three scholars from NESP Phase 1 successfully completed their master's degrees and commenced their one-year internship programme, which ended at the end of 2023. Additionally, one of these NESP scholars secured a position as an assistant lecturer at UJ, highlighting the programme's success in cultivating academic talent.

Throughout the year, the Division organised a total of nine one-on-one check-in meetings for both Phase 1 and Phase 2 scholars during the first and second semesters to evaluate their progress. These sessions provided valuable support and guidance to the scholars as they navigated their academic journeys.

In 2022, the Department of Higher Education and Training (DHET) allocated three additional scholarships for NESP Phase 2.1 in various disciplines, expanding the University's scholarship opportunities to a total of seven. All three NESP Phase 2.1 scholars are making good progress in the completion of their master's programmes.

Furthermore, in 2023, DHET allocated UJ three additional posts for NESP Phase 2.2, encompassing the disciplines of Anthropology and Developmental Studies, Palaeo Studies, and Sustainable Urban and Regional Planning. This allocation brought the total number of UJ scholarships to 10. The internal application process for Phase 2.2 was conducted in the latter part of 2023, and UJ is awaiting DHET approval for the selected candidates to commence with the NESP programme in 2024.

As part of the 2022/2023 financial year reporting, four NESP audit and narrative reports were meticulously compiled and submitted to DHET, again reflecting UJ's commitment to transparency and accountability in programme implementation. These reports serve as essential tools for evaluating the programme's effectiveness and identifying areas for improvement.

Accelerated Academic Mentorship Programme (AAMP)

Throughout 2023, the Accelerated Academic Mentorship Programme (AAMP) at UJ experienced unprecedented growth, welcoming 65 new academics, and elevating its membership to a total of 601. This surge represents the programme's most substantial increase in new participants to date.

AAMP plays a pivotal role in driving institutional transformation by diversifying the racial and gender composition of the academic staff. It significantly bolsters their ability to forge national and international connections and cultivates their research and leadership acumen. The programme supports its participants by providing financial assistance for teaching relief, attendance at conferences both locally and internationally and help with publishing their work, as well as fostering international partnerships. These efforts aim to meet the developmental needs of academics in research, teaching, and leadership.

In 2023, the Division embarked on a promotional roadshow across faculties to enhance the visibility of AAMP, specifically targeting UJ academics engaged in doctoral studies. This initiative contributed to the programme's growth. Data reveal that, cumulatively, 47 participants have successfully completed their doctorates across the years 2019 to 2023, showcasing the programme's impact on academic achievement. A survey conducted in September 2023 among AAMP Level 1 participants to gauge their progress towards doctoral completion received responses from 120 individuals. The feedback highlighted substantial research progress, with 20 participants anticipating completion in 2023 and 10 having submitted their theses for examination.

Promotional advancements within the AAMP confirm its effectiveness and influence at UJ. From 2017 to 2023, 251 participants have ascended to higher academic ranks, ranging from lecturer positions to full professorships.

2023 also saw the introduction of eight writing workshops and retreats, reflecting two strategic shifts in the Division's approach to training and development:

- A stronger emphasis on group coaching to support doctoral completion.
- A concentrated effort on promotions, research outputs, NRF ratings, and doctoral completions.

The integration of group coaching into AAMP Level 1 in 2021 proved highly successful, leading to its extension to Levels 2 and 3 in the following year. Overall, during 2023, 26 AAMP workshops were conducted on a variety of topics, including preparation for NRF rating, doctoral completion, and the development of research and teaching and learning portfolios, demonstrating the programme's comprehensive support for academic excellence.



Assistant Lecturers Programme

The Assistant Lecturer (AL) initiative at UJ is a strategic programme designed to bolster departmental support in areas experiencing high student enrolment and challenging staff-to-student ratios. The core objective of the Assistant Lecturers Programme is to cultivate and prepare UJ's own talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations. Annually, the programme allocates funding for 75 participants. These assistant lecturers are engaged on a three-year contractual basis, with a standardised annual salary of R250 000.

In response to the increasing demand for assistant lecturers across various faculties, the Division appealed to the MEC in 2022 for additional funds to accommodate 25 more AL positions. This expansion, requiring an investment of R18.75 million over three years, marks a significant milestone in the programme's growth, enabling it to support 100 positions.

By 2023, UJ had successfully filled all 100 allocated positions, demonstrating a diverse and inclusive recruitment strategy: 84% of these positions were filled by designated candidates, with a gender distribution of 34% male and 66% female. Notably, 92% of the assistant lecturers are South African, aligning with the University's transformation goals.

Since the programme's launch, 58 ALs have transitioned into full-time or fixed-term contract roles within UJ, including four individuals who have advanced as nGAP scholars. Academic progression among ALs is noteworthy, with 68 pursuing master's degrees and 21 embarking on doctoral studies in 2023, reflecting a growing trend of ALs advancing their academic qualifications at UJ.

Teaching Innovation Fund

In February 2023, a call was issued for faculties and departments to submit project proposals to be considered for the Teaching Innovation Fund. The response to this call was remarkable, with 61 proposals submitted for consideration. In 2023, 21 projects in all were supported. Notably, these funded projects span multiple faculties, demonstrating a diverse range of educational innovation efforts. It is important to note that due to budget constraints, the allocation for each project was capped at a maximum of R50 000.

Under the leadership of Prof Khan, DVC: Academic, the Division for Teaching Excellence (DTE) released its third publication, showcasing these teaching and learning innovation initiatives, *Teaching Innovation for the 21st Century: Showcasing UJ's Teaching Innovation Projects 2022*. This edition of *Teaching Innovation for the 21st Century* presents vignettes of innovative practices across various disciplines, projects and activities funded through the UJ Teaching Innovation Fund in 2022. The continual support from the University Research Committee in allocating funding is crucial to enable academics to revitalise pedagogies and practices.

Symposia and masterclasses

In 2023, the Division hosted a wide range of sessions designed to foster an empowering ecosystem for academic excellence and personal well-being. These sessions included masterclasses, Connect@1 sessions, and thematic sessions that celebrated significant cultural moments and highlighted critical academic themes. Through a total of 34 sessions, the Division successfully engaged approximately 1 600 academics, providing them with invaluable insights and support in their teaching, learning, and research endeavours.

A significant portion of the year's programme consisted of 26 masterclasses, which functioned as mini academic bootcamps. These sessions covered a wide range of pertinent topics, including innovative assessment techniques, the sustainable development goals, the implications and applications of Generative AI, and strategies for enhancing student engagement. These masterclasses were designed not only to impart practical knowledge but also to inspire academic staff in their professional journeys.

Additionally, four specially curated sessions were held under the inspiring theme, 'The Beautiful Ones Are Not Yet Born: The Academic Journey'. These sessions focused on exploring the depth and breadth of the academic path, offering reflections, insights, and strategies for navigating the challenges and opportunities presented by a career in academia.

Finally, the Division coordinated four Connect@1 sessions, during which former Vice-Chancellor's Distinguished Award winners for Teaching and Learning shared insights into their teaching methodologies and recounted their academic experiences.



Overall, the 2023 series of events highlighted the Division's commitment to enhancing the academic landscape at UJ by providing targeted support for teaching and learning excellence, as well as prioritising the well-being of its academic community.

CENTRE FOR ACADEMIC PLANNING AND QUALITY PROMOTION

The Centre for Academic Planning and Quality Promotion (CAPQP) continues to provide extensive support across faculties in a variety of programme development and quality promotion matters. This is guided by the University's commitment to placing the student at the centre of the curriculum, and of ensuring that the academics' approaches to knowledge and discipline are captured in the learning programmes. Staff within CAPQP are responsible for the programme planning life cycle in two ways: firstly, by supporting academics in the development of programmes through the provision of advice, support and workshops on programme types and requirements; and secondly, by ensuring that the relevant internal processes are adhered to, and by facilitating external approval to DHET, CHE, and SAQA.

CAPQP staff provide secretariat services for the Programme Working Group (PWG), which is an essential component of the University's quality management system. The PWG assesses all learning programmes, whole qualifications as well as short learning programmes, to determine the completeness, coherence, and adherence to internal policies and external regulatory requirements of applications. CAPQP also conducts workshops for orientating new academic staff who join PWG about the roles and processes of PWG. PWG members are also requested to evaluate, annually, the effectiveness of the working group in supporting the processes of programme development. In this way, CAPQP's work aligns UJ's quality management system with the external quality expectations, and at the same time exceeds the minimum compliance requirements through its engagements in support of the academic project. CAPQP functions as the interface between the University's internal quality management system and external quality regulatory bodies, such as CHE, DHET and SAQA.

The training workshops on the new Higher Education Quality Committee (HEQC) as well as application processes for short learning programmes (SLPs) and the academic planning tracking system (APTS) continued in 2023. During the period under review, four training workshops on SLPs and five on HEQC-online application were conducted, with a total number of 197 attendees. These training workshops are part of capacity-building initiatives within UJ.

Complementary to this, CAPQP organised a training/colloquium on the subject of Pathways to Learning: Engaging with Quality Council for Trades and Occupations (QCTO). Various role players in the quality assurance space attended this session, such as QCTO, SAQA representatives, as well as colleagues from both public and private higher education institutions. The second instalment of this training session, a follow-up to the session on Pathways to Learning, was on Work-integrated Education: Principles and Praxis. Further to this, CAPQP hosted the first Quality Discussion Forum, in which quality assurance matters as well as best practices were shared and discussed.

In 2023, the CAPQP staff also engaged in other capacity-building initiatives aimed at capacitating them with advanced skills and knowledge in working with the regulatory bodies, policies, and frameworks. Examples of such initiatives are the in-house Coffee Table discussions hosted by CAPQP staff. Topics for discussion came from different staff members and ranged from seeking more information on the regulatory aspects to teaching and learning aspects of CAPQP work.

This initiative became a great platform for staff to engage with documentation from regulatory bodies such as CHE, and for discussion of the newly introduced Quality Assurance Framework (QAF). This information sharing has given the team the lead over colleagues from other institutions in not only understanding the framework, but also in engaging in discussions that involved the broad sector and in conferences.

During the 2023 academic year, CAPQP introduced another new initiative, called Ask Us Anything. This initiative's objective was to capacitate and share information with the UJ community on quality assurance matters. UJ staff and students were invited to a series of sessions held on all four campuses. Feedback from this initiative allows CAPQP to reflect on areas that require attention, such as the Library's role in



quality assurance. These engagements will continue in 2024. In addition, similar engagements with student leadership structures are planned for 2024, and discussions with the Senior Director: Student Affairs will be initiated.

Academic planning

Academic planning activities focus on the accreditation of new programmes and amendments to existing programmes. In 2023, CAPQP received the following outcomes in terms of approvals and accreditations:

- CAPQP submitted one new programme to DHET for approval of an addition to the PQM. In return, DHET approved three new programmes for PQM clearance and one name change. In addition to this, four programmes were approved by DHET for funding.
- CHE accredited two new programmes and approved two amendments for title changes. CAPQP submitted four programmes to the HEQC online as well as one external amendment application.
- SAQA has registered four new qualifications on the NQF for UJ. In addition to this, SAQA reregistered two more qualifications with name changes.
- In 2023, 55 new short learning programmes (SLPs) were recommended to Senex for approval.

Continued uptake of the multidisciplinary programmes, the Master of Philosophy (MPhil) and Doctor of Philosophy (DPhil), was evident in 2023. The degrees allow academics and students interested in inter-, trans-, and multidisciplinary research areas to explore these without the need to accredit a new programme. Examples of areas of specialisation added in 2023 include MPhils with a specialisation in Virtual and Augmented Reality in Science, Technology, Engineering and Mathematics (STEM) education, in Language-related Studies and Practices, in the field of Public Policy and Leadership; a DPhil with a specialisation in Language-related Studies and Practices, and in Sport and Movement Studies. Short learning programmes (SLPs) across a range of diverse multidisciplinary applications in the 4IR and decolonisation were also approved, a small sample of which follows:

- Introduction to Digital Technologies of the Fourth Industrial Revolution
- Artificial Intelligence in Health Sciences Enterprise Risk Management in the Fifth Industrial Revolution (5IR)
- The Rule of Law and Equal Access to Welfare
- Artificial Intelligence in Health Sciences

In addition, CAPQP has continued to offer support to the UJ Medical Task Team in the development of the new medical programme. CAPQP has participated in the various meetings scheduled by the DVC: Academic focused on programme design and the completion of the DHET and HEQC application form and the HPCSA application form for new qualifications. It is envisaged that upon approval of the UJ Medical School Business Plan by DHET and the Department of Health, the Faculty of Health Sciences will submit the application for the new medical programme to the UJ governance structures, starting with the relevant Faculty Board, PWG, Senex and Senate. Once approved internally, it will proceed to DHET, CHE and HPCSA as required.

CAPQP continued to engage with external regulators, such as CHE, DHET, and SAQA, on addressing outstanding matters regarding the programme and qualification mix (PQM). Working with other internal divisions, such as Central Academic Administration (CAA), the Centre for Academic Technologies (CAT), the Division for Institutional Planning, Evaluation and Monitoring (DIPeM), and Student Finance, CAPQP contributed to the improvement and accuracy of the PQM. To ensure that there is alignment with UJ's ITS system, errors and omissions regarding the PQM have been provided to SAQA via CHE, as required, and to DHET and are in the process of being corrected by these bodies. This is a continuous process as new programmes are developed and eventually added to the PQM.

CAPQP staff also participate at national level in a variety of roles, contributing to the work of CHE, for example, as panel, reference, and working group members, as well as providing commentary on national policy. CAPQP contributes to ensuring that the University's position in respect of national higher education policy and quality provision is coherent and well-articulated. Additionally, CAPQP staff participate in and conduct presentations at conferences and publish on quality and policy. In this way, the work of the CAPQP team goes beyond the compliance model of the past and is, rather, an emphatic and lucid demonstration of what quality means for the University's staff and students.



Academic Programme Tracking System (APTS)

The enhancement and the finalisation of the fully functional APTS progressed well in 2023. CAPQP staff uploaded 17 new subsidised programmes and two unsubsidised whole programmes onto APTS. The internal programme development and approval process was also updated to remove duplication and ensure version control of documents. Two additional steps were initiated by the Registrar and the DVC: Academic, namely confirmation of financial feasibility and facilities availability are required before a programme is submitted to the PWG. An additional functionality of APTS is that it can generate reports for Senex and STLC to facilitate internal tracking.

Internal programme reviews (quality promotion)

Quality promotion is focused on the ongoing improvement of quality, both in programmes and in the provision of capacity development for staff. CAPQP continues to offer support to departments whose programmes are scheduled for review. In 2023, six programmes within the College of Business and Economics (CBE) completed the review process, and a further nine are in preparation for completion in the first semester of 2024. A total of 38 workshops were conducted, and 49 consultations were held to assist the teaching teams primarily with the development of the self-evaluation report and any other support they might need. Included in these consultations is the support given to programmes accredited by professional bodies, such as the Engineering Council of South Africa (ECSA). The Bachelor of Engineering Technology in Civil Engineering hosted an interim accreditation visit by ECSA on 3-4 August 2023.

Attendees in all the workshops conducted in 2023 totalled approximately 580 UJ staff members, the majority of whom are academic staff with a very few administrative staff who support the academic functioning of these programmes at faculty level.

CENTRE FOR ACADEMIC STAFF DEVELOPMENT (CASD)

The National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academics Staff as Teachers stress the importance of providing academic staff with opportunities to be and become teachers in higher education. CASD plays a pivotal role in developing academics as teachers by providing contextual, relevant, and scholarly based learning opportunities for new and established academic staff, heads of departments and senior tutors and tutors.

Opportunities offered through the CASD include induction programmes for new staff and newly appointed heads of departments (the Academic Preparation Programme and HOD Induction Programme), continuous semester-long follow-up sessions for new staff and department heads on various topics, individual consultations on portfolio preparation, departmental and faculty workshops, an accredited tutor development programme at various levels, as well as a formal postgraduate diploma qualification in higher education (PGDipHE). One of the highlights in 2023 was a series of seminars facilitated by internationally recognised activist scholar and Professor Emerita at Loyola Marymount University, Prof Antonia Darder.

Academic Preparation Programme and follow-up workshops

It is imperative that staff who are new to UJ are provided with opportunities to systematically introduce them to the institution, and to their role and the resources available to help them in their roles as academics. To this end, CASD hosts the Academic Preparation Programme biannually in January and July. In addition to the induction workshop, CASD also facilitated 22 staff development workshops on specific topics to help staff learn with expert facilitators and reflect on their practices.

HOD induction workshop and follow-up workshops

Heads of academic departments play a crucial role in ensuring that the academic programme runs smoothly, yet many HODs are not prepared for their role. To address this concern, CASD hosted an induction workshop and five follow-up sessions for HODs who were new to their role. A total of 103 HODs attended these sessions, which included topics such as Managing Department Finances, Human Capital Matters, and the importance of SLPs.



Peer observation reports

Peer observation is a useful mechanism to facilitate reflection on teaching and learning. When read together with student feedback, peer observation provides academic staff with insight into what works well and what needs to be changed. In 2023, CASD conducted 53 peer evaluations.

Postgraduate Diploma in Higher Education (PGDipHE)

A total of 42 students enrolled for the PgDipHE in 2023, 20 in their second year, and 22 in their first year. The PgDipHE has grown over the last two years as more staff see the value of the ways in which the qualification can enhance their practice as teachers in higher education.

Teaching and Module Evaluations

In 2023, CASD piloted an in-house, online evaluation system. The system was designed to enable staff to have greater agency regarding the timing of the evaluation of their modules and to help facilitate reflection on practice based on student feedback. As with all new systems, there were initial problems with the system, which were addressed, and it continues to be upgraded to ensure it is user friendly. More than 1 700 requests for evaluations were processed through the new system.

Teaching Portfolio Assessment Committee

One of the core functions of CASD is to provide opportunities for staff to develop, teach and engage in the scholarship of teaching and learning and become reflective practitioners. One source of evidence of this development and growth is the teaching portfolio that staff develop for their promotions. The Teaching Portfolio Assessment Committee reviewed 100 portfolios in 2023.

Blended Tutor Training Programme

The Centre for Academic Staff Development (CASD) is responsible for ongoing collaboration with faculty representatives and departments and for the provision of expert guidance on the continued development and implementation of tutorial programmes. This encompasses the development of and support for senior tutors and tutors, and lecturers working in tutor programmes. The CASD therefore follows a collaborative and integrated approach to tutoring practice.

Ongoing development and support for senior tutors and tutors take the form of tutor training. Tutor training consists of two phases. Phase 1 consists of face-to-face training or synchronous online tutor training using Blackboard (Bb) Collaborate Ultra. These sessions are held at the start of the first and second semester. Phase 2 comprises asynchronous online training via Bb. This online platform is self-paced and provides further training and sustained support for senior tutors and tutors.

The UJ tutor training programme is the only training programme in SA that has obtained international accreditation. In total, 1 569 tutors completed Phase 1 of the tutor training programme (1 046 Level 1, 315 Level 2, and 208 Level 3). In total, 55 training sessions were conducted (27 Level 1, 16 Level 2, and 12 Level 3). CASD strives to offer support and guidance to tutors and academic staff tasked with implementing effective tutorial programmes. In so doing, the CASD constantly reviews its practice to ensure that it is fit for purpose and aligned with the UJ goal of promoting excellence in teaching and learning. This has resulted in several innovative initiatives aimed at engaging staff and tutors in teaching and learning.

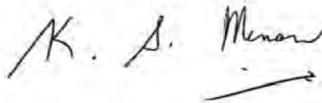
Teaching Advancement at Universities (TAU) Fellowship Programme

TAU is a national programme that seeks to advance teaching quality by developing leaders and change agents in teaching and learning across all public higher education institutions. The TAU programme has developed three cohorts of fellows, and in 2023, added 49 more fellows to the South African higher education landscape. These fellows will play a pivotal role in driving teaching and learning transformation in their disciplines. The programme has applied for further funding from DHET to continue this prestigious programme aimed at enhancing teaching and learning and student success. The next TAU intake will be in July 2024.



CONTRIBUTIONS OF THE DTE

The staff members of the Division contribute to the work of the University as above and contribute to a wide range of national and international academic activities in higher education. Several members of the staff are research associates and publish in their respective areas of speciality. In addition, staff manage and execute national projects and participate in a variety of task teams aimed at strengthening the higher education sector in various ways.

A handwritten signature in black ink that reads "K. S. Menon". The signature is written in a cursive style with a horizontal line underneath the name.

Kirti Menon (Dr)

Senior Director: Academic Planning, Quality Promotion
and Professional Academic Staff Development



Division for Institutional Planning, Evaluation and Monitoring

OVERVIEW

The work of the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) encompasses a number of important activities in support of the strategic, institutional and enrolment planning processes of the University. Much of the data, analyses and reports it produces are incorporated in other sections of this Annual Report, and are not repeated here. The work of DIPEM is organised into three functional areas: planning; evaluation and monitoring; and institutional research. As custodian of the Higher Education Data Analyser (HEDA) portal that gives access to student and staff HEMIS data, the Division is responsible for providing reports, benchmarking and subsidy grant information, and data analyses to Council, Senate, the MEC, the Registrar, individual DVCs, and relevant governance committees. It also provides data as part of departmental projects, programme, and faculty reviews, and for ranking purposes. A critical function is ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains.

KEY ACHIEVEMENTS

Enrolment planning

In the planning area, enrolment planning is seminal, as it must be aligned with national imperatives and priorities, and it forms the basis for the determination of the University's teaching input subsidy. A six-year enrolment plan from 2020-2025 was agreed with the Department of Higher Education and Training at the end of 2018, which was revised in 2022. As in every year, an internal enrolment plan for the following year, i.e. 2023, had been developed by DIPEM in consultation with the faculties to take into account changed contextual realities and faculty planning at programme level. In 2023, DIPEM monitored the implementation of that enrolment plan with constant data analyses and advice. Weekly meetings with each faculty and relevant support divisions during the enrolment process served to enhance the implementation process and to create better overall coherence and cohesion across the various role players, such as Finance and the Student Enrolment Centre, as did the meetings of the Enrolment Management Committee and the Enrolment Operational Committee.

DIPEM led the process of developing the enrolment plan for 2024 through extensive consultation with faculties, and Senate approved the plan in late 2023.



Strategic planning

The maintenance and updating of the UJ Strategic Plan 2025 falls to the Division, as well as data collection and reporting on both the UJ Annual Performance Plan (a subset of the Strategic Plan) and the DHET Annual Performance Plan (APP) required by regulation. The results of these are presented elsewhere in the Annual Report, but they do indicate improved performance in many areas, particularly in research. In 2023, there were only a few changes to the KPIs in these reports after review by senior management. The monitoring of KPIs at faculty level was undertaken through the online Deans' KPI system.

In 2023, the process of developing a new Strategic Plan for 2035 that had begun in 2022 continued in earnest, with DIPEM as the project management team. The relevant structures involved included the MEC as the steering committee, a cross-disciplinary think tank, and six task teams who together developed the first draft of the Strategic Plan. A comprehensive consultative process was undertaken during 2023, and the narrative plan and the six more operational plans were developed relating to each of the core areas, Education, Research and Innovation, and Purposeful Collaborative, as well as to the three themes of Societal Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future. Council approved the Strategic Plan 2035 in November 2023, ready for embedding in the institution in 2024 and full implementation in 2025.

Evaluation and monitoring

Much of the monitoring work of the Division is undertaken in the context of formal reporting on UJ's Annual Performance Plan, but separate analytical reports on matters of importance to the MEC and governance committees are also produced. In 2023, DIPEM produced reports on undergraduate student success rates, throughput rates and dropout rates, as well as several analyses that informed presentations to MEC and Council. In addition, further dashboard reports in the HEDA environment on the Strategic Plan and APPs were developed as part of an integrated monitoring and planning system. A new series, entitled Data Briefs, was initiated to provide information to the MEC and the university community, and the first two issues were produced. The first discussed sector enrolment trends based on the Ministerial Statement on University Funding, and the second explained the way in which the teaching input subsidy works.

Rankings submissions

UJ participates in several international rankings systems, while being well aware of their limitations, as they provide international recognition for its accomplishments and assist in building its national and global academic reputation.

The University actively submits data to several ranking systems, including those by Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are several subsystems, subject rankings, and rankings of young universities. Aside from QS and THE, there are many other ranking systems that collect their own information, with the consequence that ranking results are released at certain times of the year on an almost weekly basis. DIPEM tracked these results, compared them with past results, and compared them with the performance of our peer national institutions for the MEC and for media liaison purposes. In 2023, institutional data were submitted to both QS and THE, in line with their data definitions, and for the fifth time, UJ submitted data in all 17 areas of the THE Impact Rankings. This ranking system is based on the United Nations' sustainable development goals (SDGs), and it attempts to move beyond the traditional measurement indicators to assess a university's impact in relation to a range of major social and economic issues. The submission requires information of various sorts – numerical data, policies, and institutional programmes in support of SDGs. In its fifth participation in the overall THE Impact Ranking process, UJ was placed globally at position 46, with a notable first place in the world for SDG 1: No poverty, and sixth place in the world for SDG 8: Decent work and economic growth. In total, UJ ranked in the top 100 universities globally for seven SDGs, with outcomes for the other five SDGs as follows: SDG 2: Zero hunger (#93), SDG 4: Quality education (#55), SDG 5: Gender equality (#17), SDG 10: Reduced inequalities (#40), and SDG 12: Responsible consumption and production (#44).

UJ also featured in the second iteration of the Quacquarelli Symonds (QS) Sustainability Rankings, placing at 239 globally, fourth in Africa and South Africa. In the new Times Higher Education (THE) Sub-Saharan Africa University Rankings, UJ ranked second in Sub-Sahara and South Africa.



UJ's performance in the various rankings systems is reported on elsewhere in the Annual Report, but in general, it improved markedly in 2023, with the number of subjects featuring in the rankings systems increasing as well.

Institutional research

The Division is responsible for conducting annual student experience surveys among undergraduate and postgraduate students and a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. In 2023, as in the two prior years, given the shift to a hybrid mode of teaching and learning, the Undergraduate Experience Survey was combined with the Centre for Academic Technologies' (CAT) annual survey on online teaching and learning, and the survey instruments were all adapted to take contextual changes into account. Given the 14 550 responses to the Undergraduate Student Experience Survey, it was possible to produce reports for each faculty and for six areas in the support sector as well as the institutional-level report. DIPEM also increased the number of surveys undertaken quite dramatically to include surveys of both previously registered undergraduate and postgraduate students who did not return in 2023 to understand the reasons why they had dropped out; a survey of Orange Carpet students to ascertain their experiences and intentions during enrolment; as well as a pilot Employer Survey to determine employers' levels of satisfaction with UJ graduates. A selection of the results of some of the surveys is presented below.

2023 Undergraduate Experience Survey

The results of the 2023 Undergraduate Experience Survey indicated high levels of satisfaction with teaching and learning at UJ, given that the overall satisfaction score was 88,3%. Approximately 95% of the respondents agreed that their lecturers were well-prepared for their lectures, that they consulted with students during the advertised times, and that they were helpful. There were similarly high levels of agreement on almost all items relating to learning material and content. Students indicated that their overall experience of UJ was really good, with 94,9% agreeing that UJ was tolerant of all forms of diversity, 89,7% agreeing that they felt they belonged at UJ, and 92,2% saying that they were satisfied with their undergraduate studies at UJ. Of concern is that 30,9% of students had at some stage considered dropping out of university, mostly because they were not coping with the workload or had had personal problems, although this was a decrease from the 37,8% of 2022. Their biggest practical challenges in 2023 included water shortages, internet access, and load shedding or power outages, although the levels of concern were lower in the previous year. There were also 10 603 comments that were thematically analysed and presented in the report. The vast majority of these expressed positive sentiments.

2023 Postgraduate Experience Survey

There were positive results from the Postgraduate Experience Survey, where the overall satisfaction score in relation to research in 2023 was 85,9%. A similar proportion noted that they had experienced a productive student-supervisor relationship, with 80,7% indicating that they had had a supervisor allocated within a month of registration and 84,8% noting that they communicated with their supervisors at least monthly. UJ was the first-choice university for 86,1% of the respondents. Of the doctoral respondents, 93,1% were encouraged to publish research papers from their theses. Of the 68,9% studying and working simultaneously, 86,5% indicated that they worked full time, with the main reason for being employed being the need to provide financial support to their families. While 41,6% of the respondents stated that they were self-funded, another 41,4% were funded by a bursary or scholarship, with UJ being the biggest other contributor to their tuition fees at 40,3%.

2023 Graduate Employability Survey

Of the respondents from the 2023 survey, 47,3% were employed, an increase from the 44,6% of the previous year, while the proportion studying increased further from 16,4% to 18,2%. Of those employed, 88,4% had found employment within 12 months of completing their studies. Of those with doctoral degrees, 89,7% had secured employment within 12 months. Of the employed respondents, 51,8% had full-time contracts, 79,4% indicated that they were satisfied with their jobs, and 72,9% were employed in an industry that was similar to their field of study. The results also indicated that of those who were employed, 65,9% had had a



job during their studies, while for those not in employment, only 33,9% had worked during their studies. The most common methods of finding jobs were through personal contacts and social media platforms. The main reasons for being unemployed were indicated as the lack of employment opportunities in their field of study and lack of the required work experience. Of the employed respondents, 92,9% indicated that their studies at UJ had prepared them well for the workplace.

2023 Previously Registered Student Surveys, UG and PG

For the undergraduate students who had not returned to complete their studies, 71,2% indicated that the main reason was related to funding problems, while for postgraduates, lack of funding was the main reason for 60% of them, work commitments for 8,6%, and mental health issues for 5,1%. Of the postgraduates, 89,8% indicated that they would like to come back, with 87,6% of undergraduates echoing that sentiment. The type of support needed to return to UJ was overwhelmingly financial in nature.

CONCLUSION

The Division continued in 2023 to provide high quality reports and analyses to its many stakeholders, which enabled the University constantly to assess progress towards achieving its objectives. The development of more sophisticated monitoring tools was undertaken, and successful improvements were implemented. DIPEM continued to undertake improvements in all its functions of planning, evaluation and monitoring, and institutional research to enhance data-based decision making at all levels of leadership in the University.



Denyse Webbstock (Dr)

Senior Director:

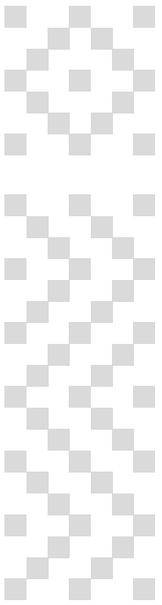
Institutional Planning Evaluation and Monitoring







Section NINE



Research and Innovation, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

The review reports on the activities of the three major divisions: Research and Innovation, including Strategic Initiatives and Administration; the Internationalisation Division; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

These divisions have their own governance and committee structures, which interface with institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee, and Central Academic Administration.

Sarah Gravett (Prof)

Deputy Vice-Chancellor:
Research and Internationalisation
(Acting)



Research and Innovation

The various divisions in Research and Innovation support a range of UJ's strategic key initiatives, including research, postgraduate studies, innovation and technology transfer, and global excellence and stature (GES). This report integrates contributions by the Research Office/ Research and Innovation Division, Postgraduate School, and the Strategic Initiatives and Administration Division.

OVERVIEW

Over the past few years, the University of Johannesburg (UJ) has been on an upward trajectory in terms of the production of research outputs accredited by the Department of Higher Education and Training (DHET). This outstanding growth culminated in a historic first when on Friday 19 May 2023, DHET released a report showing UJ as the top producer of DHET-accredited research outputs in South Africa. According to this report, in terms of refereed publications, UJ achieved the first position in South Africa with 2 753.4 research output units. This *Report on the Evaluation of the 2021 Universities' Research Output* shows the number of units obtained from research publication outputs with a 2021 publication date, as submitted and evaluated in 2022. This is a historic development for a comprehensive university formed out of a merger in 2005. Further cementing UJ's position as a research-intensive and highly productive university, in May 2023, UJ submitted 3 241 units to DHET, of which 3 144 were accredited, according to the University of Johannesburg 2023 Research Output Report issued by DHET in December 2023. This represents a 97% acceptance rate. External research income has also risen annually, with an income of R356 million received by 31 December 2023 – the highest to date for UJ.

The Global Excellence and Stature (GES) Initiative, initially launched in 2014 (GES 1.0) and further developed with a Fourth Industrial Revolution (4IR) focus in GES 4.0 (2019-2023), has played a pivotal role in positioning the University as a leader in 4IR in Africa and globally. The GES initiative has contributed to academic development, research, and industry connections, with specific projects such as the successful Visiting Academic Programme and the Flagship Institutes also making substantial contributions. In 2023, over 115 visiting academics, including 76 distinguished visiting professors, contributed significantly to research outputs and student mentoring, receiving recognition through awards. UJ continued to grow its national, Pan-African, and international stature through the flagship institutes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. Managed through the Strategic Initiatives and Administration (SIA) Division, the University Capacity Development Grant (which aims to support academic research activities and capacity development of staff, particularly those pursuing higher degrees) supported seven projects in 2023, including staff qualification improvement, research career development, supervision development, and international collaboration initiatives. The Research Leadership Programme (RLP) was aimed at supporting female academics' research leadership skills, achieving notable successes in 2023. Participants received international recognition, NRF ratings, alumni awards, and teaching excellence awards. External partnerships managed by the SIA, including the Mapungubwe Annual Lecture



with former Vice-Chancellor and Principal, Prof Tshilidzi Marwala, highlighted UJ's engagement in intellectual discourse on global issues.

In terms of postgraduate student enrolment, UJ exceeded its 2023 target, registering 12 944 students, which marks a 7,2% increase from the previous year. Growth was observed across numerous categories, with notable increases in registration numbers with PG below master's (10,2%), master's (3%), and doctoral (11,3%). The postgraduate graduation target for 2023 was set at 4 103, emphasising increasing black South African doctoral graduates to 110 from the initial target of 90, following 107 graduations in this category in the previous cycle. As of early February, 3 457 postgraduates had graduated, with potential graduation numbers in March expected to reach targets. To mitigate the risk of poor communication between students, supervisors, and faculties, the Postgraduate School (PGS) is investigating the implementation of a postgraduate management platform to enhance postgraduate life cycle management. As the coordinators of the institution's Postdoctoral Research Fellowship Programme, the PGS aims to realise UJ's ambitions of significantly increasing the number of its postdoctoral research fellows (PDRFs), with various initiatives to support and encourage its 344 currently registered PDRFs, such as the PDRF Excellence Awards that recognise outstanding research outputs. Postgraduate funding saw an increase in the University Research Committee (URC) and Global Excellence and Stature (GES) 4.0 funds awarded to support numerous students and PDRFs. An ongoing challenge is visa delays, which impact international PDRF participation. Support services for postgraduate students, offered through the Research Capacity Development (RCD) Unit and Statistical Consultation Service (Statkon), have expanded, with increased workshop attendance, new training sessions, and competitions designed to enhance research communication skills.

RESEARCH AND INNOVATION

Research productivity, creative outputs and innovations

As stated previously, in May 2023, DHET revealed that UJ had achieved the number one position in South Africa for accredited research publications output with 2 753 units (accounting for almost 12% of the national output). This figure represents a 19,4% increase compared to the previous year, an average annual growth rate of 14,9%, and a compound annual growth rate (CAGR) since UJ's inception of 14,3%. To place this in perspective, the CAGR of South Africa's top ten most productive institutions (by awarded units) is 7,7% over the same period.

Notwithstanding this incredible achievement, UJ's research output productivity has further maintained an upwards trajectory. In May 2023, UJ submitted 3 241 units for publications authored in 2022 to DHET for accreditation and subsidy. The submission represents an overall increase of 15% compared to the previous year with units submitted for journal articles increasing from 2 052 to 2 436 (19% increase), conference proceedings from 240 to 283 (18% increase), while books and chapters decreased slightly from 525 to 522 (less than 1% decrease). In total, 97% of the journal articles submitted are indexed on international journal indexes with over 80% of the publications featuring on the prestigious Scopus and/or Web of Science publication and citation indexes. Approximately 14% of the publications approved for submission to DHET are of a 4IR nature, with 13% of those submitted addressing the scholarship of teaching and learning (SoTL). While the sector awaits DHET's Report on the Evaluation of the 2022 Universities' Research Output, the accreditation of 3 144 units for UJ's 2022 publications announced in December 2023 is indicative of a 97% success rate (of submitted vs awarded units) and another double-digit increase (14,2% year on year) in units awarded.

Creative outputs and innovations

In terms of the DHET Policy on Creative Outputs and Innovations (2017), the first submission of creative outputs was made in 2019, with a rapid increase to the year 2023. In 2019, six submissions were made, while 23 were submitted in September 2023, an increase by 17 outputs over a five-year period, a most impressive 283% increase. Of the 23 creative outputs submitted in 2023, four were for the Film subfield, while another two were for the Television subfield. For the Fine Arts subfield, there were 15, whereas the Theatre as well as Performance and Dance subfields had two submissions jointly. Despite the challenge nationally of paucity of peer reviewers in this domain, the positive increase in submission with an average acceptance rate of 67% over the last three years is noteworthy.



Innovation submissions, namely patents emanating from research conducted by UJ researchers, have been fairly low. To date, only eight patents have been submitted to DHET – starting with one in 2019; two in 2020; a resubmission of the 2020 innovations in 2021 – thus no new innovations submitted; two in 2022 and the latest submission of three patents in 2023. Of these, only two units were awarded for the single innovation submitted in 2019; the 2020 submissions (and resubmission in 2021) were rejected, while outcomes for 2022 and 2023 innovations are still pending. This area is receiving the required attention to ensure that there is improvement in terms of submissions and ultimately, positive outcomes from DHET.

External research income

In 2023, UJ received the highest external research income to date, this despite challenges encountered throughout the year with claiming funds from the country's largest public funding agency – the National Research Foundation (NRF). A total of R356 million was received by 31 December 2023, against a target of R240 million. This income is an outstanding 48% above the target, and 14% more than income received in 2022 (R312 million was received by end December 2022). The number of funders/donors continues to grow annually, a much-needed development as the University needs to diversify in terms of sources of funding.

Prestigious recognition of UJ researchers and NRF ratings

Many prestigious awards and recognitions were bestowed upon UJ researchers during the 2023 academic year. Among them were several awards for research excellence and/or contributions to a particular field of knowledge, NRF A ratings, book awards, and awards/recognition from professional bodies.

- **Prof Qingguo Wang** was awarded an A1 rating by the National Research Foundation (NRF), moving from the A2 subcategory. An A1 rating is the highest possible rating that the NRF awards to researchers and is awarded to a scholar who *“is recognised by all reviewers as a leading scholar in his/her field internationally for the high quality and wide impact (beyond a narrow field of specialisation) of his/her recent research outputs”*.
- **Prof Koop Lammertsma**, Distinguished Visiting Professor within the Faculty of Science, was awarded an A-rating by the NRF.
- **Prof Ashwin Desai** received the Established Researcher Award from the Human Sciences Research Council (HSRC)/Universities South Africa (USAf) CEOs' Awards. Prof Desai is a scholar activist who has dedicated his career to studying and promoting social justice, and this award recognises his outstanding contributions to the field.
- **Dr Thandiwe Sithole**, Senior Lecturer in the Department of Chemical Engineering Technology within the Faculty of Engineering and the Built Environment (FEBE), received a prestigious 2023 NRF Research Excellence Award for early career/emerging researchers in the female Engineering category. This award recognises outstanding research performance by current early career/emerging researchers in any discipline who are NRF grant holders. Through this award, the NRF aspires to develop and enhance the research stature of early career/emerging researchers, which among others, aims to redress historical imbalances in the South African researchers' cohort and celebrate worthy achievement.
- **Prof Heidi Abrahamse**, Distinguished Professor and SARChI Chairholder in Laser Applications in Health within the Faculty of Health Sciences, received the Lifetime Achiever Award from HERS-SA. The Lifetime Achiever category is *“dedicated to celebrating women leaders who recognise the value of elevating others as they ascend and actively advocate for the empowerment of both women and students”*. Prof Abrahamse was also recognised as the first runner-up for the South African Women in Science Awards (SAWISA) under the category: Distinguished Women Researchers – Natural (Life and Physical) and Engineering Sciences.
- In October 2023, **Prof David Bilchitz** (Department of Public Law, Faculty of Law) was appointed by President Cyril Ramaphosa to act as a Judge at the Constitutional Court in 2024, making him the first academic/non-judge to be appointed in this role. The appointment was made on the recommendation of the Minister of Justice and with the concurrence of the Chief Justice in terms of the Constitution. This is indeed a fitting appointment considering that Prof Bilchitz is an expert in fundamental rights and constitutional law.
- **Dr Shelly Barry**, Lecturer in the Department of Film and Television within the Faculty of Humanities, won an award at the 17th South African Film and Television Awards (SAFTA) for her short film, 'A Camera on My Lap'. This achievement is remarkable given that Dr Barry filmed the documentary using only her mobile phone while confined to a wheelchair.



- **Prof Adebo Oluwafemi**, Professor in the Department of Biotechnology and Food Technology within the Faculty of Science, was elected as a member of South African Young Academy of Science (SAYAS). This membership holds significant importance in contributing to the essential activities and operations of SAYAS.
- Two UJ professors within the Faculty of Education, namely **Umesh Ramnarain** and **Salim Vally**, were elected as members of the Academy of Science of South Africa (ASSAf). Prof Ramnarain is the Head of Department of Science and Technology Education; and Prof Vally is a Distinguished Professor and Chairholder of the SARChI Chair in Community and Worker Education.

By end December 2023, UJ had a total of 320 NRF-rated researchers – comprising 8 A-rated, 67 B-rated, 177 C-rated, and 68 Y-rated researchers.

Strategic Initiatives and Administration

University Capacity Development Grant

The University Capacity Development Grant (UCDG) is a resource to enable the implementation of the University Capacity Development Programme (UCDP), which universities implement in three-year cycles. The overarching aim of the DHET University Capacity Development Grant (UCDG) managed through the SIA Division is to support the academic research activities and capacity development of staff and is directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships.

The current funding cycle is from 2021-2023, and for 2023, a total annual budget of R7 202 534 was allocated to fund seven projects managed between SIA, PGS and R&I Office. In total, the following seven projects were supported in 2023:

- Project 1: Improvement of staff qualifications.
- Project 2: Research career development of emerging and mid-career researchers.
- Project 3: Professionalisation of academic and research staff.
- Project 4: Supervision development.
- Project 5: International collaboration and networking.
- Project 6: Women leadership development programme.
- Project 7: Providing integrated student support and development to postgraduate students.

In addition, SIA managed six candidates in the 2022 DHET University Staff Doctoral Programme (USDP), funded by DHET to a total of R3 million over three years. A total of 18 applications for the 2023 USDP were submitted.

The GES initiative (GES 1.0 and GES 4.0)

In 2014, UJ launched its Global Excellence and Stature (GES 1.0) initiative as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's missions and administrative support functions and with a strong focus on institutional development and key investments in teaching, research, and staff. Five years later, UJ built on this vision for global excellence with a Fourth Industrial Revolution (4IR) focus under GES 4.0, which catapulted UJ into the digital world and established the University as a leading figure in 4IR in Africa and globally. The GES 4.0 strategy (2019-2023) promulgated several interlinked catalytic interventions whose particular objectives were aligned with and supported the KPIs of the University Strategic Plan 2025 and aimed to strengthen academic and research capacity and leadership within the University. Of particular relevance here is postgraduate and postdoctoral support (covered earlier in this report), the visiting academic programme (below) and the flagship institutes (below) who are making valuable contributions to UJ's growth on a national, Pan-African, and international level through research, student training, industry connections, and income generation, collaborative networks, staff/PDRF/student mentoring, and/or workshops.

Although the GES 4.0 project officially closed out in 2023, certain projects and initiatives will persist beyond 2023 as several were forced to roll out late because of the impact of COVID-19. Building on the achievements of GES 1.0 and GES 4.0, UJ is planning to introduce GES 4.0 for Societal Impact (GES 4.0 SI) in 2024 where the focus will shift to 4IR for societal impact and sustainability.



Visiting Academic Programme

By the end of 2023, close to 100% of the lifespan budget of this GES 4.0 strategic initiative had been committed with over 115 visiting academics supported by this funding. The majority of our 76 distinguished visiting professors (~60%) are included by Elsevier as among the top 2% of scholars in their respective fields. When combining GES 1.0 and GES 4.0, visiting/virtual distinguished professors submitted research/scholarly outputs amounting to 159.91 units for accreditation (these are outputs that carry a 2023 date), which will be likely to result in over R20 million in publication subsidy to UJ. Two distinguished visiting professors from this programme received 2023 Vice-Chancellor's Awards: Prof Sabu Thomas received the Global Excellence and Stature 4.0 Award, which celebrates and honours an individual's outstanding contributions in promoting international scholarship and global collaboration and advancing UJ's goal towards global excellence and stature. Prof Arnold Bakker received the Highly Cited Researcher Award, which celebrates and honours an individual with an outstanding research profile, and who has demonstrated significant and broad influence in specific fields. In 2023, eight new distinguished visiting professors joined UJ in the Faculties of Education, Engineering and the Built Environment, Science and the College of Business and Economics.

Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. In 2023, 2022, 2021 and 2020, the flagship institutes collectively contributed 153.99 units for DHET accreditation. The various cultural endeavours undertaken by the UJ Confucius Institute in 2023 were repeatedly covered by mainstream media, such as CGTN (China Global Television Network), CCTV, CCTV News, Xinhua News Agency, and People's Daily or local media outlets. The Centre for Africa-China Studies (CACS) continued its commitment to becoming a leading research hub for international relations in the developing world. In 2023, CACS organised webinars that featured distinguished scholars, including Prof Ibrahim Gambari, who served as the Chief of Staff for the former President of Nigeria, H.E. Muhammadu Buhari. The Institute for Intelligent Systems (IIS), under the leadership of Director, Prof Babu Sena Paul, and Co-Director, Prof Mpho Primus (who moved up from Deputy-Director to Co-Director in 2023), remained steadfast in pursuing its vision of positioning UJ as one of the leading universities in the 4IR. In just seven years, the Institute has consolidated its expertise across various domains, including artificial intelligence, communication, condition monitoring, data science and analytics, the internet of things (IoT), machine learning, communication, social robotics, philosophy, and virtual and augmented reality. Notable events in 2023 included the successful collaboration with the African Development Bank (AfDB), in the form of a three-day symposium under the theme, 'Ideating partnerships to enable data-driven government agencies', bringing together experts and policymakers from around the world. The Institute for Pan-African Thought and Conversation (IPATC) hosted 24 successful public dialogues in 2023. These included events on such diverse topics on SDG-related issues from well-being to blockchain revolution and peace to economic development. Some of the prominent speakers included H.E. Ambassador Dr Mohamed Ibn Chambers, African Union (AU) High Representative for 'Silencing the Guns in Africa', and Former Executive Secretary of the Economic Community of West African States (ECOWAS); Mr Zaheer Laher, Acting Chief Director: UN Peace and Security, DIRCO, representing the Honorary Minister Dr Naledi Pandor, DIRCO; and Ambassador Dr Lovell Francis, Trinidad and Tobago Ambassador to South Africa.

As has become customary since the founding of the Johannesburg Institute for Advanced Study (JIAS) almost a decade ago, 2023 started with the arrival of the JIAS writing fellows. Among the 2023 cohort of writing fellows were accomplished poets, novelists, historians, and a librettist who undertook the fellowship to collaborate with a distinguished music composer and artist. In February 2023, JIAS hosted the inaugural Johannesburg Festival of Women Writers (JFWW), a gathering that brought together over 400 women writers from diverse backgrounds. Dr Phumzile Mlambo-Ngcuka, the Chancellor of the University of Johannesburg, was chosen as the patron of the JFWW.

Research Leadership Programme

The Research Leadership Programme (RLP) is a strategic programme designed to support the development of research leadership skills of outstanding female academics towards becoming internationally recognised



scholars in their respective fields. As part of a high-level agreement between UJ and the University of the Western Cape (UWC), our two universities have partnered to realise our joint aspiration to develop and advance women's leadership in South Africa, regionally, and internationally. This initiative aligns with SDG 5, which focuses on promoting gender equality. In terms of notable achievements, four participants from the 2023 cohort stand out: Dr Suraiya Naicker was internationally recognised with the Research Supervision Recognition Programme from the UK Council for Graduate Education; Prof Deirdre Pretorius attained a C2 NRF rating; Prof Musawenkosi Donya Saurombe received an Alumni Award from North-West University; and Prof Michele van Eck was honoured with the Vice-Chancellor's Distinguished Award for Teaching Excellence.

External partnerships

SIA administratively oversees strategic research projects and partnerships with external institutions/partners. External collaborations enhance the University's prestige, especially through hosting high-profile events. In 2023, UJ and MISTRA jointly hosted the Mapungubwe Annual Lecture, a key forum dedicated to addressing global issues affecting South Africa and the continent. The 2023 highly acclaimed lecture, 'The perils and welfare effects of Artificial Intelligence: Whither South Africa?', was delivered by Prof Tshilidzi Marwala, the Under-Secretary of the United Nations and Rector of the United Nations University.

Postgraduate outputs and support

Enrolment and graduate monitoring

With an overall institutional enrolment target of 12 803 postgraduate students set for the 2023 academic year, UJ registered 12 944 postgraduate students, an increase of 865 (7,2%) compared to the 2022 postgraduate headcount. Enrolment monitoring by the Policy, Benchmarking, Monitoring and Research (PBMR) Unit within the Postgraduate School (PGS) confirmed that the total postgraduate headcount was 141 (1,1%) above the overall postgraduate (PG) target. When analysed against 2022 headcount figures, 2023 enrolments saw increases across the board, with the number of PG below master's registrations increasing by 483 (10,2%) with 5 235 registrations; the number of master's registrations increasing by 162 (3%) with 5 544; and the doctoral headcount increasing by 11,3%, from 1 945 in 2022 to 2 165 in 2023, and exceeding its 2023 target with 201 (10,2%) additional registrations.

As with 2022, PBMR's monitoring of postgraduate graduates for the 2023 graduation cycle commenced in April 2023 and is set to conclude in March 2024. Overall, the postgraduate graduation target for the 2023 graduation cycle was set at 4 103, with the initial target of 90 black South African doctoral graduates amended to 110, considering the institution had achieved 107 graduations in this category during the 2022 graduation cycle. Reporting as of 4 February indicated that 3 457 postgraduate students had graduated, with a further 886 potential students due to graduate at the ceremonies in March 2024. Regarding the different postgraduate categories, 2 137 students at the honours level have graduated, 574 at the master's level, 105 at the doctoral level, and 641 at the other postgraduate level (postgraduate below master's, excluding honours). In terms of time to completion (TTC), targets for the number of master's to complete in two years was set at 430 (38,1%), while doctoral students to complete in four years were set at 145 (55,3%). As of 4 February 2024, the master's figure stands at 118 (21,4%), and for doctorates at 44 (41,9%). Since the 2023 graduation cycle will conclude at the end of March 2024, these figures are anticipated to change significantly in line with the set targets.

As part of initiatives to promote improved postgraduate monitoring, PBMR has also engaged with faculties to benchmark against one another while exchanging best practices concerning the management of the postgraduate student life cycle. To further enhance postgraduate student life cycle management, PBMR is also in the process of overseeing the development of a postgraduate management platform, which aims to promote communication between the postgraduate student, supervisor, and faculty.

The Postdoctoral Research Fellowship (PDRF) Programme

In addition to supporting postgraduate students, emerging researchers, and PDRFs, the PGS is also responsible for coordinating the Postdoctoral Research Fellowship Programme at the institution. There are 344 PDRFs at UJ, with a strategic drive to increase this number substantially going forward. In total, 126 PDRFs have been allocated funds from the URC, 27 PDRFs are funded from the senior PDRF budget, 42 PDRFs were funded from the GES 4.0 for postdoctoral research fellowships, 42 are funded by the NRF, five from other external funds,



and lastly, 102 PDRFs were funded from the 200 PDRFs initiative funded under the GES portfolio. To incentivise the PDRF community at UJ, the PGS also hosted the PDRF Excellence Awards, held on 27 October 2023. The event recognised those PDRFs who had performed exceptionally well by producing the highest number of research outputs during the tenure of their PDRF.

Postgraduate funding

Regarding postgraduate funding, the funds budgeted by the University Research Committee (URC) increased from R70 593 645.82 (2022) to R73 243 837.70 in 2023. The total URC funds spent as of 31 December 2023 was R71 676 095.48 (97,9%), with an unspent amount of R1 567 742.22. In comparison, Global Excellence and Stature (GES) 4.0 budgeted funds (which included the rollover from 2022) at R40 263 110.81, of which R26 909 281.30 (66,8%) was spent. Unspent GES funds thus amount to R13 353 829.51. From its inception in 2019 until 2023, the GES 4.0 funds have assisted 229 master's students, 171 doctoral students, and 131 PDRFs. In addition, a total of R40 750 000.00 was also made available in the middle of the year towards the 200 PDRF initiative. Of these funds, R20 951 453.67 (51,4%) was spent, while R19 798 546.33 was unspent. The reasons for the internal funds (URC funding and GES 4.0) not being fully utilised can be attributed mainly to visa challenges experienced by the international postgraduate students and PDRFs identified as recipients of the funds. International PDRFs represent most of the PDRFs at the University and cannot enter South Africa without a visa to take up their fellowship. International PDRFs who faced lengthy delays with the issuance of their visa and therefore could not make the deadline of 5 October 2023, unfortunately forfeited their fellowships. Another reason for unspent funds could be attributed to doctoral students who might be pre-registered. As GES funds might only be allocated to students who were fully registered, such doctoral students also ended up forfeiting their awards.

From an external funder perspective, the National Research Foundation (NRF) has budgeted R89 001 502.98, of which R88 712 502.98 (99,7%) has been spent. A further R7 453 624.24 external funding was also spent from funders, such as ISRF, NIHSS, ARM, SAMRC, Potatoes SA, Reatile Foundation, Mandela Rhodes Foundation, OWSD, DST-CSIR, SETA ETDP, BANK SETA, Duke CE, Rothschild, Ninety-One SA, ZADNA MICSETA and NM Envirotech Solutions.

Postgraduate student support

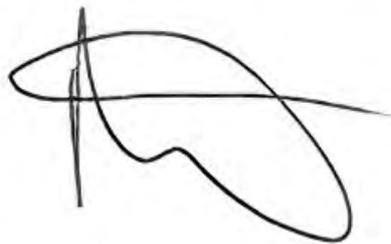
Support for postgraduate students from the Postgraduate School is offered through two of its units, Research Capacity Development (RCD) and Statistical Consultation Service (Statkon). The RCD Unit is responsible for three main activities in the form of (1) research capacity development workshops; (2) online courses, mini courses, SLPs, presentation opportunities and digital resources for postgraduate students; and (3) writing support for postgraduate students. To support postgraduate students with access to resources 24/7, RCD leveraged the institution's Blackboard Learning Management System, offering its workshops, advertisements, and learning resources through the six Blackboard communities under its management. Compared to the 57 research capacity development workshops in 2022, RCD offered 89 workshops in 2023. February saw the highest number of attendees (1 173), with the quietest month being September (eight attendees). In addition to the workshops, RCD hosted several needs-based training sessions covering the use of the widely used statistical analysis software, IBM SPSS Statistics, and Viva Voce examinations.

In terms of online courses, mini courses, SLPs, presentation opportunities and digital resources, RCD offered five mini courses, which covered topics from essential Office 365 Suite skills to research ethics to writing for publication. These mini courses saw a total of 918 enrolments in 2023. To facilitate research communication and dissemination opportunities for postgraduate students, RCD continued to host competitions through several events: an institutional Three Minute Thesis (3MT) competition, institutional and national Visualise Your Thesis (VYT) competitions, and the Annual Postgraduate and Postdoctoral Research Fellows Research Conference. Such competitions have helped postgraduate students develop their presentation and networking skills further. Not only did the first-place winner of the institutional 3MT also place second at the national 3MT competition, but they also represented UJ at the 3MT International Competition. RCD's efforts also saw UJ launch the first national VYT competition. The competition, which had to be rescheduled, was moved to 28 February 2024. The 2023 Annual PG and PDRF Research Conference, which took place at the Emperors Palace Convention Centre on 20 October 2023, showcased 101 postgraduate



and postdoctoral research projects across a wide range of topics. The conference was well received, with attendees expressing gratitude for the opportunity to present their work to a large network of peers. Lastly, RCD provided various writing support opportunities, which included writing consultations (908 sessions took place in 2023), three writing retreats (serving 49 staff and postgraduate students) and Sit Tight and Write sessions (serving 129 attendees).

In 2023, Statkon consultants contributed to excellence in research, increase in research output, and throughput of students by providing support for 399 projects (an increase in number from 329 projects in 2022). In addition to new analysis projects, Statkon consultants also provided research design and statistical analysis support for projects carried over from 2022. Of the 399 projects, it is estimated 306 were newly registered in 2023, and 93 were carried over from 2022. Of the projects registered for analysis support, 24 had more than one dataset for analysis.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Ndivhuwo Luruli (Dr)

Executive Director:
Research and Innovation



Internationalisation

OVERVIEW

Through internationalisation, the University of Johannesburg (UJ) continues to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, and reaffirms the University's position on the global higher education landscape.

The work undertaken by the Division for Internationalisation is central to UJ's vision of 'an international University of choice, anchored in Africa, dynamically shaping the future.'

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into the UJ life; internationalisation of the academic curriculum, dialogue with international partners and the international community about issues of national and global importance; the development of international partnerships and international collaboration involving research; and finally student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching all aspects of the University's mission, including student experiences at home and abroad; research and innovation; teaching and learning; and the enhancement of UJ's international profile.

The 2023 academic year was the first year after COVID-19 that campuses returned to normal. With that being said, the COVID-19 pandemic taught us that we can be more agile and innovative during times of crisis with regard to the delivery of teaching and learning. Virtual or hybrid models of teaching and learning will remain, particularly at postgraduate level, and this is reflected in UJ's investment in virtual programme offerings, which are growing at a rapid rate. The Division continued supporting international students with their return to on-campus learning, as well as developing short-term mobility programmes with a strategic focus on virtual programmes. Many of these programmes were developed and conceptualised in collaboration with our international partners. In addition, there was a renewed focus to engage meaningfully with our U21 partners on joint collaborative projects.

The reporting year proved to be a successful year for internationalisation at UJ. We streamlined our admission processes and reinforced and refined our marketing strategy to attract international students. We increased our number of virtual mobility programmes in consultation with our internal and external partners and continued engaging with the global community virtually and in person. Attracting new international students and retaining existing international students have continued to pose the greatest challenge due to hurdles faced by the students in terms of funding as well as immigration and visa issues. Owing to drastically reduced funding from governmental organisations on the continent as well as changes in eligibility criteria for prospective students, the Division took deliberate steps to diversify their recruitment strategy by identifying potential new student feeder countries.

Virtual programmes continue to allow greater access for students to participate in mobility programmes at a substantially reduced cost, and this is reflected in the mobility numbers reported below. Our current number of valid joint programmes indicates that our engagements with international partners are proving to be fruitful; the number is in line with the University's target. Particularly significant in 2023 was the continued work



with Times Higher Education, Universitas 21 (U21), the South Africa Sweden University Forum (SASUF), the International Association of University Presidents (IAUP) and BRICS networks to elevate UJ's global reputation, while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to the pan- African agenda. Also significant in 2023 was the continued upward trajectory of UJ in various rankings bodies, as reflected by 11 UJ subjects rated among the best in the world in the QS World University Rankings by subject. Significantly, in THE University Impact Rankings, which are shaped around the UN sustainable development goals (SDGs), UJ has been ranked in the top 100 universities in the world for seven SDGs with a notable first place in the world for SDG 1: No poverty (up from fourth position last year) and sixth place in the world for SDG 8: Decent work and economic growth (maintaining a top 10 global placement).

Having been firmly positioned within the University's Global Excellence and Stature 2025 Strategy, during 2023, we started the work on aligning our internationalisation strategy to the UJ 2035 Strategy. Overall, the work of the Division is informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is facilitated through both intra-university and international partnerships.

OPERATING CONTEXT

In 2023, the Division was made up of the following directorates and unit:

- Study Abroad and International Student Services
- Academic Services
- Fundraising and Administration
- International Student Recruitment and Admissions

The UJ Division for Internationalisation has grown from a team of three in 2011 to a team of 15 permanent and two temporary staff members in 2023. A permanent staff member within the Academic Services Directorate resigned at the end of 2023.

The year 2023 marked a return to normalcy in terms of in-person events and the hosting of visiting international delegations. The Division adopted a flexible approach, hosting in-person, virtual and hybrid events. The number of visiting international delegations to UJ grew exponentially, with most meetings taking place on campus.

Study Abroad and International Student Services

The Directorate is responsible for providing inbound and outbound study abroad opportunities. The Directorate also coordinates the welfare needs of international students to assist them to adjust to their environment at UJ. This also includes assistance in case of an emergency.

The Directorate focused on in-person and virtual mobility programmes and engagements. Continuous interaction with Study Abroad partners and networks further ensured that a variety of opportunities were available. Key to providing these opportunities were our strong relationship with Universitas 21 (U21), Association of Commonwealth Universities (ACU), the International Education Association of South Africa (IEASA), and South Africa Sweden University Forum (SASUF).

The outbound online Study Abroad Application System's Phase 4 development was implemented successfully. Further enhancements are planned for 2024.

Virtual engagements

UJ, in partnership with the University of Iowa, presented our first virtual World Café on 22 March, titled 'Substance use and addiction among youth: An evolving epidemic'.

The second virtual World Café took place on 26 April in partnership with Prof Daniel I. Rubenstein, Professor of Zoology, Princeton University. The title of the virtual session was 'Zebras: Are they just horses in striped pajamas?'.

The combined physical and virtual mobility figures in 2023 were 25 006 inbound students and 19 210 outbound students. Of the physical mobility students, 3 501 were inbound and 5 052 were outbound.



The Directorate delivered four co-funded Africa-by-Bus programmes with the Faculties of Health Sciences (Eswatini), Engineering and the Built Environment – Civil Engineering (Botswana), College of Business and Economics (Botswana), and Faculty of Science, Zoology (Mozambique). The Directorate also ran the first UJ/Appalachian State University Global Leadership Programme.

Academic Services: Partnerships

The Directorate is responsible for facilitating international partnerships and works closely with internal and external stakeholders on partnership development (supporting partner activities, special projects and building funding consortia), managing the partnership information management system, coordinating Erasmus staff mobility, monitoring and evaluating existing partnerships, assisting staff with the development and tracking of agreements to completion, UJELP administration, and supporting faculties to achieve strategic plan targets on pan-African partnerships and collaborative programmes.

Throughout the year, UJ continued hosting both physical and virtual meetings with international partners and facilitated several high-level engagements with international universities as well as foreign missions. Partnerships in regions where historically we hold fewer collaborations increased in 2023, with an upsurge of activity in the Nordic and Canadian regions and an expansion of activities with EU and US partners. Indicators of this are new programmes launched with Appalachian State University (Global Leadership Programme), joint programmes with Illinois University (Urbana-Champaign), a successful SAFINET proposal, and new partner agreements with Canadian institutions (Carleton University and Regina University).

There was a substantial increase in activity on Erasmus staff mobilities in 2023, with 15 academic and support staff members undertaking mobilities to Türkiye and Italy and with reciprocal visits of staff from partner universities to UJ.

In an effort to support UJ academics in developing pan-African partnerships, we submitted a successful funding proposal under a DHET-funded UCDP grant. This will support mobility and partnerships on the continent and will be implemented from 2024-2026. The Directorate also supported several funding applications by building consortiums of partners, and an additional two of these have been successfully funded. The Directorate also presented at the EU Regional Africa Week, hosted at the UJ Library.

Several partnership agreements were finalised in 2023. Some of the Erasmus ICM agreements are with:

- Lund University, Sweden
- Sofia University St Kliment Ohridski, Bulgaria
- University of Pisa_UNIPI, Italy
- University of Minho, Portugal
- University of Slavonski Brod, Croatia
- Sivas Cumhuriyet University, Türkiye
- Laurea University of Applied Sciences, Finland
- University of the Basque (UPV/EHU), Spain
- Wroclaw University, Poland
- Vilnius Academy of Arts, Lithuania
- Bartin University, Türkiye

The University has a number of strategic joint and collaborative programmes. The following were finalised in 2023.

The following pan-African academic partnerships were renewed/signed and are presently active:

- MOU – Babcock University, Botswana
- MOU – Koforidua Technical University, Ghana
- MOU – Bamidele Olumilua University of Science and Technology, Ikere-Ekiti, Nigeria
- MOU – Ghana Communication Technology University, Ghana
- Ghana AIDS Commission
- Muteesa i Royal East Africa Research Network, Uganda



Table 26: Programmes finalised in 2023

REGION	COUNTRY	INSTITUTION	PROGRAMME
Nordic	Finland	Tampere	Joint SLP
Europe	Ireland	Ulster	Joint SLP
N. America	USA	Appalachian State University	Co-teaching/Global Leadership Programme
N. America	USA	University of Cincinnati	Co-teaching/Collaborative Online International Learning (COIL)
N. America	USA	University of Illinois at Urbana-Champaign	COIL/Joint T&L project
Nordic	Sweden	Gothenburg University	COIL/IVE
N. America	USA	University of Illinois at Urbana-Champaign	App Development/COIL
Europe	Multi	UnaVex EU funding grant	Virtual Exchange
N. America	Mexico	Tec De Monterrey	Virtual Exchange
N. America	USA	UNC Charlotte	Virtual Exchange
N. America	USA	Ohio University	Faculty-led short programme

Fundraising and Administration

The Directorate Fundraising and Administration is responsible for coordinating and managing international funding initiatives to support student and staff mobility, which includes management of administration and governance within the Division.

In 2023, there has been an increase in EU funding applications submitted, in particular to Erasmus+ Capacity Building in Higher Education, as well as applications to the US Federal Grant. During this period, a total of R64 997 693 in international funding proposals was approved. The programmes include the Horizon Europe Africa Initiative and Erasmus+ Capacity Building for Higher Education. UJ is the coordinator of the Erasmus+ Programme (R22 million) and Intra Africa Scholarship Programme (R37 million).

Under the Scholarship Programme, the Zimbabwe Presidential Office as well as the Gabon Scholarship continued to support their students. The Chinese Consulate also continued providing support to students. The total scholarship amount provided by three funding bodies was R5.7 million.

The Directorate hosted the following events:

- A hybrid information session on the Fulbright Scholarship Programme, in partnership with the US Embassy.
- Online information session on the EU Intra Africa Mobility Scheme to academics.
- Virtual information session on the Postgraduate Scholarship Programme and German Chancellor Fellowship, with the German Academic Exchange Service (DAAD).
- Scholarship information session with DHET and DSI.
- The Vice-Chancellor and Principal, Prof Letlhokwa Mpedi, also hosted H.E. Ms Sandra Kramer, Ambassador of the EU Delegation to South Africa for a luncheon at the Bunting Road Campus on 17 August. The engagement provided an opportunity to discuss the current relationship between UJ and the EU and to discuss possibilities to strengthen this strategic relationship.

International Student Recruitment and Admissions

The Unit is responsible for global student recruitment and for assisting all international students in terms of registration queries.

2023 headcount – formal degree/diploma and non-formal programmes

The headcount number of 2 616 undergraduate and 1 941 postgraduate students represents both formal and whole non-formal programmes.



As a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ also enjoys association with regional international school bodies, such as Council of International Schools – East Asia Regional Council of Schools (CIS-EARCOS), which holds annual workshops and conferences with Career Guidance teachers at school. CIS also provides a search and information database for member institutions and all learners from international schools.

Regarding physical international recruitment in 2023, the team visited schools and conducted information sessions in Botswana, Eswatini, Lesotho, Namibia, Uganda, Zambia and Zimbabwe. Some of these recruitment trips included:

- Botswana Human Resources Development Skills Fair and Career Clinics, Gaborone
- Harare International School Fair
- Machabeng College, Lesotho
- Sofia International School, Lesotho
- Sisekelo High School, Eswatini
- Lusaka International Community School, Zambia
- Windhoek International School, Namibia
- St Mary's College Kisubi, Uganda

To further enhance our marketing, the Division for Internationalisation makes use of the Keystone targeted digital marketing platform to generate leads for all our qualifications and courses. The Keystone platform was utilised to advertise all undergraduate (UG) and postgraduate (PG) programmes and follow-ups were undertaken with prospective applicants by email. Colleagues also kept in touch with guidance teachers from schools in SADC, and East and West Africa for leads and information on applications and admissions.

In 2023, we concluded a digital web banner campaign in the following African countries: Botswana, Kenya, Lesotho, Namibia, Tanzania, Uganda, Zambia, and Zimbabwe. The web banner campaign was conducted simultaneously with a newspaper print advert campaign in Kenya, Lesotho, Tanzania, and Zambia.

GLOBAL REPUTATION (Marketing, events and visits)

Global advertising for 2023 included both print and digital advertising. The Division for Internationalisation produced the 2024 Z-Card, which provides information for international applicants, ran a newspaper print advert campaign in four countries on the continent, and finalised a recruitment campaign through web banner advertising in eight African countries.

At the end of February, Dr Kakha Shengelia, President of Caucasus University, Georgia, visited UJ and received the Vice-Chancellor's Distinguished Award for Global Excellence and Stature 4.0. The collaboration with Caucasus University continues to develop with a student exchange agreement currently in development.

In March, UJ's Faculty of Education hosted the Irish Minister of State for Disabilities in the Department of Children, Disability, Equality Integration, Anne Rabbitte, on a site visit to the Soweto Campus. The visit formed part of the Minister's broader aim of strengthening ties between Ireland and South Africa.

In April, the Vice-Chancellor and Principal, Prof Letlhokwa Mpedi, hosted H.E. Mrs Monica Geingos, First Lady of the Republic of Namibia, for a discussion, titled 'Are our practices inculcating equitable spaces for women?'. The discussion was held under the auspices of the UJ Women's Forum.

In August, UJ had the pleasure of welcoming Her Excellency, Anielle Francisco da Silva, Minister for Racial Equality, Brazil. The minister delivered a lecture in the Ubuntu Chambers under the theme 'A diasporic perspective towards education and South-South cooperation'. The minister reflected on the challenges of racial discrimination in Brazil and the broader multilayered impact it has on Brazilian society.

In August on the sidelines of the BRICS meeting in Johannesburg, the Vice-Chancellor and Principal, Prof Letlhokwa Mpedi, hosted a lunch meeting with Mr Shen Haixiong, Vice Minister of Publicity Department of the Communist Party of China (CPC) Central Committee and President and Editor-in-Chief of the Chinese Media Group (CMG). Mr Haixiong met with the VC and senior management to discuss developing collaboration



activities between UJ and the CMG. The lunch meeting culminated with the signing of a Letter of Intent, which provides the platform to develop mutually beneficial cooperation.

In November, the Vice-Chancellor and Principal, Prof Letlhokwa Mpedi, hosted Vice-Chancellors and Deputy Vice-Chancellors as part of the South Africa-Sweden University Forum (SASUF) SA Vice-Chancellors meeting. The meeting aimed to discuss and create a joint approach to participation within the network with a view to the future. The outcomes of the meeting will be tabled and discussed at the SASUF Conference in Sweden from 13 to 17 May 2024.



Ylva Rodny-Gumede (Prof)

Senior Director:
Internationalisation



Library and Information Centre

2023 has been a year of positive developments for the Library and Information Centre (UJLIC). Most importantly, the Library has at last moved beyond the disruptions of the COVID-pandemic. Looking back, in 2020, at the onset of the pandemic, we were undoubtedly successful. We were swiftly able to pivot to the online platform to help save the academic year, training over two-thirds of all the undergraduate students with 22 296 students participating in training sessions, and with a very high usage of online resources. But in 2021 and 2022, students seemed to be disengaged. Numbers came down, with fewer students attending online training sessions and downloading fewer resources. In 2023, we took some decisive steps and implemented many of the findings that came out of the student survey held towards the end of 2022, which had helped us to understand the changing needs of the students. In 2023, the Library has once again become a hub of activity, with students in their thousands coming to work in the various campus libraries. Attendance at Library training sessions has improved considerably, and the use of library resources has achieved its highest level to date.

In other areas this was also a remarkable year. The UJ Press had its first profitable year, bringing in a profit of R196 483. The Library realised R1 485 462.29 in third-stream income, primarily through sponsorship from vendors and a profit from events, the Bindery, and the Makerspace. On an international level, 2023 was also important for the Library as we published our second book, *Academic Libraries in Africa* (UJ Press), edited by Prof Maria Frahm-Arp. Prof Frahm-Arp was also elected to the Worldwide Information Systems (WWIS) and the EBSCO advisory boards.

USAGE OF LIBRARY RESOURCES

Undoubtedly the most extraordinary success for the Library in 2023 was the dramatic increase in the usage of library resources by both UG and PG students. Owing to new software implemented in 2022, the Library's online resources have become much easier for users to find and access. This accounts for the dramatic increase of 110% in the usage of online journals and case studies. The numbers below count the number of reads and downloads of e-books, e-journals, and e-case studies. A 'read' means that the user has spent two minutes or more on the site. These numbers do not count the number of views of sites for electronic books,



journal articles, or case studies, which is even higher. On a rough average, students, academics, research associates and PDRFs are viewing 176 electronic resources a year. In reality of course, some are viewing electronic resources far more while others far less. What this points to is that the Library is buying the right resources and, through good marketing and training, staff and students at UJ are using the resources well.

Table 27: Usage of resources

CATEGORIES	2019	2020	2021	2022	2023	DIFFERENCE BETWEEN '22 AND '23	DIFFERENCE AS %
E-books	658 793	345 932	431 361	542 633	663 225	120 592	22
Databases	5 346 483	6 192 521	3 489 718	4 540 301	9 548 304	5 008 003	110
Overall e-collection	6 005 276	6 538 453	3 921 075	5 082 934	10 211 529	5 128 595	101
Overall print collection	290 991	54 644	65 760	137 776	134 454	-3 322	-2
Overall collection usage	6 296 267	6 593 097	3 986 815	5 220 710	10 345 983	5 125 273	99

Students visiting the Library

During 2023, the libraries on all four campuses saw high numbers of students visiting the libraries. The main reasons they gave for coming to the campus libraries were to use the computers and plug points, that the library was always clean and quiet, and that the staff were friendly, helpful, and supportive. Students rated the Library with a 95% satisfaction rating in the 2023 UJ student survey. Two of the key things that students appreciate in the library are the computers and the new plug points that were put into most libraries in 2023 and installed in the APK Library early in 2024. Students generally want the Library to be a peaceful place to study.

The table below shows the number of individual users who used campus libraries once or multiple times in August. Many users come into the library several times during a day, a week, or a month. The numbers below only count each user once, not every time they come into the library. August was chosen because it is a month in which all students have registered and are on campus, but it is not an extraordinary month when there are exams.

Table 28: Number of people physically coming into the campus libraries

Campus	UG students	PG students	Academic staff	Faculty that uses library the most	Second faculty to use library a lot
APB	5 258	651	132	CBE 2 885	FADA 981
APK	17 521	2 005	165	CBE 8 028	HUM 3 157
DFC	7 835	567	48	FEBE 4 290	HS 1 952
SWC	4 597	443	20	CBE 2 977	EDU 822

Following are the number of users who have come into the library during a single day from 06:00 until 22:00. These numbers are averaged across August for specific days in one month. On average, 66% of users only came into the library once during the day, but 34% of the users came into the library multiple times during the day, which accounts for the numbers in table 29.



Table 29: Average number of staff and students entering the campus libraries during the week

CAMPUS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
APB	5 578	5 833	5 567	6 378	4 456	804
APK	21 465	27 701	20 852	26 265	15 110	4 216
DFC	9 342	13 771	10 566	10 762	7 441	1 602
SWC	5 510	7 179	5 716	6 696	3 972	937

Library training sessions

During 2023, the Library staff trained 18 477 UG students and the highest number of PG students ever trained, with 7 442 PGs attending training sessions. The two faculties where almost all students attended library training were FADA, where 83% of students attended one or more training sessions, and Law, where 85% of students were trained. In the Faculties of Health Sciences and Humanities, just over half the students attended library training sessions: 69% of Humanities students and 58% of Health Sciences students. In the College, 44% of students received some form of information literacy training, while in Science 38%, in Education 31%, and in FEBE only 24% of the students attended one or more training sessions run by librarians.

The table below shows how many PG and UG students have been trained over the last five years. Excluding 2020 when the librarians trained more than half the student population online, it is in 2023 that the librarians have trained the highest number of students since the UJ Library began offering information literacy training sessions.

Table 30: Total number of students trained over five years

CATEGORIES	2019	2020	2021	2022	2023	% DIFFERENCE BETWEEN 2022 AND 2023
Under-graduate	16 151	22 296	16 034	11 819	18 477	Increase of 56%
Post-graduate	2 269	6 159	6 221	6 913	7 442	Increase of 8%
Overall	18 420	28 455	22 255	18 732	25 919	Increase of 38%

Learning support for students

In 2023, the Library attended to 122 335 queries for information, support, or help. This is 9 688 more than in the previous year. These queries were dealt with via the chatbot, the website 'Ask a librarian' service or as directed queries to librarians in person or via email. In 2023, students downloaded exam papers 787 940 times, an increase from the 591 800 downloads in 2022.

To support postgraduate students in their studies, the Library ran a programme offering help to master's and doctoral students in all the faculties and the college. The purpose of the programme is to help master's and doctoral students speed up the writing of the literature review in their proposals and the literature review chapters in their thesis or dissertation by means of specific guidance and support from librarians. In 2023, the Humanities librarians had the most impact: they worked with 451 postgraduate students, giving them one-on-one training sessions, guidance in finding information and help in writing their literature reviews. There was the least amount of uptake for the programme in the College of Economics and Business where only 63 postgraduate students requested individual support by a librarian. It is hoped that as students and supervisors see the value of this programme, it will gain in popularity.



Another important platform through which undergraduate and postgraduate students receive significant guidance from librarians on how to find, critique and use information for their studies is via the Libguides. In the Faculty of Law, the Libguides are extremely popular, with the average law student viewing Libguides 80 times in 2023. This is because there is a Libguide for every module, as well as introductory Libguides showing students how to use various tools in the Library. In 2024, a key target of the Library will be to improve the quality and number of Libguides supporting modules in other faculties and the college.

Table 31: Usage for Libguides per the faculties, college, and school

DIVISION	VIEWS OF LIBGUIDES	NUMBER OF STUDENTS REGISTERED	AVERAGE TIMES A STUDENT VIEWED LIBGUIDES
FADA	10 425	1 489	7 times per user
CBE	98 266	18 620	5.3 times per user
Education	18 589	4 731	3.9 times per user
FEBE	41 055	9 741	4.2 times per user
Health Sciences	62 244	4 622	13.4 times per user
Humanities	126 464	6 247	20.2 times per user
JBS	1 851	841	2.2 times per user
Law	156 242	1 947	80.2 times per user
Science	100 279	5 117	19.5 times per user
Info Literacy	198 585	15 000	13.2 times per user

RESEARCH SUPPORT

In partnership with faculties and the college, the Library supported academic debate and conversation by hosting 79 4IR events, 14 events on decolonisation, 24 events on pan- Africanism, and 49 events focused on the SDGs. In total, the Library hosted 244 functions between January and December 2023. These included book launches, conferences, seminars, public lectures, and the popular VC's High Tea, where the VC discusses a different book every month.

The Research Data Management site grew remarkably in 2023 to 768 datasets from the 39 datasets uploaded in 2022. The number of users has also increased from 2 061 in 2022 to 3 342 in 2023.

An important part of the support that the Library has given to researchers in 2023 has been negotiating Open Access. This has included helping academics at UJ afford article processing costs (APCs). The Library used almost R10 million of the book budget to support APCs for individual authors. The Executive Director of the Library, Prof Maria Frahm-Arp, was a member of the Board of South African National Libraries and Information Consortia (SANLiC) in 2023. She has worked hard with the SANLiC team to negotiate better deals with publishers, particularly around Open Access publishing. SANLiC is trying to negotiate transformative agreements with all publishers, the end goal of which is to transform the way access to information is paid for. Before Open Access, libraries paid annual subscriptions to publishers allowing members of the Library to read the journals, articles, and books they had purchased. In the Open Access environment, transformative agreements ensure that university libraries pay publishers a particular amount dependent on a number of variables, which then allow the academics at their institutions to publish in some or all their journals at no cost to the authors. In 2023, R17 976 251.60 was realised in cost savings to the University through transformative agreements.

GLOBAL REACH AND NATIONAL LEADERSHIP

Through the annual UJ Library conference, the Library continues to be a thought leader in the national and international ecosystem of libraries. The 2023 hybrid conference, entitled 'Imagining Sustainability', attracted



over 200 in-person attendees and 74 online attendees. Owing to generous sponsorship from vendors, the conference was free for librarians to attend and was a practical way in which the UJ Library continues to support librarianship within the larger education sector.

At the end of 2023, a second edited book on the changing landscape of libraries was published. The book, *Academic Libraries in Africa*, was published by UJ Press and edited by Prof Maria Frahm-Arp. This book examines the changing landscape of academic libraries in Africa and highlights many examples of innovative ways in which librarians are offering staff and students in Africa world-class support and services, often in environments where there is a limited or unstable power supply, significant cuts in budgets and constraints in the development and training of librarians concerning ever-changing technologies.

The staff at the UJ Library continue to be thought leaders in the national and international library eco-system. In 2023, Prof Maria Frahm-Arp served on the international boards of Online Computer Library Centre (OCLC), the second largest global company that offers systems and support to libraries, where she was elected as regional chairperson. She was also elected to the advisory boards of the Worldwide Information Services (WWIS), and EBSCO (Elton B. Stephens Company). She also served on the SANLIC board of directors and is a member of the CHELSA (Consortia of Higher Education Libraries South Africa). She has been on the Association of Commonwealth Universities (ACU) Supporting Research Community since 2019. In 2023, Ms Nomoya Mahlangu and Ms Happy Mphahlele both served on the CHELSA National Statistics Working Group. Ms Happy Mphahlele also served on the South African Online User Group (SAOUG) conference organising committee for 2024. Ms Faith Zalekile served on the Clarivate Books Customer Advisory Board. Ms Reneka Panday, the Library Marketing Manager, continued to work as an Ambassador for the Association of Commonwealth Universities and as License and Curator: TEDx University of Johannesburg. Mr Wikus van Zyl, the UJ Press Manager, served as a member of the ASSAf National Scholarly Book Publishers Forum and the PASA Academic Sector Committee. Mr Siphon Zulu, the Archives Manager, was a member of the Oral History Association of South Africa national editorial board and served on the SABS/TC 0046/SC 11 Archives/records management SA committee.

THIRD-STREAM INCOME

A key area that the Library aims to improve on is the amount of money raised through third-stream income. In 2023, the Library realised a profit of R507 178.39 through the paid events, seminars, and conferences it organised for departments and divisions. The Bindery made a profit of R318 710 for the year, while the Makerspace made R49 563.70. Through sponsorship and fund raising, the Library brought in a further R610 000.

UJ Press

At the end of 2023, the UJ Press had 96 titles in progress, 143 titles live on the website and hosted 18 journals. During 2023, the Press made a profit of R196 483 and published 33 books.

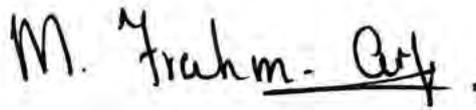
CHALLENGES AND THE WAY FORWARD

During 2024, the UJ Press will hopefully become its own legal entity. As the amount of work in the Press continues to grow, the Press Manager plans to hire at least one or two interns to help him cope with the high volume of work. He also plans to develop a larger internal review board so that academics with specific and specialised knowledge will critically and thoroughly review each book within a particular knowledge field or discipline before it goes out for external review.

There is a need to develop digital scholarship further at UJ, and the Library is hoping to appoint a new digital scholarship specialist who will help academics and postgraduate students with their digital scholarship needs. This specialist will also train postgraduate students in the use of Atlas.Ti and help academics with their analysis of data using Atlas.Ti. Continuing with the theme of supporting research, the Library has procured EndNote as the new reference manager for UJ and will hold many training workshops on EndNote for postgraduate students and staff.



A key concern in 2024 is for all librarians to become familiar with artificial intelligence (AI) and the various forms of natural language processing systems that can be used in learning and research. The aim is for librarians to begin to train students how to use AI systems like ChatGPT effectively and ethically in their studies, essays, and preparation for exams. They will also be able to offer training to academic staff in using these platforms to write abstracts, op-ed pieces, and other forms of communication quickly, to increase the visibility of their research.

A handwritten signature in black ink that reads "M. Frahm-Arp." The signature is written in a cursive style with a horizontal line underlining the name.

Maria Frahm-Arp (Prof)

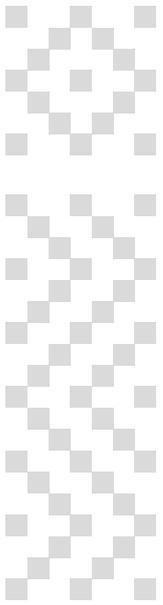
Executive Director:

Library and Information Centre





Section TEN



Faculty Performance

OVERVIEW AND GOVERNANCE

This review reports on the one College, the one School and the seven Faculties that are reflected in this section, listed in alphabetical order.

This structure is the result of a process of evolution over the past decade, which has responded to ongoing changes in the world of work and in the qualifications and skill sets required of graduates, to ensure that they are well equipped to contribute as critical citizens to the labour market and to society more broadly.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017. In terms of governance, the College follows the same rules that apply to the seven faculties.

In September 2020, the UJ Council ratified the Johannesburg Business School (JBS), hitherto a component of the College of Business and Economics, as a standalone faculty separated out of the College of Business and Economics, with the Dean of the JBS reporting to the DVC: Academic. Towards this end, policy modifications, staff restructuring, and new systems and processes were instituted to formalise this arrangement and move towards greater levels of autonomy and decision making; and the Johannesburg Business School was repositioned as a faculty equivalent from the start of 2021.

In the following, use of the term faculty also includes the College and the Johannesburg Business School.

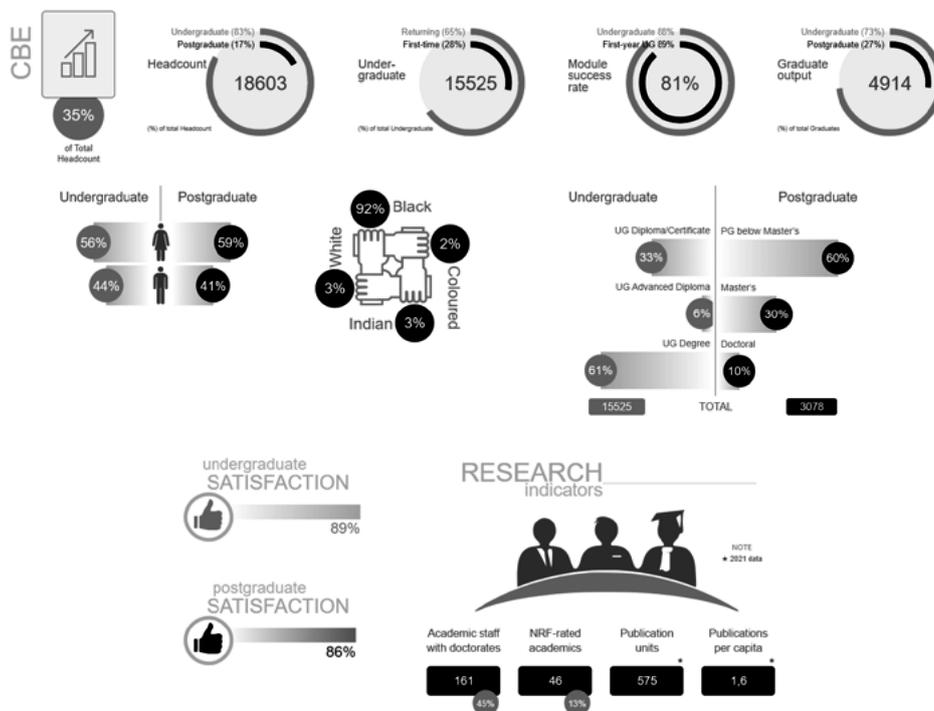
The Faculty Board of each faculty is the statutory governing structure. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees, as approved by the Faculty Board and the relevant Senate Committee. Each faculty develops its strategic plan and focus in accordance with the institutional model, policy, strategy, and material risks reflected in the Institutional Risk Register.

Prof Sehaam Khan

Deputy Vice-Chancellor: Academic



College of Business and Economics



INTRODUCTION

This report reflects on a year of dynamic activity and intellectual vibrancy at the College of Business and Economics (CBE). While navigating significant leadership transitions, a challenging global economic climate, water and electricity outages in the country, the CBE persevered and thrived.

We established a diverse leadership team and increased our support for deserving students through the Vice-Chancellor’s Double Our Future Impact campaign. I witnessed inspiring acts of generosity from staff who contributed to student fees and debt relief. We are grateful to all who participated in these impactful efforts through various means, including the University’s Future Walk and cycling the Virgin Active-947-Ride Joburg. Both staff and students enthusiastically engaged in a variety of volunteer initiatives commemorating Mandela Day, such as assisting with cleaning tasks at Helen Joseph Hospital.

This year also saw a strong focus on fostering connections. Our ‘Connecting Pathways for Sustainable Social Impact’ event brought together industry partners to explore collaborative opportunities. We hosted



distinguished lectures such as the address by the South African Reserve Bank Governor, Mr Lesetja Kganyago, on global economic challenges, broadcast across various media platforms. Prof Mariana Mazzucato, a prominent economist in the Economics of Innovation and Public Value at University College London (UCL), received an honorary doctorate. The College partnered with the Vice-Chancellor for a 'High Tea with the VC' and hosted Ms Nonkululeko Gobodo to discuss her book, *Awakened to My True Self*. She is renowned businessperson and in 1987 was the first African woman to qualify as a chartered accountant in South Africa. Our 'Eagles Fly Above the Storm Women's Conference 2023', in partnership with the Women of Stature Foundation, inspired more women to find and use their wings and voices to achieve more in their communities and workplaces. The presence of Ms Nolwazi Mamorare, our CFO, and Ms Kone Gugushe, a Ministerial appointee to the Council, added honour to the event.

Our commitment to academic excellence remains steadfast. We are proud of our rising student success rates, a flourishing research environment, and even a second-place finish at the UJ Staff Day celebrations where we celebrated diversity and embraced the Basotho culture.

This year's achievements are a testament to the hard work and dedication of the entire CBE community. As the new Executive Dean, I am honoured to serve alongside such a remarkable team.

STAFF

Demographic profile: academic and support, international, designated, qualification profile

The CBE workforce is remarkably diverse. In a staff complement of 515, we are proud to have a female representation of 59% and a growing international presence, with 17% of our academics coming from abroad. Over two-thirds of our staff are academics, and a significant portion (46%) hold doctoral degrees, an improvement from the 42% in the previous year. We are committed to fostering a diverse and inclusive work environment where everyone feels valued and supported. Our staff reflect this commitment, with a strong emphasis on academic qualifications and a culture of continuous learning. We actively encourage all staff to pursue higher education by providing resources, such as teaching relief and research assistance. This dedication to professional development is evident in the increasing number of staff with advanced degrees. Dr Modi Hlobo is the first black staff member of the CBE's School of Accounting to graduate with a PhD in Accounting.

Staff development

We encourage staff to chart their professional development through personal development plans. A rich array of workshops cater to diverse needs, encompassing academic writing, research methodologies, support for early career researchers, leadership development, and data analysis skills. Staff also have access to courses focusing on various aspects of well-being, including managing work stress, and raising mental health awareness. The School of Management's well-being programme focused on resilience and agility in today's work environment. Our Research Week was bustling with distinguished visiting scholars, such as Profs SF Wamba and Nripendra P Rana.

Leadership potential is nurtured through programmes like the AAMP and strategic succession planning via deputy HODs. Among others, Dr Bvuma participated in the prestigious UJ Women in Leadership Development Programme (UJWLDP). While progress has been made, the College acknowledges the need for greater gender balance in promotions. Though designated groups were well represented (56%) in 2023 promotions, women comprised only 31%, and none rose from senior lecturer to associate professor. This is a focus area for continued improvement. Colleagues who were promoted included Dr Abieyuwa Ohonba, Dr Eric Blanco Niyitunga, Dr Renjini Joseph, Prof DB (Vain) Jarbandhan, Dr Sithembiso Khumalo, Dr Oliver Takawira, Prof Talita Greyling, Prof Mduduzi Biyase, Dr Mokgadi Rahab Maleka, Prof Thando Vilakazi, Dr Werner Henk Otto, Prof Colin David Reddy, Prof Patrick Ndayizigamiye, Dr Tebogo Bokaba, Dr Thabang Mofokeng and Dr Hulisani Mlambo.

Profs Goldman, Adekambi, and Hill marked milestones by delivering inaugural lectures, sharing past research, and igniting new ideas with their diverse audiences.

NRF-rated researchers

There has been a notable increase of nine NRF-rated researchers compared to 2022, bringing the total to 46. These include Prof T Greyling, who achieved a B rating to join Profs Nunkoo, Rogerson, and Riedel.



These scholars are recognised by their peers for the exceptional quality and impact of their recent research contributions.

Recognitions and awards

The dedication and the talent of CBE staff were on full display in 2023 as they received numerous prestigious awards and recognitions that underscored their exceptional contributions. These accolades included appointments to esteemed editorial boards, invitations as keynote speakers at prestigious events, evaluation and discussion panels and recognition through best paper awards at renowned conferences.

Dr Stella Bvuma's well-deserved Woman of Stature South Africa Award in the Woman in Technology category was a testament to her leadership. Prof Natanya Meyer's achievements were multifold, including co-authoring the *South African Global Entrepreneurship Monitor*, receiving a best paper award, and being appointed as associate editor for the *Review of Managerial Science journal*. Prof Chris Schachtebeck was appointed to the editorial board of the *South African Journal of Entrepreneurship and Small Business Management*. Prof Talita Greyling's membership in the prestigious World Well-Being Panel further highlighted her commitment to societal well-being. Ms Boniswa Madikizela participated as a panellist at the Financial Sector Conduct Authority (FSCA) Financial Literacy Seminar. Prof Musa Saurombe's appointment as an editorial fellow of the *American Psychological Association Journal of Experimental Psychology: General* was another feather in the College's cap. Dr Dennis Boahene Osei was appointed associate editor of the *Ghanaian Journal of Economics*.

Prof Amanda Dempsey, Ms Nolwazi (UJ CFO), Ms Linda de Beer (Professor of Practice) received prestigious SAICA Difference Makers Awards 2023, while the valued ABASA (Association for the Advancement of Black Accountants in South Africa) President's Award for Transformational Impact was bestowed on Prof Ben Marx. Mr Ronny Mabokela's acknowledgment as the Ultimate Geekstar of the Year underscores his exceptional contributions in technology. Profs Tembi Tichaawa and Diane Abrahams were appointed to the World Economic Forum Global Futures Council and the Board of MEA School Directors Alliance, respectively. Dr Naiefa Rashied and Dr Hema Kesa showcased their expertise in scholarship and nutrition, respectively, through appointments as associate editor of *Scholarship of Teaching and Learning in the South* and to the Board of the Federation of African Nutrition Society.

Prof Cecile Nieuwenhuizen achieved third place in the Entrepreneurial Female Leader for the Triple E Entrepreneurial Universities Award (Africa) and her team was awarded third place in the International Entrepreneurial Team. Prof Naude Malan's dedication to agriculture was recognised through the 2023 Mzansi Changemakers Award and the Agricultural Research Council appointment. Professional support staff members, Ms Maria Motaung, Ms Nthabiseng Malaza, Ms Marievonne Daya and Mrs Yvette Boys, were rightfully recognised with the Orange Ribbon Award for their unwavering support.

Numerous other staff members further enhanced the College's reputation through esteemed appointments, awards, keynote speaker invitations, board memberships, and recognition such as CBE top researchers. Prof Crystal Hoole received an Honorary Award for service to the Society for Industrial and Organisational Psychology of South Africa, while Prof Claude-Hélène Mayer and Prof Elizabeth Vanderheiden won the William B. Gudykunst Outstanding Book Award for the best intercultural book of 2023. Prof Claude-Hélène Mayer was also elected as a Fellow on the Board of the International Academy of Intercultural Research, 2023-2025. Prof Chioma Okoro was elected Chairperson of the African Real Estate Society (AfRES) Southern Africa Chapter. Prof Fiona Tregenna was selected by the United Nations Industrial Development Organisation (UNIDO) as the Africa Regional Partner for the 2024 Industrial Development Report, further highlighting CBE's global impact. Prof Erika Kraemer-Mbula joins the governing council of the United Nations Technology Bank for Less Developed Countries, dedicated to bolstering science, technology, and innovation in these nations for socioeconomic advancement and SDG attainment.

Prof Arnold Bakker's Distinguished VC Award and Prof Kraus's listing as a Clarivate Highly Cited Researcher for the second year running were testaments to their exceptional research contributions. We also celebrated distinguished visiting professor, Simplicie Asongu's recognition as a Clarivate Top Cited Researcher in Africa. Prof Keun Lee, a visiting scholar, received the Hakhyun Academic Award for outstanding academic contributions in South Korea. He was also recognised as the Fellow of the Year 2023 by the Eurasian Business and Economics Society.



The year 2023 saw 72 staff members honoured with Long Service Awards, recognising 1 080 years in total of dedicated service to the University. Among them, Ms Maria Maritz, Prof Marita Pietersen, and Ms Charmaine Viljoen each proudly celebrate 35 years of unwavering service.

TEACHING AND LEARNING

Enrolment and student profiles

CBE enrolls over 18 600 students, constituting 35% of the University's total student body. In the context of growing emphasis on promoting equality, diversity, and inclusion, CBE maintains its steadfast dedication to attracting and admitting students from diverse backgrounds. The College boasts a richly diverse student body: black (92%), coloured (2%), Indian (3%), and white (3%); these figures include our international students. This diversity is further bolstered by our international student population, which makes up over 7% of CBE. Additionally, we see a heartening shift towards a more balanced gender representation, with women comprising 59% of undergraduates and 56% of postgraduates. Simultaneously, the number of admitted learners with an Admission Point Score (APS) of at least 35 has risen significantly, from 50% in the previous year to 62%.

UG and PG graduates

We are proud to report a significant increase in graduates. A total of 4 914 students are due to graduate, representing an 11% improvement over the previous year. This growth is primarily driven by the undergraduate population, which now comprises 73% of graduates. Postgraduate graduates consist of 1 162 honours and postgraduate diplomas, 141 master's, and 25 doctorates. Notably, 56% of doctoral graduates were black South African candidates reflecting a significant improvement from 43,3% in 2022. The College acknowledges that financial constraints and the part-time nature of many postgraduate students can pose significant challenges for student completion. We are committed to implementing strategies to address these challenges and provide a more holistic support system for our postgraduate students. In May 2023, a comprehensive supervisor toolkit was launched. This one-stop resource guides both supervisors and students through all phases of the research process. It provides valuable insights and resources to support each stage of research, ensuring a smooth and successful journey.

Student access and success and support for students

The undergraduate module success rate (MSR), reached an impressive 88%, surpassing pre-pandemic averages and reflecting a 4.3 percentage point increase from the previous year. This accomplishment can be attributed to several key initiatives, such as additional tutorials, revision, and diligent monitoring and management of class attendance under the leadership of Prof Sivan Chetty (former Vice-Dean: Teaching and Learning). The School of Accounting maintains its position as leader in accounting education, with graduates achieving an impressive 95% first-time pass rate on the first SAICA professional exam (Initial Test of Competence). Notably, Ms Tasmiyah Bodhania, Ms Yorisha Nankoo, and Mr Luke Wessels achieved honours, surpassing the 75% mark in this rigorous examination. Additionally, UJ alumnus, Mr Ismaeel Ayob, earned a coveted place on SAICA's prestigious second exam (Assessment of Professional Competence) Honours Roll, which recognises exceptional performance and insight in completing case study tasks. In the Chartered Global Management Accountant Finance Leadership Program (CGMA FLP), students excelled, with the highest number passing the Strategic Case Study exam in Africa, solidifying CBE's position with the best pass rate in Africa for this exam over the past three years.

Beyond academics, CBE students consistently excel in competitions like the NEMISA Datathon and the CFA Institute Local University Research Challenge. Sebolaiishi Manamela and Madoda Hlatshwayo emerged as the champions in the Johannesburg Stock Exchange (JSE) Investment Challenge. The CBE team secured the top two positions in the Financial Planning Case Study Competition. Four exceptional individuals – Tsebo Matsoso, Joviale Mbisha, Ryan Mphahlele, and Owethu Ngubane – brought home prestigious awards and medals in athletics and netball on the international stage.



CBE further demonstrates its commitment to student success by providing continuous support throughout the examination period, including exam packs in collaboration with the Student Representative Council (SRC). Recognising the importance of academic integrity, the College partnered with UJ Student Ethics and Judicious Services to launch an academic integrity campaign to reduce academic dishonesty.

UJenius recruitment

The UJenius Club continues to identify and acknowledge top-performing senior students. The Club offers various incentives and student enrichment opportunities to these high achievers. The number of Orange Carpet students, who are natural candidates for the UJenius Club, has notably increased by 28% in the past year. However, the count of senior students who meet the requirements for continued participation in the UJenius Club has decreased by more than half. This decline may be attributed to several factors, including a potential misalignment of criteria between Orange Carpet students and the UJenius Club. Additionally, the challenging transition from high school to university could contribute to this trend. The UJ 101 programme is anticipated to play a significant role in addressing these transitional challenges for first-time university students.

Programmes

CBE remains at the forefront of preparing graduates and professionals for the ever-changing workplace. We have expanded our offerings with three new qualifications: the Bachelor of Commerce Flexible, Master of Information Systems, and PhD (Development and Innovation). All are approved by the Senate and are undergoing further processes. Our commitment to market-relevant curriculum is reflected in our improved rankings. We achieved the top spot for Business and Economics in South Africa and Africa, according to the Times Higher Education Rankings. Hospitality and Tourism Management achieved a remarkable global ranking of #6 according to the Global Ranking of Academic Subjects by Shanghai Ranking. The Department of Industrial Psychology and People Management received the prestigious award for the Best Academic Industrial Psychology Department at the Society for Industrial and Organisational Psychology of Southern Africa (SIOPSA) conference. Additionally, the quality of programmes is validated by various professional bodies through rigorous accreditation processes. Notable affiliations include the South African Institute of Chartered Accountants, the Association of Chartered Certified Accountants (ACCA), the Chartered Institute of Management Accountants, the Health Professions Council of South Africa, the Financial Planning Institute of Southern Africa, the International Coaching Affiliation, and the Certified Financial Analyst Institute. UJ is the first university in South Africa to offer the CGMA FLP™. CBE was also recognised as a CGMA Distinguished University Partner in Africa. Three accounting programmes have received accreditation from ACCA, effective 1 January 2024, and our BCom Accounting degree has obtained accreditation from the Southern African Institute of Government Auditors (SAIGA).

Throughout 2023, CBE spearheaded innovative initiatives covering updated content and approaches to teaching, particularly related to 4IR, with these being discussed in the Teaching and Learning Innovation segment at College Board meetings. Notably, the SUCSESS Project Teaching & Learning Digi-Handbook highlights a plethora of innovative teaching practices stemming from the Erasmus+ funded SUCSESS project, including the integration of virtual reality facilities and MAXHub technology in lecture rooms.

The University also offers enrichment modules for students at no additional cost: African Insights, Artificial Intelligence in 4IR, Introduction to the SDGs, and Financial Literacy. These modules are essential in expanding the relevance of learning for employability purposes in a nationally responsive and globally relevant manner. Over 4 100 of our students participated in 2023. Our graduates continue to demonstrate high employability rates, with 87,3% of national and 81,3% of international students securing employment within a year of graduation. Moreover, we are fostering an entrepreneurial spirit among our graduates, with 46 CBE alumni launching businesses in 2023. A new partnership with Enactus South Africa further strengthens this focus. More than 100 STH students gained valuable real-world experience through work-integrated learning placements with 10 industry partners. The Mobius internship programme provides valuable internship opportunities for young people. This programme fosters their professional development and prepares them for success in their future careers.



RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs

In 2023, the CBE showed remarkable growth in its research output, achieving a total of 1 256 publications approved for submission to DHET. These publications translate into 738 research output units (ROUs), made up of 83% articles, 8% books and book chapters, and 9% conference proceedings, marking a significant rise from 677 ROUs in 2022. These metrics highlight not only the CBE's commitment to academic excellence but also its strategic role in advancing UJ's research agenda and its contribution to reinforcing UJ's status as a research-intensive university. Other exciting news is that the second edition of the Handbook of Innovation Indicators and Measurement, edited by Prof Fred Gault, Prof Anthony Arundel, and Prof Erika Kraemer-Mbula, is finally out.

Impact

With an intentional focus on societal impact, the CBE demonstrated strategic and impactful engagement with the sustainable development goals (SDGs), reflecting its commitment to addressing global and local challenges through research. In 2022, the CBE recorded 674 publications listed in Scopus, a number that rose to 762 in 2023, marking a commendable 13% increase in its Scopus publication count. This growth underscores the CBE's commitment to producing high-quality, globally recognised research. In its inaugural assessment of interactions with the SDGs, the CBE has highlighted significant contributions, particularly in areas that resonate deeply with the South African context. The most pronounced emphasis was on SDG 1 – No poverty, with 331 publications illustrating the CBE's dedication to tackling poverty, a critical issue in South Africa. Following closely, the College's engagement with SDG 8 – Decent work and economic growth, resulted in 301 publications. This engagement is especially pertinent given South Africa's current socioeconomic context, characterised by a need for sustainable economic development and employment generation. The third most emphasised SDG was SDG 9 – Industry, innovation and infrastructure, reflecting the growing recognition of the need to bolster industry, spur innovation, and develop robust infrastructure in South Africa. To further underscore the CBE's comprehensive engagement, it is also pivotal to acknowledge its multidisciplinary approach, as evidenced by its involvement in SDG 14 – Life below water, among others. Prof Talita Greyling's paper, 'A Tale of Three Countries: What is the relationship between COVID-19, Lockdown and Happiness?' was recognised as top cited article by Wiley Publishers.

PDRFs

The postdoctoral research fellows (PDRFs), a critical component of the institution's research engine, demonstrated significant progress by increasing their collective contribution to 97 ROUs in 2023, up from 88.98 ROUs in the preceding year. This growth is a testament to the enhanced research activities and output quality driven by the postdoctoral community. The number of PDRFs increased from 71, including one senior PDRF, at the start of 2023, to 81 by the year's end, including 10 senior PDRFs. The 10 senior PDRFs further illustrate the CBE's proactive approach to advancing its research agenda. This cohort of senior PDRFs, distinguished by achieving more than three research output units (ROUs) in 2022, exemplifies the high calibre scholarship the College aspires to cultivate. Their achievements not only reflect individual excellence but also contribute to the CBE's overall research impact, demonstrating the programme's success in fostering productive and impactful scholars.

Research structures

Within CBE, a vibrant ecosystem of research and community development initiatives thrive, each led by dedicated experts committed to advancing knowledge and societal well-being:

- The Institute for Transport and Logistics Studies (ITLS), Africa, overseen by Prof Noleen Pisa.
- The Food Evolution Research Laboratory (FERL), under the direction of Dr Hema Kesa.
- The Centre of Local Economic Development (CENLED), guided by Prof Marius Venter.
- The Centre for Competition, Regulation, and Economic Development (CCRED), led by Prof Thando Vilakazi.
- The Centre for Public Management and Governance, headed by Prof Vain Jarbandhan.
- The Public and Environmental Economic Research Centre (PEERC), under the leadership of Mr Jugal Mahabir.



- The Technopreneurship Centre, directed by Mr Ronny Mabokela.
- The Centre for Applied Data Science (CADS), led by Mr Siyabonga Mhlongo.
- The Centre for Work Performance, under the guidance of Prof Nicolene Barkhuizen.
- The Wholesale and Retail Seta Leadership Chair (Gauteng), led by Dr Beate Stiehler-Mulder.
- The TETA 4IR Research Chair, overseen by Prof Noleen Pisa.
- The DHET-NRF SARCHI Chair in Entrepreneurship Education, led by Prof Cecile Nieuwenhuizen.
- The DST/NRF South African Research Chair in Industrial Development, headed by Prof Fionna Tregenna.
- The DST/NRF/Newton Fund Trilateral Research Chair in Transformative Innovation, the Fourth Industrial Revolution (4IR), and Sustainable Development, directed by Prof Erika Kraemer- Mbula.

Research funding

The CBE achieved remarkable growth in research funding, surpassing its set objectives with a notable increase from R28.9 million in 2022 to R34.77 million in 2023. The breakdown of the funding sources reveals a strategic diversification, with the National Research Foundation (NRF) allocating R9.62 million to the CBE, highlighting the institution's strong alignment with national research priorities and its ability to secure competitive funding. Additionally, the CBE made impressive strides in securing international funds, with International Contract Research bringing in R5.54 million in 2023. Research funding received from within South Africa with specified deliverables amounted to R11 million and non-obligated research income was R8.6 million. The CBE's adeptness in surpassing its research funding targets, coupled with a strategic approach to funding diversification, underscores its commitment to advancing research excellence and innovation.

PARTNERSHIPS, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

CBE has been actively fostering collaborations to enhance the academic journey of its students. Ms Chante van Tonder, a doctoral student in the Department of Business Management, is the first to undertake a joint doctorate with the Vrije Universiteit (VU) Amsterdam, under the NRF-NUFFIC programme. The partnership with Glasgow Caledonian University offers specialised training programmes, such as railway operations management. We actively participate in co-hosted conferences and events, including a joint conference between UJ and the Italian Embassy. We also hosted Profs Bartosz Kurek and Ireneusz Górowski from Krakow University of Economics, Poland, which exemplifies this collaborative spirit. A total of 40 CBE students participated in the Africa-by-Bus initiative to Botswana, to be exposed to foreign markets, international businesses, and different African cultures and, secondly, to align their knowledge with the Free African Trade Policy. The Conference on Risk and Uncertainty in Finance and Economics (RUFEE), held in Johannesburg from 4 to 7 April 2023, facilitated academic dialogue on financial engineering and risk assessment in collaboration with Bielefeld University in Germany. The 8th Annual Competition and Economic Regulation (ACER) week conference in Mauritius from 2 to 6 October 2023, organised by CCRED, addressed competition and regulatory issues, fostering discourse among scholars and industry experts. The Trilateral Chair concluded its involvement in the collaborative project 'Making the Invisible Visible: Informal Innovation in South Africa', aligned with UNDP Africa's Strategic Offer (2022-2025) aiming to harness African communities' innovation capabilities for their development. The research team, including Utrecht University, the University of Johannesburg, and the MIT Sloan School of Management, conducted a survey on informal innovation and entrepreneurship in South Africa. The Chair also hosted the 2023 AFRICALICS Visiting Fellows for a three-month study programme to participate in seminars, writing sessions and mentoring. They also extended a warm welcome to undergraduate students from the International Centre for Frugal Innovation in the Netherlands, providing them with an opportunity to explore the concept of frugal innovation.

Participation in international workshops, the GLOBELICS International PhD Academy, conferences, brown bag sessions, conversations with authors, publication clinic and forums, virtual simulations, has provided students and researchers with invaluable opportunities to engage in global discussions and contribute to cutting-edge research areas. Dr Chukwuma Nnaji, a Diaspora Fellow from Texas A&M University, United States, who participated in the Immersive Technology and Graduate Mentorship workshop organised for our students, Dr Sichoongwe's participation in the summer programme at Beijing International Studies University, and



PhD student Niki Cattaneo's membership in the UNCTAD Working Group on Data for Services Trade and Development Policies, are just a few examples. On 11 to 14 October 2023, the Chair was a co-organising partner of the International Globelics Conference, in Thiruvananthapuram, Kerala, India. The conference theme was 'Innovation-Driven Knowledge-Economies and Transformation in the Global South', and it marked the 20th anniversary of the first Globelics international conference held in Rio de Janeiro in 2003.

Community engagement projects

It is CBE's responsibility also to extend its expertise and resources beyond the lecture walls. Our staff and students are actively engaged in making a positive difference within the community. In the fight against food insecurity, the Food Evolution Research Laboratory (FERL) is involved with impactful projects like Jars and Pots of Hope for Mandela Day, and school feeding programmes. The Noodle Project is a crucial source of support for orphanages. We partnered with the South African Broadcasting Corporation to offer a comprehensive financial literacy project, equipping members of savings schemes (Stokvels) with financial skills. Furthermore, our online 'Be Money Wise' certificate programme and business clinics cater specifically to small- and medium-sized enterprises, guiding financial planning and business development strategies. Through the Bottle Cap Drive, the College actively contributed to acquiring a wheelchair for a community member in need.

The Department of Applied Information Systems, in partnership with the Faculty of Engineering and the Built Environment, successfully organised an outreach event at the Osizweni Special School Hall in Leslie/Leandra, Mpumalanga. The Department of Accountancy proudly sponsors the South African Institute of Professional Accountants' (SAIPA) Accounting and Maths Olympiad (NAMO). Additionally, the Department hosted its inaugural Annual Budget Day as part of its Mandela Day initiative for 2023, aiming to engage students on financial well-being and promote budgeting awareness. This effort was in collaboration with industry sponsors Absa and PPS.

Over 150 schools and 2 700 students from all nine South African provinces participated in the Finance and Investment Management Olympiad (FIMO) 2023, an initiative of the Department of Finance and Investment Management at the School of Management in CBE. This fully funded initiative aims to encourage Grade 10, 11, and 12 learners to explore their potential in the dynamic field of finance.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The CBE understands the importance of fostering lifelong connections with its alumni and engaging industry partners. This collaborative approach enriches the educational experience for students by providing them with real-world insights and fostering a strong support network. Throughout the year, CBE hosted various alumni events, such as the Accountancy@UJ CEO Networking Breakfast and the UJ Marketing Management Alumni Meet-up. These events provided valuable platforms for alumni to reconnect, share their experiences, and offer support to current students. The STH Golden Circle Alumnus Award was presented to Paul Kelley (Managing Director at Hotel Sky), while Tshegofatso Stone, a passionate research crusader and culinary explorer, won the 2023 Rising Star Award. Alumni accomplishments were celebrated: Ms Khosi Hlongwane's London Marathon run to support aspiring chartered accountants and Ms Patricia Stock's historic appointment as SAICA's first female CEO are just a few examples. Mr Senzo Ndlangamandla winning the 2023 SAICA Top 35-under-35 competition, Chris Vassiliades' CGMA Culture Award and Mr Rowan Haai's recognition as the 2023 IIASA Young Internal Auditor of the Year solidify the College's reputation for producing exceptional graduates. CBE also extends its congratulations to alumni, Ms Thabisile Phumo and Ms Lebogang Letsoalo, who received UJ Council Dignitas Awards for their distinguished careers.

TRANSFORMATION

In 2023, the CBE made significant strides towards building a more diverse and inclusive leadership team, including the historic appointment of Prof Thea Tselepis as the first female Vice-Dean: Teaching and Learning. Through strategic appointments, we increased the representation of designated groups (black, coloured, and Indian) from 21% to 47%, reflecting a more equitable leadership structure that better mirrors the demographics of South Africa. While the proportion of non-designated groups has decreased, they remain a valuable part of our diverse leadership landscape. Additionally, with 59% of our staff being women, CBE



demonstrates a strong commitment to gender parity at all levels. Talent management and CBE's prominent participation in development programmes like AAMP will strengthen the efforts for a representative pool of leaders ready to take leadership. The College's Decolonisation Committee launched its first newsletter and has been busy reaching out to different departments across the College to discuss its goals and initiatives.

FACULTY GOVERNANCE AND RISK MANAGEMENT

CBE has robust and well-functioning governance structures to ensure the academic integrity of critical decision making. Notwithstanding, all staff have a responsibility towards governance. This function is enhanced through the office of the Head: Quality Assurance. Several governance structures are in place to ensure academic oversight and programme quality. These committees comprise the College Leadership Team, Higher Degrees Committee, Teaching and Learning Committee, Research Ethics Committee, and Decolonisation Committee. Decisions are ratified and taken at the Board of College, and further inputs are made at the Programme Working Committee meetings. CBE has a flexible risk management process with the risks revisited frequently and ways sought to mitigate potential or identified risks.

RESOURCE AND FINANCIAL MANAGEMENT

CBE manages its finances transparently and prudently. This is fundamental to long-term sustainability, together with our efforts to generate additional income and contribute to the University's resources.

CBE's financial position remains stable, and the College has increased its contribution to the third-stream income of the University. CBE is well-placed to still be able to invest in its strategic priorities, including helping students who are academically deserving but carry historic debt.

ENVIRONMENTAL SUSTAINABILITY

Our research, teaching, and community engagement contribute to achieving the UN SDGs. In addition to the research contribution mentioned in the research impact section, the Green Transport Short Learning Programme focuses on sustainable transportation practices, directly addressing SDG 11 (Sustainable cities and communities). The Drone Applications in 4IR Programme explores how this technology can be used to work towards SDGs like sustainable industry and climate action.

SARChI Industrial Development researchers engage in discussions on climate-smart agriculture (SDG 2: Zero hunger), green industrialisation in Africa (SDG 9: Industry, innovation, and infrastructure), and technological solutions for a low-carbon world (SDG 13: Climate action). Contributions such as that by Prof Uwizeyimana to the book, entitled *Improving Public Policy for Sustainable Development Impact in the Digital Era*, aid in building knowledge and capacity for achieving the SDGs.

Furthermore, conferences, symposiums, and webinars focus on topics like low-carbon technologies, nutrition, well-being (SDG 3: Good health and well-being), and public policy, facilitating discussions and knowledge dissemination for achieving environmental sustainability objectives. Notably, MSc in Sustainability Management students recently won the Environmental, Social and Governance (ESG) Africa Student Innovation Competition, demonstrating their ability to translate sustainability principles into practical solutions. Additionally, Mr Milan van Wyk was announced as a panellist at the SAICA Climate Change Conference, where he contributed to discussions on climate action. Prof Erika Kraemer-Mbula participated in the expert group meeting for the high-level Political Forum on Sustainable Development, particularly on the thematic review of SDG 9 on Industry, innovation, and infrastructure.

WAY FORWARD

Building on a strong foundation, CBE embraces Nelson Mandela's wisdom: the climb continues. We celebrate achievements with gratitude, acknowledging the many 'hills to climb' ahead. Our unwavering commitment to excellence and inclusivity guides us as we navigate future challenges and opportunities.

We are steadfast in developing talented students from all backgrounds. Through strategic partnerships and dedicated efforts, we will dismantle financial barriers, ensuring equitable access to education. We aim to ignite students' potential, fostering responsible individuals who can tackle future challenges and contribute



meaningfully to a sustainable world. This includes fostering not only employability but also the entrepreneurial spirit, equipping them to create opportunities for themselves and others.

In our pursuit of excellence, we recognise the value of fostering international partnerships, forging exchange agreements with world-class institutions, and facilitating student participation in global exchange programmes. Through these initiatives, we endeavour to broaden our students' horizons and instil in them a global perspective.

We will integrate the themes of emerging technologies and SDGs into our academic initiatives and research, aiming for measurable societal impact while exploring automation opportunities within the College to streamline administrative processes and improve efficiency.

Leveraging upon the expertise of our skilled staff, we are committed to enriching the world by converting knowledge into accessible formats for societal consumption through active engagement with the media and opinion pieces. In the pursuit of excellence, we are dedicated to keeping our high-performance staff while attracting top talent through diligent recruitment efforts.

Furthermore, we recognise the importance of nurturing strong partnerships and engaging with our stakeholders and alumni. By fostering a sense of belonging and community, we aim to harness the collective wisdom and talent of our extended network to fuel our continued growth and success.

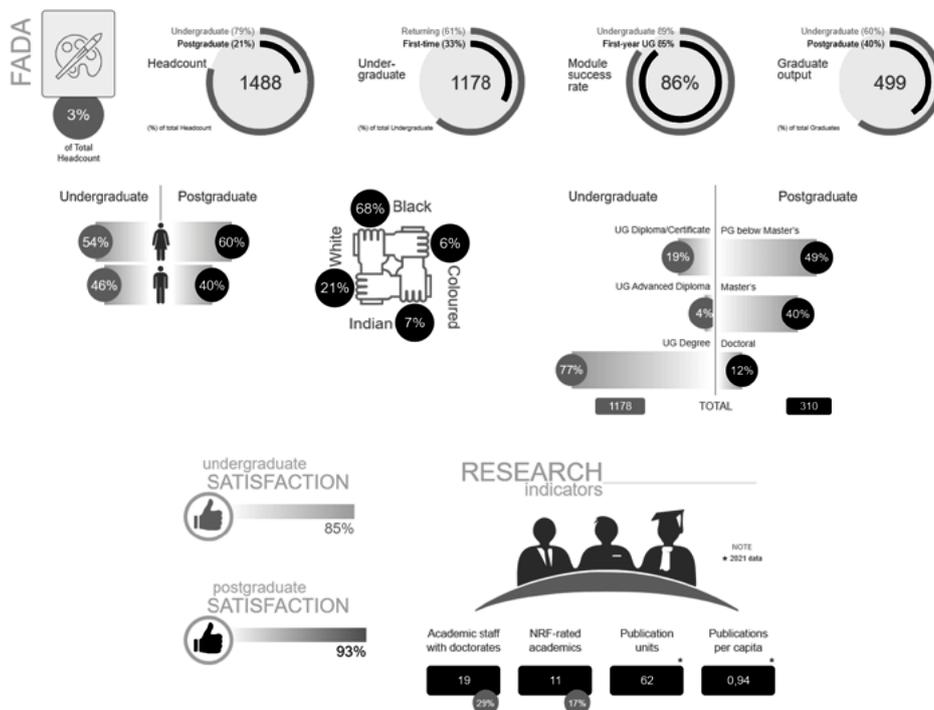


Lungile Ntsalaze (Prof)

Executive Dean:
College of Business and Economics



Faculty of Art, Design and Architecture



INTRODUCTION

With a presence across three campuses (APB, APK and JBS), the Faculty of Art, Design and Architecture (FADA) boasts exceptional facilities and staff, maintaining a longstanding reputation for producing highly skilled graduates capable of addressing real-world challenges effectively. The Faculty comprises nine academic departments offering degree and diploma programmes in Architecture (comprising the undergraduate Department of Architecture and the Graduate School of Architecture (GSA)), Fashion Design, Graphic Design, Industrial Design, Interior Design, Jewellery Design and Manufacture, Multimedia, and Visual Art. Additionally, the Faculty houses UJ Arts and Culture, encompassing the



UJ Arts Centre and the UJ Art Gallery on APK, with Arts and Culture offices on all UJ campuses. Further enriching our academic environment, we host two research centres: Visual Identities in Art and Design (VIAD) led by Prof Leora Farber, and the NRF SARChI Chair in South African Art History and Visual Culture directed by Prof Brenda Schmahmann.

The Faculty is located in several dedicated buildings with customised studios, computer laboratories, workshops, and a fabrication laboratory (FabLab), all well equipped to suit the specific needs of disciplines and departments. The FADA gallery, library, auditorium, lecture halls and Design Café are all located within the main Faculty building on APB, providing students and staff with conveniently situated facilities.

Despite the transition following the departure of former Executive Dean, Prof Stephane Laurent, at the beginning of the year, 2023 witnessed FADA's consolidation of numerous strategic initiatives established in prior years – not least, seeing the first graduating cohort of the Master's in Art Therapy, the move of the GSA to excellent studio and office space on the JBS Campus, and the increased submission of creative outputs for DHET accreditation. Under the adept stewardship of Acting Executive Dean, Prof Desiree Smal, the Faculty successfully achieved its performance targets while remaining adaptive to evolving strategic imperatives of the University.

STAFF

In 2023, FADA had a total of 89 permanent and full-time contract members of staff. These comprised 61 academic staff, 27 administrative and support staff, and one executive. In total, 49,8% of Faculty staff were from designated groups and 8,9% were international. The Faculty Management Committee comprised 85,7% designated and 14,3% non-designated members. Female staff remained the majority at 60,7% with 39,3% male. In 2023, 19 academic staff (29%) held doctoral degrees.

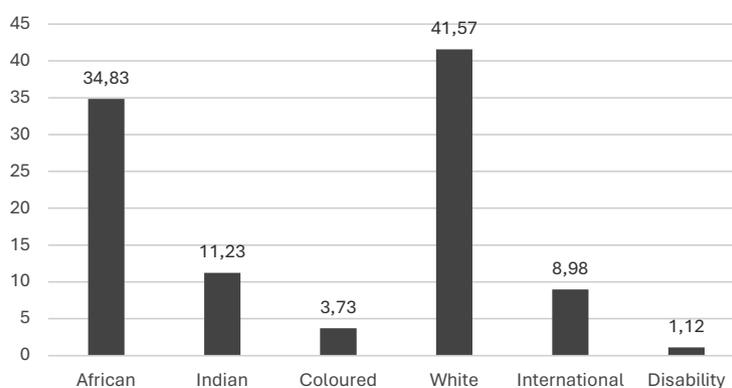


Figure 10: FADA staff demographics

Staff development

Prof Neshane Harvey, HOD Fashion Design, and Denise Fouche, GSA Operations Coordinator, graduated from the UJ Women in Leadership Programme in November. Funded by the Erasmus+ International Credit Mobility programme, Dr Khaya Mchunu (Fashion Design) visited the University of Pisa for training. Prof Deirdre Pretorius completed the Research Leadership Programme in 2023 under mentorship of Prof Teal Triggs of the Royal College of Art (RCA) in London. In the Department of Multimedia, Bongani Khoza graduated with a PGDip in Research Supervision in October, while Dr Terence Fenn and Dr Lukasz Pater successfully completed their PhDs.

In 2023, the AAMP programme welcomed two new staff members, bringing FADA's total enrolment to 28 participants. Among them, 18 are currently at Level 1, while six have progressed to Level 2. Additionally, four staff members have reached Level 3.



Farieda Nazier, HOD Jewellery Design, was invited to join the Strengthening Commercialisation Skills (SCS) programme by the British Council South Africa, including visits to Oxford, Cambridge, London School of Economics, and Oxentia Global Innovation Consultancy. Thato Radebe was featured in the design magazine, *Designing Ways*.

NRF-rated researchers

In 2023, Prof Alison Kearney, Prof Deirdre Pretorius, Prof David Paton, and Mr Alexander Opper were awarded NRF ratings, bringing the total number of NRF-rated researchers in the Faculty to eleven (17% of academic staff):

- Prof B Schmahmann, B2
- Prof L Farber, C1
- Prof D Paton, C1
- Prof K Berman, C2
- Prof P Hobbs, C2
- Prof A Kearney, C2
- Mr A Opper, C2
- Prof D Pretorius, C2
- Prof K von Veh, C2
- Dr I Bronner, Y1
- Dr S Barnabas, Y2

Recognitions and awards

Academic staff at FADA continued to be esteemed by their peers and industry as leaders in their respective fields, demonstrating professional competence, engagement, and impact beyond their roles of teaching and research. They actively contribute to the academic community, professional organisations, and the advancement of standards and practices within their professional fields.

High-profile appointments

Dr Finzi Saidi, Head of the Department of Architecture, was elected both as President of the Institute of Landscape Architecture of South Africa and to the executive committee of the International Federation of Landscape Architects (IFLA) Africa. In June 2023, he served on the jury panel of the prestigious IFLA Sir Geoffrey Jellicoe Award in Landscape Architecture. In addition, he was also elected chairperson of the Heads of Architecture Schools of South Africa.

Kimberly Bediako from the Fashion Design Department stepped in as President-elect of the Design Education Forum of Southern Africa (DEFSA) following the end of Prof Desiree Smal's two-year term as DEFSA President. Prof Smal was elected to serve on the Design Working Group, a forum appointed by the Minister of Sports, Arts and Culture to explore and present a premise for the establishment of Design Policy and Strategy and the establishment of a Design Council for South Africa.

Recognition

In 2023, GSA academic staff assumed roles as critics, examiners, and lecturers nationally and internationally, including participation in the Venice Biennale.

In the Department of Architecture, Senior Lecturer Alex Opper was invited by the cultural critic Ashraf Jamal to join a panel discussion for the public launch of three books, while Lecturer Leon Krige documented Belfast for a photo essay addressing struggles for independence in South Africa and Ireland.

In the Department of Multimedia, Bongani Khoza received a National Institute for the Humanities and Social Sciences (NIHSS) Award, and staff contributed to group exhibitions at prestigious venues. Nthabiseng Mabale completed an Erasmus+ exchange programme in Poland.

UJ Arts and Culture's Operations Manager and Producer, Karabo Mtshali, received a Best Set Design nomination for 'Ruined', and resident Director, Jade Bowers, was recognised for 'Parrot Woman' at the Naledi Theatre Awards. Senior Choir Master, Renette Bouwer, received a Lifetime Achievement Award from FAK.

Gordon Froud, Head of Department of Visual Arts, was elected Vice-President of SANAVA (South African National Association for the Visual Arts).



Two FADA staff members were HERS-SA Higher Education Women Leaders Awards nominees: Prof Brenda Schmahmann as a finalist in the Humanities and Social Sciences category, and Prof Kim Berman was recognised in the Lifetime Achiever category.

Interior Design Department staff held leadership roles: Amanda Breytenbach as Convenor of the Heritage Committee of GIFA (Gauteng Institute for Architecture), Ilse Prinsloo as Chair of the Educational Committee of the IID (Institute of Interior Design Professionals), with Trevor Sibanda as its Chair of Student Affairs, and Emmerencia Deminey as Chair of the Sustainability Forum of IID.

Thato Radebe, Jewellery Design, was featured in the design magazine, *Designing Ways*.

TEACHING AND LEARNING

Enrolment and student profiles

In 2023, FADA had a headcount enrolment of 1 488 students, of which 1 178 (79%) were undergraduate and 310 (21%) postgraduate. The majority were black (68%), with 21% white, 7% Indian and 6% coloured. Female students were in the majority at 54% of undergraduate and 60% of postgraduate students.

The majority of students (77%) were enrolled in undergraduate degree programmes, with 19% in undergraduate diplomas and certificates and 4% in advanced diplomas. A total of 40% of postgraduate students were enrolled for master's qualifications, with 49% in postgraduate below master's and 12% for doctorates.

UG and PG graduates

There were a total of 499 graduates, 60% of whom were undergraduate and 40% postgraduate.

Student access, student success and support for students

The Faculty's average success rate increased by 0,8% to 86,1% in 2023, with the dropout rate having reduced to 12,5%, 3,6% lower than in 2022 (16,1%). However, at 32,3%, the total graduation rate for undergraduate programmes was 4% lower than the 36,2% recorded in 2022. In 2023, the Faculty conferred a total of 499 undergraduate diplomas and degrees.

UJenius recruitment

Although the number of FADA students with a high APS decreased by only 0,6% from 2022, FADA experienced a 0,9% increase of students from Quintile 5 schools. In 2023, 39 students were part of the UJenius Club, a decrease from 47 students in 2023.

Programmes

2023 marked the graduation of the inaugural cohort of the MA in Art Therapy programme. Grounded in the historical role of arts in activism and healing in South Africa, the Art Therapy programme signifies a crucial development in addressing the complex psychological repercussions of the country's past while fostering healing and resilience.

In May 2023, the Department of Architecture achieved unconditional accreditation of all three its programmes by the South African Council of Architects (SACAP). Notably, this marks the first accreditation for the advanced diploma since its inception in 2021. The accredited status ensures the transferability of all modules and credits nationally and internationally, aligning with countries affiliated with the Canberra Accord for Architects.

In a parallel achievement, SACAP also extended unconditional accreditation to the GSA, reaffirming the School's dedication to quality and rigour in architectural education.

Innovative teaching and learning

FADA remains committed to advancing innovations in teaching and learning, ensuring the continual relevance, sustainability, and alignment of its programmes with industry expectations. All departments within FADA are purposefully driving a transformative, decolonised curriculum. In the Fashion Department, the *Drum* magazine exhibitions were a highlight of the year. Stemming from a cross-institutional teaching, learning, and research project between FADA's Department of Fashion Design and the Durban University of Technology's



Department of Fashion and Textiles, this exhibition took place in both Johannesburg, hosted at the SARCHI Chair in South African Arts and Visual Culture, and in Durban at the Satellite Gallery.

The Interior Design Department promoted collaborative learning strategies and engaged in partnerships with other departments within the Faculty. Noteworthy collaborations include the Digital Fabrication initiative with FADA Gallery and FabLab, as well as hands-on involvement in the design of Small World School, in collaboration with the Departments of Industrial Design and Graphic Design.

The Department of Multimedia is expanding offerings in alignment with the Fourth Industrial Revolution (4IR), sustainable development goals (SDGs), and transformation. Future literacies, including practices like African futures, speculative design, design fiction, and projective research, are considered essential for transformative design. These skills are anticipated to become fundamental aspects of design curricula in the next decade, especially critical for deploying emerging technologies sustainably.

In the Department of Industrial Design, a Teaching Innovation Grant enhanced capacity and experimentation with 4IR aspects, playing a crucial role in student projects incorporating 3D printing, tooling, and digital manufacturing.

Each year, around 300 second-year students from FADA participate in the FADA Interdisciplinary Theatre Programme, providing opportunities for cross-disciplinary development, creative and critical thinking. In 2023, the focus was on a production of '1001 Nights,' directed by resident Director, Jade Bowers. This immersive experience allows students to contribute to a theatrical production while gaining valuable insights and skills extending beyond their disciplines.

Industry-linked teaching and learning

The Department of Industrial Design initiated an industry-linked project with AXOR, a prestigious international tap brand, for its first-year students. This marked the beginning of design-for-manufacture initiatives, aiming for student-designed outcomes to be produced by the students, generating third-stream income, and introducing the FadaFeel initiative to showcase and reward student creativity.

To enhance student participation and success, FADA students were actively engaged in national competitions and workshops. A collaborative project was concluded between KFC and UJ FADA, featuring a masterclass by Russell Abrahams, founder, and creative director of the Cape Town-based illustrations studio, Yay Abe. This approach ensures students gain valuable industry experience and recognition within the competitive design landscape.

Teaching and learning with 4IR

FADA is committed to integrating Fourth Industrial Revolution (4IR) technologies into teaching and learning. In the Department of Multimedia, a focus on emerging digital communication technologies (XR) includes augmented and virtual reality, blended space design, transmedia, and smart environments. This strategic emphasis aims to position the Department as a leader in digital design education in South Africa.

Throughout 2023, Industrial Design year groups incorporated 4IR themes into various modules, covering topics like 3D printing, 3D scanning, digital manufacture, projection mapping, VR sketching, and sustainable materials. The Department actively contributed to FabLab teaching and learning coordination, fostering a supportive environment for skills transfer and collaboration.

First-year BA Fashion Design students engaged in a human-centred design project aligned with 4IR principles. This initiative integrated theoretical knowledge on human-centred design and basic research, culminating in wearable products with embedded technological safety devices addressing local women's safety needs.

The Department of Industrial Design's second-year ceramic tile project, showcased in the 2023 Ceramics Invitational Exhibition at the FADA Gallery, explored the theme of 'Digital Crafting.' This exhibition fused cutting-edge fabrication with craft traditions through digital design, tooling, and manufacture.

In Graphic Design, five honours students focused on 4IR context design solutions, resulting in innovative projects like augmented reality children's books, virtual reality applications, language-teaching apps, and community polling and protest apps. The overhaul of the SADC Buna website earned the prestigious 2023 Dean's Award for its immersive solution, now in the process of implementation and integration into the digital landscape.



Student support

In 2023, FADA implemented a range of student support initiatives, encompassing a comprehensive tutor network, regular student and lecturer/HOD consultation sessions, and dedicated departmental mentorship programmes. These efforts were further complemented by a broader nine-member FADA mentorship programme led by Tamara Francis, FADA Marketer, collectively contributing to fostering an enriching and student-friendly learning and living experience. This cohesive mentorship framework serves as a supportive network, aiding students in acclimating to their new academic environment and fostering a sense of community within the broader university setting.

The Faculty also extended a warm welcome to the first-year Orange Carpet students. This special group had the opportunity to visit the UJ Gallery, where the curator, Eugene Hön, offered a detailed walkabout, enriching their understanding of the exhibition. The experience was further enhanced with a lunch in the company of Amanda Breytenbach as the Dean's representative and Ms Francis. It was a memorable occasion, fostering a sense of appreciation for both the arts and academic achievement among the students.

Ms Francis also organised the Dean's Merit List event, a special occasion dedicated to recognising the top-performing student in each department.

Student achievements

In 2023, our students achieved notable successes across various departments. In Fashion, Kgotsafalo Mohau Monyamate and Botshelo Molete were finalists in the Africa Fashion International (AFI) Fasttrack programme, showcasing their collections at Cape Town Fashion Week. Mr Monyamate also secured victory in the menswear category at the Durban July. Athenkosi Takuta exhibited at SA Fashion Week as part of the Mr Price New Talent search.

Second-year Industrial Design students entered furniture pieces into the DTI Furniture Design Competition, claiming all five finalist positions at the Buy Local Summit in March 2023. Tshepiso Motau emerged as the first-place winner, with Daniel de Sousa in second and Bongani Radebe in third place.

In Interior Design, Mawande Mdluli won the 2023 Kitchen Supply Association (KSA) Decorex stand design competition, while Tiago Goncalves secured second place in the PG Bison 1.618 student competition.

Graphic Design students, Sana Machabi and Philasande Masoga, excelled in the 2023 Pending Awards, with the Department overall featuring 14 finalists and receiving three Silver Awards.

The Department of Visual Art showcased students' talents with finalists in the Sasol New Signatures and Thami Mnyele Art Awards. Students were also selected to exhibit at the Turbine Art Fair, the Johannesburg Art Fair, and the Latitudes Art Fair.

UJ Arts and Culture

UJ Arts and Culture plays a central role in hosting a wide range of university and external events, including Senate and Faculty board meetings, conferences, concerts, festivals, and theatre productions. The Division actively contributes to the University's strategic objectives through initiatives such as the Creative Output Stimulus Programme, supporting creative output submissions and facilitating institutional research efforts.

The Arts Academy Extracurricular Programme, offered at no cost to students, provides diverse activities like the UJ Choir, drama classes, photography club, ballet, Afro-fusion, contemporary dance classes, poetry classes, workshops, and slam competitions. The Arts Academy's efforts culminate in a weeklong year-end showcase attended by family, friends, and the public. In 2023, 898 students auditioned for the UJ Arts Academy and UJ Choir, with 298 qualifying for cultural bursaries.

Arts and Culture's contributions extend to employment readiness and mentorship through an internship programme funded by CATHSSETA. The Division's productions, such as 'Hlakanyana' and 'Echoes of Heritage,' reaped acclaim, receiving Naledi Theatre Awards and a Vryskitters Award for Best Musical Composition.

The Division's activities garnered significant publicity with an Advertising Value Equivalency (AVE) of R17 793 774. The UJ Choir's estimated reach for on- and off-campus concerts was 11 915, and the Arts Centre witnessed a total footfall of 28 853 across 69 different events.



RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Output

For the 2023 reporting year, the audited output of the Faculty's 2021 submission as represented in the infographic at the head of this Executive Summary records 62 publication units. The preliminary (unaudited) figures for research produced during 2023 show 52.8768 textual research units and 17 creative research projects for accreditation. Textual outputs showed a decline from 54 in 2022 to 52 in 2023, a significant decline from the 61 achieved in 2021. However, the number of creative research projects submitted has exhibited consistent growth each year, increasing from two in 2019 to a notable 17 in 2023. This upward trajectory indicates a sustained and flourishing engagement in creative research outputs within the specified period.

Table 32: FADA's textual research units

2019	2020	2021	2022	2023
33	53	61	54	52

Table 33: FADA's creative research output submissions

2019	2020	2021	2022	2023
2	9	11	15	17

Table 34: Unaudited 2023 textual output distribution

ARTICLES	BOOKS	CHAPTERS	PROCEEDINGS	TOTAL
23.6666	13.0000	6.0852	10.1250	52.8768

Postdoctoral research fellows

Over the past three years, FADA has progressively expanded the intake of PDRFs as indicated below.

Table 35: PDRFs

	2021	2022	2023
Research centres	2	4	6
Departments	0	0	2
TOTAL	2	4	8

FADA research centres

FADA has two research centres, Visual Identities in Art and Design (VIAD), headed by Prof Leora Farber, and the SARChI Chair in South African Art and Visual Culture, headed by Prof Brenda Schmahmann.

VIAD Visual Identities in Art and Design

VIAD's 'SIM | BIO | ART: Intra-acting at the critical node between microbiology and contemporary art' exhibition was held at the FADA Gallery from 20 July to 19 August 2023. This event marked the inauguration of the Creative Microbiology Research Co-lab (CMRC) and the opening of the bioart/design laboratory located in the FADA FabLab. The CMRC, a collaborative effort between VIAD and the Water and Health Research Centre in the Faculty of Health Sciences, gained significant public and media attention.

In addition, a publication titled *The Imagined New (or What Happens When History is a Catastrophe? Volume 1: Working Through Alternative Archives: Art, History, Africa, and the African Diaspora)*, was released. This volume, edited by Anthony Bagues, Leora Farber, Surafel Wodimu Abebe, and Zamasele Nsele, was the outcome of a workshop co-hosted by the Center for the Study of Slavery and Justice (CSSJ), Brown University, which comprised a series of curated conversations and interdisciplinary engagements.



SARChI Chair in South African Art and Visual Culture

In November, the SARChI Chair organised the international conference 'Monumental Developments: Contemporary Approaches to Commemorative Public Art' at the Chair's facilities. The event, held from 8 to 11 November, welcomed scholars from South Africa and around the world.

Another collaborative initiative, 'Indigeneity and Visual Sovereignty: Rendition, Heritage, Vision,' was hosted in partnership with Karlstad University and Linnaeus University in Sweden, along with the University of Pretoria. This event unfolded at the !Khwatsha Cultural Heritage Centre in Cape Town.

Other events included two guest lectures by Staffan Löfving, Associate Professor, Social Anthropology, and Senior Lecturer, Intercultural Studies, at Karlstad University, Sweden. On 3 May, he presented 'The Moving Stills of Sarajevo: A Visual Anthropology,' and on 17 November he discussed 'Gifts in Art and Anthropology.'

The Centre's notable exhibitions included 'Mandela's Roots: An exhibition of photographs by Bonile Bam.' This exhibition showcased previously unreleased photographs by South African photographer Bonile Bam and coincided with the symposium 'Lens in the Landscape: Responses to Bonile Bam.'

Research funding

The Department of Visual Art secured a R1 million grant from the VLIR-UOS Foundation, facilitated through the Royal Academy in Antwerp. This funding, designated for scholarships and travel, enabled Wilma Mutize, a master's student, to embark on a three-month residency at the Academy.

In addition to the R2.95 million the NRF SARChI Chair in South African Art and Visual Culture receives from the NRF, the Centre secured additional funding to the value of R225 961 from the University of Karlstad in Sweden, the Music, and Letters Trust in the UK, and the HSRC.

PARTNERSHIPS, STAKEHOLDERS AND COMMUNITY ENGAGEMENT

The Faculty maintains membership in key professional organisations, such as the Cumulus Association, Design Education Forum of Southern Africa (DEFSA), South African Council of Architecture Profession (SACAP), and the African Institute of Interior Design Profession (IID). Through these affiliations, FADA stays aligned with design industries, keeping its professional programmes relevant.

All departments within FADA actively engage with principles of active citizenship, both in theory and through various community outreach projects. This commitment underscores FADA's dedication to nurturing socially responsible practitioners who contribute positively to their communities and broader society.

Honorary doctorate

At the April graduation, FADA awarded an honorary doctorate to the revered South African sculptor, Noria Mabasa, in acknowledgement of her role in decolonising South African art, promoting diverse cultural practices, and advocating for women's rights. A custodian of indigenous knowledge, a respected teacher, and a recipient of numerous national and international awards, Mabasa is celebrated for her pottery, ceramic, and wooden sculptures.

Partnerships and exchanges

UJ Arts and Culture continued their robust partnerships with organisations and institutions, including the MTN SA Foundation, the Centre for Creative Arts at the University of KwaZulu-Natal, Mzansi Youth Choir, Imilonji Chorale, PopART, RapidLion International Film Festival, Drama for Life at the University of the Witwatersrand, Performing Studies International Conference, New Music Africa, Malmö University, Windybrow Theatre, the Italian Institute, the Australian High Commission, the University of Zürich, and the University of the Free State.

A highlight of the Multimedia Department's 2023 academic programme was a two-day Futures Literacy Workshop in collaboration with Wits University's Tayarisha Research Unit and the University of Pretoria's Futures Africa Unit. The workshop, facilitated by Prof Riel Miller, former head of UNESCO Foresight and Futures Literacy, was organised in collaboration with Corruption Watch and the Transparency, Integrity, and Accountability Programme of the German Development Corporation (GIZ) of South Africa.



The Jewellery Department also collaborated with GIZ in a mentorship programme. Working with the goldsmith and anthropologist, Martina Dempf, the programme instilled creative leadership and entrepreneurial skills in postgraduate students.

Prof Anthony Ambala (Acting Vice-Dean: Research and Internationalisation) facilitated the signing of an MOU between FADA and the University of Nairobi (UoN), and the Department of Visual Art entered into an MOU with the Hungarian University of Fine Art.

The Department of Architecture welcomed Visiting Professor Manfred Milz from Regensburg University, setting the stage for potential collaboration in various academic endeavours.

Prof Neshane Harvey was the host and moderator of the Italian Design Day held on 9 March 2023. This event, held in collaboration with the Consulate General of Italy, aimed to celebrate Italian design excellence while fostering dialogue and exchange of ideas. Additionally, the Department curated a series of international Fashion Talks, inviting esteemed industry professionals to share insights and expertise with students, broadening their exposure to global perspectives in the field.

VIAD has maintained a longstanding partnership with the Centre for the Study and Justice at Brown University, led by Prof Anthony Bogues. Their joint project, titled 'The imagined New' (or, what happens when History is a Catastrophe?), continues to foster meaningful collaboration.

Dr Landi Raubenheimer, representing the Design Studies Division, actively participated in a joint symposium in March and April as part of an ongoing project with the University of Cincinnati. The project, titled 'Arts as a Global Catalyst,' explores how students can represent their cities through art, adding a global perspective to creative endeavours.

A deputation of staff and tutors led by Prof Mark Raymond of the GSA visited the Kingston School of Art in London in December 2023 as part of an evolving relationship that envisions a range of activities including student and staff exchange and the development of a research initiative. GSA students, Olive Phiri (BArch Hons) and Titus Shitataala (MArch), attended the inaugural African Congress of Architectural Students in Kampala in October 2023.

Ilse Prinsloo and Amanda Breytenbach joined Prof Mpedi in a VC-led delegation to Ghent, Belgium. They visited the Department of Architecture and Urban Planning at Ghent University, and the School of Arts at University College Ghent (HoGent), including the Royal Academy of Fine Arts (KASK) and the Royal Conservatory. Additional meetings took place in Belgium, including discussions with delegates from Katholieke Universiteit Leuven (KU Leuven), the LUCA School of Arts in Brussels, and Hasselt University.

In Jewellery Design, Faried Nazier presented at Schmuck Fair 2023 in Munich and later participated in an artist residency at Nirox Sculpture Park. Khanya Mthethwa joined a residency in Athens followed by an exhibition at N-Art Gallery.

Community engagement projects

In a joint effort with the NGO Love our City, the Fashion Design Department initiated a community engagement project named 'Sustain Her.' The project's goal was to recycle fabrics and clothes to design and create recycled menstrual pads for schoolgirls, addressing the issue of period poverty. The design of the pads was led by Ms Zan?e de Meillon, a lecturer in the Department, with construction carried out by fashion students. The 'Mapula Embroidery Project,' also spearheaded in Fashion Design, explores the intersection of traditional embroidery techniques with contemporary fashion design, celebrating cultural heritage while fostering creativity and entrepreneurship.

The African Reclaimers Organisation (ARO) project is a collaborative effort involving various departments, including Visual Art, Industrial Design, Graphic Design, Multimedia, Interior Design, and Fashion Design. This interdisciplinary initiative aims to address environmental challenges and promote sustainability through creative solutions.

Jewellery Design collaborated with Sociology on a month-long Marikana Open Studio. The initiative comprised a community workshop focusing on the work done by activists from Marikana and Thembelihle.



Under the banner of 'Environmental Gold,' the Architecture Department plays a pivotal role in fostering ecological awareness and responsible practices. Simultaneously, the Industrial, Interior and Graphic Design Departments collaborate on the Play School Design Intervention Project, contributing their unique perspectives to create innovative and engaging learning spaces.

Additionally, the Department of Architecture leads a registered UJ flagship community engagement project involving the creation of socially relevant murals in the neighbouring community of Westbury. This three-year project, headed by Mr Alex Opper, engages third-year architecture students, and is supported by a UJ Teaching and Innovation funding grant. Collaborating with the MMC Community Engagement Office in the City of Johannesburg, the project aims to beautify and uplift the community through art. Several murals have already been completed in various sections of Westbury, showcasing the transformative power of creative collaboration and community engagement.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The UJ Choir, which will mark its 50th anniversary in 2024, marked a significant milestone on 15 April 2023 with the launch of an Alumni Affinity Group, led by Prof Adri Drotskie, the Director of the School of Management. Comprising former members of the UJ Choir, this group is dedicated to fostering the ongoing development of the choir. Their mission includes providing financial support and empowering current choir members. Since its inception, the Alumni Affinity Group has successfully secured sponsorship totalling R25 000.

TRANSFORMATION

FADA actively embraces transformation as a core value, influencing teaching, learning, and research across the Faculty. Exploration of race, gender, and culture is integral to our work, and we strive to use art, design, and architecture for economic upliftment in communities. In 2023, for example, an interdepartmental research project, titled 'Unequal Stories,' was initiated as an undergraduate project between the Departments of Industrial Design and Fashion Design. This project evolved into 'Intersxns,' a game that captures the multifaceted student experience influenced by diverse backgrounds and demographics. Through immersive gameplay, the initiative aims to promote empathy and understanding among participants. The success of this collaborative effort has laid the groundwork for further development and expansion in 2024.

Lecturers in Industrial Design launched the 'Wom+n in Tech' initiative on 31 August. This initiative aims to narrow the gender gap in the design industries by cultivating confidence and community among female students and industry professionals in the design technology space.

UJ Arts and Culture's initiatives offer students opportunities for creativity, self-expression, community building, and stress management. In addition to fostering collaboration and communication skills, extramural programmes expose students to diverse experiences, cultures, enhancing their overall growth and perspectives.

With the backing of the UJ Bursary Office, Prof Anthony Ambala took proactive steps in identifying and initiating the application process for CATHSSETA bursaries, specifically targeting missing middle students. As a result of these efforts, the Multimedia Department successfully secured twelve CATHSSETA bursaries, each valued at R80 000 per student, amounting to a total of R1.2 million. This achievement underscores the Department's commitment to supporting and empowering students within the missing middle demographic.

While FADA has made progress in increasing black student enrolment, achieving racial diversity in academic staff has been challenging due to historical demographics and structural inequities. Efforts have been made to address this, including recruiting designated candidates, expanding candidate pools through programmes like nGAP and AL appointments, and active mentorship through the AAMP. However, there has been some regression, hindering progress in representivity at departmental and faculty management levels. To mitigate this, FADA will implement a programme focusing on cultural awareness, mentoring, and capacity development for staff from designated groups. This builds on existing efforts to increase staff diversity through initiatives like the AAMP programme.



FACULTY GOVERNANCE AND RISK MANAGEMENT

FADA emphasises effective management through a structured committee system, ensuring seamless communication and alignment with the University's strategy. The Dean's Committee, with representatives from all departments/divisions, plays a crucial role in disseminating information and shaping the Faculty's strategic goals. The Faculty Board oversees adherence to University and Faculty procedures.

After the departure of the Executive Dean, Prof Stephane Laurent, in January 2023, Prof Desiree Smal acted until Prof Federico Freschi's appointment in October.

The Faculty Teaching and Learning Committee (FTLC) monitors programme approval, academic rules revisions, examiner approvals, and policies. Subcommittees handle RPL and plagiarism cases at the undergraduate level. The Faculty Readmissions and F7 Committee oversees student readmission.

The Faculty Higher Degrees Committee (FHDC) monitors postgraduate studies, approving proposals and examiners. The Faculty Research Committee (FRC) focuses on research matters, including funding applications and research outputs.

All academic staff are part of the Faculty Board, meeting quarterly for discussions on UJ-related matters. Student and academic data are well managed by Academic Administration under the headship of Neeradevi Chinnah. Other operational committees, including Library, Health and Safety, and Marketing, meet quarterly, with ad hoc meetings when necessary. Committee minutes are presented at Faculty Board meetings for approval and discussion.

Resource management

FADA prioritises resource enhancement and preservation for optimal student learning and faculty research. Facilities like studios, workshops, and computer labs are carefully maintained to support academic programmes. The FADA FabLab introduces undergraduates to digital design thinking and aids postgraduates in refining digital design methods. Equipped with modern technology, the FabLab fosters a dynamic learning environment for innovation, high-impact research, and transdisciplinary collaboration among faculty.

The UJ Art Collection, valued at approximately R105 546 108, is meticulously managed, ensuring upkeep, regular documentation, research, and inventory assessments. Challenges, such as inadequate storage facilities and ongoing leaks in the gallery roof, pose risks that require urgent attention to prevent irreversible damage, especially to older pieces.

Arts and Culture manages various UJ campus facilities, including the UJ Arts Centre, UJ Art Gallery, Experimental Theatre, and Bunting Theatre. Efforts to refurbish the Bunting Road facility aim to accommodate research, academic, and arts and culture activities; the facility was utilised in 2023 by the Arts Therapy Programme and visiting artists. Renovation plans focus on optimising functionality and supporting diverse creative endeavours.

ENVIRONMENTAL SUSTAINABILITY

The awareness of and active participation in issues of social responsibility and environmental sustainability are central to FADA's ethos. This influences not only our teaching and public image, but also how we conduct our daily operations. The Faculty holds paperless meetings whenever possible and has recycling stations for paper, glass, and tin strategically placed throughout the building. Staff are reminded on a regular basis to reduce electricity consumption by turning off lights and using space heaters as little as possible.

FADA also places a significant emphasis on addressing the UN sustainable development goals (SDGs), integrating this commitment into both teaching and learning initiatives and our community engagement programmes.

Demonstrating a dedication to social responsibility, the Department of Interior Design collaborated with South Point in Braamfontein in a community upliftment project where students redesigned three established retail spaces aligning them with new regeneration strategies. The transformed spaces attract and engage with current and new consumers. They also address gentrification concerns by ensuring inclusivity and promoting community development.



FINANCIAL MANAGEMENT

The Faculty's total budget for 2023 was R99 650 430.89. The actual expenditure was R90 455 403.43, which translates to a total savings of R9 195 027.46 for the year. These figures demonstrate the Faculty's effective management of its financial resources, with substantial savings across various categories. The insights gained from this year's financial activities will be invaluable for future budgeting and financial planning to support the Faculty's ongoing success and development.

THE WAY AHEAD

In 2024, the new Executive Dean, Prof Federico Freschi, will focus on the development and promotion of three key strategies aimed at advancing FADA's stature and aligning with the overarching UJ Strategy 2035. Firstly, a comprehensive Faculty strategy linked to the University's 2035 strategy will be crafted to foster a culture of active participation among all staff members in advancing the University's strategic vision and mission. This strategy will emphasise improved communication, collaboration, and collegiality, with the goal of nurturing a shared sense of ownership and responsibility. By promoting diversity, minimising staff turnover, and facilitating professional and academic development, we aim to create an environment conducive to growth and success.

Secondly, a Faculty Research Strategy will be implemented to reinvigorate research productivity, promote creative work, and establish a sustainable culture of academic inquiry. Following the 3P-principle of research productivity (one in the pipeline, one in production, one in press), this strategy will support staff members at every stage of the research process. Our objective is to ensure that all academics are actively engaged in research activities, leading to sustainable output, whether in textual or creative form. Additionally, we will encourage broader participation in our research endeavours by appointing research associates, visiting professors, and postdoctoral research fellows.

Thirdly, a Faculty Teaching and Learning Strategy will be devised to address key performance indicators related to student success, throughput, and on-time completion. Led by the Executive Dean, the Vice-Dean: Teaching and Learning, and Heads of Departments, this strategy will adopt a data-driven approach to pre-emptively identify and mitigate risks for students, modules, and programmes. By fostering a culture of ownership and accountability among academic staff and department heads, we aim to proactively support student achievement and programme effectiveness.

Furthermore, efforts will be made to actively promote the Faculty within the local community, region, and beyond. This will involve revitalising existing networks and establishing new connections. Key initiatives include leveraging opportunities such as the 50th anniversary of the UJ Choir, reintroducing the Annual Dean's Concert, and utilising the many exhibitions, seminars, workshops, and collaborative projects hosted at the Faculty to enhance FADA's credibility and visibility. Through these strategies, we are committed to advancing the University's strategic ambitions and enhancing the Faculty's impact within and beyond the academic sphere.



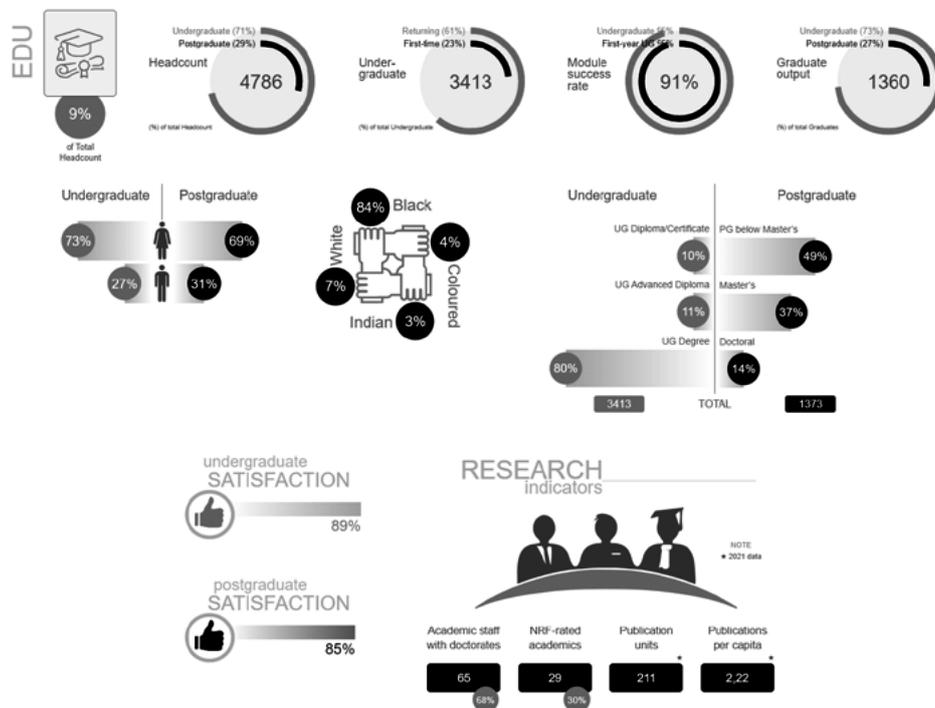
Federico Freschi (Prof)

Executive Dean:

Faculty of Art, Design and Architecture



Faculty of Education



INTRODUCTION

The Faculty of Education aims to lead the transformation of education practice and its research for social justice in South Africa. The Faculty has long had the goal of being a globally significant producer of education knowledge for the 21st century, while still meeting local needs in education. In an era increasingly impacted by 4IR, both our knowledge production enterprise and our efforts in the training and development arena seek to prepare young teachers, educational practitioners, and researchers for a fast-changing and unpredictable world.

At the base of the Faculty's academic programmes are pre-service teacher education programmes (NQF Level 7), and these lead up to postgraduate qualifications at the doctoral level (NQF 10). These programmes



are augmented by several continuing education programmes (CEPs) in which the primary focus areas are on developing the competencies of practising teachers and Department of Education officials. We are also growing our cohort of postdoctoral research fellows hosted in the Faculty. The academic programmes operate on the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK). Three academic departments, namely Educational Psychology, Education Leadership, and Management and Childhood Education and two NRF (SARChI) Chairs, namely the Chair in Education and Care in Childhood, and the Chair in Integrated Studies of Learning Language, Science and Mathematics for the Primary School, are situated on SWC.

The Department of Childhood Education (DCE) offers Bachelor of Education (BEd) foundation phase (FP) and intermediate phase (IP) qualifications in conjunction with the Funda UJabule teaching school (FUJS). The FUJS is also an education laboratory and incubator for educational innovations. The Centre for African Languages Teaching (CALT@UJ) in the Department of Childhood Education enables the education and development of teachers who teach African languages in the FP and IP of schooling. In 2023, 140 Grade R teachers were trained.

Two departments straddle both campuses. On SWC, the Department of Educational Psychology staff offer courses in the IP and FP programmes on child development. A popular postgraduate programme is the Master's in Educational Psychology. The Centre for Neurodevelopmental Learning Needs continues to grow in strength and in terms of its outreach in the wider Soweto area. The Department of Education Leadership and Management is best known for its in-service professional development programmes through its advanced diploma courses. It runs the popular online Honours and Master's qualifications in Educational Leadership and Management. These programmes are popular with school leaders (heads of departments, deputy principals and principals). Although the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, they also service the secondary school teacher education programmes on the APK Campus.

Two departments are situated on APK Campus, namely Education and Curriculum Studies, and Science and Technology Education. Two popular programmes at PG level are Science Education and the online Information and Communication Technology in Education. Both the NRF Chair in Teaching and Learning in Post-school Education and Training and the Ali Mazrui Centre for Higher Education Studies housed on the APK Campus and at the JBS, respectively, focus on higher education as a field of study. The Centre for Education Rights and Transformation (CERT) and the National Research Foundation (SARChI) Chair in Community, Adult and Worker Education (CAWE) are housed in the research village on APB Campus.

STAFF

In 2023, the Faculty of Education had 95 full-time permanent academic staff members (including the Executive Dean), of whom 86% (n=65) hold doctoral degrees; they were supported by 21 administration and support staff. The levels of appointment of academic staff were as follows: 15 assistant lecturers (16%); 27 lecturers (28%); 20 senior lecturers (21%); 20 associate professors (21%); and 13 professors (14%).

The equity profile for academic staff is outlined in Table 36 and reflects steady growth in the designated and international staff groups. The gender profile in 2023 was 37% (n=35) male and 63% (n=60) female. In terms of administration and support staff there were 76% (n=16) designated and 24% (n=5) non-designated. The gender profile in 2023 was 29% (n=6) male and 71% (n=15) female. The academic leadership group (n=9) comprised eight designated and one non-designated staff, consisting of seven females and two males.

Table 36: Employment equity profile of academic staff (2019-2023)

EQUITY LEVELS	2019	2020	2021	2022	2023
Non-designated groups	21	17	17	18	16
Designated groups	56	63	61	62	64
International black	7	10	10	10	15

The Faculty hosts 14 assistant lecturers; the AL programme aims to nurture a new generation of scholars and provides additional teaching capacity with a focus on areas of strength and scarce skills.



Staff development

In 2023, academic and administrative staff had access to both UJ-led and faculty-initiated development opportunities (the comprehensive list of activities is included in the full annual report as addendum). Specific training opportunities for departments and entities were arranged within the Faculty, often making use of research and profits from third-stream income. Many staff also attended the UJ masterclasses and CAT workshops. In addition, the Faculty held a number of breakaways with staff to strategise around the UG programmes and incorporate lessons from research into the *science of learning*.

Three staff members, Dr Kathleen Fonesca (CE), Dr Daphne Mawila (EP) and Dr Sadi Seyama (ELM), successfully completed the UJ's Women in Leadership Development Programme. Dr Suraiya Naicker (ELM) completed the Research Leadership Programme and Dr Parvathy Naidoo (ELM) and Dr Nancy Mabaso (EP) the Emerging Leader – Leadership Development Programme.

NRF-rated researchers

The Faculty's NRF-rated researchers numbered 26 in 2023:

- Y-rated (> 40-year old researchers with potential to establish themselves): Dr Andrew Carolin.
- C-rated (established researchers): Profs Jace Pillay, Chris Myburgh, Raj Mestry, Shireen Motala, Gert van der Westhuizen, Nadine Petersen, Piet Ankiwicz, Elizabeth Henning, Yu Ke, Caroline Long, Leila Kajee, Salim Vally, Sarah Gravett, Kakoma Luneta, Maximus Sefotho and Dr Pontso Moorosi.
- B-rated (internationally acclaimed researchers): Prof Linda Chisholm, Prof Umesh Ramnarain. Some of the FEs Distinguished Visiting Professors (DVP) are also included in this category, namely Profs Kerry Kennedy, Elias Mpofu, Carmel McNaught and Jari Lavonen.
- A-rated researchers (leading international researchers): two DVPs, Tony Onwuegbuzie and Philip Hallinger, are included here.

Recognitions and awards

There were numerous national and international awards and recognition for staff. On the national front, Profs Carolin and Hlatshwayo were selected to be in Cohort 3 of the DHET Future Professors Programme. There were several appointments to national task teams and boards, and two staff were inducted into the Academy of Science of South Africa (ASSAf) (Profs Ramnarain and Vally). Prof Pillay was appointed onto the National Care and Support for Teaching and Learning Investment Portfolio Committee and was awarded a UNESCO Chair on the mental health and psychological support for learners and teachers.

On the international stage, Prof Chisholm was elected Fellow of the British Academy. The UNESCO/UNITWIN Chair in Values Education was renewed for a further four-year period, and the chairholder, Dr Dasoo, was elected Chair of the Global Alliance in Values Education. Prof Woldegiorgis was appointed as Chair of the World Council of Comparative Education Societies (WCCES) for the Peace Education Task Force. The Faculty's Distinguished Visiting Professors (Profs Kennedy, Onwuegbuzie and Hallinger) were nominated or recognised for several accomplishments (<https://research.com/scientists-rankings/social-sciences-and-humanities>).

TEACHING AND LEARNING

Enrolment and student profile

The headcount enrolment per qualification type in the Faculty for the period 2019-2023 increased, with a headcount enrolment of 4 788. The breakdown is in Table 37.

Total enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE, was 3 046. The Advanced Diploma headcount enrolments fluctuated over the period 2019 to 2023 due to special contracts via provincial education departments. The number of postgraduate (PG) students has steadily increased over the last five years from 976 in 2019 to 1 373 in 2023. The undergraduate (UG) student profile in terms of ethnicity was: black 90% (n=3 084); coloured 3% (n=99); Asian 0% (n=5); Indian 2% (n=74); white 3% (n=97); and other 2% (n=67). The PG student profile in terms of ethnicity was: black 70% (n=1 022); coloured 7% (n=99); Indian 7% (n=97); white 16% (n=232); Asian 0% (n=3) and other 0% (n=5).



Table 37: Enrolment per qualification type over the period 2019 to 2023

QUALIFICATION TYPE	2019	2020	2021	2022	2023
Advanced Diploma in Education	66	140	95	71	369
Bachelor of Education (BEd) degree	2 808	2 737	2 722	2 631	2 719
Postgraduate Certificate in Education	194	220	412	612	327
Postgraduate Diploma in Education	43	80	103	107	116
Bachelor of Education Honours degree	309	373	538	458	555
Master's degree	492	596	585	573	506
Doctoral degree	132	148	154	179	196
TOTAL	4 044	4 294	4 609	4 638	4 788

Undergraduate (UG) and postgraduate (PG) output

The academic performance of students was generally satisfactory at UG degree levels. The Advanced Diploma category (which includes the PGCE) also performed well. Output in PG qualifications is steady at master's and doctoral level with an increase noticeable at PG diploma and honours levels.

Student access, success, and support

Student enculturation and support remained a priority for the Faculty in 2023. The Vice-Dean: Teaching and Learning (Prof Batchelor) and a lecturer from SWC (Mr Baloyi), with the assistance of 10 tutors, ran a year-long First Year Experience (FYE) seminar, comprising a series of workshops. Various other Faculty initiatives also addressed continuing student success. All ITE students were addressed by the South African Council for Educators (SACE) about registration, management of professional development and inculcation of a code of ethics for all educators.

UJenius recruitment

In 2023, five students were featured on the UJenius list, and 174 Orange Carpet students were admitted. The Orange Carpet students had a welcoming event in the Nadine Gordimer room in the Library. Key now is ensuring that Orange Carpet students are supported to retain their academic scores to transition into becoming UJenius students. Dedicated tutors support the students.

Programmes

All ITE programmes are offered across Faculty departments with oversight and coordination provided by the Vice-Dean: Teaching and Learning and the chairs of the quality committees (focus groups). In the high school teacher education programmes, subject specialisations (majors) are offered by the Faculties of Science, Health, Humanities and the College of Business and Economics. Quality committees report to the Faculty's Teaching and Learning Committee and in turn to the Faculty Board.

The Makerspace at the Faculty's teaching school, Funda UJabule, supported by Gauteng Education Department funding, serves as a platform for pre-service teachers to learn how to incorporate making as a pedagogy. A Faculty innovation in the teacher education space of a school-based student teacher (SBST) programme for the FP, which operates in collaboration with a few partner schools, completed its third year in 2023; the Executive Dean continues to serve as a voting member of the Teacher Internship Collaboration South Africa (TICZA) steering committee.

Curriculum innovation: Decolonisation, the integration of 4IR and the SDGs

The imperatives of innovation, decolonisation, and the integration of 4IR and the SDGs in the academic programmes found expression in many of Faculty's activities and research, all of which contribute to the graduate attributes desirable for teachers and educational practitioners and leaders. For example, the Department of Educational Leadership and Management, with their new ways of thinking about leadership and new metaphors of leadership, provided inclusive and productive ways to understand leadership.



UJ's focus on 4IR and the infusion of technology in academic activities and research also featured in the form of workshops focused on science of learning principles and infusing 21st century competencies into modules, including coding and robotics and the exposure of students to online platforms for learning. See <http://virtualbiologylab.org/ModelsHTML5/IslandBiogeography/IslandBiogeography.html>.

In terms of the SDGs at programme level, various modules explicitly articulate their stance towards specific SDGs. For instance, the Physical Education methodology and practicum curriculum and research promote good health and well-being (SDG 3); in Education Studies 1B, SDGs 5 and 10 are used to raise awareness about inequalities in society. In PG qualifications, SDG 4 features in the Curriculum Studies Honours programme, which reinforces principles of inclusive and equitable quality education and promotion of lifelong learning opportunities for all and enables students to engage critically with questions of inclusion and exclusion and epistemic access in education. There are also various research projects covering a range of SDGs, such as SDGs 4 and 16 in an NRF-funded research project focusing on immigrant literacies and social justice (Prof Kajee).

Continuing Education Programmes (CEPs)

The Faculty had a number of CEPs, which enable it to contribute to the disciplinary field and generate much needed third-stream income. The number of short learning programmes (SLPs) increased to 15 in 2023.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs

The Faculty's research output continues to grow steadily with a submission of 324.61 research output units against a target of 230 – the distribution is indicated in Table 38.

Table 38: Research output 2019-2023

RESEARCH	2019	2020	2021	2022	2023
Journals	109.24	150.67	143.22	177.51	255.43
Proceedings	10.66	12.92	17.86	13.01	13.37
Chapters	8.22	25.94	48.4	34.46	45.56
Books	10	2	15	7	10.25
TOTAL	138.12	191.53	224.48	231.98	324.61

Impact

The impact of the Faculty's research and innovation is evident, firstly in an increase to 98,1% of articles published in international journals, and 26% with a focus on 4IR. The Faculty of Education continues to lead the way in the scholarship of teaching and learning (SoTL) with 53% of its submissions, and several publications focused on SDG 4 (Quality education) and SDG 3 (Global health and well-being).

PDRFs

The number of PDRFs has grown to 52 with a concomitant increase in the number of supervisors. The PDRF cohort contributed 36% of the accredited research output units from the Faculty.

Research structures

The four SARChI Research Chairs and two stand-alone research centres extended their research projects, foci, and collaborations in 2023. The SARChI Chair in Education and Care in Childhood (Prof Pillay) implemented the Child and Youth Mental Health Profiling System (CYMHPS) in Gauteng, KZN and Mpumalanga, comprising more than 10 000 learners ? this is the first national database on child and youth mental health established in South Africa. Another crucial achievement of this Chair is the partnership established with the DBE and Johns Hopkins University to train professionals in all provinces on the Common Elements Treatments Approach.

The NRF SARChI Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Prof Henning) investigates how language and cognition integrate in learning, and how children form



concepts of science and mathematics in the early grades of the primary school. A recent introduction in the Chair has been the use of functional near infrared spectroscopy (fNIRS) technology. This non-invasive neuroimaging tool has made it possible to capture children's responses in finely tuned tasks about their understanding of fractions, mathematics vocabulary and their anxiety about mathematics. The Chair also hosts the Scopus-listed and ESCI (WoS) listed *South African Journal of Childhood Education*, which has an impact factor of 0.9.

Prof Shireen Motala is the NRF Research Chair in Teaching and Learning, with a specific focus on post-school education and training. The Chair's research focuses on social justice, transformation and addressing structural inequities in the provision of higher education. The Chair has developed key partnerships with higher education institutions and faculties locally and globally, cementing a philosophy of promoting multi- and transdisciplinary research.

The DHET-DSI/NRF SARCHI Chair in Community, Adult and Worker Education (CAWE) works in conjunction with the NMMU's CIPSET (Centre for Integrated Post-School Education and Training), thus facilitating inter-institutional research collaboration. CAWE, supported by the Deutscher Volkshochschul-Verband (DVV) International and DHET, produced a comprehensive research report on community colleges and community education. The Chair hosts the Global Leadership Training Programme for Sustainable Development in Africa offered by the United Nations University (UNU), with Prof Spreen (New York University) and Prof Yamaguchi (Tokyo University).

In March 2023, the Centre for Education Rights and Transformation welcomed its new director, Prof Bam who has an international footprint as a scholar of African feminist indigenous knowledges, African Studies, and literacy. Through her leadership of CERT, PG students have been recruited through various new strategic activities such as 'deep listening'. In an auspicious start to her tenure at UJ, Prof Bam was awarded the 2023 National Institute of Humanities and Social Sciences (NIHSS) Awards for the best non-fiction monograph, *Ausi told me: Why Cape Herstoriorographies Matter*, and was nominated for the 2023 African Studies Association of Africa Award for the same monograph. Prof Bam also organised and chaired the online global dialogue on the Sarah Bartmann Exhibition.

The Ali Mazrui Centre for Higher Education Studies (AMCHES) is a pan-African research centre dedicated to higher education research in Africa. AMCHES's research focuses on higher education leadership and management, higher education finance, teaching and learning in higher education, the politics of knowledge, higher education policy research, and decolonisation in higher education. The Centre collaborates with researchers from Africa, Asia, North America, and Europe. In addition, the Centre hosts a book series on Brill called *African Higher Education: Developments and Perspectives*, with Prof Woldegiorgis and Prof Keet as series editors.

Collaboration with international partners

In 2021, the Faculty strengthened its national and emerging international footprint in all fields of specialisation. It is pleasing to note that the African footprint of the Faculty is growing and that there is collaboration with countries in both the Global South and the Global North.

Research funding

Research funding amounted to R11 546 096. The bulk of the funding was from the National Research Foundation.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

The FE continued to expand on its network of collaborators nationally and internationally. Several new collaborations were finalised in 2023. A highlight for the Faculty was a visit by the Irish Minister of Disabilities in the Department of Children, Disability, Equality Integration, Minister Anne Rabbitte, to the Centre for Neurodiversity on the Soweto Campus on 16 March 2023 (<https://www.thisability.co.za/2023/03/21/irish-disability-minister-visits-uj-centre-of-neurodiversity/>).

From the research-intensive entities, CERT within the BRICS programme consolidated a digital archives project as part of the Worldwide University. There were several staff and student exchanges, both virtual and physical.



Within AMCHES, a staff mobility programme was launched with the University of Tampere in Finland with funding from the European Union Erasmus+ Programme. A second exchange was with Prof Iris Clemens from the University of Bayreuth in Germany and Prof Dhruv Raina from the Zakir Husain Centre for Educational Studies in India. From the Department of Educational Psychology, collaborations with the University of South California Rossier included a joint online doctoral seminar, and with the University of North Carolina at Charlotte, student interactions centred on the role of community engagement. The Erasmus+ supported a visit of Dr Penn from Childhood Education to Afyon Kocatepe University, Turkey. In the SciTechEd department, a joint project with the University of Johannesburg and the Swiss Distance University of Applied Sciences on Learning Analytics for Virtual Reality (LAViR), funded by Unity Social Impact and Meta Immersive Learning and run by CALTSTEAM, focused on the development of a VR classroom application to improve the microteaching practices of pre-service science teachers.

Community engagement projects and disciplinary specific community engagement

Community engagement (CE) and service learning (SL) continue as particular strengths of the Faculty, with SL infused into the curriculum extensively at UG level. Activities with the Delta Environmental Centre included contributing to the Department of Environmental Affairs Youth Environmental Service (YES) programme in Gauteng. The Centre for Neurodiversity and UJFM hosted 20 talks weekly from July to December addressing a range of topics (among others, unpacking intellectual disabilities, career transition of youth with disabilities) with the VC, Prof Mpedi, contributing to one of the broadcasts on Down syndrome.

In terms of engagement with discipline-specific communities, staff in the Faculty continue to stay involved. Prof Joe Divala is the ICET chair-elect for the ICET organisation – an international organisation in the field of education. Prof Leila Kajee is a UJ representative in the CHE. Dr Bailey serves on the national task team for the coding and robotics curriculum. Within specific departments there were several projects, which included a Gardening Project, Gallery Walk, and Sports Day, Father and Son Walk and Arbor Day Programme with the Centre for Ecological Intelligence at FUJS, and the UJ SWC Literary Society Discussions. CALT@UJ was involved in a Sesotho and IsiZulu Reading Project (SIRP) in designing modules on the teaching of literacy for South African universities. Creative Coding for Teachers was a free programme offered to in-service teachers. And lastly, in collaboration with the NGO Women of Vision, the Faculty initiated the LIVE, LOVE, AND SPARKLE project, with the goal of restoring dignity and respect to vulnerable seniors in our community.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The Faculty of Education is very proud of its alumni and celebrates their successes and the impact they are making. From the DELM, Mukateko Sithole and Pranasha Everton were promoted to District Chief Education Specialist at the Head Office of the Limpopo Education Department and to Post Level 3, and Senior Education Specialist at the Johannesburg Central District, respectively.

The Faculty continues to engage with multiple national and international stakeholders, including the Department of Basic Education, provincial departments of education, the Department of Higher Education and Training, the National Education Collaboration Trust, the South African Council of Educators, UMALUSI, community organisations, NGOs, corporate foundations and other entities within the Science and Innovation sector. Internationally, relationships with existing stakeholders such as the U21 network, the Global Deans' Forum, UNESCO, and international science councils remain, while additional partnerships were added to the Faculty network. For CERT, the Neville Alexander event remains a strong strategic intervention in partnership with CAWE; a new cultural element has been introduced, such as jazz with legend, Khaya Mahlangu. Professor of Practice, Eugene Skeef, has also brought a cohort of cultural activities from townships into the CERT family, connecting to deep listening convocations and poetry, including jazz presenter, Brenda Sisani.

TRANSFORMATION

Transformation remains high on the priority list of the Faculty – with the Faculty's Transformation Committee implementing the UJ strategy and taking input from staff on the ground. There are numerous initiatives. Designated candidates are actively headhunted for advertised positions. Through the appointment of two prestigious professors of practice, Dr Julie Reddy (former SAQA CEO) and Eugene Skeef (UK-based composer and music educator), the work of the Faculty is expanding to include new networks and transformative community engagement networks.



UJ Staff Day

To embed qualitative transformation experiences, and to bring a sense of togetherness for staff, the Faculty found ways of activating the UJ Staff Day theme: Kaapse Klopse, allocated to the Faculty of Education. There was some discomfort from a group of academics who felt that the theme was problematic. We encouraged staff to problematise the theme as this stance allowed for discussions about contestation and unity. The Education Faculty was awarded first prize on the day, and the judges commented on the spirit of staff togetherness, depth of input with respect to the theme and the level of enthusiasm during the day.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The Faculty of Education Leadership and Management Committee (FELMC) consists of the Executive Dean, Vice-Deans, Heads of Departments (HODs) and Head of Faculty Administration. Where needed, research centre heads and SARChI Chairs join the FELMC meetings to provide strategic direction and input into key issues. The primary purpose of the FELMC is to provide leadership and management regarding the execution of the Faculty's strategic intent and values, as well as to oversee quality assurance measures. Each academic department is also serviced by a deputy HOD. In addition, the following committees were functional: Research Ethics Committee, Research Committee, Research Finance Committee, Higher Degrees Committee, and Transformation Committee. All committees have deputy chairs. In the appointment of deputy chairs for departments and committees we hope to address, in a hands-on fashion, leadership training for succession and to enable sufficient coverage of all elements of the academic project. During 2023, Dr Suraiya Naicker agreed to take on the role of Faculty Champion in the UJ Compliance Office rollout.

Challenges

Staffing challenges remain in the academic domain. Planning for the replacement of staff who have resigned or retired, particularly those at senior levels and in some disciplinary areas, is proving difficult. The use of temporary administrators in centres such as AMCHES, which has grown enormously since 2021, is proving challenging.

THE WAY AHEAD

The Faculty's drive to use a data-driven approach to improvement and strategic goal setting, has yielded satisfactory results in the last two years; we will continue to pay attention to improving administrative processes and procedures and student care and support to enable increased UG and PG student throughput. In addition, we will promote a greater understanding of the need for compliance with UJ financial policies and frameworks.

The Faculty has had considerable success with streamlining a uniform template for the learning management system Blackboard and will need to ensure that all staff achieve the same measure of competence with Moodle in 2024. The additional training will be extended to students, particularly first years, in order for the Faculty to meet the UJ strategic objectives related to teaching and learning.

The Faculty of Education has considerably exceeded its projected research output targets, being one of the highest producers in UJ, and is also increasing its external research grant-making. There were numerous successes in making research digestible for a wider audience through seminars, webinars, public lectures, radio and television appearances and op-eds – we would like to expand on the very successful series of talks on UJFM via the CNDD@UJ. We have also been increasing our pan-African collaborations, especially with HEIs in the SADC region and with partners in the U21 network, work that will extend to include more countries in the Global South. As education is an applied science, the Faculty puts a large emphasis on funding to support training and development and on bursary income for students and has enjoyed considerable success in this area – we are looking forward to generating income through these streams to contribute optimally to the UJ strategic goal of societal impact.

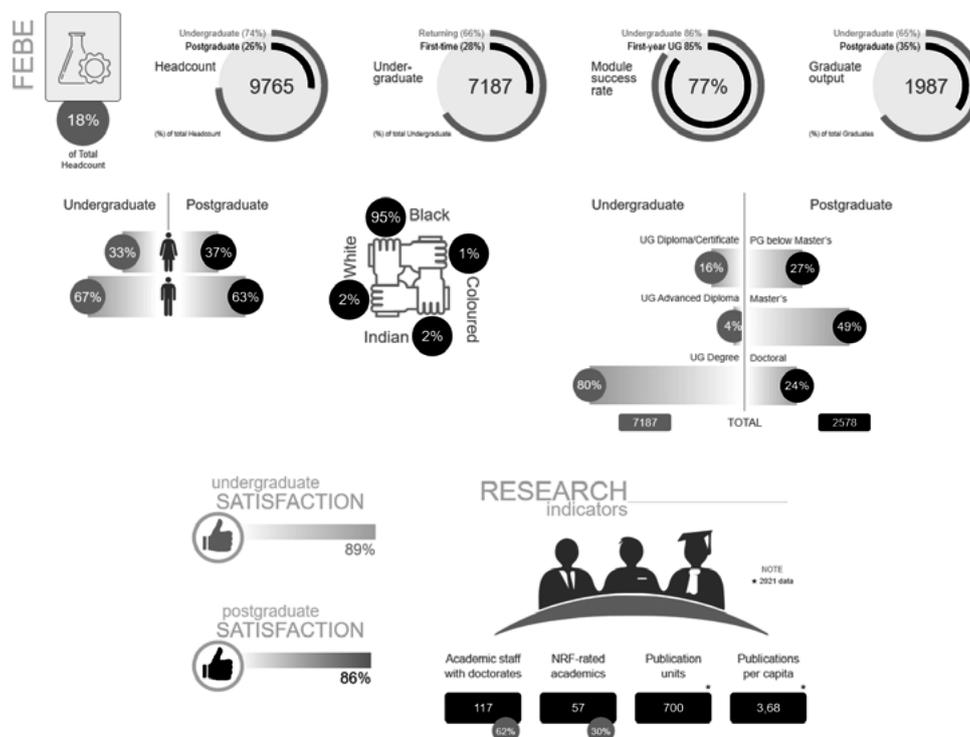


Nadene Petersen (Prof)

Executive Dean: Faculty of Education



Faculty of Engineering and the Built Environment



The Faculty of Engineering and the Built Environment (FEBE) is the second largest faculty at the University of Johannesburg and the largest in the Science, Engineering and Technology (SET) category. FEBE's total student headcount for 2023 was 9 765, a marked increase from the 2022 total headcount of 9 254 (HEDA, Dean's Infographic). The increase in headcount in 2023 is significant in that it affirms the Faculty's current contribution towards the strategic SET growth of the institution and is also in line with addressing the national scarce skills of the country. Specifically, the Faculty enrolled 200 more first-time entering students than in the previous year. In so doing, FEBE's increased first-time entering



student enrolment has shifted the Faculty towards a 74% undergraduate and 26% postgraduate split. FEBE, at a glance, has maintained stability and its planned growth in strategic areas and has proved to be agile, adaptable, and innovative in response to external sources of disruption and change. The Faculty's student satisfaction rates remain fairly high, at 89% for undergraduate and 86% for postgraduate respondents.

INTRODUCTION

FEBE has continued to significantly contribute towards all strategic objectives of the University. FEBE lives the 4IR strategy of the University, evident in the use of innovation, technology, and the Faculty's agility and adaptability to ensure business continuity. The Faculty's societal impact is significant, in that FEBE's philosophy towards teaching, research and special projects endeavours to reach and uplift communities.

STAFF

Engineering remains a scarce skill in the labour sector. FEBE has continued to try to attract and retain skilled staff. The recruitment process has proved challenging, given the competition with industry-related salaries. Despite these challenges, the Faculty has maintained a certain level of consistency, in that the academic staff complement remains steady at 184 permanent academic staff members. To support faculty staff and students, the Faculty also has 44 support staff and 56 technical staff members. In spite of resignations, the Faculty cohort of staff remains constant, amounting to a total of 284 staff members. Please refer to Table 39 for the breakdown of the staff academic profile by race, as per HRIS, 31 December 2023.

Table 39: Academic staff equity profile by race (HRIS as at 31 December 2023)

CATEGORY	BLACK	WHITE	TOTAL	FOREIGN NATION- ALS - AFRICA	FOREIGN NATION- ALS - OTHER	TOTAL	GRAND TOTAL
Academic staff	93	34	127	47	10	57	184

Through its efforts to strongly encourage and develop staff, FEBE now has 117 academic staff members who hold a doctoral qualification. Of the total staff, 57 staff members are NRF-rated. Efforts to increase this figure are ongoing.

In addition, FEBE is also gearing up for the implementation of the Identification of Engineering Work Regulations, as gazetted in March 2021. With engineering education being regarded as engineering work and to further professionalise teaching and lecturing of engineering, these regulations call for all academics teaching modules that assess graduate attributes to be professionally registered with ECSA. Faculty workshops and training sessions facilitating the pathway towards professional registration have commenced to assist academics with this process.

The past year has seen FEBE academics excel in all areas. In addition to receiving a number of internal awards, such as featuring in the VC Awards of 2023, FEBE academics and support staff have gained recognition beyond the scope of the institution, evidencing their commitment and professional excellence in their disciplines globally.

Examples of outstanding achievement include the Transunion Rising Star Award received by Prof Kapil Moothi of the Department of Chemical Engineering Technology. Having progressed from semi-finalist to finalist, he was chosen as the winner for the Service: Public and Private category.

The Best Paper Award sponsored by Engineered Science Society, USA, is a testament to the exceptional quality, originality, and relevance exhibited by research in advancing the understanding of environmental science



and engineering. Head of Department of Mechanical Engineering Science, Prof TC Jen, was recognised by this accolade, as having significantly enriched the scientific community's knowledge base.

FEBE's Prof Tebogo Mashifana, Head of Department Chemical Engineering Technology, was selected as one of the Top 10 HERS-SA Higher Education Women Leaders Awards in three categories: Trailblazer, Women in STEM, and Emerging Young Women Leader.

FEBE's Precious Maputle, Faculty Marketing Coordinator, was announced as the winner of the 2023 Mail and Guardian top 50 Power of Women in the category Governing Women.

FEBE's accolades were substantial in volume in the past year, totalling over 50 in 2023 alone. It is hoped that the Faculty continues to inspire others to reach the same level of achievement and recognition.

TEACHING AND LEARNING

Student enrolment profiles shifted in 2023. The undergraduate complement of students grew significantly from 2 363 in 2022 to 2 578 in 2023 (HEMIS HEDA Data, 26 Feb. 2024). Simultaneously, postgraduate enrolment has also increased steadily over the years, in line with the strategic postgraduate growth of the institution, from 2 037 in 2020 to 2 578 in 2023. With the lack of growth in the academic staff complement in recent years, vacancies and recruitment processes are monitored closely at the level of the Faculty executive, remaining a standing item on the Faculty's risk register. Increased teaching loads and research commitments are mitigated at both a departmental and faculty level. The dedication, commitment, and adaptability of FEBE staff are evident in the excellence of teaching and learning and continuous exemplary research productivity, despite these growing concerns.

Please refer to Table 40 for FEBE undergraduate and postgraduate enrolment trends from 2020 until 2023.

Table 40: Undergraduate and postgraduate enrolment trends (2020-2023)

FEBE HEADCOUNTS	2020	2021	2022	2023
Undergraduate	6 894	6 875	6 900	7 187
Postgraduate	2 037	2 184	2 363	2 578
GRAND TOTAL	8 931	9 059	9 263	9 765

Following the decreased enrolment during the phase-in and phase-out processes of recent years, student numbers have quickly recovered. FEBE implemented the Higher Education Qualifications Sub-Framework (HEQSF) aligned suite of programmes from 2017 onwards. As a result, graduates of these programmes have steadily increased in recent years, commencing from 2020. FEBE produced 1 987 graduates in the 2023 academic year, an increase from the 1 930 in 2022.

Student success and support remains a key focus of the Faculty. A number of student success and curriculum review sessions have taken place in the Faculty, identifying areas for improvement and further interrogation. Measures related to student success in FEBE, including throughput in minimum time, dropout rates and graduation rates, have indicated performance that is below expected norms in the University and nationally. FEBE's undergraduate module success rate averages 77%, with undergraduate module success rate of 86%, and a first-time entering module success rate of 85% (Dean's Infographic, HEDA).

However, maintaining student success rates in engineering and the built environment faculties around South Africa remains a challenge, and it is widely acknowledged that student success needs to be tackled. National conversations around engineering curricula as part of the Integrated Engineering Curricula (IEC) Project, which involves most engineering institutions in South Africa, have identified student success as a key driver for change.

The Faculty has approached the development of the student success plan by engaging with FEBE's departments as important stakeholders in the process. A workshop was held in November 2023 where each department in the Faculty was asked to reflect on their current student success data, highlight current issues affecting student success, report on current initiatives under way to positively influence student success and identify possible future interventions.



All departments in the Faculty were involved in this process – 12 undergraduate departments and one postgraduate school. Although the focus of the workshop and these reports is on undergraduate success, valuable insights can be provided by also involving the postgraduate school in these discussions. Additional presentations were also included from the Undergraduate Dropout Survey Report, the UJ and FEBE Mentorship Programme and the UJ Institutional Quality Review on undergraduate assessment. The findings from this initial workshop have been analysed and integrated into a proposed plan to tackle student success issues in the short term and the long term. An action plan has been prepared identifying action items, deadlines and required resources.

The Faculty acknowledges that improving student success in FEBE is a long-term project that requires shifts in the teaching and learning culture of academic staff and students. Although it is possible to put remedial interventions in place to boost student success in isolated pockets, the Faculty believes that more work is required to tackle the underlying root causes and produce sustainable impact on student success, lifelong learning, and preparedness for the world of work.

FEBE therefore anticipates that it will take time for student success measures to show improvement but that if interventions are successful, the improvement should continue for years to come. This will, however, also require sustained focus on the initiatives, and it is recommended that these interventions are ultimately not seen as once-off activities but a change in the way that teaching and learning operates in FEBE.

In addition to FEBE's sound teaching and learning governance structures, there are five professional bodies associated with undergraduate programme accreditation, which enhance and maintain programme quality management in FEBE. A large part of the teaching and learning portfolio includes accreditation for professional engineering and the built environment programmes. These bodies include the Engineering Council of South Africa (ECSA); the South African Council for Planners (SACPLAN); the South African Geomatics Council (SAGC); the South African Council for Project and Construction Management Professions (SACPCMP); and the South African Council for the Quantity Surveying Profession (SACQSP). Professional body visits and accreditation have proven to elevate the quality of FEBE's undergraduate programme offerings, confirming the academic integrity and global competitiveness of FEBE programmes.

Professional accreditation of FEBE programmes validates the quality of its programme offerings while simultaneously enhancing the reputation and integrity of the institution. The Faculty received feedback on the 2023 South African Council of Construction Management Professionals (SACPCMP) accreditation visit. Full accreditation was granted until the next accreditation cycle. Official feedback regarding the Bachelor of Engineering Technology in Civil Engineering is awaited from ECSA. With official outcomes being received for the last accreditation cycle, FEBE boasts a high success rate of programme accreditation, a testament to the rigorous preparation plans, mock accreditation visits and key relationship management skills that went into preparing for these visits.

Most undergraduate programmes, together with some honours programmes, are affiliated with a professional body in order to facilitate professional registration of the FEBE graduates. This ensures higher employability prospects for the FEBE graduate. These programmes are continuously improving with each successful accreditation cycle. As such, the focus is to maintain the sustainability and integrity of the existing undergraduate programmes.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Historically, FEBE has consistently promoted a culture of excellence in research and innovation. Over the years, the Faculty has consistently met research output targets, often exceeding them. The past reporting year was no different, with FEBE reaching 700 units (OROSS ? Online Research Output Submission System, as yet unaudited).

New research centres are also a source of enhancing the research profile of the University. An innovative hybrid teaching and learning and research centre, the Automotive Centre, was developed in the past year.

Given the growth of postgraduate student enrolments in recent years, there is a renewed focus on supervisor training and development, initiated by the Executive Dean. To enhance its suite of postgraduate offerings,



FEBE has focused on introducing a number of new specialised postgraduate programmes, aimed to address certain industry and national skills deficits. Programmes approved in 2023 for implementation in 2024 include the Master of Sustainable Advanced Materials and the Master of Engineering in Electrical and Electronic Engineering. Coursework master's programmes such as these aim to cater for the working professional.

To support and maintain these enrolment numbers, FEBE has renewed its commitment to develop and support its staff in the supervision process, such that the workload of supervision is shared fairly and is managed effectively. It is hoped that these developmental initiatives will increase the throughput in the Faculty's postgraduate programmes.

FEBE was able to attract both internal and external research funding totalling R135 million in the past academic year. FEBE has continued to successfully contribute towards the research objectives of the University. The Faculty has also remained committed to the strategy that research-led teaching proves more beneficial towards both research and innovation and teaching and learning.

PARTNERSHIPS, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

FEBE strives to be a pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks both within and external to the continent. FEBE's global reach and impact are evidenced by the number of international staff and students the Faculty attracts.

FEBE continues to positively impact the community by solving local community problems and supporting various community engagement activities. One of the flagship entities driving community engagement from a technology innovation perspective is the UJ Process, Energy and Environmental Technology Station (UJ PEETS) hosted in FEBE. UJ PEETS is mandated to provide engineering services and technology development support to SMEs active in the green economy. In this way, FEBE engages with varying communities directly, upskilling community members with green technologies and solutions that will impact their daily lives and benefit the communities around them.

Engineering is a scarce skill, and it is vital to attract young people to pursue careers in engineering and the built environment to equip them to address societal needs and challenges. The TechnoLab was established in 1995 and has presented technology workshops to over 70 000 students to date. The TechnoLab's workshops in technology cover a wide range of courses, concentrating on the technological process where development takes place from creative thinking skills and problem-solving skills. By partnering with industry, the TechnoLab has trained more than 600 teachers in 2023, while engaging more than 80 schools and developing 4 000 young minds on topics related to coding and robotics, the Fourth Industrial Revolution (4IR), science and mathematics.

FEBE's commitment towards community development is also evident in the number of community-based projects hosted by the Faculty, such as the Gwawkwani Village project and 3D printing housing projects. Integrated food systems, implemented by the Centre for Ecological Intelligence, at various UJ campuses and sites in Gauteng, Eastern Cape, and Mpumalanga, offer living laboratories and incubation hubs for relevant and practical experiential learning opportunities to undergraduate and postgraduate students from a diversity of disciplines.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

FEBE maintains relationships with its current students and alumni through active student forums and affinity groups. In 2023, the Department of Mining and Mine Surveying launched its own affinity club. As a testament to the robust and invaluable engagements of student alumni forums, the UJ Civil Engineering Technology Forum was awarded the prestigious title of 2023 SAICE National Awards Student Chapter of the Year. Through the Faculty's Marketing Office, FEBE maintains communication and reach with all its alumni, keeping them abreast of faculty events.

Each of the twelve departments and the one postgraduate school hosts its own industry advisory board. The Faculty has its own overarching industry advisory board. Maintaining relationships with industry has proven critical to ensure that not only do curricula remain relevant to the needs of industry, but that changes in the sector, new standards and qualification types leading to professional registration are communicated to employers.



TRANSFORMATION

FEBE's transformation strategy plays a key role in the recruitment of new staff, prioritising designated and female candidates. Although FEBE has endeavoured to pursue transformation guidelines, it has proven challenging in the recruitment of designated engineering candidates when competing with industry. FEBE has significantly increased its female academic staff complement occupying head of department and head of school roles.

Among these include Prof Annlize Marnewick as Head of the Postgraduate School of Engineering Management, Prof Tebogo Mashifana as HOD for the Department of Chemical Engineering Technology, Prof Sune von Solms as HOD for the Electrical and Electronic Engineering, and more recently, Prof Thuli Mphambukeli as HOD for Urban and Regional Planning, and Dr Ntebo Ngcobo as HOD for Civil Engineering Technology.

FEBE has also focused strongly on its Women in Engineering and the Built Environment (WiEBE) initiatives, in an effort to encourage, grow and support the female student and staff population, in line with the Faculty's transformation agenda.

FACULTY GOVERNANCE AND RISK MANAGEMENT

FEBE governance structures have maintained their steadiness in the past year, ensuring academic oversight and programme quality as the year progressed. These committees comprise firstly the Technology Programme Committee (TPC), which governs the operational and academic quality of undergraduate engineering technology, the built environment and management programmes. Secondly, the Engineering Science Programme Committee (ESPC) governs undergraduate engineering science related programmes.

Further to this, the Faculty Higher Degrees Committee (FDHC) governs postgraduate programmes, while the Faculty Research Committee (FRC) governs all research related items. Supporting these Faculty-level structures, School research committees provide guidance and support related to strategic postgraduate initiatives.

The Faculty Executive, who meet regularly, also continue to ensure strategic oversight, good governance, and direction in relation to high-level operational, financial and resource matters. FEBE's robust and well-functioning governance structures ensured the academic integrity of the key decision-making processes undertaken in 2023. The decisiveness and committed oversight offered by such committees have proved to be invaluable resources that have steered the Faculty in the right direction.

RESOURCE MANAGEMENT

FEBE has been able to manage its resources, catering for the operational costs of teaching and research activities. Physical space constraints remain a challenge, both on the Doornfontein and Auckland Park Campuses. Timetable optimisation has proven a critical exercise in ensuring suitable class sizes for larger groups.

The Faculty has endeavoured to ensure that laboratory upgrades and equipment maintenance take place timeously. The Faculty intends prioritising the replacement of older equipment and sourcing the funds to elevate Faculty laboratories, before the next accreditation cycle. This work has already begun as evidenced by the 4IR laboratory and Atomic Layer Deposition (ALD) laboratory on APK.

FEBE HODs have been innovative, adaptable, and flexible, sharing in managing resources for the benefit of the student. Resource sharing, even across campuses, is being explored within schools and the Faculty.

ENVIRONMENTAL SUSTAINABILITY

FEBE has also implemented a number of short learning programmes (SLPs) contributing directly towards the specific strategic objectives of sustainable development goals and 4IR. Several projects within FEBE, such as those of PEETs and the Gwakani Project, have successfully explored the use of renewable energy. In addition, the 3D printing of houses has made use of sustainable materials.

FEBE is also home to the multidisciplinary Centre for Ecological Intelligence. In this regard, FEBE has driven the consultation process with other faculties in the spirit of collaboration, to propose several SLPs in the agri-engineering sector.



FINANCIAL MANAGEMENT

FEBE's operational budget sat at R266 115 007, with operating expenses amounting to approximately R13 347 082 (FEBE 2023 Budget Report, Finance Business Partner). FEBE personnel remuneration constituted R236 344 212, with temporary salaries amounting to R15 702 486. The Faculty has fully utilised its 2023 budget allocation. It has also had to make use of its reserve funds to cover unexpected and urgent expenses including the registration of needy students to fulfil the enrolment plan, to secure the appointment of part-time lecturers in certain departments and to appoint additional postdoctoral research fellows to boost research production.

FEBE HODs actively engage with their Finance Business Partner and have worked hard to consistently follow up on finance related issues in the Faculty. Overall, the Faculty is keen to improve its financial health. Given the scarcity of engineering equipment suppliers in the country and other such factors that are unique to the Faculty, timeous procurement and delivery of laboratory equipment is essential for teaching and learning. In most cases, the active role of HODs has assisted to ensure that delayed matters are effectively escalated and has minimised the impact on and risk to teaching and learning.

THE WAY AHEAD

The Faculty looks forward to a challenging but exciting phase ahead. The Faculty has celebrated a number of positive achievements, ranging from the success of recent accreditation visits to an astounding number of staff achievements. The Faculty has also identified a number of areas that require greater focus and expansion. FEBE has demonstrated innovative teaching and learning with technology, such as virtual mines and gaming, and it is hoped that this will be greatly expanded on in years to come. There is also a strategic awareness and plan for increased student success in the Faculty, together with contextually relevant re-curriculation as required.

From the postgraduate perspective, staff development, increasing supervision capacity and improving student completion in minimum time remain high priorities. The sustainability of FEBE's high research productivity and teaching workloads remains a focus of directed support from the Deanery.

Led by the Executive Dean of the Faculty, Prof Daniel Mashao, Vice-Dean: Teaching and Learning, Prof Didier Nyembwe, and Vice-Dean: Postgraduate Studies, Research and Innovation, Prof Thokozani Shongwe, FEBE has the sound leadership to ensure its future sustainability and increased contribution towards institutional and global development goals.



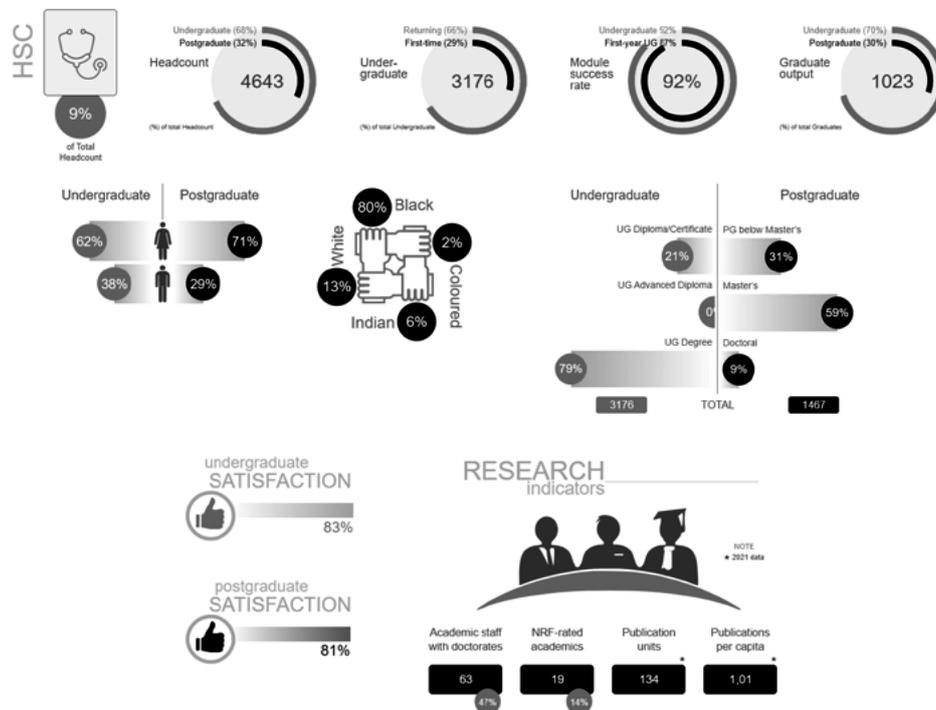
Daniel Mashao (Prof)

Executive Dean:

Faculty of Engineering and the Built Environment



Faculty of Health Sciences



INTRODUCTION

The University of Johannesburg's (UJ's) mission of “*inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge*” has served as the anchor for the Faculty of Health Sciences' strategic focus and has guided the identification and implementation of activities to further the goals of the institution and the Faculty. This report reflects on the achievements of 2023 and trends over the past five years.

STAFF

Demographic profile

During 2023, the Faculty had a complement of 134 academic staff members – including 11 professors, 13 associate professors, 28 senior lecturers, 72 lecturers, nine assistant lecturers, and one clinical facilitator.



Nineteen academics were promoted in 2022 (11 to senior lecturer, six to associate professor and two to professor) compared to 11 in 2021, three in 2021, five in 2020, and four in 2019. There was one retirement in 2023, compared to two in 2022, three in 2021, three in 2020 and two in 2019. The Faculty had five resignations in 2023, compared to three in 2022, seven in 2021, five in 2020, and eight in 2019.

South African academic staff from designated groups increased to 62% of the Faculty's staff in 2023, from 55,1% in 2022. This meets the target of 55%. Three academics were international members of staff (i.e. not South African born, nor permanent residents).

The academic staff were supported by 91 support staff (clinic staff, faculty administration staff, administrative assistants, secretaries, and laboratory technicians). Designated staff in the academic support complement increased from 75,8% in 2022 to 79% in 2023.

The number of academic staff holding a doctoral qualification increased significantly in 2023, with 14 staff obtaining their doctoral qualifications. More than 90% of academic staff in the Faculty's departments and research centres now hold either a master's (46%) or doctoral (50%) qualification. This proportion will increase further with five academic staff enrolled for a master's and 34 for a doctoral qualification.

Staff development

To address the national call for the promotion of designated candidates, 54 female and 12 male designated academic staff are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University, an increase from 32 in 2022. A further 30 non-designated colleagues are participating in AAMP.

Staff in the Faculty are encouraged to pursue professional development opportunities. Several staff are enrolled for and have completed additional training, including SLPs, PG diplomas and UJ-based leadership development programmes. Students and PDRFs are encouraged to attend developmental workshops and seminars for professional development.

NRF-rated researchers

There were 15 NRF-rated researchers in the Faculty in 2023 (2 B-rated, 7 C-rated, and 6 Y-rated). During 2023, three staff members applied for rating.

Recognitions and awards

The Faculty's researchers were acknowledged for their excellence on various platforms. Prof Abrahamse (LRC) received the inaugural Higher Education Resource Service of South Africa Lifetime Achiever Award and was first runner-up in the Distinguished Woman Researchers in the Natural and Engineering Sciences Category SAWISA awards. In addition, Profs Houeild and Abrahamse (LRC) remain listed on the Scopus world's top 2% cited scientists. Dr Tsele-Tebakang (Department of Environmental Health) was nominated at the South Health Excellence Awards 2023 in the Leadership Excellence category.

Dr Ismail (Department of Chiropractic) was awarded the prestigious UJ Vice-Chancellor's Most Promising Young Teacher Award for 2023.

Senior academics play leading roles on international boards, hold influential positions in international associations, and serve on editorial boards of leading international journals, further enhancing global reputation. Staff from several departments serve as moderators and external examiners for international universities. Notable examples are listed below.

In the LRC, Prof Abrahamse remained an honorary member of the board of directors for the World Academy of Laser Applications, the European Medical Laser Association, Indian Association of Laser Therapy, and the African Laser Centre. She served as co-editor-in-chief for the international journal, *Photobiomodulation, Photomedicine and Laser Surgery*, and was appointed associate editor for the journal, *Photochemistry and Photobiology A: Chemistry*, while serving on the editorial boards for eight additional international journals and was also guest editor for the journal, *Pharmaceutics*. Prof Houeild was on the executive council of the World Association of Photobiomodulation Therapy (WALT) as President-elect, served on the editorial board of the international journal, *Photobiomodulation, Photomedicine, and Laser Surgery*, and was guest editor for the journal, *International Journal of Molecular Sciences*. Dr Yelverton from the Chiropractic Department



served as the Vice-President of the European Council on Chiropractic Education. Dr Gower (Complementary Medicine) continued in his appointed role with the World Health Organisation as a steering group member of the International Regulatory Cooperative of Herbal Medicine. Dr Hu continued to serve as chairperson of the Chinese Medicine and Acupuncture Association of Africa (2022-2024). Dr Kumar (LRC) was elected as a member of the Royal Society of Biology (MRSB), UK. In the Department of Optometry, Dr Chetty attained Fellowship for the British Contact Lens Association (BCLA) and was selected as the Africa Ambassador for the International Association of Contact Lens Educators (IACLE). Dr Richter was appointed as the Vice-President for the African Chapter of the American Academy of Optometry, and Dr Evans was appointed to the scientific committee of the European Visual and Physiological Optics (VPO) meeting series.

TEACHING AND LEARNING

Enrolment and student profile

The enrolment target set for the Faculty was 4 514 students, and 4 643 students were registered (a slight over enrolment).

The proportion of students enrolled from non-designated groups has been decreasing constantly over the past five years.

Table 41: Student enrolment 2019-2023

	2019		2020		2021		2022		2023	
	n	%	n	%	n	%	n	%	n	%
Black	2 825	72,54%	3 062	74,05%	3 260	77%	3 222	76,8%	3 704	79,8%
Coloured	164	4,21%	178	4,3%	127	3%	137	3,3%	107	2,3%
Indian	267	6,85%	273	6,6%	296	7%	270	6,4%	262	5,6%
White	638	16%	622	14,42%	550	13%	552	13,2%	553	11,9%

Table 42: International student enrolment 2019-2023

	2019	2020	2021	2022	2023
Undergraduate	157	142	132	142	146
Postgraduate	168	202	224	234	252
TOTAL	325	344	356	376	398

Significantly, international PG numbers have continued to increase for the tenth year in succession.

Total undergraduate (UG) enrolments increased to 3 176 in 2023, and the proportion of first-time entering students with an AP score of 35 or higher increased from 60,3% of all first-time entering students in 2022 to 69,1% in 2023. An increase in Orange Carpet students was noted from 169 in 2022 to 190 in 2023.

Total PG enrolments increased significantly in 2023 to 1 467. At the master's level, enrolments increased to 872 in 2023, while doctoral registrations increased to 136.

The late release of matric results creates challenges for managing the enrolment profile of the Faculty, as provisionally accepted students can only be vetted in the new year. Sourcing replacements for those not meeting the minimum requirements becomes a significant time-dependent challenge. The delayed release of NSFAS funding negatively affected student enrolment, as did the delay of funding for the Emergency Medical Care Diploma and Certificates programmes. High demand in some programmes results in highly competitive processes that exclude students who do not have immediate access to funding when registrations open (e.g. international students and students waiting for bursaries).

UG and PG graduates

A total of 1 023 students graduated in 2023 (712 undergraduate and 311 postgraduate). The Faculty has until



the end of March to finalise the Faculty UG and PG graduation numbers for the reporting year. After that, an accurate comparison with previous years can be provided. The first cohort of the Medical Laboratory Sciences (MLS) programme students have successfully completed the 12-month training at laboratories nationwide and have all passed the final specialisation exam; 18 students will graduate in April 2024.

Student access and success and support for students

The Faculty has maintained an overall success rate above 85% since 2013, achieving an 88,3% success rate for 2023, slightly lower than the target of 90%.

During 2023, the Faculty aimed to provide holistic support to students, insofar as feasible. Departmental mentorship programmes continued within some departments, and tutorial support within departments aimed to bolster academic success. Several departments have active student committees. Students are made aware of psychological support available on campus, with many taking up the opportunity.

Students across South Africa – not only at UJ – continued to face acute financial challenges in 2023. The Faculty again sought to find ways to support students in financial need. The Department of Emergency Medical Care continued its running shoes initiative, collecting new or barely used running shoes for students who could not afford to buy new shoes. More than 40 students benefitted from this initiative in 2023. In 2023, the LRC secured R1.8 million in bursaries from external funders. The Health and Wellness Sector Education and Training Authority (HWSETA) offered bursaries to 50 students to the value of R7 million.

Students in the Faculty have access to dedicated venues equipped with state-of-the-art modern equipment that is the envy of many other institutions. The LRC hosts a world-class laboratory with modern, state-of-the-art equipment. The LRC expanded its laboratory space in 2023 to increase its space and student intake. A new capillary electrophoresis instrument was procured, and students were given training on the instrument's use for genetic sequencing, genotyping, and other complex DNA-related procedures. The Department of Human Anatomy and Physiology uses laboratories equipped with the latest 4IR teaching tools, such as Hololens for virtual and augmented reality and a 3D scanner and printer for printing bones and anatomical specimens. In addition, in 2023, the Department embarked on a process to convert the old Anatomy Museum into a virtual learning laboratory, which is expected to be completed in February 2024.

The construction (close to completion) of the first integrated on-campus rescue simulation centre on the African continent will position the Faculty as a regional and global centre of excellence for medical rescue education. It is envisaged that the centre will become operational in early 2024. The rescue centre has received much attention and has been visited by the United Nations, Malawian and Mozambique Disaster Management, USAID, South African Police Service, and several different emergency services. The centre has been designed to cater for teaching, learning, assessment, and research of specialised rescue disciplines. The four-storey structure will include a five-metre-deep pool for aquatic rescue and survival training, helicopter underwater escape training, and dive rescue. The Department of Emergency Medical Care has several projects that will commence in 2024 once the rescue centre is handed over.

UJenius recruitment

There were 318 UJenius students in the Faculty. The Faculty held a UJenius Awards Ceremony to celebrate the academic achievements of 124 senior students in 2023.

Programmes

In 2023, several new programmes were submitted to the Department of Higher Education and Training and/or Council on Higher Education (CHE) for approval.

- The following programmes were accredited: PG Diplomas in Health Services Management and Occupational Health Nursing.
- The following programmes were submitted for accreditation to the CHE and the South African Nursing Council (SANC): Postgraduate Diploma in Community Health Nursing and Postgraduate Diploma in Mental Health Nursing.

The Department of Human Anatomy and Physiology is developing an Honours degree in Human Physiology and an Honours degree in Human Anatomy. The Department is also developing an MPhil in Healthcare Innovation and Technology (by coursework).



The Department of Optometry received positive reviews from the HPCSA in 2023 and has been accredited for the next five years.

An external task team of leading experts was identified at the end of 2021 to work with the Faculty from 2022 towards the curricula of a medical programme. An updated business plan, submitted in 2022 to the Joint Health Sciences Education Committee (JHSEC) and the Ministry of Health, was revised in 2023 based on the feedback received from JHSEC. The plan was submitted to the UJ MEC and approved internally during 2023. Representatives from UJ met with the National Department of Health in November 2023, and an outcome on whether UJ can move forward with the medical programme is expected in 2024.

The use of technology in teaching within the Faculty is now universal. After implementing emergency remote teaching during the COVID-19 pandemic, departments across the Faculty have increasingly adopted a blended approach to teaching and learning. The primary modality for teaching online was the Blackboard learning management system. The platform has several features – such as discussion forums – which were utilised for student engagement. New teaching technologies have been acquired within the Faculty, such as the Scantrainer, which can simulate obstetric ultrasound and provide hands-on experience for the medical imaging and radiation sciences ultrasound students. The Sport Science domain procured the latest equipment on the market, such as the VALD Force Plates, Bertec Force Plates, Vicon Camera system and VALD Force Frame, which were utilised during practical teaching in the Honours in Sport Science. Some of this equipment is used in postgraduate research projects. In addition, several other online resources and cutting-edge technologies continue to be utilised across the departments. Examples include simulation (in the simulation laboratory and through the Virtual Environment for Radiotherapy Training (VERT) system), immersive experiences designed in the high-fidelity room that replicate real-world experiences, augmented reality using the HoloLens and HoloAnatomy programmes, 3D modelling applications and online educational games. Some challenges limit the extent of adoption and effectiveness of technologies in teaching. Poor internet connectivity on campus is a challenge for virtual and augmented reality sessions. Increasing electricity outages nationally impact students' access to learning materials when off-campus and interrupt the use of technologies such as 3D printers on campus.

The Faculty continues to increase its focus on the scholarship of teaching and learning (SoTL) with 25.9 publications submitted in 2023.

The Faculty has an impressive graduate employment rate, with 90,4% of graduates employed within 12 months of graduation in 2023.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Research outputs

The Faculty not only met but exceeded its 2023 research output target (137 accredited units), submitting 148 units for auditing purposes (audited figures available April 2024). In 2023, several departments increased their number of outputs, increased the number of staff publishing, or outperformed their publication targets for the year. Five staff members published for the first time in 2023. The Laser Research Centre (LRC) was a top achiever in 2023, publishing one book, three book chapters, and 90 articles in peer-reviewed, internationally accredited journals.

The Department of Nursing continued to manage the *Health SA Gesondheid* journal, an accredited online health sciences interdisciplinary research journal.

Researchers in the Faculty made 177 presentations at national (73) and international (104) conferences during 2023.

Impact

Researchers in the Faculty undertook 56 collaborative research projects and activities with national and international partners. Ten collaborative research projects were initiated in 2023.

Intra-faculty research between departments and the Faculty's research centres was further strengthened, increasing opportunities for leading trans- and interdisciplinary research, and creating significant opportunities



for increased publications. Interfaculty collaboration with the Visual Identities in Art and Design (VIAD) Research Centre in the Faculty of Art, Design and Architecture (FADA) continued through the Creative Microbiology Research Collaboration (CMRC) – a space where artists and scientists can work together at the interface between microbiology, visual representation, and creative practice. CMRC hosted its first BIO-Art (biotechnological art) exhibition in South Africa and on the continent on 20 July 2023.

Collaboration with other higher education institutions is ongoing, particularly in the Gauteng province. The Faculty has continued collaborating on the GRT-INSPIRED project (Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development) with the Universities of the Witwatersrand and Pretoria. This project has an MOU signed for the overarching GRT by the vice-chancellors of the three participating institutions. The collaboration has opened significant opportunities for longitudinal research within the Water Health and Research Centre (WHRC), which will contribute valuable insights into understanding human disease related to water, sanitation, and hygiene (WASH). The GRT-INSPIRED project continues to attract additional funding for research and student bursaries.

PDRFs

There were 14 PDRFs in the Faculty, 10 of whom were appointed in 2023.

Research structures

Centres

There are five research centres in the Faculty: the Laser Research Centre (LRC), the Water and Health Research Centre (WHRC), the Pan African Centre for Epidemics Research Unit (PACER), the Biomedical Engineering and Healthcare Technology Research Centre (BEAHT-RC), and the UJ Olympic Studies Centre (UJ-OSC).

Visiting researchers, fellows, and associates

There were 32 visiting professors, research fellows and research associates in the Faculty in 2023 (compared to 31 in 2022, 28 in 2021, 33 in 2020 and 22 in 2019), six of whom were new appointments in 2023. These appointees have contributed to collaborative research projects, student supervision, and increasing the Faculty's research outputs. There were 14 international visiting professors, research fellows and research associates appointed in the Faculty in 2023 from various continents, including Europe (one from the United Kingdom, one from Spain, one from Denmark), Northern America (six from the US, one from Canada), Oceania (two from Australia), Asia (one from India) and Africa (one from Zimbabwe). Within this group, scholars of significant stature continued their work with the Faculty, for example, Prof Hamblin from Harvard Medical School, who has a Scopus H-index of 127 and a Web of Science H-index of 122.

Patents

From an innovative perspective, Dr Makkink (Department of Emergency Medical Care) continued to work on developing the simulation assessment tool limiting assessment bias (SATLAB) application with UJInvnt. The intention is to develop this to operational readiness and then to start exploring the option of commercialisation. The Water Research Commission (WRC) awarded the Water and Health Research Centre (WHRC) funding for drone adaptation to configure a sensor apparatus for on-site, real-time digitalised water quality testing. The project has two patents that will be submitted for consideration in 2024, including a self-sealing water sampling bag.

Research funding

The Faculty secured significant external funding for research, receiving a total of R9 775 572.

PARTNERSHIPS, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

Eight Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) are in place between departments and centres in the Faculty and international partners. One of these was signed in 2023. These agreements span a diverse geography, including Eurasia (China, India, and Russia), the Middle East (United Arab Emirates), Europe (Austria and the United Kingdom) and Africa (Kenya, Namibia, and Zimbabwe).



Collaborative activities under these agreements include research as well as teaching and learning related activities. Collaboration with international partners also takes place outside the formal agreements. More than 30 research collaborations and other activities with international partners were undertaken in 2023 through formal and informal partnerships.

International inbound and outbound student and staff mobility activities continued in 2023. Eight departments/centres engaged 260 students from outside of UJ in diverse activities, including visits to research facilities, practical training, field trips and online exchanges. Four departments/centres hosted 26 visiting staff to discuss opportunities for future research collaboration and student exchange and participation in field excursions and training. Students (262) participated in various outbound mobility activities, including online interactions (hosted by other institutions) and attendance of student conferences. The Africa-by-Bus annual multidisciplinary outreach programme went to Namibia in 2023, with 34 students from five departments participating. They were accompanied by five academic and clinical staff members. Fourteen staff members participated in outward mobility activities (virtually and in person), undertaking visits to Belgium, China, Eswatini, India, Namibia, and Sweden.

Since the COVID-19 pandemic, there have been many opportunities for widespread participation in online workshops, seminars, and conferences at a fraction of the cost of international travel. The Faculty continues to capitalise on these opportunities in the current environment and seeks innovative ways to continue growing UJ's profile for global excellence.

Community engagement projects

The number of community engagement activities grew across the Faculty in 2023. Activities within the Faculty's long-term engagement with the Riverlea community continued in 2022, with five departments conducting community engagement activities at the site. For 2023, there were 1 299 beneficiaries in Riverlea, compared to 2 494 in 2022, 353 in 2021, 149 in 2020 (due to the pandemic) and 1 602 in 2019. WeCare at Victoria Yards continues to play a critical role in the clinical training of students from the Departments of Complementary Medicine, Optometry, Podiatry and Nursing. This is a joint precinct project with the Nando's restaurant chain (for community upliftment) and the Allied Health Professions Council of South Africa (AHPCSA) (for internship). Initiated in 2020, Nando's has continued to significantly contribute towards this project within the Lorentzville community by supplying a dedicated space at Victoria Yards for a community wellness clinic, run and operated by the Faculty as part of its clinical training. South African National Blood Service (SANBS) blood drives continued, with 480 units donated.

The WHRC won second place in the UJ Community Engagement (CE) Service Excellence Award for 2023 for their joint project with SOURCE and UJ PEETS to implement SOURCE hydropanels in the Eastern Cape to produce potable water. The WHRC was further awarded the first prize for the CE Service Excellence Award for their Water Warriors Hand Hygiene training at schools and community centres in Gauteng, Eastern Cape, and Limpopo.

ALUMNI AND STAKEHOLDER ENGAGEMENTS AND EXTERNAL FUNDING

Alumni

The Alumni Affinity Group, launched in 2022, strengthens collaborations with alumni in industry, industry partners and key stakeholders within the health sciences domain. Some departments engage alumni as tutors, while others have WhatsApp groups for alumni. Alumni from the Department of Complementary Medicine were invited to help improve the new postgraduate diploma programmes. Alumni from various departments continue to be engaged in research symposia and forums within the Faculty.

Stakeholder engagement

The Faculty Marketing Coordinator actively worked towards maintaining a dynamic brand for the Faculty. Staff from various departments participated in science expos and career fairs to promote the Faculty's programmes.

The Faculty hosted several tours of teaching and research facilities in 2023 to showcase niche research areas, cutting-edge technologies, and academic expertise to establish new collaborations and strengthen existing relationships with alumni, industry stakeholders and international academic institutions. In an effort to



promote UJ's access to the Orange Carpet programme and create awareness on the day-to-day activities that each profession is involved in, 93 UJ Metropolitan Academy School Grade 11 and 12 learners were taken on tours of FHS clinics and research centres on 21 July 2023.

Several departments maintained an active social media and online presence to promote their activities. Some departments created marketing videos, which included virtual tours of simulation rooms and clinics. A commercial video production was created to market the rescue centre. Marketing of qualifications is also done through professional associations and in materials distributed at national and international conferences. The services of the Faculty's Health Training Centre (HTC) are promoted through a wide array of activities.

Ten public lectures were held during 2023. The Department of Sports and Movement Studies collaborated with the Sports Bureau to host the virtual UJ Sport Conference on 31 October and 1 November. The theme was 'Integrating science and practice: A multidisciplinary approach to sports medicine, rehabilitation and performance enhancement'. Three inaugural professorial lectures were held in 2023.

There were several engagements with the media during 2023, with the Faculty featured nationally on television and radio. Notable television features included an interview on SABC on waterborne diseases. In addition, there were various national radio talks and interviews with staff from the Faculty talking about topics such as dyslexia and how to purify water. The Faculty was featured extensively on campus radio, with UJFM profiling the Faculty's clinics, courses, careers, community engagement and research projects. A total of eight interviews were completed with representatives from departments and research centres.

Agreements and collaborations with science councils – for example, the WRC – increase the uptake and application of the Faculty's research. Several MOUs/MOAs with national partners in government (local and provincial), the private sector and the not-for-profit sector have been signed. These increase the reach and impact of the Faculty's research and engagement activities and create work-integrated learning (WIL) opportunities.

Staff from across departments and the research centres have continued to serve and lead within the broader scientific community in South Africa, in their respective professional bodies and associations and in the public sphere through a range of engagement activities. Many staff are guest lecturers, examiners or moderators at other South African universities, and staff regularly serve as reviewers for journals or conference abstracts. Numerous staff serve in leadership roles on professional boards, societies, and associations in South Africa.

- Prof Abrahamse (LRC) served on the National Health Research Committee (NHRC), appointed by the Minister of Health (2020-2023). Additionally, she was appointed on the DSI/CSIR BRICS Photonics Working Group and Committee and served on the ASSAf Committee on Scholarly Publishing in South Africa and as ASSAf council member.
- Prof Yelverton (Chiropractic) is the Chairperson of the Allied Health Professions Council of South Africa (AHPCSA) and the Council representative for Chiropractic.
- Dr Ismail (Chiropractic) was seconded onto the Chiropractic Association of South Africa National Health Insurance (NHI) working group.
- Dr Gower (Complementary Medicine) continued in his appointed role with the South African Health Products Regulatory Authority (SAHPRA) and continued his engagements on the SAHPRA Medicines Act Amendments Working Group, Marketing Code Working Group, and the Cannabis Working Group.
- Mr Van Nugteren (Emergency Medical Care) served on the Professional Board for Emergency Care (PBEC) at the HPCSA and was appointed as part of the Professional Practice Committee at the HPCSA in 2023.
- Dr Metsing and Dr De la Rey (Optometry) were invited as the task team members to develop online Board examinations by the HPCSA.
- Prof Barnard (WHRC) served on the proSET Committee representing the Water Institute of Southern Africa and the National Science and Technology Forum Executive Committee as proSET alternate representative for Science.

External funding

As noted earlier, a total of R9 775 572 external funding was raised for research. Income generated by the HTC increased from R3 668 078 in 2022 to R3 939 899 in 2023. This figure now exceeds the 2019 income



of R3 782 719 (pre-pandemic). The Faculty's gross third-stream income from SLPs was R1 198 360 (a slight increase from R1 100 947 in 2022), and from CPD it was R89 174.80 (an increase from R80 101 in 2022).

Six departments offered SLPs in 2023 (compared to five in 2022). The new SLP from the Chiropractic Department, approved in the second semester of 2022, registered its first group of students in 2023. Two new SLPs, Radiation Exposure and Health from the Department of Environmental Health and School Vision Screening from the Department of Optometry, were approved in 2023. Both will be offered during the first semester in 2024.

The Departments of Biomedical Sciences, Emergency Medical Care and Medical Imaging and Radiation Sciences are accreditors for their professional boards at the HPCSA. The CPD committees of the latter two accreditors continued with the approval of CPD activities for new and current accredited service providers. The number of CPD activities approved at Emergency Medical Care and Medical Imaging and Radiation Sciences CPD committees decreased in 2023 compared 2022, from 62 to 26. The HPCSA increased fees in 2023, and due to budget constraints, some service providers reduced the submission of applications.

TRANSFORMATION

South African academic staff from designated groups increased to 62% of the Faculty's staff in 2023, from 55,1% in 2022. Similarly, the proportion of students enrolled from designated groups increased from 2022.

The Faculty is committed to embedding decolonisation into the curriculum of all programmes. The social determinants of health concepts have been incorporated into most professional practice modules, and decolonisation is promoted by using locally relevant case studies as applicable to each programme and integrating these into assessments (where possible). Departments make a concerted effort to incorporate appropriate context, content, and discussions around indigenous African knowledge.

FACULTY GOVERNANCE AND RISK MANAGEMENT

Prof Khan, former Executive Dean of the Faculty, took up office as the UJ Deputy Vice-Chancellor: Academic on 1 January 2023. Prof Temane served as the Interim Executive Dean of the Faculty in 2023.

According to the process at UJ, we have a risk register and a fraud risk register. A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and of departmental and support structure committee meetings and is regularly reviewed, updated, and assessed. Risks linked to exposure to infection or injury in clinical settings are managed through appropriate policies, protocols, and standard operating procedures applicable to students and staff. Since the global pandemic started in 2020, only card payments have been accepted from patients for the safety of clinic staff members.

RESOURCE MANAGEMENT

The success of health sciences students is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC), which provides a wide range of opportunities to participate in clinical learning (CL). In 2023, the number of patients seen was 25 038, a decrease of 0,8% from 2022 (25 057 patients seen). In 2023, a total of 5 880 patient screenings were done. This included two mass screening campaigns on UJ campuses, during which 2 142 staff and students were screened.

In 2023, clinical learning activities were substantially less disrupted by the knock-on effects of the pandemic than in the prior two years. In 2023, some departments still needed regular rostering changes by the clinical facilitator to ensure that clinical areas were optimised and that skill numbers were met. This required careful planning and administration to manage successfully. It is expected that these knock-on effects will be eliminated by 2024.

The placement of biomedical students for clinical learning at accredited laboratories in the public sector (NHLS) remained challenging in 2023. The NHLS could not accommodate the third-year students for WIL in August. To mitigate this, the Department of Biomedical Sciences opened the newly established skills laboratory to cover clinical training for the month. The skills lab also hosted 10 students from Tshwane University of Technology (TUT). The Department supplemented the students' knowledge and experience with the MediaLab platform.



Regarding the fourth-year internship programme, the NHLS indicated their platform could not accommodate students; as such, most students were placed at private laboratories, with some having to relocate provinces. Shortages of staff at public hospitals to supervise students – across professions – during clinical training is a key risk that must be managed continuously.

The Faculty utilises state-of-the-art technology in teaching and learning, such as the VERT in Medical Imaging and Radiation Sciences, Ocular Coherence Tomography fundus camera and advanced diagnostic instruments in Optometry and CAD-CAM and mobile gait analysis in Podiatry. These technologies allow students to practise simulations that they will use in the clinical environment.

ENVIRONMENTAL SUSTAINABILITY

Contributions are ongoing to minimise the Faculty's carbon footprint, specifically regarding energy saving, recycling, and waste management. Integrating technology into research data collection reduces paper use in large-scale surveys. Staff in the Department of Optometry and the WHRC are collaborating on a project to 3D print spectacle frames with recyclable plastic. In the Histology Laboratory, reagents and chemicals used by students are filtered and reused, thus reducing the waste produced by discarding reagents after each practical.

FINANCIAL MANAGEMENT

Heads of departments and research directors remain fully responsible for their respective zero-based budgeting process. In cases where no capital allowance was made or where capital allowance was insufficient, the needs of departments were addressed by a participatory process through which available budgets were reconciled and made available or reserve cost centres used. The Faculty's finances are managed with guidance from the financial business partner.

THE WAY AHEAD

The Faculty will continue in its efforts to advance the University's six strategic goals, building on its successes over the past five years and proactively working towards addressing challenges and gaps. The Faculty will continue to pursue and build strategic partnerships with collaborators within and beyond academia at all levels – nationally, in Africa and beyond the continent – as a mechanism to further research excellence, ensure relevance and expand resources available for research, teaching and community engagement. Support for the professional development of staff remains a priority for the Faculty. In particular, the Faculty will continue to support and encourage staff who are enrolled for postgraduate qualifications to enable completion. This will make an important contribution to raising the research profile and output within the Faculty and will make a major contribution to mitigating some of the risks around staff retention and retirement noted in this report. This will also enable the Faculty to expand and responsibly manage enrolments at the postgraduate level.

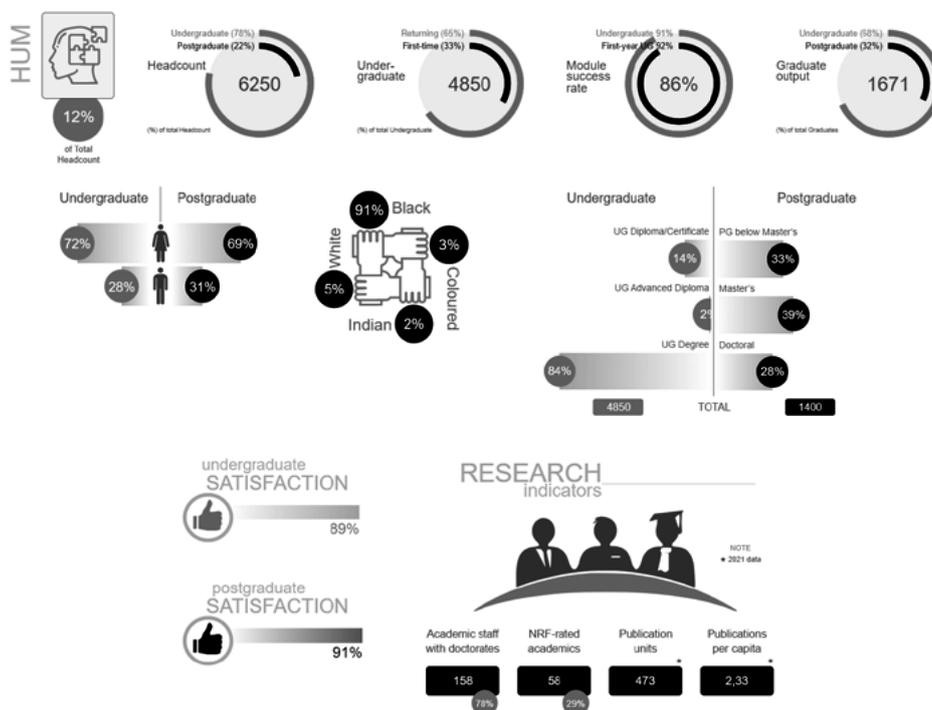


Annie Temane (Prof)

Executive Dean:
Faculty of Health Sciences
(Acting)



Faculty of Humanities



INTRODUCTION

The Faculty of Humanities started 2023 enthusiastically by developing strategies to deliver on teaching and learning, research, internationalisation, and community engagement priorities. The Faculty considers teaching and learning an evolutionary and dynamic process, and curriculum renewal and transformation are intrinsic to this. Each year, discussions on ‘how to teach’, as well as ‘what to teach’ so that no student is left behind, continue to play an important part in the Faculty’s thoughts on transformation. Over the past two years, the Faculty has addressed continued challenges faced in the aftermath of the COVID-19 global pandemic, while grappling with the impact of the emergence of artificial intelligence on higher education



globally, such as advanced adaptive and immersive technologies. The Faculty has also encouraged growth in the number of short learning programmes (SLPs) on offer to increase third-stream income as part of efforts to reinvest in student learning.

The Faculty prides itself on its research from centres, departments, and a strong contingent of PDRFs. Staff are active in publishing, and we produced a very high number of accredited publications (including books) in 2023. The Faculty generated 542 research units, above the 500 it had set as a target. A total of 25 books, 136 chapters, four conferences, and journal articles (322.5 units) accounted for most of these units. We have 65 postdoctoral research fellows who are attached to departments and centres and doing innovative work. Working towards a more inclusive and decolonised Faculty, the Faculty through the Department of African Languages and the Multilingual Language Services Office (MLSO), is spearheading multilingualism, offering modules and short learning programmes (SLPs) in isiZulu and Sesotho sa Leboa with an application to offer isiXhosa from 2024 at an undergraduate level, while offering isiZulu, isiXhosa, isiNdebele, Sepedi, Sesotho, Setswana, siSwati, Tshivenda and Xitsonga at honours level.

2023 was a remarkable year in that the Dean's Office brought in three new vice-deans – Prof Pragna Rugunanan became Vice-Dean: Research (replacing Prof Brendon Barnes). Prof Bhaso Ndzendze became the first-ever Vice-Dean: Internationalisation. Prof Corne Meintjes replaced Prof Suzy Graham as Vice-Dean: Teaching and Learning to take over officially in 2024.

STAFF

Demographic profile

The Faculty has persisted in including diversity and change as key components of its approach.

Table 43: Staff data

	DATA YEAR	P	AP	SL	L	AL	OTHER	TOTAL
Designated	2023	12	21	35	39	10	3	120
Non-designated	2023	25	29	14	15	0	0	83
Total	2023	37	50	49	54	10	3	203
Female	2023	22	29	25	38	8	3	125
Male	2023	15	21	24	16	2	0	78
Disabled	2023	0	1	2	0	0	0	3

Staff development

In 2023, we actively promoted the Accelerated Academic Mentorship Programme (AAMP), resulting in the uptake of more staff interested in working with mentors. We also set aside funding for facilitating coaching, staff development, career development and conflict management. This resulted in 78 staff actively participating in AAMP. At the same time, the mentors appointed remained of immense value to the Faculty, and staff expressed appreciation for their roles. Each year, the mentorship programme has shown promising results: as a concrete indicator, staff promotions facilitated by the AAMP reached 52 in 2023 (cumulative since 2016).

One of our staff, Prof Kezia Batisai, completed the UJ Women's Leadership Development Programme (UJWLDP) (managed by the Transformation Unit). Another staff member, Prof Malehoko Tshoedi, completed the UJ 2023 Research Leadership Programme.



NRF-rated researchers

The Faculty infographic above shows 58 NRF-rated scholars in the Faculty of Humanities. Although we are awaiting the outcome of the 2023 application round for 11 colleagues, we did receive the positive news that a visiting professor in the Faculty, Prof Chris Bolsmann, was given a B2 rating. The Faculty currently hosts Prof Kevin Durham, an A-rated researcher who is working on a Methods Lab initiative for the Faculty. While we are bringing in many new NRF-rated scholars, we note that several of the old NRF-rated scholars have either retired or allowed their ratings to lapse. We will have to work on this going forward.

Recognition and awards

The Faculty of Humanities is proud of the numerous awards our staff receive in research, teaching and learning, and industry activities. The following Humanities staff won Faculty awards for Teaching and Learning in 2023: Prof Lisa Otto (Politics and IR and SARChI: African Diplomacy and Foreign Policy) won the Faculty of Humanities Award for Innovation in Teaching and Learning. The award for Best Postgraduate Teacher went to Dr Prevan Moodley (Psychology). The Student Choice Award went jointly to Dr Sifiso Mnisi (Zondo) (Communication and Media) and Dr Sipiwo Mahala (English). Congratulations to Prof Tracey McCormick, Prof Corne Meintjes, and Prof Maritha Pritchard, who each received their Advance HE Fellowships for teaching and learning. Prof Themba Waetjen from the Department of Historical Studies won the Vice-Chancellor's Award for Teaching Excellence.

Two UJ Humanities colleagues, Mandla J. Radebe (author of *The Lost Prince of the ANC: The Life and Times of Jabulani Nobleman 'Mzala' Nxumalo*, Jacana Press) and Sipiwo Mahala (author of *Can Themba: The Making and Breaking of the Intellectual Tsotsi*, Wits University Press), shared the South African Literary Award for Best Creative Non-Fiction. The Faculty revitalised its own language awards through the Multilingual Language Services Office after being hindered by COVID-19 in 2020 and 2021. In 2022 and 2023, four prizes were offered: the UJ Prize for Literary Translation, the UJ Prize for Creative Writing in Afrikaans, the UJ Prize for Creative Writing in Sesotho sa Leboa, and the UJ Prize for Creative Writing in isiZulu.

Various government, research and industry bodies recognised the following staff:

- Dr Shelley Barry and Dr Aimee Viljoen-Stroebel won a South African Film and Television Award (SAFTA) for 'A Camera on My Lap', which won in the Best Short Documentary section.
- Prof Eleanor Cornelius has been appointed by the Minister of Sport, Arts and Culture (Mr Kodwa) to serve as a member of the brand-new South African Language Practitioners Council in terms of the SA Language Practitioners Act (Act 8 of 2014).
- Prof Tina Uys received the Outstanding Scholarly Book Award in Clinical Sociology for her book, *Whistleblowing and the Sociological Imagination*. At the 2023 XX ISA World Congress of Sociology 2023-2027, Prof Uys received a Lifetime Achievement Award and was elected President of RC46 Clinical Sociology.
- Prof Ashwin Desai was recognised by the Human Sciences Research Council (HSRC) and Universities South Africa (USAf) for his social justice research and received a medal for being the overall winner in the category, Established Researcher.
- Prof Luke Sinwell was recognised by the Human Sciences Research Council (HSRC) and Universities South Africa (USAf) for his social justice research by being nominated as a finalist for the Best Mid-career Researcher.
- Prof Corne Davis received the Woman of Stature in Education and Training, International Women of Achievement Award 2023.

TEACHING AND LEARNING

Enrolment and student profile

The Faculty enrolled 6 258 students in total – 4 850 at undergraduate and 1 395 at postgraduate levels, and 13 occasional. Of these, we attracted 346 applicants with an APS above 35 (excluding Life Orientation). Recruiting strongly performing students is an ongoing focus area for the Faculty, which resulted in a 65% increase in Orange Carpet students in 2023.



Table 44: Humanities headcount enrolment

	CALENDAR YEAR	
	2022	2023
Qualification type grouping	Headcounts	Headcounts
Degrees	4 018	4 095
Diplomas and Certificates	710	755
UG Total	4 728	4 850
Honours	410	460
Master's	498	543
Doctoral	355	392
PG Total	1 263	1 395
Occasional	30	13
FACULTY TOTAL	6 021	6 258

We hosted our first in-person, first-year student welcome session since 2020 at UJ's Sanlam Auditorium in February 2023. All the department introduced themselves and their disciplines to the first-year students.

UG and PG graduates

The overall graduation rate for the Faculty is 25%. The graduation rate for undergraduate students for the Faculty is 22,5%, which is an increase from the previous year. The postgraduate graduation rate dropped to 33%, which is a concern. Efforts are under way to support students to ensure that they can complete their studies in the minimum time at postgraduate levels. Some of the reasons for the setbacks here are financial difficulties and the increased pressure to work while studying. Students who complete their undergraduate studies in minimum time have decreased to 47,1% in 2023 (from 56,2% in 2022) and will thus be a strong focus for the Faculty in 2024. Of concern is the professional degree in Social Work, which has a completion rate of 43% in a minimum time (down from 46% in 2022). The honours degree completion in minimum time has remained strong, above 80% for the last 10 years.

The Faculty graduated 1 549 students in 2023. Of these, 1 053 were undergraduate students, while 496 were postgraduate students. A total of 332 honours, 115 master's and 49 doctoral degrees were awarded. Of the successful doctorates, 17 were black South African candidates. Fewer postgraduate students have completed their qualifications in minimum time, which may be attributed to the continuing effects of the COVID-19 pandemic, as these students started their studies amid the pandemic.

Student access, success, and faculty support for students

The module success rate for undergraduates increased to 91,1% in 2023. This represents a steady improvement over the last 10 years. The undergraduate dropout rate was 10,8% and remains a high priority for the Faculty.

The Faculty supports students through a dedicated Faculty Office and curriculum and programme coordinators, lecturers, and tutors in departments. Students are further supported by the Postgraduate School, the Academic Development Centre, PsyCaD and CAT. The Faculty also hosted an Undergraduate Research Conference to help students develop their research skills at the undergraduate level. A flagship community engagement project focuses on student health and wellness. This is a community-based research (CBR) and organised outreach (OR) project of the Department of Strategic Communication, which addresses SDG 3 (Good health and well-being). The Student Health and Well-being project endeavours to build networks and support wellness initiatives between various departments, support units, and faculties within UJ.

For the third year in a row, the Humanities Teaching and Learning Committee facilitated the 'Humanities Creative Reflections Competition'. The Committee asked students to engage with the topic 'What does it



mean to be a leader? We recognise that some students are best able to express themselves in creative ways, and we want to celebrate this skill, as well as our commitment to well-rounded academic studies. We received many outstanding contributions.

We also supported many students to travel. For example, five students represented UJ at the 11th University Scholars Leadership Symposium (USLS) in Thailand: Sinenhlanhla Nyoni, Lemeese Steyn, Anda Mbebe, Phozisa Gweba, and Moma Molabe.

UJenius recruitment

The Faculty had 61 UJenius students in 2023, which is a decrease from the previous two years. This is an area of concern for the Faculty – we aim to provide additional support and motivation for students entering the University as Orange Carpet students in the first year to maintain their academic performance going into senior years.

Programmes

Several short learning programmes were developed in the Faculty in 2023:

- An SLP on conflict transformation led by Prof Ingrid Palmary.
- Nairobi Summer School for Climate Justice by Prof Patrick Bond.
- Prof Luke Sinwell and Prof Farieda Nazier collaborated on an SLP, titled *Marikana's Memory: The Brush is Mightier than the Bullet*.
- Prof Tapiwa Chagonda developed and presented several SLPs on topics related to artificial intelligence (AI) ethics, including the Ethics of Large Language Models; Research Ethics Across Disciplines; AI Ethics and the Financial Services Sector.

SLPs that focused on 4IR include:

- Diplomacy for the 4IR in Africa.
- Communication skills for 21st century professionals.
- Digital public relations.
- Fairness and discrimination in data science.
- The practices of evidence-informed decision making.
- Responsible AI use: Ethical considerations for large language models.

The master's programmes offered by the Faculty are very diverse. While a rising percentage are interdisciplinary, the majority are discipline specific. We hope to collaborate on more programmes, such as the MA (Africa and the Caribbean), which is a collaboration between the University of the West Indies and the Politics and International Relations Department at UJ.

Quality management

The Faculty embarked on a process to ensure that qualification and subject credit loads were correctly captured and implemented in departments, while greater emphasis was placed on assessments and moderation processes. A Faculty Assessment Committee was established to monitor student progress and identify students at risk of failing. The Faculty continually embarks on programme reviews, while departments ensure the quality of programme delivery. In 2023, the extended programmes in the Faculty underwent a module review. Reviews such as these are part of Faculty processes to test and reassess the validity of curriculum content, processes, and assessment. Professional qualifications also undergo review as part of annual quality assurance measures. In early 2023, the Faculty also participated in an assessment workshop with an NGO, Professors without Borders, to learn about alternative, modern assessment types; we hoped to reinvigorate thinking and transform our approaches to how we assess what we teach. In 2024, the Faculty will move forward with reinvigorated assessment and moderation plans and strengthen initiatives to address students' time to completion and employability.

Innovations

The Faculty boasts 59 teaching and learning innovations ranging from the innovative use of various technologies and applications for teaching and learning as well as research to the development of an online application to improve academic literacy.



Table 45: Functions hosted by Faculty

HOST/CO-PRESENTER	SEMINAR
Suzall Timm	Humanities Distinguished 4IR Lecture (Dr Dino Capentras)
Suzall Timm	Humanities Distinguished 4IR Lecture (Prof Jo-Ansie van Wyk)
Benjamin Smart	Online lecture – ChatGPT
Benjamin Smart	The Biggest Science You Never Heard Of (Prof A Broadbent)
Admire Mare	Book launch: Teaching and Learning with Digital Tech
Michael Stettler	Adam Smith@300
Karen de Wet	AI and co-assisted writing of poetry
Karen de Wet	AI short stories Afrikaans Lit
Devon Bailey	Colloquium: Challenges and prospects of deploying AI and Machine Learning for clinical diagnosis in African healthcare
Elina Hankela	Challenging Pentecostalism in 4IR (M Frahm-Arp)
Elina Hankela	4 session series – 4IR and Religion
Tapiwa Chagonda	Ethics of AI in Africa
Tapiwa Chagonda	Technology and Society in Africa Conference
Veli Mitova	TiLT-ACEPS Global Data Justice Workshop
Veli Mitova	UJ ACEPS Postgrad Talk: On Hostile and oppressive affective technologies
Kammila Naidoo and Tanusha Raniga	WIISA Conference: Empowering Women in Africa: Innovation and sustainability in Africa
Ragi Bashonga	Workshop: Ethics of AI in Africa (with UNESCO) (C Botha, P Bond, J Lamola, M Kwet)
Ragi Bashonga	Ethics of AI Chatbots (T van Zyl)
Ragi Bashonga	Debating the impact of 4IR on society (B Ndzendze, T Chagonda, M Kwet)

RESEARCH AND INNOVATION: FOOTPRINT AND IMPACT

Publication outputs

As mentioned in the introduction of this narrative report, the Faculty produced 542 units (exceeding its target of 500). Of these units, most (322.5 units) were produced through journal articles, while a total of 25 books, 136 chapters and four proceedings. The top research department was Sociology, which produced 55 units, and next were two centres: the African Centre for Epistemology and Philosophy of Science, which produced 46.7 units, and the Centre for Social Development in Africa, which produced 41.5 units, respectively. Considerable resources were invested in research support and development to fund writing retreats for departments and postgraduate students. This was to boost morale, enhance productivity and encourage team building.

In 2023, the Faculty hosted four workshops for staff on the Scholarship of Teaching and Learning (SoTL), encouraging colleagues to share best practices about teaching and learning, resulting in 26 publication units. We feel this stimulates thinking about pedagogy and innovation and showcases the passion of Humanities lecturers for teaching in their disciplines and across disciplines. The workshops have encouraged more scholarship on this subject.

The Faculty has been proactive in driving activities and research in gender-based violence (GBV). Considerable joint advocacy work is being undertaken with UJ's Transformation Unit. Several research projects have been initiated. One key project was built in partnership with the Shared Value Africa Initiative, Mid Sweden



Table 46: Workshop topics

Chat GPT: Friend for the Humanities and Social Sciences (For Now)	Prof B Ndzendze and Prof M Pritchard
Teaching and Learning with Digital Technologies in African Higher Education Institutions	Prof Admire Mare
The Possibilities of ChatGPT as a Teaching and Learning Assistant	Dr Aimee Viljoen-Stroebel
Translating Teaching Practice into Publications	Prof Thembisa Waetjen

University, and supported by KPMG. The research led to an informative report on how the private sector could be engaged to assist in combating GBV and achieving gender equality.

PDRFs

While staff publishing has grown, with co-publishing among colleagues increasing, there was also an increase in publications from research associates, student outputs, and PDRF contributions. We have seen a rise in the number of creative outputs in the Faculty, with five items listed for 2023.

Research structures

The Faculty is proud of its twelve research entities that focus on various key research areas for improving society. These include the three SARChI Chairs, the Palaeo-Research Institute, the Centre for Sociological Research and Practice, the Centre for Social Development in Africa, the Centre for Social Change, the African Centre for Epistemology and Philosophy of Science, the Centre for Data and Digital Communications, the Centre for the Philosophy of Epidemiology, Medicine and Public Health, the Centre for African Diplomacy and Leadership, and the Karl Mittermeier Centre (located within JIAS).

Research funding

The Faculty boasted several local and international partnerships and grants, which resulted in a total research income for 2023 of R45 700 386. Some of these include:

- A UCDP grant for the development of postgraduate student and supervisor capacity: R7 002 480.
- National Institute for Health research grant: R5 million.
- The Centre for Sociological Research and Practice (CSR) for funding towards a documentary on labour tenants: R1 million.
- NIHSS: *Philosophy through Indigenous Knowledge in the Global South*: R1 million.
- Northwestern Buffett Institute for Global Affairs: Epistemic Reparations three-year project with Jennifer Lackey (Northwestern): R600 000.
- GES funding for the *Epistemology of 4IR* project: R170 000.

During the year, the Centre for Race, Gender, and Class (RGC) attracted over R1.5 million in funding. Significant in this regard was a National Institute of Humanities and Social Sciences (NIHSS) Catalytic Research Programme grant, offering R1 million for a new dedicated master's programme in Global Blackness Studies. In addition to the grant, the RGC raised further funding through productive collaborations with the Centre for Experimental Ethnography (CEE), the University of Pennsylvania, the Center for Global Black Studies, University of Miami, and the newly launched Collaboratorium for Radical Aesthetics at Princeton University.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes (including virtual)

The Faculty has had one principal joint programme in place for many years, specifically the MA degree between the University of West Indies (UWI) and UJ Politics and IR. We also strengthened our partnership with Caucasus University, Georgia, and led a delegation there in June 2023. Our Vice-Chancellor received an honorary doctorate during the visit. Apart from the above, our most substantive partnerships have been with the University of Western Sydney, the University of Ulster, the University of Cincinnati, and the University of Iowa. We had eight joint programmes with international partners acknowledged in 2023.



Community engagement projects

Along with teaching and research, community involvement is a primary duty in higher education. With Faculty employees participating in more than 50 community engagement (CE) projects, CE has been essential to most of the Faculty's departments since 2005. These initiatives are part of UJ's three community engagement pillars: organised outreach, community-based research, and service learning. The Faculty supports both flagship projects and independently managed projects. These projects often serve as individual academic research sites and research locations for postgraduate courses. The Faculty has demonstrated that funding these projects properly throughout would also increase postgraduate enrolment and research productivity.

Three flagship initiatives were most prominent in 2023: the Community of Practice for Social Systems Strengthening, the Student Health and Well-being Project, and the UJ-ARO Reclaiming Praxis Network. These projects addressed various societal issues, from child well-being to environmental justice. Additionally, a multitude of staff and student-led initiatives, ranging from car wash community projects to combating xenophobia, contributed to the overarching goal of fostering empathy, activism, and resilience within and beyond the university community. Overall, the year was marked by a collective dedication to effecting meaningful change and leaving a lasting impact on the communities served.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The Faculty works closely with the Alumni Office to continually explore ways to connect with its alumni. It is reassuring to see many graduates from the Faculty of Humanities excel in their careers, thus impacting society. In 2023, Ms Thabisile Charity Phumo was awarded a Dignitas Award, recognising her for her contribution to the communication profession in the region and internationally. The research centres and departments continually engage with various stakeholders, such as funders, professional bodies, collaborators, and industry partners.

TRANSFORMATION

As a post-apartheid institution, UJ is committed to transformation, and the Faculty of Humanities is well placed to create an inclusive, dynamic environment that facilitates both active recruitment and promotion.

Table 47: Demographic and national data of Faculty staff

DESIGNATED SOUTH AFRICAN	NON-DESIGNATED SOUTH AFRICAN	FROM AFRICA	OTHER INTERNATIONAL	TOTAL
155	60	16	18	249
62,24%	24,09%	6,42%	7,3%	100%

Table 48: Gender and disability data of Faculty staff

FEMALE	MALE	DISABLED
163	86	5
65,4%	34,5%	2,01%

While the Faculty has done well in boosting the numbers of women staff and black staff, we are attempting to enhance the recruitment of staff with disabilities and international staff. We also do not wish to lose white staff and male staff. An ideal Faculty is always richly diverse!

FACULTY GOVERNANCE AND RISK MANAGEMENT

The Faculty consists of 13 departments, often referred to as being built into four clusters. The first cluster is simply referred to as the Humanities cluster. This cluster consists of the Departments of Philosophy (headed by Dr Chad Harris), English (Prof Ronit Frenkel, HOD), Religion Studies (Prof Elena Hankela, HOD) and History (Dr Faeza Ballim, HOD). The second cluster is Languages, consisting of African Languages (headed by Prof



Bonisiwe Zungu) and LanCSAL (Dr Cindy Ramhurry, HOD). The third cluster is the social sciences with Sociology (Prof Malehoko Tshoaeadi, HOD), Politics and International Relations (Prof Bhaso Ndzendze, HOD), Psychology (Prof Jackie Moodley, HOD), Social Work and Community Development (Prof Shahana Rasool, HOD) and Anthropology and Development Studies (Prof Jonathan Stadler, HOD). The final cluster, and a rapidly growing one in terms of numbers and vibrancy, is Communication. Here, the Faculty has the Departments of Strategic Communication (Prof Elizabeth Lubinga, HOD) and Communication and Media (Prof Admire Mare, HOD).

All the departments and centres are accountable to the Executive Dean. Governance is facilitated via active committee work, and ratification of decisions at the Board of Faculty. The Faculty's Risk Register is continually reviewed and revised to include the latest developments that may affect the Faculty's operations. In 2023, the Risk Register was reviewed and refined three times.

RESOURCE MANAGEMENT

In 2023, the University took stock of several of its resources, including computers and artwork. As a result, the Faculty improved and updated its database of physical and substantive resources. As regards human resource management, the Dean's Office pays close attention to this, ensuring that vacancies are filled, and processes and procedures followed in making new appointments. The HRBP has now found a space within the Dean's Office. Her physical presence here has greatly improved response rates and staff understanding of HR management policy.

ENVIRONMENTAL SUSTAINABILITY

Of all the initiatives launched addressing the environment, perhaps the one that stood out quite firmly in 2023 was a successful bid for an EU-Africa Academic Mobility Scheme launched by the Dean's Office in partnership with the International Office. A sum of R37 million was secured for a project entitled 'Towards enhancing sustainable and innovative environmental change solutions' (TESIECS). The project is a partnership between UJ Humanities, the University of the Western Cape (UWC), the University of Botswana (UB), the University of Zimbabwe (UZ), the Namibian University of Science and Technology (NUST), and Vrije University (the Netherlands).

Environmental change and development feature in new curricula, in staff research and student dissertations, as well as in the work of centres. There is a growing awareness in the Faculty of the need to strengthen our environmental consciousness, strategies, and programmes, to play a more meaningful role in effecting change.

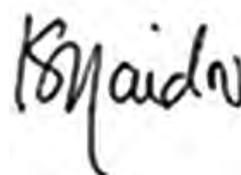
FINANCIAL MANAGEMENT

The Faculty had no financial management issues in 2023. Our operational budgets were utilised adequately. Since training and development were in demand, we had to draw on reserves to supplement the growing requests from staff. The Faculty employs its own full-time Finance Manager, Ms Zanab Meer. She works together with the appointed finance business partner (FBP). In 2023, Ms Noni Mbuku was replaced by Ms Deborah Letseka as FBP. Together, the Finance Manager and FBP advise on the use of funds, the subsidising of students, and all approvals.

THE WAY AHEAD

Priority areas in 2024:

- Being aligned with the University's new Strategic Plan 2025-2035.
- Devising a new plan for curriculum transformation 2024-2025.
- Enhancing new research agendas in relation to the SDGs.
- Strengthening community engagement and initiating new projects.
- Building networks to drive graduate employability.

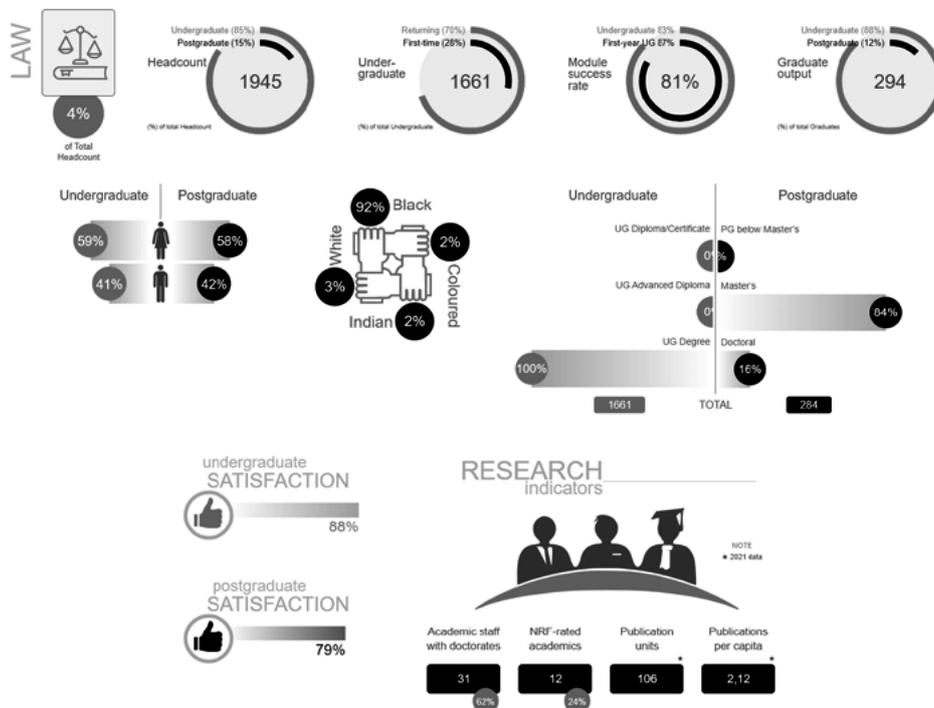


Kammila Naidoo (Prof)

Executive Dean:
Faculty of Humanities



Faculty of Law



NATIONAL AND INSTITUTIONAL CONTEXT

The Faculty of Law, one of seven faculties and colleges of the University of Johannesburg, is the second smallest. From various perspectives it refuses, however, to be defined by this. Our law students are well sought after in the legal and commercial worlds and the public service. As well as equipping our students with critical legal skills across our undergraduate, postgraduate, and service module teaching offerings, the Faculty of Law at UJ hosts five research centres, as well as the Research Chair in International Law under the National Research Foundation (NRF). These research structures help us to produce impactful research, both locally and internationally. The



Faculty of Law has three law clinics situated on our Auckland Park, Soweto, and Doornfontein Campuses. Our clinics allow final-year law students to do community outreach work and work-integrated learning. The Faculty of Law's 2023 academic year successes indicate that, despite challenges, the Faculty remains committed to achieving its quest to be the Faculty of Law of choice on the African continent.

STAFF PROFILE

Academic members of staff

During the 2023 academic year, the complement of full-time academic members of staff who were appointed permanently or on fixed-term contracts exceeding one year ranged from 44 to 48. At year end, we had 46 full-time academics: 11 professors, 8 associate professors, 9 senior lecturers, 15 lecturers and 3 assistant lecturers. In total, 32 of these academics held doctorate degrees, and 8 were NRF-rated researchers. In 2023, five academics resigned, one became medically unfit to work, and one fixed-term contract expired. Six academics joined the Faculty, and we had two promotions to the level of associate professor. The turnover of academic staff, coupled with the challenge of filling vacancies amid a scarcity of legal academics in certain specialisation areas, placed significant strain on the Faculty's teaching, supervision, and research in 2023. As will be evident from the achievements outlined in the full report, the Faculty's capacity constraints did not stop academics from doing exceptional work. Of the full-time academic members of staff at year end, 27 were female and 18 were black South Africans. While the Faculty has increased its black academic staff ratio over the years, this has been concentrated within the junior ranks. Moving forward, the Faculty continues to develop, build, and implement an integrated and transformational recruitment, retention, and succession plan, particularly in the senior academic ranks.

Support members of staff

The Faculty of Law had 31 support staff members at the close of the 2023 academic year; 26 support staff members are permanent, and five are on a fixed-term contract. In the first two months of the year, one member of the support staff retired, and another's fixed-term contract expired. Towards the end of 2023, the Faculty's marketing coordinator resigned. Five new appointments were made. Of the 31 full-time members of staff, one is the Director of the Law Clinic and five are attorneys who work at the Law Clinic.

TEACHING AND LEARNING

Student profile

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching in the service modules offered to non-law students registered for diploma and degree programmes in other faculties. Our total headcount in 2023 was 1 945 for the Faculty's undergraduate and postgraduate programmes. All first-time entering law students who registered in 2023 had an admission point score (APS) of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is excluded). Furthermore, our total registration for postgraduate programmes (master's and doctorates) was 284. For several years now, most of our students have been female. Of the undergraduate students, 59% are female and 41% male, and of the postgraduate students, 58% are female, and 42% are male.

Success rates, student satisfaction and degrees conferred

The Faculty of Law's success rate in the traditional undergraduate law modules was 81%, and its first-year success rate was 87%. The undergraduate and postgraduate module success rates in 2023 saw a decrease. Our undergraduate satisfaction rate in 2023 was 88% (2022: 92%), and at postgraduate level 79% (2022: 86%). Considerable discussions, interventions and introspection are ongoing in the Faculty to understand the decrease in the module success rate. The Faculty conferred 259 undergraduate and 35 postgraduate degrees.



First Year Experience

At UJ, the First Year Experience (FYE) has been conceptualised as a holistic programme that encompasses all aspects of the first-year student experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life. The Executive Dean hosted a first-year engagement session for all first-year law students. The Law mentor and the tutors made weekly briefings to first-year law students throughout the year.

Teaching innovation and quality control

Regarding teaching and learning, the Executive Dean's Committee, which is the governance committee of the Faculty of Law, provides a framework for the proper coordination of the academic coherence and integrity of programmes. The Heads of Department (HODs) deal with issues relating to the delivery (quality management of programmes) and the integrity of the programme offering. The Faculty's quality management of teaching and learning covers a number of aspects, for example, ensuring that the various components of the Faculty's quality assurance systems operate effectively and efficiently. These components provide support to the Faculty of Law Teaching and Learning Committee (FTLC), encourage student evaluation of teaching and learning, promote the use of moderation of assessments, continuously hold regular reviews of student performance, encourage authentic or deep and experiential learning, and support a tutoring programme or system that is integrated to teaching and learning (the integrated tutoring programme).

Given the important role that technologies play in teaching and learning, the Faculty has developed an online academic tutoring programme called the Faculty of Law Online Academic Tutor (FLOAT). FLOAT relies on (post) modern technologies, for example, virtual realities (VRs), artificial intelligence (AI), and machine learning, to enhance teaching and learning. The concept of a virtual court game originated within the Faculty's Teaching Indaba of February 2023 and was further conceptualised within the FLOAT structures. Funding from the UJ Teaching Innovation Fund was successfully obtained in 2023. Development of this gamification project kicked off in 2023 and is anticipated to be completed in 2024. In addition, one of the Faculty's highlights in 2022 was the development of LawBot (a chatbot messenger system) for the Law of Contract module. In 2023, the Teaching Innovation Fund granted funds to update LawBot. This project is currently under way and should be finalised in 2024.

Moot court participation

In 2023, our students continued to excel in both local and international moot court competitions, with the Faculty actively participating in 12 such competitions, an increase from the nine competitions in 2022. Notably, the Kovsies First Year Moot Court Competition highlighted UJ's dedication to nurturing legal talent from the early stages of academic development. The UJ team not only emerged as the overall winner but also earned the prestigious Best Heads of Argument prize, showcasing the Faculty's commitment to fostering excellence and a culture of learning to be. On the global stage, UJ's triumph extended to being recognised as the Best International Team in the Symbiosis International Criminal Trial Advocacy Moot Court Competition. In the Foreign Direct Investment (FDI) International Arbitration Moot Court Competition, the UJ team achieved the status of runners-up in the All-Africa Regional Round, qualifying them to represent the continent in the global rounds. This was the first time a South African team proceeded to the global rounds. Building on UJ's longstanding tradition of award-winning written submissions, the Faculty continued to distinguish itself by receiving Best Heads of Argument prizes. Notably, the team excelled in the Centre for Applied Legal Studies (CALS) Public Interest Law Moot hosted by Wits University, where they outshone 300 competing teams. Additionally, they secured the Best Heads of Argument prize at the Kader Asmal Moot Court Competition hosted by the University of the Western Cape (UWC) in Cape Town, further solidifying UJ's reputation for excellence in moot court competitions.

Non-subsidised (CEP) programmes

The Continuing Education Programmes (CEP) Unit within the Faculty of Law curates and delivers the Faculty's non-subsidised short learning programmes. The CEP part-time programmes are offered to students who want to update their knowledge and understanding of the law and improve their proficiency in legal developments



within their career fields. For the year under review, 15 programmes were presented using a hybrid teaching and learning approach. In 2023, a total of 2 076 students were registered across all 15 CEP programmes. Of these students, 1 332 students successfully completed the full programmes for which they were registered.

Recognition of top achievers

The Faculty of Law Annual Prestige Event is a formal prize-giving function that has become an established event on the Faculty's calendar. Students were recognised for academic achievements for and their involvement in community engagement projects and moot court competitions. The Prestige Event continues to provide an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prize-winners, and parents.

Bursaries and meal vouchers

In 2023, the Faculty granted 23 internal bursaries to the total amount of R572 450 to assist in paying tuition fees for academically deserving students. The bursary amounts granted to the qualifying students varied from R10 000 to R35 000. Students who receive bursaries from the Faculty form part of a mentor group. Between them, these students obtained 17 distinctions. We also received an amount of R415 000 as a bursary donation to LLM students from the Don Mahon Foundation. The funds were distributed in 2023 to five black female master's students and five black male master's students.

PARTNERSHIPS

Local

The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. In 2023, the Faculty of Law together with PsyCaD hosted a Career Fair. Students were provided with the opportunity to engage with companies. The Faculty's relationships with local attorney firms, auditors and the judiciary also resulted in several practising attorneys, advocates, auditors, and judges lecturing online and presenting and attending faculty seminars/webinars.

International

The Faculty of Law has many active exchange agreements with foreign universities. The Faculty also has cooperation agreements with the Graduate School of the Public Prosecution Service of Brazil, the Hague Conference on Private International Law (the Netherlands) and the International Institute for the Unification of Private Law (UNIDROIT) (Italy). The Faculty is also a member of the International Association of Law Schools (IALS). These partnerships and agreements ensure excellent opportunities for academics and students within the Faculty.

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences, seminars, and workshops

Publications

The Faculty anticipates that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will have 109 subsidy-generating publication units in respect of articles, books, chapters, and conference proceedings published by members of the Faculty. Faculty members were also involved in editing several books and in contributing chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, including articles in non-accredited journals, book reviews and op-ed pieces. The exemplary calibre and the profound international influence of the Faculty's research are underscored by, among other factors, Dr Cayle Lupton's journal article titled 'A critical evaluation of the use of sanctions clauses in letters of credit' (2022) being cited in the Court of Appeal of Singapore's judgment on the case of *Kuvera Resources Pte Ltd v JPMorgan Chase Bank, N.A.* (2023) SGCA 28, specifically referenced at paragraph 71.

Since its launch in 1976, a symbolic year in our country's history, the *Journal of South African Law/Tydskrif vir die Suid-Afrikaanse Reg (TSAR* – published by Juta for the Faculty of Law) has grown incrementally and has



been included since 2009 on an internationally acknowledged leading list of accredited journals: the Social Sciences Citation Index (SSCI) under the auspices of Thomson-Reuters in the United States of America. It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, included in the Excellence in Research for Australia (ERA) recognised list of scientific journals for Australia, and has been available on HeinOnline electronically for more than three decades, albeit with a holdback condition to safeguard the subscription base. During the reporting year, four volumes and a total of 848 pages were published on time. *TSAR* remains the only African legal journal where all content is micro-disseminated for the purposes of the world-renowned German index, known as the *Karlsruher Juristische Bibliographie* (KJB).

Conferences, seminars, and workshops

In 2023, many members of the Faculty presented and organised online, hybrid and face-to-face conferences, seminars, and workshops. To enhance staff members' publication and research output, the Faculty engaged in several collaborative book projects with international and local universities. One of the highlights of the Faculty was the Pan-African Conference on African Principles, which was held at UJ on 31 May 2023 and attended by the main role players in African private international law. Another highlight for the Faculty was hosting the 2023 Family Law Colloquium. This event brought the leading minds (both locally and internationally) together to discuss issues related to Family Law. In addition, the Faculty, together with Nelson Mandela University, hosted a writing workshop on a collaborative book project themed around Law and the United Nations Sustainable Developmental Goals.

Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the NRF SARCHI initiative. The research centres and the Research Chair in International Law produce publications, arrange seminars, and submit reports to national and international bodies. Towards the end of 2022, UJ Senate approved the Faculty's Criminal Justice and Forensic Investigations Centre. Unfortunately, its envisaged project to develop tools safeguarding consumers against scams has met with complications.

Centre for Banking Law (CBL)

The strategic focus areas of the Centre for Banking Law are banking law and financial regulation. The targets are in the areas of teaching and learning (including the LLM programme in Banking Law) and research. The Annual Banking Law Update is the flagship research project of the Centre. The Centre is a member of the Johannesburg Chamber of Commerce and Industry (JCCI), and through it, participates in the activities of the International Chamber of Commerce (ICC). The Banking Commission of the ICC does important work in relation to especially trade finance and financial crime.

The Centre for Banking Law has undergone considerable personnel change recently, prompted by the retirement of its former Director, Prof Charl Hugo, in June 2022. In October 2023, Dr Cayle Lupton was appointed as Director of the Centre. At least six conference papers and presentations were delivered by personnel of the Centre (mostly online), as well as one public lecture. The research produced by the personnel of the Centre made a noteworthy impact in the financial services environment. Two categories of impact can be discerned in this regard, namely, legal impact (by way of court citations) and industry impact.

Centre for International and Comparative Labour and Social Security Law (CICLASS)

During 2023, the Centre for International and Comparative Labour and Social Security Law (CICLASS) maintained several collaborative relationships with colleagues and institutions locally and internationally. CICLASS staff also presented papers at several local and international conferences and webinars. The Centre was one of the sponsors of the 5th African Labour Law Society Conference. Research associates and members of the Department of Public Law participated in a panel discussion about workers in the informal economy. CICLASS was awarded a tender for 31 000 USD from the International Labour Organisation. The overall objective of the tender project is to improve migration management in the Southern Africa and Indian Ocean region, guided by, and contributing to, the realisation of the 2030 Development Agenda. In terms of the



Faculty's Cornell Exchange Programme, the Faculty hosted Cornell students in January 2023, and one of the Faculty's students was also appointed as a visiting researcher from 1 January 2023 to 30 June 2023. In addition, Mr Suhail Vawda, a student in the Faculty, also graduated from Cornell with his master's degree.

Research Centre for Private International Law in Emerging Countries (RCPILEC)

The Research Centre's strategic focus areas are International Commercial Law and Private International Law (there is a large area of overlap between these fields). The targets are in the areas of teaching and learning (including the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne), capacity building, research, social impact (with a focus on regional and international impact), contact with regional and international organisations and arranging conferences, seminars, and workshops. The relationship with the intergovernmental International Institute for the Unification of Private Law (UNIDROIT) remains strong. The Pan-African Conference on African Principles was held at UJ on 31 May 2023. The main role players in African private international law (from the Democratic Republic of Congo, Ghana, Malawi, Nigeria, South Africa, and Tunisia) attended and made proposals for the improvement of the African Principles. A representative of DIRCO voiced the South African government's support for the project.

South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

During 2023, SAIFAC continued to show leadership both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus). It hosted the first conference of its kind on the right to citizenship and an excellent constitutional court review conference. SAIFAC's blog, 'African Law Matters', was initiated in November 2021. The blog aims to encourage and facilitate discussion across the African continent on issues relating to constitutionalism, human rights, the rule of law and international law. It has already developed into a forum in which there is a free exchange of ideas and has been developing a network of constitutionalists who engage with one another across the continent. During 2023, the blog was consolidated and published a blogpost almost every week. It has acquired a much larger following and stature over the past year, and we plan to build on the work done further in 2024. SAIFAC staff and researchers published 11 outputs that will be subsidised by DHET. Four of these were journal articles and seven were book chapters. A collaboration between SAIFAC, UJ and the Externado University in Colombia has resulted in an edited book, which was published by Oxford University Press in 2023. The book is the first comparative book between South Africa and Colombia and represents the culmination of five years of work.

SAIFAC also continued its leading involvement with the journal *Constitutional Court Review* and to this end helped organise the annual conference of the journal on 7 and 8 December 2023. As always, the programme was packed but intellectually extremely stimulating. It included issues relating to discrimination law, feminism, religion, right to electricity and the right to housing. Once again, the journal has been sponsored by the Konrad Adenauer Foundation, which continues to be a source of financial assistance and support to SAIFAC in its work. SAIFAC continued to hold a range of online seminars during 2023. SAIFAC hosted seminars on a range of vital topics – these included children's rights, SLAPP suits, the Ugandan anti-homosexuality bill, and the Maputo Protocol. SAIFAC also hosted a visiting researcher during the past year, namely Prosper Maguchu from the University of Amsterdam.

Research Chair in International Law

In the year under review, the cohort of researchers produced books, book chapters and journal articles. The Chair hosted online seminars and public lectures, and five international and sixteen national mass media interviews with researchers and the Chair took place. In terms of mentorship and development, the Chair sponsored Prof Martha Bradley to enrol for an executive certificate course on International Law of Cyber Operations. The course is offered by Cyber Law International, a highly reputable international law firm specialising in professional training, and the course is certified as executive education by the University of Reading, UK. Prof Bradley successfully completed the course in 2023. Prof Bradley was also partly sponsored by the Chair to attend an expert meeting on 'Armed Group Coalitions in Armed Conflict and Counterterrorism', at the Geneva Academy in December 2023.

Law Library

The law librarians play a crucial role in supporting the faculty staff and students by providing invaluable expertise in legal research, access to relevant resources, and guidance on navigating complex legal



information, thereby enhancing the academic and scholarly pursuits of both lecturers and students within the Faculty. In 2023, the Law Library appointed 10 law students, including eight law library assistants (undergraduate students) for 10 hours per week and two law library mentors (postgraduate students) for 20 hours per week. The law library mentors play an important role by assisting the law librarians in coordinating the various tasks performed by the law library assistants and assisting with the in-service training of the newly appointed law library assistants. As in the past, these assistants continue to deliver a very important service to academic staff and students alike. They form an integral part of the services offered by the law library, particularly when training undergraduate students. All the assistants were involved in the law library orientation (65 sessions) of the first-year law students in Legal Skills, being held in-person in the law library. The law library mentors conducted legal research training (three sessions) for Law of Contract and Moot Court training for Introduction to Legal studies (three sessions) online. The sessions were well attended due to the collaboration between the law librarians and lecturers for the respective modules. The ten Libguides, providing access to the various sources of law, are constantly in the process of being updated with additional research support material. Two new Libguides, the Libguide for Law – Short Learning Programmes and the Law – LLD Libguide, were added in the year under review. Once again, in 2023, the usage statistics for these guides were the highest of all faculties within UJ, with a total of 155 667 visits compared to the 151 983 visits the previous year.

COMMUNITY SERVICE

Law Clinic

The Law Clinic during the period under review demonstrated a strong commitment to providing practical legal experience to students while offering valuable legal assistance to community members. The Law Clinic conducted 466 consultations during 2023, with 151 files opened and 105 files closed. The cases covered areas such as family law, evictions, contracts, and delict. It is worth noting that more than half of the cases were successfully settled, and those cases that were taken on trial resulted in favourable outcomes for the clients. The Law Clinic conducted five gender-based violence workshops. These workshops were organised in collaboration with community-based organisations in Riverlea and Westbury who required support on how to assist members of the respective communities who were victims and survivors of gender-based violence. This outreach initiative was aimed at empowering individuals by providing essential legal knowledge. Through collaborating with internal and external stakeholders, the Law Clinic engaged in various initiatives to assist law students in navigating the world of work. One of our attorneys, Mr Elton Romeo Hart, appeared regularly as a legal expert on eNCA, SABC, and Newzroom Afrika, providing legal opinions on pending issues before the courts. By continuously assessing and adapting its strategies, the Clinic aims to enhance accessibility to justice and produce law graduates with practical skills essential for their legal careers.

FACULTY GOVERNANCE

The Executive Dean's Committee, which operates within the policies of UJ, is the management committee of the Faculty. As the Faculty of Law is a small faculty relative to the other faculties in the University, the Executive Dean's Committee of the Faculty operates as the governance committee in respect of matters not specifically allocated to other committees. This Committee deals with matters related to, among others, the quality of teaching and learning, research, ethics or ethical matters, academic matters, staff matters, the risk register, community service, transformation, and departmental matters. This system works well, since the executive dean, vice-deans, head of faculty administration and all the heads of department are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are used for causes such as supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building international relations, marketing the Faculty, and for the continuous improvement of the Law Library.



THE WAY FORWARD AND CONCLUSION

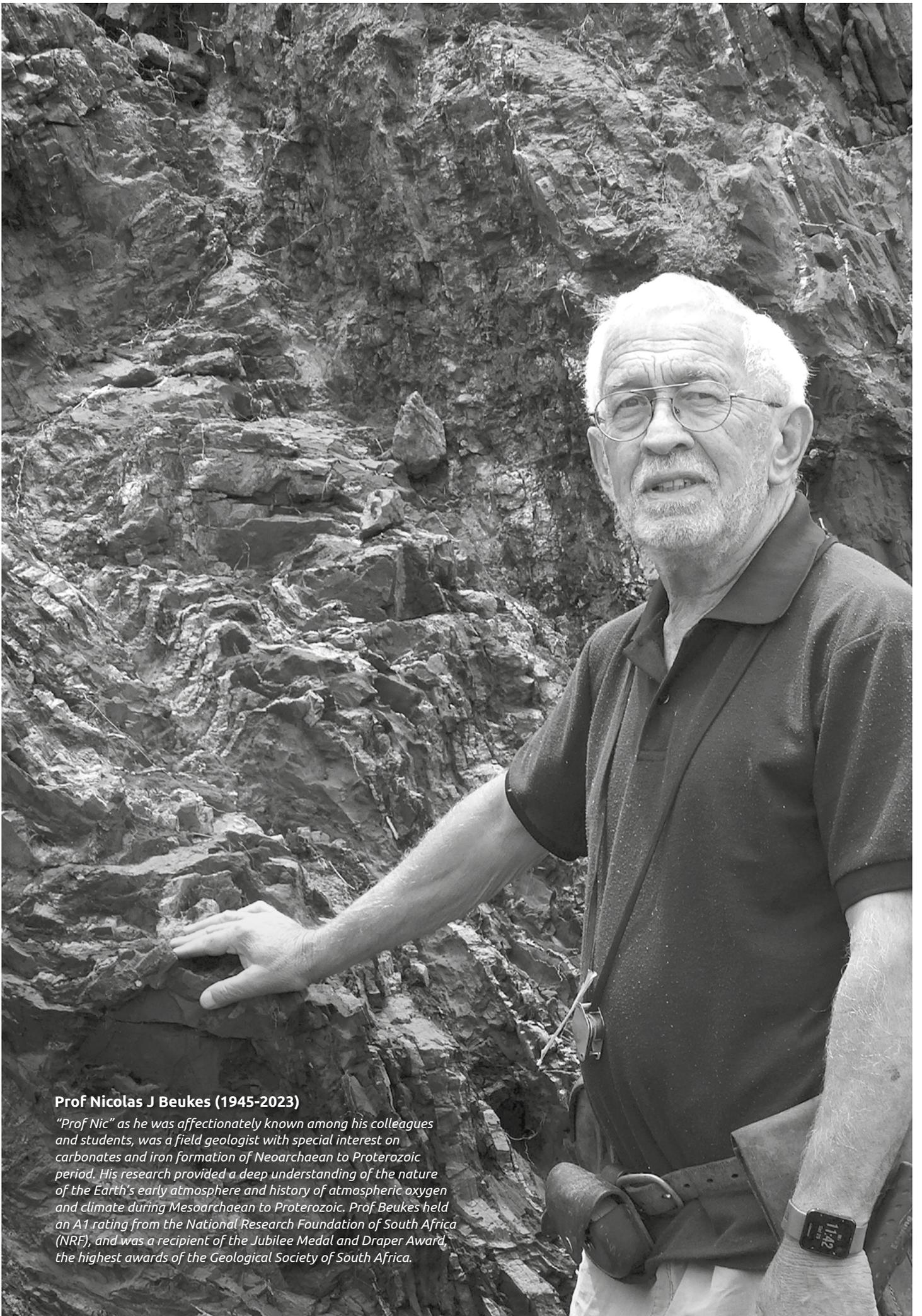
The Faculty of Law will continue to build and strengthen the existing succession plans and transformation/mentorship initiatives within the Faculty. The Faculty requires its leadership positions and senior academic positions to reflect South Africa's demographics and the institutional promise of transformation and decolonisation. We are committed to creating an institutional culture of research excellence, teaching and learning excellence, and student and staff wellness. The Faculty will continue to collaborate with the relevant University structures to improve the success, throughput, and on-time completion rates in its undergraduate, postgraduate, and continuing education programmes. The Faculty will also continue to build on existing relations with local and international partners in our quest to be a Faculty of Law of choice on the African continent. The achievements of the Faculty of Law are attributable to the hard work, dedication, and resilience of the members of the Executive Dean's Committee, academic and support staff members, members of support units/structures within UJ, students, friends, partners, and alumni of the Faculty.

A handwritten signature in black ink, appearing to read 'Wesahl Domingo', with a large, stylized flourish extending from the end of the name.

Wesahl Domingo (Prof)

Executive Dean:
Faculty of Law

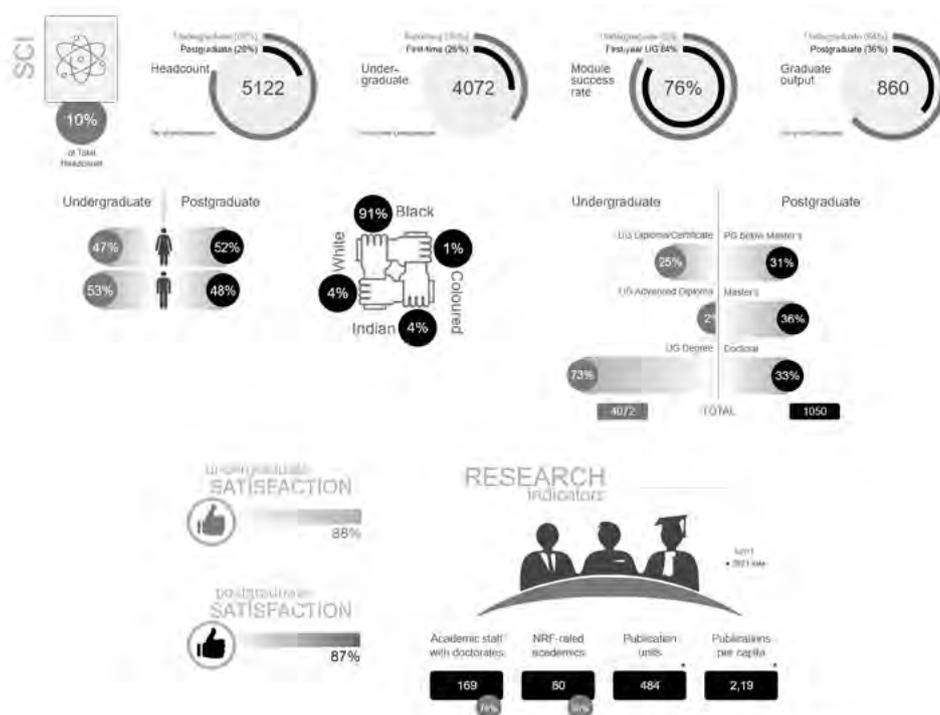




Prof Nicolas J Beukes (1945-2023)

"Prof Nic" as he was affectionately known among his colleagues and students, was a field geologist with special interest on carbonates and iron formation of Neoarchaean to Proterozoic period. His research provided a deep understanding of the nature of the Earth's early atmosphere and history of atmospheric oxygen and climate during Mesoarchaean to Proterozoic. Prof Beukes held an A1 rating from the National Research Foundation of South Africa (NRF), and was a recipient of the Jubilee Medal and Draper Award, the highest awards of the Geological Society of South Africa.

Faculty of Science



INTRODUCTION

The Faculty of Science continued to create, apply, and disseminate new knowledge for the advancement of the pure and applied sciences in 2023. This was achieved despite the constraints of load shedding, water shortages, staff shortages, declining research funds and the increasing costs of teaching and laboratory consumables.

Pursuing our vision of a dynamic faculty where new knowledge, leading scientists and technologies are developed through innovation, the Faculty of Science deployed the scientifically skilled human resources at its disposal.

Excellence and stature were met through committed efforts in the following objectives. Fostering an enabling environment conducive to excellence in teaching (exemplified by sustaining and improving online teaching and learning), in research (484 DHET-accredited publications in 2021 and joint postgraduate programmes



with some of the world's top 100 universities) and in innovation (registered patents and agreements with relevant industries).

We were accessible to a wide range of students and continued the presentation of high-quality joint programmes (with Nanjing Tech University, the Université Claude Bernard Lyon, Tohoku University in Japan) and relevant programmes (involvement in the Sustainable Territorial Development programme with Università di Padova, KU Leuven, and Université Paris 1 Pantheon-Sorbonne). There was a continuous emphasis on increasing high-impact research (exemplified by publishing six papers in 2023 in Science and the Nature group of publications). We productively utilised our highly competent, qualified, and motivated staff (e.g. improved or first-time NRF ratings of several staff members, as well as national and international recognition through awards and prizes). We fostered collaborative activities with other institutions, relevant industries, and the community (e.g. recognition of our academic staff by international and national science councils, universities, and organisations, such as the Actuarial Society of South Africa, Geochemical Society, the European Association of Geochemistry, and the United Nations Economic Commission for Africa). We enhanced our impact in terms of our public and community engagement (e.g. online and offline short learning programmes (SLPs), one of which also served a government department, namely an offering to teacher training through an SLP funded by the EDTP SETA, Environmental Management and Energy Studies (GEMES). The Faculty also has successful involvement with science education for learners and teachers through the Soweto Science Centre (SSC).

The Faculty entrenched its global reputation by featuring prominently in international rankings by QS, Times Higher Education, US News Best Global Universities, and Shanghai ranking agencies and others in 2023 (details in Table 49). The strong rankings of the Faculty of Science's subjects by these bodies, as well as international accreditation of programmes in four of the Faculty's departments, confirm the Faculty's international visibility and reputation.

Table 49: International rankings

(unless otherwise indicated, these are the rankings of these disciplines within South Africa)

GRAS	QS	THE	BGUR	URAP
Earth Sciences 201-300 #2 in SA	Agriculture and Forestry 301-350 #5 in SA	Life Sciences 301-400 #3 in SA	Chemistry 227 #1 in SA	Geology 269 #3 in SA
Geography 201-300 #3 in SA	Physics and Astronomy 501-550 Joint #4 in SA	Computer Science 401-500 #1 in SA	Geosciences 246 #3 in SA	Earth Sciences 295 #3 in SA
Physics 401-500 #4 in SA	Environmental Sciences 401-450 #5 in SA	Physical Sciences 301-400 #2 in SA	Physical Chemistry 231 #1 in SA	Chemical Sciences 442 #2 in SA
Ecology 401-500 #8 in SA	Chemistry 451-500 Joint #2 in SA		Physics 292 #3 in SA	Environmental Sciences 309 #5 in SA
			Plant and Animal Science 407 #6 in SA	Physical Sciences 583 #6 in SA
			Environment/ Ecology 467 #8 in SA	Mathematical Sciences 474 #1 in SA
			Computer Science 566 #2 in SA	Biological Sciences 586 #6 in SA

Number of subjects ranked were GRAS (4), QS (4), THE (3), BGUR (7), URAP (7).

- ¹ Global Ranking of Academic Subjects (GRAS) – The Shanghai's Subject Rankings
- ² Quacquarelli Symonds (QS) Subject Rankings
- ³ Times Higher Education (THE) Subject Rankings
- ⁴ US News & World Report's Best Global Universities Rankings (BGUR) – Subject Rankings
- ⁵ University Ranking by Academic Performance (URAP) Field Based Ranking



The global reputation of the Faculty was also reinforced by the progress made in instrument installation in the UJ Shimadzu Innovation Centre. These instruments will be used to train students on sample analysis and instrument operation, with the idea of better equipping them for employment, especially in the pharmaceutical industry for which Shimadzu supplies instruments.

STAFF

Staff were distributed on the DFC and APK Campuses. Academic staff represented 71% of the Faculty's staff complement, whereas support staff, comprising research, technical and administrative staff, represented the remaining 29%. Currently, 98% of our permanent academic staff have either a master's or doctoral degree; 76% of staff hold a doctorate.

International staff constitute 21% of the faculty, 26% of the academic, 2% of the administrative and 19% of the technical staff complement.

Table 50 considers the demographic profile of permanent and fixed-term contract academic staff members according to population group, for designated groups, South African only, and when including international staff. Since 2019, there has been a 13% increase in designated, permanent, South African academic staff.

Table 50: Demographic breakdown of permanent and fixed-term, designated academic staff including international staff (percentages are rounded)

Year	International and South African (Permanent Staff)	South African (Permanent Staff)	International and South African (Including Fixed-term Contracts)	South African (Including Fixed-term Contracts)
2019*	56%	37%	59%	37%
2020*	61%	42%	59%	41%
2021*	63%	44%	63%	42%
2022	65%	50%	68%	47%
2023	71%	50%	69%	49%

*As of 2019, country of birth information is also used to determine designated status.

Of the eight permanent academic appointments made in 2023, six were from designated groups (South African only).

We have promoted several colleagues in 2023, increasing the seniority of academic staff, and for the first time, 46% of our female full professors are designated South African females. In 2023, 75% of our academic staff and 23% of our technical staff held a doctorate. Several staff with MSc degrees are registered for PhDs, which will, in the future, increase the number of academic staff with doctorates to more than 80%.

The Faculty appointed 11 distinguished visiting professors, 54 visiting professors, seven visiting associate professors, two professors of practice, 34 senior research associates (of whom eight are senior research fellows), 40 research associates (of whom 11 are research fellows), and three distinguished research associates. The total number of visiting staff, therefore, has decreased from 150 in 2021, 107 in 2022, to 68 in 2023, excluding the four emeritus professors. Various DVPs did not renew their contracts due to natural attrition (retirement, death). Furthermore, many visitors were linked to senior staff members who retired or died.

On 31 December, 31 positions (two administrative, six technical, 21 academic) in the Faculty were vacant. This amounts to 10% of the total complement (6% admin, 14% technical, 9,5% academic). Some senior academic positions have been vacant for three years.

Staff development

Build your own timber initiatives, like the New Generation of Academics Programme (nGAP), the Assistant Lecturers Programme (AL), and the Accelerated Academic Mentoring Programme (AAMP), contributed to the increased numbers and seniority of designated academic staff in 2023, while the redeployment of several senior female staff to management positions within UJ again reduced the number in the Faculty.



Eight full-time (permanent, contract and temporary) staff members were registered for master's degrees and 36 for doctorates in 2023. (Only four of the 191 permanent academic staff members are not yet in possession of a master's degree; all four of these have professional actuarial qualifications and three were registered for MSc degrees). During 2023, six staff members of the Faculty of Science obtained their PhDs.

NRF-rated researchers

The Faculty has 2 A-rated, 20 B-rated, 31 C-rated, and 15 Y-rated staff members (total 68), which is a reduction from the 80 listed in 2022. The number has been seriously depleted during the year, firstly through the death and the retirement of two of our A-rated scientists, while a number of C-rated staff members resigned for better opportunities elsewhere.

Recognitions and awards

Various prestigious national and international awards (57) were received by our highly qualified colleagues and their students. Prof Van der Haar received a Fulbright-Emory Distinguished Chair, Prof Mouri the Hypathia International Award, and Ms Maduenyane (PhD student Prof Oldewage) the award for the best student presentation at the International Monogenea Conference in India. Prof Oluwafemi was appointed as part-time lecturer at Tohoku University, Japan, and as visiting professor, University of Lorriane, France. At the National Science and Technology Forum (NSTF): NSTF-South32, Prof Arotiba received a Finalist Award 2022: NSTF-Water Research Commission and TW Kambule-NSTF Award: Researcher. Prof Nomngongo was a finalist in the Higher Education Women Leaders: Women in STEM Category. Internally, Prof Oluwafemi received the VC: Outstanding Researcher of the Year Award, and Dr Paepae, the VC Distinguished Award: Most Promising Young Teacher.

The Faculty provides recognition for excellence in teaching and learning by providing an annual Faculty Teaching and Learning award and nominating and recognising staff who may qualify for the Vice-Chancellor's Teaching Award and the Teaching Innovation Award. Recognition is given to top-achieving students in the form of Faculty awards and miscellaneous prize-giving ceremonies within departments.

TEACHING AND LEARNING

Enrolment and student profile

A total of 5 122 students enrolled in 2023, of whom 4 072 were undergraduate and 1 050 postgraduate students.

UG and PG graduates

The proportion of postgraduate enrolments increased marginally, and master's and doctoral students constituted 71% of the postgraduate numbers. International student enrolments represented 9% of the total enrolments.

Student access and success and support for students

The first-year module success rate was 76% and the undergraduate level 83%. The graduate output at the honours level was 64%, and 36% at the postgraduate level. The graduate output was at 860. The success rates in 2023 were slightly higher than in previous years, probably because most modules completed on-campus assessments and the proportion of first-time entering students with an Admission Point Score (APS) of at least 35 had increased slightly to 62%.

The Faculty continues to promote quality teaching and learning by miscellaneous interventions to improve throughput rates. These include changes in the number of written assessments, boot camps, field training and access to better infrastructure, such as new microscopes for improved practical training. We also provide a platform to promote internationalisation in teaching and learning. Such initiatives include public lectures, invited talks, laboratory visits and networking with international partners.

The Faculty strongly encourages staff to engage in SoTL publications and works in partnership with UJ Academic Development and Support (ADS) to help staff with the preparation and submission of SoTL manuscripts.



UJenius recruitment

At the beginning of 2023, the Faculty had 242 second- and third-year UJenius students and recruited 32 first-year Orange Carpet entrants. These latter have been integrated into the UJenius Club via tailored engagement strategies, including the establishment of dedicated channels for interaction. Student ambassadors, carefully selected from among their peers, took the role of readily available guides, offering firsthand insights into university life and serving as points of contact for queries and support. Additionally, Faculty mentors provided invaluable guidance, assisting students in navigating academic challenges, identifying research opportunities, and exploring their interests and career aspirations. Furthermore, alumni networks were instrumental in connecting current students with accomplished graduates, facilitating mentorship, networking, and the sharing of experience and advice. Through these multifaceted engagement platforms, students gained comprehensive knowledge of the Faculty's academic offerings, research initiatives, and extracurricular opportunities, empowering them to make informed decisions and actively participate in shaping their educational journey.

Programmes

Several programmes and modules were amended to improve and maintain the high quality and relevance of those programmes. The Faculty works in close partnership with CAT to help staff develop new technologically advanced and 4IR-related teaching and learning innovations. Such innovations include the use of ChatGPT. In 2023, workshops were organised to assist staff with the transition from Blackboard to Moodle in preparation for the 2024 academic year. The Faculty Teaching and Learning Workshop held on 17 April included topics such as the readiness of first-year students to learn Mathematics online and the extended degree programmes.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs – publications

Table 51 below indicates the substantial number of publications produced by Faculty of Science staff, as well as the ongoing increase in publications over the past five years.

Table 51: Accredited publication units 2017-2021

YEAR	JOURNALS	TOTAL	% CHANGE Y-O-Y	Units per permanent academic staff member	Three-year average* (Total units)
2017	333.37	390.54	6%	2.3	342.55
2018	340.07	394.88	0,9%	2.2	384.61
2019	369.92	428.67	8,56%	2.3	404.7
2020	421.55	464.41	8,34%	2.4	462.01
2021	484	502.79	8,26%	2.6	465.29

A total of 471.6 publication units produced during 2023 have been submitted to the Research Division for verification and onward submission to DHET for subsidy purposes; this figure is still to be audited.

Impact

Prof Soebur Razzaque (Physics and Centre for Astro-Particle Physics) was once again the highest cited researcher (41 834 citations) in the Faculty of Science, according to Google Scholar. Furthermore, 29 out of the top 50 most cited researchers from UJ were from the Faculty, and five were in the top 10.

The strong rankings of the Faculty of Science's subjects, as reported in Table xx above, as well as international accreditation of programmes in Computer Science, Informatics and Actuarial Sciences, confirm the Faculty's international visibility, reputation, and impact.

More than 419 addresses were delivered at conferences and seminars, of which 198 were international, 179 national, and 39 at institutional level. This is an increase from the 155 international addresses in 2022 and



can be attributed to hybrid gatherings. Of the international addresses, 133 were at events outside of Africa, 21 were at events in Africa but outside of South Africa, and 52 were at international events held within the borders of South Africa.

Academic staff members availed themselves to be of service to a multitude of professional societies, editorial panels, organising committees of congresses, organisations, and forums external to the University.

There were 54 professional visits with more than 86 delegates from abroad to various departments of the Faculty; of these, 30 visits were at least two weeks long. This is a considerable increase from the previous year. A total of 71 research visits were undertaken by faculty staff members to other institutions for research purposes, of which 11 involved a visit for a period of more than two weeks.

PDRFs

In 2023, departments reported on 63 PDRFs. Their publication output was 41.66 units, a decrease from the 56.9 units reported in 2022.

Research structures

The following research centres were active in 2023:

- The Centre for Nanomaterials Science Research (CNSR) in Chemical Sciences
- DSI/MINTEK Nanomaterials Innovation Centre (NIC) in Chemical Sciences
- Synthesis and Catalysis Research Centre in Chemical Sciences
- African Centre for DNA Barcoding (ACDB) in Botany and Plant Biotechnology
- The Paleoproterozoic Mineralization Research Centre (PPM) in Geology
- The Centre for Ecological Genomics and Wildlife Conservation in Zoology
- The Centre for Astro-Particle Physics in Physics
- The Research Centre for Plant Metabolomics in Biochemistry
- Centre for Cyber Security in the ACSSE
- Joint Research Centre for Water, Environmental Science and Technology (FEBE and Faculty of Science)

The following SARChI Chairs were active in 2023:

- Nanotechnology for Water in Chemical Science
- Indigenous Plant Use in Botany and Plant Biotechnology
- Geo-Metallurgy in Geology

Other Chairs active in 2023:

- UNESCO Chair on Medical Geology

Members of the Faculty participated in the following centres of excellence in 2023:

- Centre of Excellence in Food Security (CoE-FS) – with the University of Pretoria and University of the Western Cape as co-hosts.
- DSI-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA) – primarily at UJ with co-director at Wits.
- DSI-NRF Centre of Excellence in Catalysis (c*change) in Chemical Sciences.

The Analytical Facility (Spectrum) provided service to the Faculty, UJ, other universities and industries.

Patents

Four patents were submitted for registration, the majority in more than one country.

Research funding

Out of 154 projects reported on in the departmental reports, 54 projects attracted external funding, 13 reported international funding, while 43 reported funding from South African sources external to the University. Furthermore, 33 reported funding from within the institution. The total value was R63 060 836, of which R18 947 729 was from the NRF, R38 006 889 from the URC and R6 106 218 from other sources. Funding from the NRF decreased from 50% to 30% of the total, while other external funding decreased dramatically by almost 55% against 2022 (see Table 52).



Table 52: External funding

FUNDING SOURCE	2019	2020	2021*	2022*	2023*	%
NRF funding	40 508 700	38 045 926	3 350 317	39 867 132	18 947 729	30%
URC funding	22 997 425	15 660 410	23 855 997	28 195 127	38 006 889	60%
Other external funding	15 514 511	18 522 066	35 996 884	11 228 685	6 106 218	10%
TOTAL	79 020 636	72 228 401	97 203 198	79 290 945	63 060 836	100%

The Analytical Facility (Spectrum) faced significant challenges regarding stable and reliable supply of power to their highly sensitive equipment, causing unforeseen expenses for repairs totalling R0.5 million, which was afforded from funds accumulated via outside work. Spectrum spent R4 million from third-stream income to replace a >20-year-old XRD.

PARTNERSHIP, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes, study abroad programmes

Two new MOUs were captured for the Faculty of Science in 2023. These MOUs were with Kenyatta University (Kenya) and the University of Lagos (Nigeria). A third MOU with the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAM-AUSTED) (Ghana) is still in process. Joint degrees were also approved with the University of Claude Bernard Lyon, the University of Montpellier, Ghent University, Tohoku University, and Padua-STEDE.

In 2023, the International Office reported on 267 inbound and 274 virtual outbound and 438 physical outbound students for the Faculty, bringing the number of outbound students to 712 in total. These figures show a 26,4% decrease in the total number of outbound students in the previous year. They included students attending conferences and Africa-by-Bus activities, such as the Physiology (Zoology) excursion to Inhaca Island in Mozambique.

Community engagement projects

The responsibility of the Faculty's community engagement committee is to initiate and monitor Faculty contributions to social impact and community support projects. The committee facilitated the Faculty's participation in Mandela Month, as well as six CE flagship projects, including the Soweto Science Centre, and eight non-flagship projects. In addition to the Soweto Science Centre flagship project, the other flagship projects are an outreach project to the Johannesburg Wildlife Veterinary Hospital; the Barberton Archean Surface Environments (BASE) Moodies outreach; cultivating a vegetable garden at the UJ Metropolitan Academy; Bring a Child to Work; and a project on the Indigenous Knowledge Systems (IKS) Centre: Makerspace in Manguzi KZN.

The UJ Soweto Science Centre (UJ-SSC or Centre) is a flagship programme within the Faculty of Science and enrolls Grade 10-12 learners from schools primarily located in Soweto and surrounding areas. The UJ-SSC's aim is to be South Africa's leading STEMI (Science, Technology, Engineering, Mathematics, and Innovation) centre of excellence; it offers extra science classes in core science subjects to learners and provides professional development for science teachers. It has three key programmes: a learner enrichment programme, teacher training and development programme, and a community engagement programme. In 2023, the Centre registered 190 learners. Mathematics, Physics, Chemistry and Life Sciences classes were presented both on-campus and on Blackboard every Saturday and every weekday during school holidays. The Teacher Development Programme seeks to enhance teachers' content knowledge and laboratory skills; an online Teacher Training Workshop was hosted on 5 July 2023, in partnership with Africa Teen Geeks, the National Institute for Theoretical and Computational Sciences (NITheCS) as well as the University of KwaZulu-Natal. The workshop reached 500 teacher attendees and focused on 'teaching strategies for inclusivity'.



The UJ Soweto Science Centre in partnership with Eskom also hosted a Science Regional Expo on Soweto Campus on 5 August 2023, alongside the National Science Week seminar. The Eskom Expo Workshop initiative is designed to expose learners to different scientific disciplines to stimulate and excite them into developing Science projects that are impactful, realistic, and achievable and can be entered for the Eskom Expo for Young Scientists Competition. In May 2023, the Soweto Science Centre, working with the Faculty's Marketing Office, continued with its weekly radio series on UJFM, the University's radio station. This series will continue in 2024, and a list of previous and upcoming interviewees can be found on the Soweto Science Centre website (<https://www.uj.ac.za/faculties/science/soweto-science-centre>). The Soweto Science Centre also contributed to National Science Week 2023. The National Science Week educational events and activities were hosted at Sci-Bono Discovery Centre and reached 1 560 learners in Grades 7 to 11.

The Centre was supported by the UJ Faculty of Science, the South African Agency for Science and Technology (NRF-SAASTA), and relevant industries including Eskom.

ALUMNI AND STAKEHOLDER ENGAGEMENTS AND EXTERNAL FUNDING

In 2023, the Faculty continued with its focused strategy to recruit top performing students from schools (especially in the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders.

Marketing and communication activities included successful participation in UJ Open Day online events, online Top Achievers events (institutional and department-specific), online Orange Carpet events, the annual Winter School in online mode, and online departmental seminars and workshops. The Faculty additionally maintains Facebook pages first launched in 2016. The public lecture series was a mix of hybrid, online and in-person, thus enhancing the impact of the Faculty in the academic and public arenas. A total of 17 public lectures (nine related to 4IR) were presented in 2023. A quarterly pamphlet, called *Snippets*, which highlights everyday news and achievements, is made available electronically before Faculty board meetings. As usual, staff members and postgraduate students from the Faculty participated in many radio and TV interviews. Academics also communicated their expertise to the public through one-on-one discourse, interviews, magazine, and newspaper articles (including articles in *The Conversation-Africa*, which are often taken up by local and global news services).

TRANSFORMATION

A total of 91% of our South African undergraduate students were black, 1% coloured, 4% Indian, giving a total of 96% from designated groups (South African only). Postgraduate students from designated groups (South African only) represented 92% of all South African postgraduate students. The gender ratio for undergraduate students was 47% female and 53% male, which changed slightly to 52% female and 48% male for postgraduate students.

Designated groups are increasingly well represented in our staff complement, as presented earlier in this report.

During Heritage Day/Month in 2023, the Faculty Transformation Champions Committee organised the Faculty's Heritage Month, 'Ubuntu Kindness Braai', an event where members from each department in the Faculty were challenged to exhibit the diversity within their department by participating in activities under the theme 'Unity in Diversity' and by dressing in the traditional attire of the respective cultures represented in the department. Each department also participated in a cooking competition where traditional meals were prepared, and traditional music entertainment was provided. Departments also displayed artwork produced by the staff members. This fun activity required participation by all staff members and imparted a team spirit in departments.

FACULTY GOVERNANCE AND RISK MANAGEMENT

Quality promotion and good governance were ensured in 2023 through the activities of various Faculty committees responsible for monitoring the quality related to teaching and learning, research, higher degrees, community engagement, promotions, Spectrum advisory committee and health and safety. All



committees report to the Dean's Committee and are subcommittees of the Faculty Board, the decision-making body of the Faculty.

RESOURCE MANAGEMENT

A large part of the Faculty depends on its undergraduate and research laboratories. The Faculty of Science prioritises the enhancement and preservation of these precious resources.

Our well-resourced Shimadzu Innovation Centre will be training students for employment in the pharmaceutical industry. Further progress was made in instrument installation during 2023.

Spectrum, the Faculty's state-of-the-art analytical facility, provides analytical support to faculty, UJ, other universities (also international) and industry. Services are provided by six highly specialised instrument scientists, four with PhDs and two with a master's qualification. It is operated at a reduced fee for internal users and with a profit margin for external users. The facility is therefore self-sustaining and able to replace instruments.

FINANCIAL MANAGEMENT

The Faculty's total budget for 2023 was R357 211 587,32 (running and temporary staff expenses). Owing to proper financial management, 98% of this budget was spent. The research income was R63 060 836 (as on 29 February 2024), with the figure likely to increase by a further R2.5 million. This figure excludes a R40 million investment in the Shimadzu Centre, as these instruments are not UJ assets. It also excludes third-stream income from Spectrum. All funds are expensed in compliance with UJ-approved policy.

ENVIRONMENTAL SUSTAINABILITY

Researchers in the Faculty of Science contribute to almost all the UN SDGs, the most obvious being SDG 1 (No poverty), 2 (Zero hunger), 3 (Good health and well-being), 4 (Quality education), 6 (Clean water and sanitation), 13 (Climate action), 14 (Life below water), and 15 (Life on land). The Faculty further encourages staff to promote sustainable development goals and other current and applicable societal issues in the curriculum.

THE WAY AHEAD

The Faculty of Science will focus on forward-looking strategies that will align with the UJ Strategy 2035. The main goal of these strategies is to improve performance in three key areas, namely student success parameters, research and innovation, and fundraising.

A comprehensive strategy will be adopted to enhance student success indicators. This will involve several key initiatives. Firstly, a thorough review of modules and programmes across the Faculty will be undertaken, emphasising a holistic approach. Although the Division for Teaching Excellence is unable to facilitate these reviews until 2025, preparatory work will commence in 2024. This groundwork is crucial, particularly for the numerous service modules extended to other faculties and the college.

Secondly, an early warning system will be implemented in the initial term of 2024 to meticulously monitor students' academic progress. Thirdly, class attendance registers will be systematically introduced for all courses to oversee student engagement. Additionally, a dedicated fund will be established to support high-achieving students, complemented by an Honours Orange Carpet initiative. Moreover, a food support programme will be introduced to assist underprivileged students. The 'Food for Thought' initiative, originally spearheaded by Ms Christa Robbette in the Department of Biotechnology and Food Technology, will now be expanded to encompass the entire Faculty.

In the Faculty of Science, fundraising initiatives have been organised into task teams aligned with six overarching research domains: Water, Health, Energy and Green Hydrogen, Food Security, Big Data, and Environment/Biodiversity. These task teams comprise members representing the diverse academic community within the Faculty. Collaborating closely with the Development Office, these task teams will actively seek out and engage potential donors, ensuring a coordinated and targeted approach to fundraising endeavours. Furthermore, plans are under way to launch several short learning programmes in 2024, enhancing the Faculty's educational offerings and outreach efforts.



Despite the challenges posed by load shedding and its adverse impact on research productivity, a comprehensive research productivity audit is presently under way within the Faculty. This audit, which spans a three-year cycle, aims to identify researchers who may be experiencing a decline in their research output. Once these individuals have been identified, the Executive Dean will engage with them to understand and address any challenges they may be encountering. The Faculty anticipates that increasing the number of postdoctoral research fellows (PDRFs) will play a pivotal role in enhancing research productivity and fostering innovation. In addition to their involvement in the Academic Advancement and Mentorship Programme (AAMP), early career researchers will receive support through the facilitation of writing retreats. These retreats are designed to provide an environment conducive to scholarly writing and to support the professional development of researchers. Furthermore, the Faculty is committed to collaborating closely with the Technology Transfer Office (TTO) to streamline the patenting process for innovative research findings. This collaboration will entail hosting regular workshops and seminars to educate faculty members and students on intellectual property rights, patenting procedures, and opportunities for commercialisation. Through these initiatives, the Faculty aims to maximise the impact of its research output and contribute to advancements in various fields.



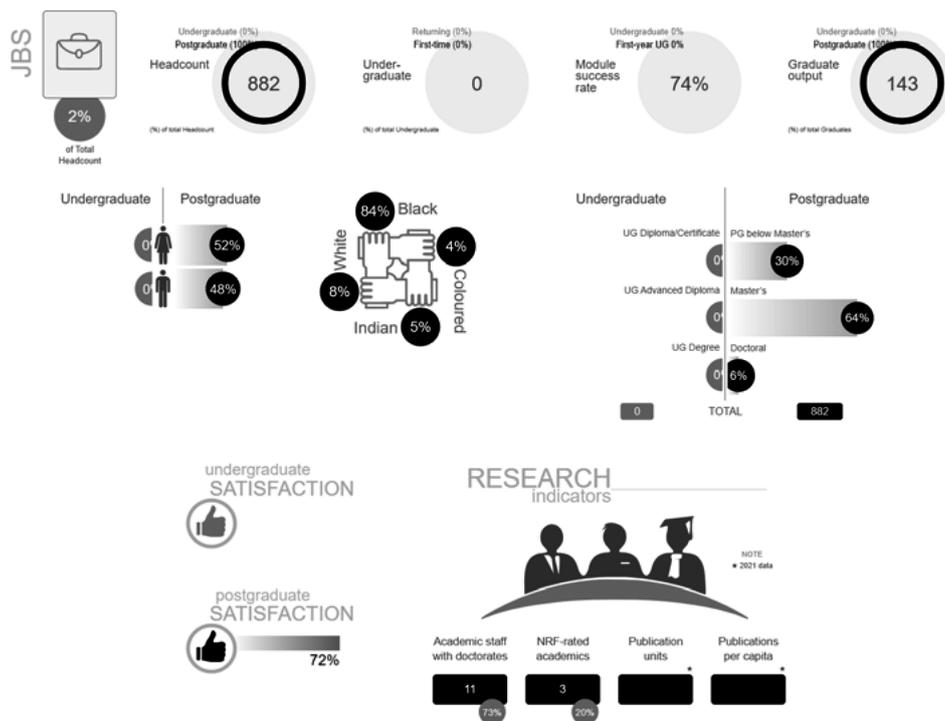
Annah Moteetee (Prof)

Executive Dean:
Faculty of Science



Johannesburg Business School (JBS)

OVERVIEW



The Johannesburg Business School (JBS) continued to pursue its repositioned and differentiated strategy as outlined by the Dean in 2021, emphasising thought leadership, future-fitness, sustainability, and emerging technologies. Following a re-circulation exercise in 2022, the JBS enrolled students in its three reshaped core academic programmes: the Master’s in Business Administration (MBA), the Postgraduate Diploma in Business Administration (PGDip), and the Doctor of Philosophy (DPhil), all designed through the digital transformation lens.

This laser focus remains attractive to students as South African and African businesses gear up to meet the challenges of increased productivity and global competitiveness in the face of dynamic global risks, such as have been articulated in the 2024 WEF Risk Report. The suite of online programmes continues to expand robustly, growing year-on-year on average by 50%, which could be attributed to the attractiveness of the



inherent flexibility designed into the online MBA programmes. Student demand for the DPhil exceeds the places available by orders of magnitude, which afford the JBS an opportunity to position itself as the most research-intensive business school on the African continent. While student growth rates are satisfactory, the human capital to provide adequate academic and support services to students continues to lag behind that of our benchmarked institutions. International accreditation requirements remain the biggest single challenge to the JBS. The School's ability to continue adding value to the South African business education sector is intimately linked to adequate human resources and investment in teaching, learning, and research infrastructure.

The JBS embarked on an international peer review process with institutional mentorship of Deans Across Frontiers (EDAF). The initial review process outlined a set of critical intervention areas that will enable the JBS to firmly position itself for international accreditation processes to compete effectively in the global arena. These intervention areas included:

- Reducing reliance on temporary and contract human capital.
- Focusing strongly on international partnerships, third-stream income growth, complementary in-person interactions to supplement online programmes.
- Establishing relationships with credible global partners.
- Recruiting a permanent academic director.

The migration of the Centre for Public Policy from the College of Business and Economics to the JBS was another notable achievement in the year under review. Its reimagining followed the recruitment of a director to drive the development, growth, and sustainability of the Centre as a hub for strengthening the performance of the African public sector. It creates a further opportunity for the JBS to make societal impact in the field of social delivery systems, leveraging advances in artificial intelligence (AI) technology. These intervention areas were translated into specific development objectives with allocated resources, budgets, timelines, progress measurement guidelines, and responsible parties to support execution against these targets.

There is strong commitment at the JBS to significantly grow sustainable research capacity and output through the appointment of academics with doctorates and postdoctoral research fellows. In addition, DPhil students are expected to start publishing research in line with the stage and phase of their doctoral studies. The research output of the JBS during the year under review was 13.3765 research units. A platform has been created for sustainable growth in research output. Much of the submitted research aligned with the School's key areas of focus: emerging digital technologies and general digital transformation.

The JBS posted another year of satisfactory growth in third-stream income. The various units responsible for third-stream income predominantly focused on maximum value extraction from programmes that came online in the previous reporting year. The JBS adopted an industry partnership model to grow its revenue base, applying collaborative approaches and co-creative processes to design and deliver programmes that are responsive to client needs. Demand for products and services outstrips suppliers, so the School anticipates human capital growth to capture growth opportunities as it looks to third-stream income generation as an essential revenue source to finance investments into the School's further growth.

The agenda for the JBS for 2024 remains firmly focused on enhancing student experience and pursuing development priorities by continuing to focus on various strategic thrusts:

- Societal impact
- Diversity, equity, and inclusion (DEI)
- Quantum thought leadership
- 5IR knowledge hub
- Digital maturity
- Responsible and sustainable management education

INTRODUCTION

The past year was another difficult one for South Africa, for the continent and the world. The country continues to wrestle with the aftermath of the pandemic, with a volatile world and with continuing socioeconomic stresses. For close to a decade, South Africa's GDP growth has failed to breach the 2% level, the post-COVID rebound in 2021 excepted – and projections for the coming years are less than optimistic.



Times like these call for visionary responses. Since its repurposing in 2021, the JBS has sought to position itself as an institution that engages in and fosters thought leadership. It draws on the best of global knowledge and experience to provide an educational experience germane to the challenges facing Africa.

In 2023, the JBS boasted a headcount of 882 postgraduate students. Approximately 30% were studying towards qualifications below a master's, 64% towards a master's and a further 6% towards the JBS's DPhil. For the year under review, 143 students graduated with a module completion rate of 74%. Satisfaction from students sits at 72%.

Most JBS students are professionals seeking new relevant self- and career-development opportunities to enhance their prospects and those of their companies in today's highly competitive business world. Drawn from all corners of South African society – along with a welcome and growing number of students from across the continent and beyond – the student body composition closely mirrors that of the broader population. In gender terms, it is roughly equal (52% women and 48% men), and in terms of race, 84% are black, 8% are white, 5% are coloured, and 4% are of Indian heritage.

Equally importantly, there has been a steady, though insufficient, growth in the JBS's academic and support staff. Among the academic staff, 11 hold doctorates and three are NRF-rated, a significant increase on the previous year's figures of six and two, respectively.

The JBS recognises the transformative power of technology, both to the world of work and society at large – the so-called Fourth Industrial Revolution (4IR). Its focus on digital transformation as a research and teaching area gives it an invigorating intellectual space and a distinctive offering for its students. This orientation is reflected equally in the teaching and engagement methods employed, and it bears noting that the JBS has been a national trendsetter in offering South Africa's first fully online MBA programme.

As it looks towards the future, the JBS looks back with satisfaction on its steady growth, on its rising academic prestige and on its record of innovation. This report provides an overview of the work undertaken by the JBS in pursuit of these objectives.

STAFF

The EDAP benchmark study showed unambiguously that the student/academic ratio at the JBS was considerably higher than the internationally acceptable level and presented a risk to the academic well-being of the JBS and to its desire to be internationally accredited. This is the basis of the submission to the University for the creation of 10 additional faculty positions on the staff complement of the JBS. As was pointed out above, the current ratio of 81 students to one permanent academic staff member is a major risk. The appointment of the additional 10 faculty members will shift the student/academic staff ratio to 25, which is at the outer edge of the international benchmark range. On the administrative side, two new permanent programme managers were recruited and one position that was vacated during this period was also filled.

Staff development and qualifications

The JBS, while ensuring that it is a supportive environment for its staff, continued efforts and processes of professionalising its staff ensured that its students were effectively and expertly served as they engaged in their learning programmes. Part of this process includes the upskilling and reskilling of staff in formal and informal programmes. In the previous period, the JBS reported that some of its staff were registered for formal academic programmes. Significant progress has been made regarding completing these programmes as outlined in Table 53.

The JBS's academic staff demonstrate a broad range of expertise and disciplinary backgrounds. In addition to the core academic enterprises required of a business school, the range of expertise also spans the natural sciences, engineering, and computer sciences. This contributes to the rich diversity and relevance of its academic and research programmes. In addition, among the academics, there is a very rich culture of interdisciplinarity scholarship that helps to draw students into applications-based explorations that straddle academic disciplines and the ever-present conditions of uncertainty and complexity.



Table 53: Ratio of JBS staff who have completed their qualifications – 2022 to 2023

Qualification level	Number of JBS staff in current studies in 2022	Progress in 2023: Number of JBS staff who have since completed their qualifications
PhD or doctoral degree	4	0 (0%)
Master's degree	3	3 (100%)
Honours degree	2	1 (50%)
Bachelor's degree	1	1 (100%)
National diploma or professional diploma	2	1 (50%)

Staff and student awards

The JBS saw a record number of staff and student awards in 2023. JBS students received a total of four awards, while four awards were received by JBS staff:

- Prof Abejide Ade-Ibijola: Africa Impact Award for GRIT Lab Africa
- Prof Tankiso Moloi: Africa Academic Champion (CIMA)
- Sithandweyinkosi Sivela: 2nd Runner-Up: The 2023 Youth Leadership Competition
- Prof Tankiso Moloi: The CGMA Leadership Award (Education): Notable University Educator category

NRF-rated researchers

To remain true to one of its goals of becoming a research-intensive business school, the JBS recruited an additional NRF-rated academic and researcher. This increased the total number of NRF-rated researchers from two to three.

TEACHING AND LEARNING

Enrolment and student profile

As was pointed out above, the JBS grew its enrolment figures by 33% in the year under review to a total of 882 students. Most of these students are enrolled on the various MBA streams. The second and third largest enrolment numbers are for the PGDip and the DPhil, respectively (Table 54).

Table 54: Enrolment numbers per academic programme

YEAR	MBA	PGDip	DPhil	TOTAL ENROLMENTS
2022	464	175	33	662
2023	564	265	53	882

The previous report outlined the School's plans to surpass 1 000 enrolments by the year 2025. The JBS appears to be firmly on track to meet this target.

Graduations

Graduation output numbers for the period under review grew as healthily as the number of enrolments. The JBS grew its aggregated graduation output by a factor 3 between 2022 and 2023. Notably, the JBS also graduated its first cohort of online MBA students, which is considered a first for a public university business school in South Africa.

The JBS is also encouraged by the improved module success rates from 65% in 2022 to 74% for the period under review. This is evidence that the triple-level student support that the JBS introduced in 2022 is showing signs of success. It is the intention of the JBS to grow module success rates to 80% and above where not in line with industry standards for similar programmes.



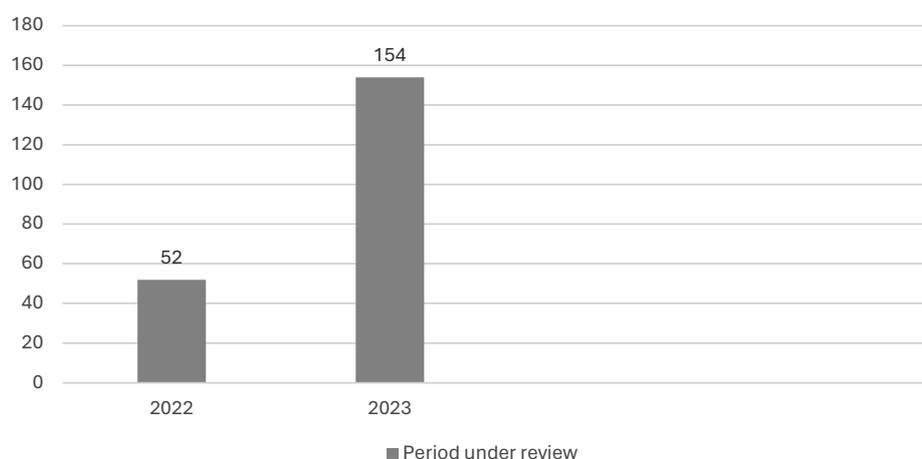


Figure 11: Graduation output comparison 2022 to 2023

Student satisfaction rates

The JBS is concerned about the decrease in student satisfaction rates from a high of 84% in 2022 to 72% in the year under review. The School has identified specific gaps in its education value chain and has started to implement solutions to mitigate these risks. One of these risks is inadequate service to students, especially in programme coordination and management, which is a function that is critical to the delivery of a good learning experience for students. Recruitment efforts have started to plug these gaps, and a continued risk assessment process is in place to identify, assess, and find solutions for additional risks that are a threat to student satisfaction ratings.

RESEARCH AND INNOVATION

In 2023, JBS staff wrote or contributed one book, 29 articles and 11 proceedings. The contribution of JBS staff to these publications amounted to a cumulative value of 20.3 research units. This is an increase from the 13 units that were published in 2022.

Alongside teaching and learning, research is at the heart of any university's mission, and this is the case with both UJ and the JBS. The appointment of academics and researchers with doctorates and NRF ratings, as well as the institution of doctoral programmes and the graduation of students out of them, has rapidly expanded the capacity to produce publishable contributions and to participate in collaborative research endeavours. This research mission of the JBS is further strengthened by the appointment of seven postdoctoral fellows who work with JBS as full-time academics.

PARTNERSHIPS, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

The sustainability of the Business School as a key player in the global business environment depends partly on the quality and diversity of its local and international partnerships. The JBS successfully negotiated and entered partnerships with a variety of partners and stakeholders to drive innovation in education and achieve network effects in the development of digital-first skills, as well as support in our other areas of focus, including sustainability, social impact and diversity, equity, and inclusivity (DEI). Examples of such partnerships are provided in the table 55.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

In collaboration with the UJ Alumni Office, the JBS Alumni Chapter was launched in October 2023. It is sponsored by PPI, the insurance conglomerate. The primary aim of the JBS Alumni Chapter is to coordinate alumni activities for the purposes of socialisation, networking, and providing opportunities to JBS alumni. The Chapter also serves as a hub to ensure that UJ alumni remain connected to their alma mater. While the Alumni Chapter is relatively small, the JBS is committed to growing it into a large and vibrant community



Table 55: Partnerships

REGION	COUNTRY	INSTITUTION NAME
Africa	South Africa	National Business Initiative
Africa	Nigeria	Thomas Adewumi University
Africa	Senegal	Sup de Co
Asia	India	Agricultural Development Trust Baramati
Asia	India	Rajagiri University
Asia	Malaysia	University Teknologi Mara
Europe	The United Kingdom	Coventry University
Europe	Germany	Ruhr West University of Applied Sciences
North America	United States of America	Salem State University

of professionals and entrepreneurs who are generous with their resources, be it time spent with young professionals during mentorship circles, or monetary donations to supplement the fees of deserving students in financial need.

EXTERNAL FUNDING

External funding is core to unlocking financial resources to supplement the growth of the business school. The JBS drives third-stream income through the Centre for Entrepreneurship and the Executive Education and Programmes Unit. These two entities entered new partnerships for the year under review, increasing their total revenues from approximately R20 million in 2022 to just over R35 million for the year.

TRANSFORMATION

A transformed staff and student complement is critical to the sustainability, attractiveness, and relevance of the JBS for multiple reasons: diverse perspectives, high-quality learning experiences, global competence, social responsibility, creativity, cultural intelligence, and innovation. In the previous reporting period, there were more male students than female students. This has flipped in the year under review where the majority of JBS enrolments are female. Racial representation of students remains stable, and the same is true for the JBS staff complement.

RESOURCE MANAGEMENT AND ENVIRONMENTAL SUSTAINABILITY

It has been over a year since the JBS occupied its new premises, JBS Park, in Auckland Park. The space was previously used as a corporate office, so the building required extensive space redesign to ensure it was fit-for-purpose. Remodelling requirements remain extensive, and progress is made in line with available monetary resources extracted from third-stream income.

The importance of environmental sustainability came under the spotlight during the period under review. JBS Park experienced water shortages, which required continuous interventions led by the office of the Senior Manager: Shared Services. While water supply remains a challenge, measures were implemented to meet supply gaps through alternative means during times of low or no water supply in the area. The JBS accepts that water shortages are a sign of the times and a direct result of sustainability themes, including climate change and South Africa's status as a water-scarce country. The JBS is steadfast in its commitment to build a business school capable of shouldering the electricity and water supply shocks seen in recent times.

FACULTY GOVERNANCE

The JBS implemented a project in 2022 to strengthen its governance system to provide the best possible service to students, external clients, and its staff and to minimise institutional risks. Significant progress has



been made in institutionalising the required policies, procedures, and structures in an effort to optimise its operations, safeguard its reputation and financial sustainability, and ensure long-term success. The table below outlines some of these processes together with their state of progress.

Table 56: Governance step and progress

NO	GOVERNANCE STEPS	PROGRESS OR STATUS
1	Establish a governance framework	Completed
2	Complete a risk assessment	Completed
3	Adopt a post-assessment risk register	In progress
4	Implement the governance and risk management framework	In progress
5	Continuous monitoring and evaluation	In progress
6	Staff training on governance and risk management	Scheduled for 2024
7	Continuous improvement of governance and risk management approaches as the School grows and evolves	Scheduled for 2024 and beyond

As part of this process, among others, the Faculty Board, the Higher Degrees Committee, the Faculty Teaching and Learning Committee, the Faculty Research Committee and the Faculty Ethics Committee have all now been created and meet regularly.

FINANCIAL MANAGEMENT

In the previous reporting period, the JBS stated that it would remain in a financial deficit in the following reporting period. As outlined in the 2023 financial statements, the JBS did indeed reflect a financial deficit, albeit on a smaller scale, according to the financial projects outlined in earlier financial periods. The School is on track to post a financial surplus in 2024 per financial projects. The main drivers of this financial surplus are on track, comprising student number expansion, growing fee revenues, expected subsidy sources, and expected research income. That said, it must be noted that the burden of teaching and student support will increase in line with the rise in student numbers.

THE WAY AHEAD

The JBS looks back at 2023 with satisfaction, and with optimism at the current year. The School is now an established feature of the academic and business landscape of South Africa, in terms of its product offerings, its growing reputation and its new physical premises on busy Kingsway Avenue. Nevertheless, this success poses numerous challenges for the year (and years ahead).

The JBS remains understaffed and faces the considerable responsibility of bringing itself into a state of effective financial independence from UJ. Progress has been positive in these respects, but more needs to be done. Brand-building proceeds apace, a taxing process for a young business school. Building international networks and collaboration, not to mention recruiting top-line talent from abroad, is complicated by the realities of available financing and the weakness of the currency.

All this call for innovative thinking. Fortunately, just as innovation is central to a contemporary economic environment and is essential to the education preparation that the JBS's students receive, so it is with the School's own positioning. In practical terms, the JBS operates according to an approach that goes by the acronym LEAP: this denotes lead and lean; effective and entrepreneurial; adaptive and agile; progressive and pragmatic. The School understands the imperative of being able to move with the times and engage proactively and realistically with its challenges.

The JBS has linked its brand and offerings to the digital economy, or the Fourth Industrial Revolution (4IR). Following trends in business and technological thinking, the School is moving its thinking beyond this, to become a leading voice on the Fifth Industrial Revolution (5IR). In this phase of the world's evolution, technology will be harnessed not only for economic efficiencies, but also to ensure critical social goals, such as environmental sustainability and managing human alienation.



The School has as a key mission to be recognised as Africa's premier site of knowledge and thinking on the 5IR. The intention is to exert a transformative influence on a generation of African leaders and change agents to bring a combination of technology and human values to bear on the continent's development.

As part of this, the JBS intends to win recognition as the foremost business school on the continent for social impact – 'Doing Well by Doing Good'. Specifically, the School intends to express this through i) providing quality management education, ii) encouraging entrepreneurial take-up through which employment opportunities can be created; and iii) centring humanity, well-being, and a healthy environment, these being supported by evidence-based investigation and research.

Future activities will speak directly to the need to manage the JBS's academic and research work prudently, to ensure balanced and sustainable use of its resources – financial and otherwise – as the School grows and develops, and to cultivate a reputation for excellence and innovation. As an intermediate, measurable goal, the JBS intends to be the fifth ranked business school in South Africa by 2026, a significant achievement for a business school that will by then be less than a decade old.

This report opened by pointing to the profound difficulties faced by South Africa as the context within which the JBS operates. Its challenges going forward are likely to be qualitatively and quantitatively more extensive, being global in scale. This makes the path forward for the JBS a difficult one to navigate, but also opens enormous opportunities for it.



Randall Carolissen (Dr)

Dean:

Johannesburg Business School

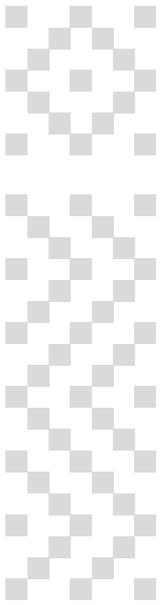






Section ELEVEN





Community Engagement

OVERVIEW

The University of Johannesburg's (UJ) commitment to community engagement is embedded in its mission, which seeks to inspire its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge, through the application of its human capital. As such, the University acknowledges its obligation to utilise its teaching and learning, as well as its research and community engagement capacities, to make a significant contribution to the social, economic, and educational development of its surrounding communities and the broader society. The vision of the UJ Community Engagement (UJ CE) Unit is to infuse community engagement into the University's teaching, learning and research. This is evident in how community engagement at UJ is implemented through three main pillars, namely service learning, community-based research, and organised outreach. In 2023, the CE Unit implemented strategic initiatives through institutional projects, facilitated collaborations with internal and external partners, and recorded 317 community engagement projects implemented by faculties and divisions according to the following pillars.

- Organised outreach – 147 projects.
- Service learning – 148 projects.
- Community-based research – 22 projects.

This report provides an overview of the community engagement initiatives implemented by UJ in 2023. These initiatives were implemented as institutional projects and programmes facilitated by the CE Unit, and projects that were implemented by academic faculties and support divisions.

This report will outline the achievements of community engagement, the challenges that were experienced, and recommendations on how to mitigate risks in the future.

ACHIEVEMENTS IN 2023

Community engagement institutional programmes and projects

In collaboration with UJ staff, students, and external stakeholders (community-based organisations (CBOs), government departments, and private entities), the CE Unit implemented the following institutional initiatives in 2023.



Student volunteer programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities with which UJ works to contribute towards the common good. This multidisciplinary, interfaculty, and transformational programme is implemented every year to provide an opportunity for UJ students to gain first-hand experience in the community. For 2023, the programme recruited 18 898 student volunteers, which exceeded the target of 18 000. The number of student volunteers recruited per faculty per campus is illustrated in the table below.

Table 57: Number of student volunteers per faculty per campus

FACULTIES	APK	DFC	APB	SWC	TOTAL
Faculty of Art, Design and Architecture	31	388	30	0	449
Faculty of Education	704	163	32	356	1 255
Faculty of Engineering and the Built Environment	580	446	2 111	0	3 137
Faculty of Health Sciences	237	106	936	0	1 279
Faculty of Humanities	1 292	970	146	224	2 632
Faculty of Law	702	116	45	19	882
Faculty of Science	814	195	612	56	1 677
College of Business and Economics	2 715	2 439	189	2 244	7 587
TOTAL SIGN-UP	7 075	4 823	4 101	2 899	18 898
MEC agreed target: 18 000	7 000	4 000	4 000	3 000	18 000

There has been a significant growth in the number of students who participate in the student volunteer programme. In 2022, for instance, the number of student volunteers was 15 108, and as can be seen from the table above, the 2023 student volunteers increased by more than 3 000, coming to a total of 18 898. The trends in participation per UJ campus have remained the same for 2022 and 2023, with Auckland Park Kingsway (APK) having the highest number of volunteers. This is attributed to the APK Campus having the largest population of students on campus.

Student Volunteer Champion Leadership Indaba

The CE Unit hosts the Leadership Indaba for student volunteer champions on an annual basis. The purpose of this initiative is to equip student volunteers with leadership skills while emphasising the importance of community development and sustainable development goals and exposing the participants to opportunities for youth in Africa. The 2023 Leadership Indaba took place on 20 October 2023 with a focus on societal impact and social entrepreneurship.

The CE Unit successfully implemented Nelson Mandela International Day on 18 July 2023. On this day, UJ staff and student volunteers fulfilled their '67 minutes' by helping to clean up and plant trees at surrounding hospitals. This initiative was in response to the 2023 call-to-action theme of 'Climate, Food and Solidarity'. Additionally, a webinar was held on 27 July 2023 to address issues, such as youth solidarity in climate action, the importance of environmental sustainability in communities and water purification, safety, and hygiene research. More details about the UJ 2023 Nelson Mandela Day can be found in this article, *The Nelson Mandela International Day* (<https://news.uj.ac.za/news/uj-staff-and-students-highlight-the-importance-of-volunteerism-on-mandela-day/>).

UJ Women in Community Engagement Empowerment Programme (UJWiCEEP)

UJWiCEEP was successfully hosted on 28 August 2023, under the theme, '67 years of women's struggle: The quest for gender equity and an inclusive South African society'. The programme proved a resounding success, with notable speakers such as Dr Nolitha Vukuza (Senior Executive Director: University Relations, Student Affairs, UJ Sport), delivering inspirational talks about issues of women's emancipation and empowerment.



More information about the programme can be found at *Women's Month* (<https://news.uj.ac.za/news/ujce-empowerment-programme-2023-nurturing-inclusive-women-leaders/>).

CE Men's Forum

The CE Unit implemented the Men's Forum, which focuses on issues affecting men in the surrounding communities, on 29 September 2023. This project was initiated in 2017 as a response to the need men raised for a platform addressing the issues that they face as men. In 2023, the theme was 'Bridging the gender gap: Towards an inclusive and equitable society'. The forum was hosted in the form of a dialogue between different speakers who were experts on issues men face in the communities.

CE Single Parents' Empowerment Project

The CE Unit hosted three single parents' empowerment workshops in 2023 focusing on issues, such as effective methods of healing from abusive relationships, understanding emotional abuse, and embracing change for success. The workshops featured speakers from the Centre for Psychological Services and Career Development (PsyCaD), the Centre for Ecological Intelligence (CEI), the CE Unit, and the Faculty of Engineering and the Built Environment (FEBE). This project was launched in 2022 to address the many challenges faced by single mothers during the COVID19 pandemic, such as vulnerabilities due to the lockdown and gender-based violence. In 2023, the programme focused on all single parents, regardless of gender.

CBO engagement forums

The CE Unit hosted four quarterly community-based organisation (CBO) forums in 2023. The purpose of these forums was to discuss capacity development for the CBOs and partnerships with the various CBOs with which UJ has a volunteering partnership, and to provide a platform for the CBOs to network and share information. The 2023 discussions were focused on social impact, social entrepreneurship, resource mobilisation, placement of student volunteers, and collaboration on community programmes. In addition, the CBOs were equipped with fundraising knowledge by UJ academics, fundraising specialists, the City of Johannesburg Ombudsman Office, and industry experts in media and corporate social investment.

CEyafunda project training and development programmes

CEyafunda is a word adapted from Siyafunda, a Nguni word meaning 'we are learning'. The CE in CEyafunda purposefully replaces the 'Si' in Siyafunda to symbolise community engagement. This project was introduced in 2012 to address educational challenges faced by academically underperforming and economically disadvantaged schools. UJ students volunteer through CE to tutor learners in these schools on Science, Technology, Engineering and Mathematics (STEM). The project also includes education on digital skills, mentoring and career expos. Through the CEyafunda Project, the CE Unit implements educational programmes in schools and collaborates with the Department of Applied Information Systems in the UJ College of Business and Economics and the Faculty of Education. The UJ CE Unit also partners with CBOs, such as Boys and Girls Club South Africa, Phakamani Young Minds Academy, The Link, Dare to Read, Skateskein, Atlegang Bana Foundation, Readers are Leaders, Women of Vision, Tab Julies, Slovo Centre of Excellence, Crystal Fountains, Academic Citizenship and Economic Development Centre (ACED) and governmental organisations, such as the Gauteng Department of Education. A total of 25 schools in Gauteng, Limpopo and KwaZulu-Natal benefited from this initiative in 2023.

Community Engagement (CE) Day

The inaugural CE Day took place on 12 October 2023, under the theme 'Innovation for societal impact and sustainability'. The event proved a success, with the venue packed with stalls from various faculties, departments/divisions, and non-profit organisations, displaying products and services from their projects. The event was boosted with an engaging panel discussion. It was indeed a true exhibition of UJ's use of its robust research and intellectual capital for societal impact.

Environmental sustainability project and campus clean-up campaigns

The CE Unit implements environmental sustainability and campus clean-up campaigns in partnership with the offices of the UJ campus directors on all four UJ campuses. In 2023, the project saw student volunteer



champions and staff embarking on cleaning campaigns across the UJ campuses and their precincts, as well as in the Johannesburg CBD. The campaigns were implemented throughout the year and aligned with the student volunteer programme. Additionally, the UJ CE collaborated with internal and external stakeholders to plant trees at the Blue Eagle High School in Cosmo City community on World Environmental Health Day, 28 September 2023.

Financial literacy programme

The CE Unit marked a significant milestone by introducing initiatives to empower communities through financial savings schemes, such as 'Stokvels', investment groups, and burial societies. The programme, themed 'Financial literacy for community saving schemes project: Towards improved financial decision making', is part of the ongoing organised outreach projects conducted by the CE Unit in collaboration with various internal and external stakeholders. CE partnered with UJ Department of Finance and Investment Management (in CBE), KE ZAKA Programme, Tyvision Media, and SABC Education for the implementation. Four workshops were conducted on 20 May, 19 August, 6 September, and 14 October 2023.

Community engagement annual showcase seminar

Annually, the CE Unit hosts a showcase competition for students. The competition aims to showcase students' registered non-profit organisations (NPOs) and community projects. In 2023, the showcase competition took place on 18 October 2023, with the theme 'Leave no one behind'. The winners of the competition were:

- 1st Place: Kudzo Foundation, Category: Student Initiatives and NPOs – Doornfontein Campus – 87%.
- 2nd Place: Vaginal Care Initiative, Category: Student Initiatives and NPOs – Auckland Park Campus – 77%.
- 3rd Place: SheBiz, Category: Service Learning – Bunting Road Campus – 76%.

Imbizo Awards

Annually, the CE Unit hosts the Imbizo Awards to recognise the top 100 students who have participated and excelled in sustainable community engagement projects. The theme for 2023 was 'Harnessing the power of volunteerism in community engagement'. For 2023, a strategic decision was taken to recognise the top two students on each campus, which increased the awards to eight, instead of just the top three as was done in the previous years. The following students won the top eight awards:

- 1st Place: Matlatsi Mabatha: 690 hours – Doornfontein Campus.
- 2nd Place: Kamogelo Tau: 557 hours – Doornfontein Campus.
- 3rd Place: Bernard Onounga Ondo: 415 hours – Auckland Park Kingsway Campus.
- 4th Place: Temoso Mogane: 400 hours – Soweto Campus.
- 5th Place: Sabelo Ntakana: 375 hours – Soweto Campus.
- 6th Place: Adesewa Doton-Soyege: 355 hours – Bunting Road Campus.
- 7th Place: Hlulani Maceve: 250 hours – Bunting Road Campus.
- 8th Place: Brian Sokhela: 225 hours – Auckland Park Kingsway Campus.

UJ Community Engagement Service Excellence Awards

On 21 November 2023, the CE Unit hosted the Community Engagement Service Excellence Awards (CESEA) to honour and celebrate faculties and divisions for their community engagement work. The theme for 2023 was 'Universities as agents for social transformation and advancing sustainable communities'. The top three winners were:

- 1st Place: Water Wise Warriors: Hygiene and Sustainable Water Practices (Faculty of Health Sciences).
- 2nd Place: Gwakwani Smart Village (Faculty of Engineering and the Built Environment).
- 3rd Place: Eastern Cape Water Provision (Faculty of Engineering and the Built Environment).

In 2023, the UJ CE Unit implemented other community engagement initiatives in addition to the institutional projects listed above. These initiatives include weekly organised-outreach projects with various CBOs, student volunteers in food security projects, training of volunteers on leadership skills, work-integrated learning placements for students from various faculties, student leaders training in community engagement, active participation in the South African Higher Education Community Engagement Forum (SAHECEF), and marketing community engagement on mainstream media and social media platforms. The CE Unit also embarks on continuous training and development for volunteers, staff, and community members. Impactful training that took place in 2023 includes first aid and firefighting training for the top 40 student volunteers



in collaboration with the Faculty of Health Sciences; a work readiness programme for students with the Department of Applied Information Systems and Atos South Africa; mental health forums every semester; and a leadership programme targeting female student leaders, known as LeadHERship.

CE PROGRAMMES AND PROJECTS BY FACULTIES AND DIVISIONS

The UJ Community Engagement Policy gives UJ CE the mandate to coordinate and report on community engagement projects implemented by UJ faculties and divisions. The same policy provides for the MEC to have oversight of CE activities at UJ. To this end, MEC has representation through the Community Engagement Advisory Board (CEAB) led by an MEC member, Dr Nolitha Vukuza, the Senior Executive Director: University Relations, UJ Sport and Student Affairs. The purpose of CEAB is to provide advice and report to the MEC on all institutional community engagement activities and projects. Faculties (including the college) are represented on the CEAB by CE coordinators who report on community engagement projects from their respective faculties and divisions. For 2023, 317 CE projects were implemented by faculties and divisions. From this number, faculties and divisions selected the following top flagship projects.

Table 58: Faculty and divisional flagship projects

NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
Faculty of Health Sciences	Water Wise Warriors: Hygiene and Sustainable Water Practice	Alongside training, the faculty has been conducting community-based research via water analysis at the sites where communities have requested their water to be tested. The mobile Ubuntu BlueTm laboratory operates under the Water and Health Research Centres commercial branch: BUJoy™. This facility places the Faculty in the unique position of being able to have a team travel to the site with a fully equipped, self-sufficient laboratory that can provide proficient, onsite water analysis. At the same time, the laboratory is used as a base for hygiene training on-site.	Ms S Bidassey-Manilal
Faculty of Engineering and the Built Environment	Gwakwani Smart Village	In 2013, Electrical and Electronic Engineering Science students, led by Prof Johan Meyer with industry partners, initiated the UJ Gwakwani Village Project with the aim to develop local solutions for local problems, with life-altering results. Through this initiative, 35 households in the rural village of Gwakwani in the Limpopo province of South Africa have been supported through a range of successful projects, which were launched in the village. These included two solar borehole pumps, lights, and small power solutions in houses, a creche and a solar bakery. This is an ongoing organised outreach and community-based research project supporting local economic and capacity development.	Ms N Janse van Rensburg
Faculty of Law	UJ Law Clinic	The Law Clinic provides free legal services to the poor and vulnerable members of the community, through three clinics on the Doornfontein, Soweto, and Auckland Park Kingsway Campuses.	Prof A Boniface



NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
Faculty of Education	Funda UJabule	<p>The Funda UJabule School in Soweto is the only one of its kind in South Africa. The school is a partnership between the Gauteng Department of Education (GDE) and UJ.</p> <p>This school opened its doors to the community's children in 2010. The school has grown into a fully-fledged primary school.</p> <p>Funda UJabule was founded as a teacher education and research school in the UJ Faculty of Education, in collaboration with the GDE. In addition to serving the children of Soweto, it serves as a training site for teacher education students at the University. It is also the site of unique longitudinal research. The school also hosts community engagement projects related to care and education in childhood.</p>	Ms M Mahomed
College of Business Economics	iZindaba Zokudla	iZindaba Zokudla was created to be consistent with the idea of a 'food policy council'. It provides a forum for entrepreneurs to network and engage with stakeholders, mobilise stakeholders who have an interest in a sustainable food system and link them to farmers to build sustainable enterprises.	Ms S Venter
Faculty of Science	Soweto Science Centre	The Soweto Science Centre offers extra science classes to Grade 10, 11, and 12 students and provides professional development for science teachers. The Centre's goals include being South Africa's leading STEMI (Science, Technology, Engineering, Mathematics, and Innovation) centre of excellence. The services of the Centre include Saturday and holiday classes in core science subjects, structured group learning sessions, science career guidance, test preparation, and outreach to disadvantaged schools. Additionally, a Teacher Development Programme enhances teachers' content knowledge and lab skills. In 2023, the Centre organised events such as the Eskom Expo Young Scientists Project, International Day of Mathematics, Physics Bootcamp, and a Virtual Teacher Training workshop.	Dr T Makhubela
Faculty of Art, Design and Architecture	Public Art Murals for the Community of Westbury	This is a project implemented by the UJ Department of Architecture, focusing on students working on designs for new collective housing and on public spaces design in and with the community of Westbury. This project has been successful at establishing a new visual language and positive identity in the public sphere of the often-overlooked community of Westbury.	Mr M Bolton



NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
Faculty of Humanities	The Community of Practice (CoP) for Social Systems Strengthening to improve Child Well-being Outcomes	<p>This is a community-based research project implemented by the Centre for Social Development in Africa and addresses SDG 1 (No poverty) and SDG 3 (Good health and well-being).</p> <p>The Communities of Practice (CoP) project makes use of an innovative digital Child Well-being Tracking Tool (CWTT), envisioned for the live collection and monitoring of multidimensional data, to assess children's well-being across six domains (education, psycho-social, nutrition, health, protection, and material well-being). The project also brings together researchers and implementation experts, including social workers, teachers, nurses, and government, and non-government partners who continuously learn from one another other in school-based/local level COPs.</p>	Dr V Nadesan
UJ Sport	Imbokodo Women's Rugby Tournament	<p>The Imbokodo Tournament aims at creating opportunities for women rugby players to develop in the game of rugby and for the UJ rugby club to recruit from the tournament. This year's tournament focused on three age groups and was hosted at UJ West Sport on 9 September. Winners from the three categories were:</p> <ul style="list-style-type: none"> - Senior Women – UP TUKS - U/18 – Greenside High School - U/16 – Queens 	Ms N Mahlangu
Student Affairs	The Food Garden Programme	<p>The intervention is aimed at creating awareness among students about food insecurity and implementing a meal assistance programme for students who are struggling financially. The Division currently has three food gardens – (1) Sophiatown, 20 square meters, (2) Kilimanjaro, 100 square meters, and (3) Ulwazi, 20 square meters).</p>	Mr G Helani
Academic Development and Support	Ikamva Youth NGO (Ivory Park and Ebony Park Branches)	<p>The project is aimed at providing academic study skills to learners who are schooling around the Ivory Park and Ebony Park secondary schools and who are registered with the Ikamva Youth NGO. The project offers three academic support sessions on goal settings, time management, and staying motivated in your studies, offered via Google Meet for both branches. The target groups are Grade 10 and 11 learners. In 2023, 150 learners benefited from the project.</p>	Dr V Damons



CONCLUSION

Community Engagement has seen a significant growth in the number of students and staff who are participating in community engagement activities. This is evident in the increase in students who sign up to volunteer in community engagement initiatives and in the number of community engagement initiatives implemented by faculties and divisions. In 2023, the CE Unit implemented lessons learned during the COVID-19 pandemic, such as the use of technology in recruiting volunteers. As such, we were happy to see our numbers climb to 18 898. This places us back to where we were before COVID-19. This growth has prompted the CE Unit to target recruiting 20 000 student volunteers in 2024. The CE Unit will continue to form more partnerships with internal and external stakeholders to increase the reach of community engagement initiatives with the long-term goal of developing communities for societal impact.



Nolitha Vukuza (Dr)

Senior Executive Director:
University Relations, Student Affairs and Sport



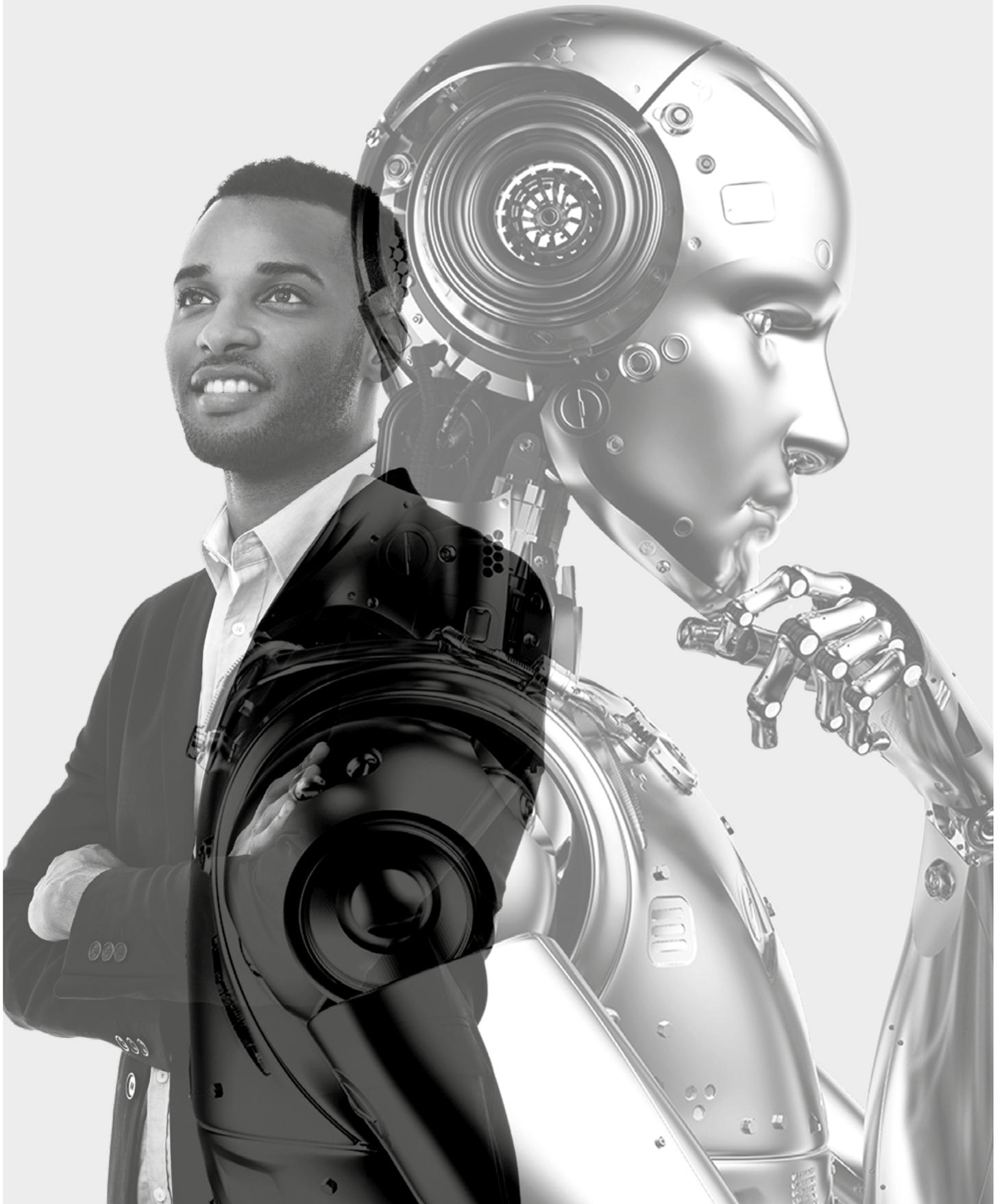
Letlhokwa Mpedi (Prof)

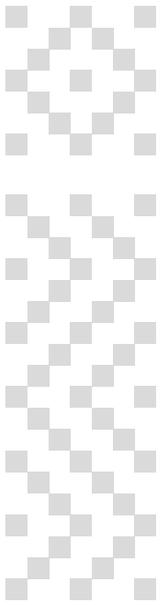
Vice-Chancellor and Principal





Section TWELVE





University and Stakeholder Relations

OVERVIEW

Interventions in 2023 once again focused primarily on showcasing UJ's leading role in the 4IR and associated initiatives, both across the institution and among a broad group of stakeholders. Developing and maintaining relationships with significant stakeholder groups are key for the University of Johannesburg to achieve its Strategic Plan 2025.

Stakeholder engagement influences UJ's reputation both nationally and internationally. The stakeholder groups include staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

This report will highlight how UJ successfully engaged stakeholders during 2023, focusing particularly on non-academic stakeholder engagement, most of which is managed through the Division of University Relations, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

UNIVERSITY RELATIONS

The purpose and drive of the Division of University Relations is to ensure active stakeholder engagement to advance the profile and reputation of the University. This drive has a broad scope and is accomplished by integrating the functions of the various operating units in University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation.
- Marketing and Brand Management, which builds and protects UJ's corporate brand.
- UJFM, which drives strategic communication with current students.
- Community Engagement, which creates active interaction between UJ and its communities.

During the year under review, University Relations played a critical role in promoting public understanding and recognition of UJ as a global leader in higher education, as well as its significant and growing goal of becoming a University of choice, globally.

Strategic Communications

In 2023, the University solidified its position among the top three South African universities, maintaining a strong media presence. UJ's media content consistently conveyed positive messages, enhancing the University's national and global reputation. This increased visibility resulted from a robust communication and media strategy, including the proactive promotion of stories on relevant national and international issues, alongside a rise in thought leadership articles, expert commentary, and UJ research. Two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater, confirm the University's continued positive trajectory in various media categories during the reviewed period.

Below are the various categories of UJ appearances in the media in the period under review:

- 555 UJ experts active in giving expert commentary in national media.



- 214 appeared in global media.
- 10 101 total media clippings generated.
- 365 op-eds across all media, including those with strong links to 4IR and SDGs.
- Over 50 research and innovation stories featured and amplified on radio and TV stations.

Despite key changes in leadership positions, including the Vice-Chancellor, Registrar, Chair of Council, and Chancellor, the University maintained an enhanced media presence. This success can be attributed to an effective communication strategy that not only kept the University community and external stakeholders well-informed about these changes but also played a crucial role in managing public perceptions. Moreover, the strategy contributed to building relationships based on trust.

Launch of UJ News and UJTV

The improved media presence was also because of the best communication practices, including impactful storytelling techniques infused with multimedia as well as introducing new innovations. On 1 August 2023, Strategic Communications launched a new website, UJ News (news.uj.ac.za), aimed at providing a user-friendly platform for accessing the latest institutional updates, groundbreaking research, and inspiring stories from the University.

The website provides a smooth browsing experience, keeping users informed about developments across the University. Notable features include multimedia elements, live broadcasts of UJFM 95.4, feature articles, a roster of media experts, faculty showcases, and compelling stories highlighting the University's achievements and endeavours. Since then, the website has garnered a positive reception and experienced a remarkable start, gaining significant traction.

Another highlight was the launch of UJTV in June 2023, as a university broadcast channel providing educational and intellectually stimulating content to the University community and the broader public. Showcasing the excellence of UJ's academic programmes and research as well as the University's community work, arts, and sports, UJTV also serves as an experiential platform for students in the Department of Communication and Media to hone their skills and helps prepare them for the employment market.

Strategic Communications also hosted the launch of the 2022 Stakeholder Report on 15 August 2023. At the event, UJ's Chair of Council, Ms Xoliswa Kakana, offered a frank assessment of UJ's performance for the year under review. To watch the event, click on <https://www.youtube.com/live/YO5ffh2vgTw>. You may also download the report from https://news.uj.ac.za/wp-content/uploads/2023/08/UJ_2022-Stakeholder-Report.pdf?utm_source=University+of+Johannesburg&utm_medium=email&utm_campaign=The+Voice%3A+Welcome+to+UJ%21+-+February+2023&utm_term=https%3A%2F%2Fnews.uj.ac.za%2Fwp-content%2Fuploads%2F2023%2F08%2FUJ_2022-Stakeholder-Report.pdf.

Awards

Strategic Communications demonstrated its continued excellence in marketing and communication by winning seven awards at the 2023 MACE (Marketing, Advancement, and Communication in Education) Excellence Awards. The awards ceremony, a significant event during the annual MACE congress, occurred at the University of the Western Cape on 16 November 2023.

Strategic Communications received awards for the following:

- Livestream: High Tea with the VC.
- Technology for societal impact video campaign.
- Igniting Change: UJ's Electric Buses Revolutionise Campus Transport.
<https://www.youtube.com/watch?v=qZu3VdR1IYI&t=2s>
- A PsyCaD Story: Breaking the Silence with Boikgantsho Dibakoane.
https://www.youtube.com/watch?v=-xmdh4To_Xw
- UJ News Website.
<https://news.uj.ac.za>
- UJ 2022 Stakeholder Report.
https://news.uj.ac.za/wp-content/uploads/2023/08/UJ_2022-Stakeholder-Report.pdf
- Weekly Vice-Chancellor Message.



To read more about this, click on <https://news.uj.ac.za/news/uj-shines-at-mace-scoops-15-awards-in-communication-and-marketing-excellence/>.

Marketing and Brand Management

The Marketing and Brand Management team, comprising Brand Marketing, Student Marketing (national), Social Media, Events, and the Graphic Design Studio, continuously work towards positioning, promoting, and protecting the UJ Brand.

For the year under review, we are proud to share that the team won six MACE and one other awards for the excellent work produced:

- MACE Gold Excellence Award for the Cloudebates – top of category.
- MACE Gold Excellence Award for Facebook – top of category.
- MACE Bronze Award for Responsible Use of Social Media.
- MACE Bronze Award for Instagram.
- MACE Bronze Award for 'Welcome to a new era – Vice-Chancellor launch campaign'.
- MACE Bronze Award for FADA Undergraduate Marketing Brochure (design).
- World Federation of Chiropractic Conference, Australia – Best African Region Poster. Research poster designed for Prof Chris Yelverton, Department of Chiropractic (design).

Brand Marketing

The Brand Marketing team faced significant challenges in 2023, primarily due to a prolonged delay in finalising the agency tender for the UJ marketing plan. Although the strategy was approved in February, implementation was delayed until August, affecting the effectiveness of the brand marketing campaign. Despite these setbacks, the team demonstrated creativity and perseverance, successfully achieving most of their goals for the year.

On 1 March 2023, Prof Mpedi assumed the role of Vice-Chancellor and Principal at the University of Johannesburg. The Marketing and Brand team marked the occasion by introducing updated internal and external marketing messages aligned with the new strategic direction of the Vice-Chancellor – 4IR + Societal Impact. Branded screens, both printed and digital, featured messages such as 'Technology is only advanced with humanity', signalling the beginning of a new era at UJ.

To promote UJ as the thought leader in 4IR and its effect on society, the *Beyond Imagining* ezine series for 2023 focused on artificial intelligence (AI) and how it impacts us. In the two issues, we explored what AI is, how we are already using some of the technologies and then delved into the moral landscape of AI. The e-zine also promoted positive stories such as the human traits that AI cannot replace. These e-zines, and all content created for the marketing campaign, can be found live on the uj.ac.za/4IR bespoke website.

Continuing with the new-format Cloudebate™ that was launched in 2022, high quality pre-produced magazine-style programmes are livestreamed. The episodes were widely advertised and livestreamed with audience interaction on all social media platforms on the following dates:

- 28 June: 'Transformer or Terminator? You decide'. Hosted by Prof Habib Noorbhai. This fascinating practical episode focused on how generative pre-trained apps work and how they can work for us.
- 25 October: 'Beyond the Hype: Examining the moral landscape of AI'. Hosted by Prof Hossanna Twinomurizi. This episode includes interviews with Prof Mpedi, Prof Nicole Stremmlau, and Naveen Joshi (international guest).

Further to the two pre-produced episodes, two mini Cloudebates were also produced and broadcast on our social media pages. Video adverts were created to advertise these episodes. These short-version Cloudebates were presented by one speaker to the audience:

- 'AI cannot replace Human Expertise' – Prof Habib Noorbhai.
- 'AI generated Tutors' – Ritesh Kanjee, UJ alumnus and Director of Augmented Startups.

All content and activities were marketed through an omni-channel media campaign using radio, TV, out-of-house (billboards and street pole posters), social and digital media, nationally, on the African continent and internationally. As indicated above, the rollout of the 2023 campaign was negatively affected by a long



delay in the brand agency tender process and could only kick off in August, which has reflected in the annual research.

In 2023, research tracking the question ‘Which one of these would you consider to be the best university in South Africa?’ shows an increase in respondents choosing UJ. With UCT’s best university rating slipping down to 23% of respondents, UJ is breathing down their necks at 21%. The research has shown that UJ has a strong 4IR positioning, and is seen as innovative, futuristic, and a trendsetter. We did, however, see a decline in the expression indicator due to the late start of 2023 marketing.

The mobile brand shop hosted pop-up shops on all campuses three times during the year and proved a huge success with staff and students. First-year brand packs were also handed out to first-year students at the first round of shops. UJ social media platforms were used to market these events.

Student Marketing

With the UJ mandate to interact with schools, educators and learners, Student Marketing implemented the following activities during 2023:

- Presentations to Grade 12 learners – 276.
- Presentation to Grade 11 learners – 146.
- Life Orientation teacher visits – 275.
- Visits to school principals – 35.
- Campus visits and parent evenings – 23.
- Career days – 119.
- Career expos – 28.
- Delivery of teacher packs and other marketing materials to schools – 124.

A prestigious Orange Carpet Top Achievers Event was hosted with 819 learners and their parents filling the Sanlam Auditorium. The purpose of this event is to convert applications to registrations among these top learners. The Orange Carpet candidates’ applications increased from 4 849 in 2022 to 5 082 in 2023.

An event was hosted for Grade 9 learners and their parents to assist them in choosing subjects during this important time in their lives. An event was also hosted for Life Orientation teachers where the Faculty of Education hosted a Scratch Coding session.

The Student Marketing team adopted the use of a system called MapIt to provide intelligent mapping solutions in determining the most effective footprint for the Student Marketing teams’ marketing efforts. This also includes an app, which allows for real-time updates of information when visiting schools. It also provides a log of schools visited.

Social Media

The social media strategy was rolled out successfully, and all platforms grew, as indicated in the table below. A positive sentiment was maintained on our social media pages throughout the year, with an overall reach of 34 872 693.

Table 59: Social media usage

PLATFORM	END 2022	END 2023	GROWTH
Facebook	636 741	678 558	+41 817
LinkedIn	337 540	380 505	+42 965
Twitter (now X)	83 997	88 178	+4 181
Instagram	46 400	52 000	+5 600
YouTube subscribers	19 300	22 600	+3 300

Highlights include:

- The UJ Facebook page has the highest number of followers of all South Africa’s contact universities, holding position 63 in the world.



- The UJ Instagram page was verified – the first higher education institution in the country to have a page verified on Instagram. The UJ WhatsApp chatbot, Meta Business Suite Account for Facebook, and Instagram were also verified.
- In support of UJ's search engine optimisation (SEO), there were 923 057 click-throughs from social media posts to the UJ website during the year under review.
- As part of the Responsible Use of Social Media Campaign, which has been running over the past few years, 77 staff members and 80 students received training on the effective use of social media.
- To monitor and maintain UJ's social media presence, 166 social media pages were audited, and consultations were held where concerns were identified.

Event Management

The Events Management Unit manages and executes high-profile events for the UJ Council, Vice-Chancellor, and the Executive Leadership Group.

In 2023, the Events Management Unit successfully managed 73 events and 68 graduation ceremonies on behalf of the Executive Leadership Group. Honorary doctorates were conferred on five candidates, and all graduation ceremonies were livestreamed.

Noteworthy events included the farewell of Prof Tshilidzi Marwala, the former Vice-Chancellor of the University, in January 2023; the Inauguration of the new Vice-Chancellor, Prof Letlhokwa Mpedi, in March 2023; and the Coronation of the Vice-Chancellor in November 2023 as a Chief to the Abeeade Kingdom (Central Region of Ghana).

In addition, the Annual Council awards took place in November 2023 where UJ recognised two Ellen Kuzwayo recipients and two Alumni Dignitas recipients.

Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg, with four experienced graphic design staff members. The Studio successfully completed 895 projects comprising 8 084 designed pages in 2023. After the record number of design projects and pages completed in 2022, the design requests have again settled down to the more manageable figures of 2021.

The Studio offers a range of services, including digital and print advertisements, illustrations, infographics, academic posters, reports, covers, magazines, brochures, promotional material, and signage.

UJFM

In UJFM's pursuit to foster the growth and development of talent within the broadcasting industry, we have established a collaborative partnership with the UJ School of Journalism. Our goal is to equip students with the essential skills and knowledge needed to excel in broadcasting. As part of this initiative, we have formed a dedicated team of 52 students from UJFM who play integral roles in the station's programming.

Participation in industry events has been crucial for enhancing UJFM's brand visibility and garnering recognition. In 2023, UJFM was honoured to be named a finalist in six categories, clinching victory in two. Notably, UJFM won the award for Station Imaging combined with Community Radio Station, along with the Best News Anchor Campus Breakfast Show award.

Effectively communicating the success stories of UJ has been a key focus for UJFM. Through our broadcasts, we have shared 5 225 UJ-related news items, highlighted the achievements of 34 exceptional students, and dedicated 51 radio time slots to showcase educational and entertaining content on a regular basis. Additionally, we conducted a series of 18 high-profile interviews to further amplify the successes of UJ.

In terms of revenue generation, UJFM has successfully diversified its income streams through advertising, sponsorship, and production work, resulting in a total revenue of R1.35 million.

Furthermore, we have worked tirelessly to reinvigorate a vibrant campus culture through internal campaigns and initiatives aimed at increasing competitiveness and visibility. To date, we have executed 37 successful 'Fantastic Fridays' activations on the UJ campus, achieved a 15% growth across all social media platforms, and maintained an average listenership of 43 578 on our UJFM stream.



Table 60: UJFM 2023 social media growth

SOCIAL MEDIA PLATFORM	INPUT	GROWTH/OUTPUT
Instagram	4 564	5 589
Twitter (now X)	24 400	24 100
Facebook	16 100	24 641
TikTok	214	1 012

Community Engagement

UJ is dedicated to community engagement as an integral part of its mission. The institution aims to inspire its community to transform and serve humanity through innovation and knowledge pursuit, utilising its human capital. The UJ Community Engagement (UJ CE) Unit envisions integrating community engagement into teaching, learning, and research, demonstrated through three pillars: service learning, community-based research, and organised outreach. In 2023, the CE Unit implemented strategic initiatives, facilitated collaborations, and recorded 317 community engagement projects across faculties and divisions, aligned with these pillars.

- Organised outreach – 147 projects.
- Service learning – 148 projects.
- Community-based research – 22 projects.

Strategic initiatives: 2023 achievements

The Community Engagement Unit implemented the following projects, programmes, and events for 2023.

Student Volunteer Programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities that UJ works with. For 2023, the programme recruited 18 898 volunteers, which exceeded the target of 18 000.

CEyafunda training and development programme

Through the CEyafunda project, the CE Unit implemented educational programmes in schools, NGOs and NPOs. The project focuses on tutoring and mentorship of learners in Science, Technology, Engineering and Mathematics (STEM) and literacy.

Community-based organisations (CBO) engagement forums

The CE Unit hosted four quarterly CBO forums in 2023. These forums are intended to discuss the organisations' partnerships with UJ, such as volunteer placement and collaboration on community programmes and projects. The forums also provide an opportunity for CBOs to network with one another, share resource information, and discuss solutions to problems in the NGO sector.

Community engagement annual showcase seminar

This initiative encourages and motivates students to participate in community development, serve their communities, and emphasise commitment to the common good. In 2023, the Showcase competition took place on 18 October 2023, with the theme 'Leave no one behind'. The winners of the 2023 competition are included in the full report.

Imbizo Awards

Annually, the CE Unit hosts the Imbizo Awards to recognise the top 100 students who participated and excelled in sustainable community engagement projects. The theme for 2023 was 'Harnessing the power of volunteerism in community engagement'.

2023 UJ Community Engagement Service Excellence Awards

On 21 November 2023, the CE Unit hosted the Community Engagement Service Excellence Awards (CESEA) to honour and celebrate faculties and divisions for the community engagement work that they do.



Numerous other initiatives were implemented by the CE Unit and also by faculties and divisions in 2023. The full report on Community Engagement at UJ is to be found in Section Eleven of this Annual Report.

CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

Alumni Office

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.

Strategic communications of UJ activities and events are shared with close to 190 000 active, contactable subscribers from almost 294 100 alumni located globally. As a result of several campaigns, many alumni have updated their communication details and opted in for regular communications from UJ. 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 presented the Faculty of Science. Additionally, Volume 3 of the Convocation newsletter was released, offering updates about Convocation-related matters, including the annual general meeting.

The number of alumni registered on the Alumni Connect platform has exceeded 13 800. 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.

The Alumni Office regularly holds events to foster closer bonds with the University and to bring our alumni together. Many in-person events and interactive virtual events were successfully offered. The Office has continued collaborating with internal and external stakeholders to host events and to launch affinity groups and international chapters aimed to create awareness of the different platforms, opportunities, and benefits of being actively involved with UJ. This also provided a networking platform for alumni within their respective industries.

In 2023, the Alumni Office launched two international chapters that transcended geographical boundaries and captivated alumni globally. Among them was the second chapter launched in Africa, the UJ Alumni Ghana Chapter, and then the UJ Alumni United Kingdom Chapter. Both launches garnered widespread acclaim and fostered the need to launch more international chapters soon with alumni from diverse cultures and backgrounds. The successful global participation achieved in the launches of these two international chapters not only enriched the events with a multitude of perspectives but also fostered cultural exchange and inspired action beyond borders. The Alumni Office also launched key local alumni affinity groups, such as the UJ Choir Alumni Affinity Group, the Johannesburg Business School Alumni Affinity Group, and the UJ Alumni Sports Affinity Group. These affinity groups facilitated invaluable opportunities for alumni to network with their alma mater and foster collaborations that endure long after the event's conclusion.

Other institutional stakeholders

Student Affairs

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on- and off-campus, in 2023. For further details, see the reports of these three entities in Section Thirteen of the Annual Report.

Division for Internationalisation

The Division for Internationalisation plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Nine of this Annual Report.

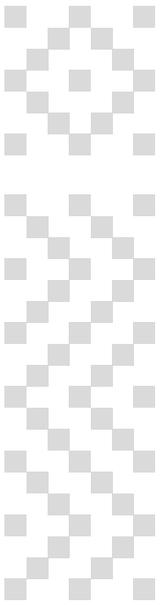


Nolitha Vukuza (Dr)

Senior Executive Director: University Relations, Student Affairs and Sport







Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Sport, and Arts and Culture. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal



Student Affairs

INTRODUCTION

During the 2023 academic year, the Student Affairs Division made the necessary strides in its mission to promote an enriching, student-friendly living and learning environment. This was accomplished by providing suitable housing, vibrant student life activities, and encouraging the promotion of ethical behaviour among the student population at the University of Johannesburg.

This report provides a comprehensive overview of the activities, accomplishments, and challenges that have been faced by the student community and Student Affairs over the course of the past year. It does so by highlighting the provision of suitable accommodation by Student Accommodation and Residence Life (SARL), as well as the various initiatives undertaken by Student Life and Governance (SLG), and the student governance bodies to improve the overall student experience and foster a vibrant campus environment. Finally, the report includes details on the student disciplinary cases that were received and processed by Student Affairs; the corrective sanctions that were issued by the Student Disciplinary Committee (SDC); and the mitigation programmes that were implemented to encourage ethical behaviour and discourage dangerous student behaviour.

OPERATING CONTEXT

Student Affairs comprises three units: Student Accommodation and Residence Life, which is further divided into two subunits, which take responsibility for accommodation in UJ-owned residences and in privately owned student accommodation (POSA), respectively; Student Life and Governance; and Student Ethics and Discipline.

Student Accommodation and Residence Life

In 2023, the Student Accommodation and Residence Life (SARL) Unit had a total of 32 UJ-owned residences spread across four campuses with a capacity of 7 499 beds; a further seven UJ-owned residences are located outside of the University premises. At the same time, SARL continued to focus on providing and nurturing a supportive environment for day students through the seven day-houses. In total, UJ has 39 residences on campus.

In addition to the UJ-owned residences, supplementary beds were provided under privately owned student accommodation: 635 properties were accredited for students who were not able to secure accommodation in UJ-owned residences. The following table captures the key student accommodation statistics.

Apart from the provision of accommodation, SARL created an enriching learning and living experience through programmes and services that supported students through the student life cycle, including establishing learning and living communities and promoting a responsible and respectful student culture and ethos. The objective was to provide students with an environment that is nurturing and supportive of their academic endeavours and provides a wide range of extracurricular activities to meet their needs and interests and foster their all-round development.



Table 61: Key student accommodation statistics

CATEGORY		NUMBER
Applications for residence	Total number of applications for residences	65 476
On-campus accommodation	Total number of beds available in on-campus residences	7 499
	Total number of beds occupied	7 335
Privately owned accommodation	Total number of accredited privately owned student accommodation houses	635
	Total number of beds available in privately owned accommodation	34 982
Day houses	Total number of students in day houses	357

The residence governance structures consist of the House Committee Council, on which sit the chairpersons of all residence house committees, one for each of the residences and day houses; these form the core of the student governance structures in residences. The 210 house committee members play a leadership role within all UJ residences, both UJ-owned and high-rise privately owned student accommodation. The residence academic advisors (RAAs) in the UJ residences provide support to first-year students; RAAs are senior students who are appointed to assist first-year students with their academic work. These structures were all functional in 2023.

In 2023, other support initiatives for residence students included the piloted collaboration between the privately owned student accommodation (POSA) and an internship programme in the Department of Social Work, for students focusing on social work and community development and leadership. The programme was designed to assist students in gaining practical knowledge and work experience in spheres that affect them most, as well as aligning internal resources to assist in solving student challenges. The pilot involved having some students work within POSA residences to offer support to students off-campus as well as ensuring collaborative efforts with internal divisions.

Student Life and Governance

Throughout the year, the Student Life and Governance Unit saw student leaders working diligently to represent the interests of their peers, promote inclusivity, and advocate for positive change. The Unit's key accomplishments included:

- Academic support and success: Efforts have been made to improve academic support services, including the Residence Academic Advisor programme and workshops aimed at enhancing student success and retention rates.
- Diversity, equity, and inclusion: Initiatives focusing on promoting diversity, equity, and inclusion have been implemented, including cultural awareness events, sensitivity training workshops, and the establishment of affinity groups to support underrepresented student populations.
- Campus engagement and activities: A diverse range of extracurricular activities and events were organised through student societies, the SRC and house committees, to foster a sense of community and belonging among students. These activities serve to promote personal development, leadership skills, and social connections outside of the classroom.
- Health and wellness: Efforts to prioritise student health and wellness have included expanding mental health resources, promoting physical fitness programmes, and implementing policies to address substance abuse and sexual misconduct on campus. Additional to these campaigns is the long-standing meal assistance programme that saw 3 664 students receive support in 2023, while 500 meal packs were delivered monthly by Tiger Brands. In addition to the meal packs, sanitary and hygiene packs were provided to students in need.
- Governance and advocacy: Student governance bodies have played a vital role in representing student interests, advocating for policy changes, and facilitating communication between students, faculty, and administration.



Despite these achievements, several challenges persist. Firstly, financial constraints – limited funding has continued to pose challenges for implementing new initiatives and maintaining existing programmes aimed at enhancing student life. The second challenge has been mental health concerns – the increasing demand for mental health services underscores the need for additional resources and support to address the growing mental health crisis among university students. The last challenge has been the issue of campus safety. Ongoing efforts are needed to ensure the safety and security of all students, particularly considering recent incidents of campus violence and harassment.

SRC elections

The Student Representative Council (SRC) elections were held on 11-13 October 2023. The purpose of these elections was to democratically select student representatives who would advocate for the student body's interests and concerns.

Voter turnout

The total number of eligible votes was 14 100, comprising 28,2% of the student population. This turnout indicates an increase from the previous year, where 19,5% of students participated.

Student Ethics and Discipline

The Student Ethics and Discipline Unit promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. In total, 499 cases were reported during the 2023 academic year; 428 of these cases were completed, with 71 still pending. Of the 428 completed cases, 409 of those accused were found guilty, 11 not guilty, and eight cases were withdrawn.

The 409 guilty verdicts were almost equally for academic and non-academic misconduct. The majority of those convicted were students in their second, third, and fourth year of study, totalling 244 cases. This was followed by postgraduate students with 92 cases and first-year students with 73 cases. The student disciplinary committee imposed a range of remedial sanctions, ranging from warnings to expulsions from the University for a specified period.

Table 62: Student discipline cases 2023

TOTAL NUMBER OF CASES REPORTED		
DESCRIPTION	CATEGORY	NUMBER
Cases reported	Total cases reported	499
Case status	Number of cases completed	428
	Number of cases pending	71
Case outcomes	Guilty	409
	Not guilty	11
	Withdrawn	8
Categories of those found guilty	Academic cases	205
	Non-academic cases	204
Level of study of those found guilty	First-year students	73
	Returnee students (second, third and fourth year)	244
	Postgraduate students	92

Academic integrity campaigns during examinations

Academic integrity campaigns were implemented during examinations to address dishonesty in assessment practices and to promote ethical conduct in general, in line with the UJ Student Charter. Beyond the traditional methods of print media for these campaigns, uLink and UJFM were used as platforms to reach all students. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.



To improve the disciplinary process, Student Affairs met with representatives from the faculties and the College of Business and Economics to discuss the process and its outcomes, including how the hearings were conducted. This was done to ensure that consequence management both protects the University's reputation and also promotes the development of its students.

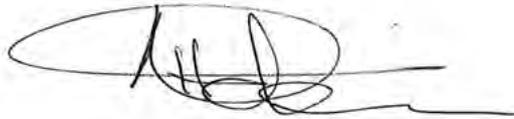
To combat risky student behaviour, several GBV campaigns were launched in collaboration with the Transformation Unit, the Centre for Student Health and Wellness, Protection Services, and PsyCaD.

HUMAN RESOURCES

In 2023, Student Affairs had a total staff complement of 137 employees. Of these, 41 are permanent staff members, five are on fixed-term contracts, while 91 staff members were appointed on temporary contracts.

CONCLUSION

Student Affairs will continue to look for possibilities for growth and progress for the Division as well as for the student population. This will be accomplished by ensuring the success of projects that are already in place, developing new initiatives, and forging deeper collaborations with other stakeholders. In addition, it is of the utmost importance to continue giving the highest priority to the student voice and student participation in decision-making processes, cultivating a culture of inclusiveness and belonging, and catering for the ever-changing requirements of the student population. By following these procedures and working together with a broad range of stakeholders, we will be able to build upon our previous achievements and establish a campus community that is active and encouraging for all students studying here.



Godfrey Helani (Mr)

Senior Director: Student Affairs





Arts and Culture

A Division of Arts and Culture within the Faculty of Art, Design and Architecture (FADA) presents an extramural arts and culture programme to students from across the institution as well as a diverse annual performing arts and exhibitions programme. The Division offers a robust mix of extramural learning and mentorship opportunities for students while attracting international partners and collaborators of high calibre.

The Division's extracurricular programme, offered to students from across the institution at no cost, includes UJ Choir, drama classes, a photography club, ballet, Afro-fusion, and contemporary dance classes, poetry classes, workshops, and slam competitions. Key to student involvement is the UJ Arts Academy. Of the 3 187 students who applied in 2023, 898 students were invited to audition for the Arts Academy and UJ Choir; 339 were selected and participated in activities and programmes. Of this number, 268 students qualified for cultural bursaries at the end of the year, which qualification is dependent on strict attendance and participation criteria.

Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. In addition to nine performances at graduation ceremonies, UJ Choir presented 19 concerts attended by more than 10 000 audience members during the year and undertook six recording sessions. Students were involved in five professional productions produced by the Division, performed at 21 UJ events and undertook three excursions to the KUESTA Choral Festival in Pretoria, the Vrystaat Arts Festival in Bloemfontein, and to the 27th Annual Poetry Africa International Festival in Durban.

Additionally, an extensive student arts appreciation programme facilitated access to 1 271 students who attended film screenings, theatre productions and exhibition openings. A series of six masterclasses were offered to students from outside of the Arts Academy, which attracted attendance of 78 students out of 373 who applied to attend. The Division's total attendance and participation reach across student-targeted activities is 2 753.

The Division's strategic annual exhibitions and performing arts programme offers the UJ community, including students, access to good quality arts and culture experiences. Its programme included three on-site and four off-site exhibitions; through the UJ Playwriting Laboratory, three new South African plays were recorded for release as podcasts in 2024 and a collection of five plays was published by Junkets, while the Division produced five theatre productions and three music projects.

Arts and Culture's programme was augmented through a range of robust partnerships with MTN SA Foundation, Centre for Creative Arts at the University of KwaZulu-Natal, Vole Ballet, Dramatec, Broken Borders Dance Company, Mzansi Youth Choir, Imilonji Chorale, PopART, RapidLion International Film Festival, Drama for Life at the University of the Witwatersrand, Performing Studies International Conference, New Music Africa, Malmö University, Windybrow Theatre, Italian Institute, Australian High Commission, University of Zürich, Cardinal Singers of Louisville from the United States of America, and the University of the Free State. The



Division also supported and was involved in activities presented by internal stakeholders, including UJTV, UJFM, Transformation Unit, and Alumni and VC Offices.

The Division also contributes to employment readiness and mentorship through the implementation of an internship programme funded by the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA), and during the year under review, 49 recent graduates received practical training in digital art, event management, copywriting, sales and marketing, hospitality, sound, and lighting for theatre and working in an art gallery. Of this number, 34 were UJ alumni. Most interns were based at the Arts Centre, with the balance being hosted by the Faculty of Art, Design and Architecture, elsewhere in the University, at Business and Arts South Africa (BASA) and PopART Theatre Company. Further contributing to the dynamic development of students and employment readiness, the Division manages the Arts Centre's front of house service with a team comprising four UJ alumni and 18 current UJ students who receive payment for taking on the roles of cashiers and ushers.

During the year under review, the musical 'Hlakanyana', produced by Arts and Culture in 2022, received 14 nominations and went on to win a record-breaking eight Naledi Theatre Awards in 2023. At the Vrystaat Arts Festival, 'Echoes of Heritage' produced by Arts and Culture and performed by UJ Choir won the prestigious Vryskitters Award for Best Musical Composition. The Division's Operations Manager and Producer, Karabo Mtshali, was nominated for a Best Set Design for 'Ruined', while resident Director, Jade Bowers, was nominated for Best Set Design for 'Parrot Woman' at the Naledi Theatre Awards. Senior Choir Master, Renette Boucher, received a Lifetime Achievement Award from the *Federasie van Afrikaanse Kultuurvereniginge (FAK)* in 2023.



Federico Freschi (Prof)

Executive Dean:

Faculty of Art, Design and Architecture





Sport

INTRODUCTION

Our teams and staff members continued to perform extraordinarily well on the student sports scene both locally and globally in 2023, which contributed to the sustained rising trajectory of UJ Sport.

Our athletes performed extremely well at the World University Games held in Chengdu, China, from 28 July to 8 August. At the FIG Artistic Gymnastics World Championships in Antwerp, Belgium, Caitlin Rooskrantz continued to set the gymnastics world alight and qualified for the 2024 Paris Olympic Games. Proving just how much of an allrounder she is, she then also won the UJ Sport Student-Athlete Award, which combines academic plus sporting excellence. To demonstrate that our athletes are indeed serious students, the competition for this award was intense, and a single 1% point separated her from the second-placed student. Caitlin was also the winner of the UJ age group Sportsperson of the Year award. Athlete Tsebo Matsoso was the UJ Sportsman of the Year, with his teammate, Jovial Mbisha, being crowned Sportswoman of the Year. An incredible performance effort by the Athletics Club, which took top honours for the year.

UJ Sport Senior Director, Nomsa Mahlangu, also did us proud in 2023 when she was elected to the executive committee of the International University Sports Federation (FISU), the governing body of student sport globally.

The UJ Men's football team were promoted to the ABC Motsepe League after winning the regional league and qualifying for the playoffs where they triumphed and earned their spot among the paid of SA football.

This continued excellence from our athletes does not happen without careful and intense planning, preparation, support, and execution of not only the competition but also of the preparation required to execute at the highest level, and to achieve and to realise the latent potential of our athletes.

OPERATING CONTEXT

UJ Sport comprises three units, with Sport Clubs as the core component of the Division. The other two units provide the necessary support for performance of both students and staff, namely Athlete Support, which is responsible for the physical, emotional, and academic welfare of student athletes; while Support Services is responsible for facilities, events, marketing, communication, and maintenance, including internal UJ Sport transport.

Sport Clubs

The Sport Clubs Unit as the core function of the UJ Sport Division undergoes continuous changes through a process of review and reconfiguration. The strategic planning session can recommend new categories of the sporting codes. At present, the following sporting codes are available.

Priority codes/elite sport

- Athletics (men and women)
- Cricket (men)
- Football (men and women)



- Netball (women)
- Rugby (men and women)

Competitive codes

- Basketball (men and women)
- Esports
- Hockey (men and women)
- Rowing (men and women)
- Sport for Students with Disabilities (SSD)
- Squash (men and women)

Social/mass participation

- Chess
- Indigenous games
- Martial arts

USSA Competitions

UJ Sport is a member of University Sport South Africa (USSA). USSA provides a platform for all universities and universities of technology to compete in national institutional tournaments.

Varsity Sport

The Varsity Sport tournaments are the most prestigious university competitions in the country. Only institutions that finish in the top eight USSA competitions have the privilege of participating in the Varsity Sports tournaments.

UJ competed in all Varsity Sports events in 2023, including playing in four finals of the five competitions, the only institution to have done so in the history of Varsity Sport.

Table 63: UJ Sport's achievements at the different Varsity Sports competitions

VARSITY SPORTS SPORT CODE	2023	WINNERS	NUMBER OF INSTITUTIONS
Varsity Football Women	2 nd Place	UWC	8
Varsity Netball	2 nd Place	UP	8
Varsity Football Men	2 nd Place	TUT	8
Varsity Cup Women	2 nd Place	SU	5
Varsity Cup Men	5 th Place	NWU	8

International participation

Several UJ teams and student-athletes competed in various international tournaments. At UJ, we take pride in the student-athletes and teams who participate in international competition. This demonstrates the contribution that UJ makes to developing sport in South Africa and the international students' home countries.

Athletes from UJ won the following medals at the Universiade held in Chengdu, China: Tsebo Matsoso won a gold medal in the men's 200m sprint and a bronze medal in the men's 4x100m relay team. He truly reflected the UJ values of excellence and a winning culture and we salute him for his achievements.

Jovial Mbisha was the only UJ woman to win a medal, capturing a bronze in the women's 4x100m relay team. Nhlanhla Maseko also represented the country well in the men's 4x100m relay team that won a bronze medal.

Highlights

Team accolades

UJ Athletics Club continued to shine at both national student and Federation events, and UJ were once again crowned USSA champions at the track and field championships and finished third at the USSA cross country



championships despite having a smaller team than our opponents. Athletics also won Club of the Year at the UJ Gala Dinner in November 2023.

- Men's Football Team – Our senior team won promotion to the ABC Motsepe League.
- Basketball – Men crowned USSA 3x3 Champions.
- Women's Football – Qualified to play in the Hollywoodbets Women's National League.
- Women's Diski Challenge – Winners.
- Women's Rugby – Mastercard Women's Pirates Grand Challenge Winners.
- Cricket – Macrocomms T20 Tournament.
- Rugby Men's 15s – Runners-up at USSA Rugby Champs.
- Netball – Runners-up at Varsity Netball Tournament.
- Women's and Men's football teams – Runners-up at the Varsity Football Tournaments.
- UJ successfully hosted the FASU 3x3 Championships at SWC.

Individual accolades

- Sport for Students with Disabilities (SSD) member, Michelle Moganedi, was awarded the Gauteng Disability Sport Women of the Year award at the Gauteng Sports Awards Dinner.

We saw the introduction of the Gauteng Netball Provincial League and Varsity Cup Rugby for women, and our Rowing Club was honoured by an invitation to take part in the Split Regatta in Croatia.

2023 saw a notable increase in student participation across sport clubs, indicating a growing interest in sports and recreational activities among the institution, including staff sport and community outreach.

Athlete Support Unit

The Athlete Support Unit plays a pivotal role in ensuring the holistic development and well-being of student-athletes. Key operational responsibilities include:

- Identification of needs:
 - Collaborates with high-performance sporting codes, coaches, and managers to identify sports science and medical needs.
- Athlete support programme:
 - Implements tailored athlete support programmes, aligning medical services with the specific needs of high-performance sporting codes.
- Periodised planning:
 - Manages the execution and progress of periodised plans within each sporting code, adjusting as necessary to ensure continual success.
- Tournament preparation:
 - Engages with coaches and sports managers to identify specific needs leading up to major tournaments such as USSA and Varsity Sports tournaments.
- Sports psychology and academic support:
 - Provides sports psychology services to enhance mental resilience and performance.
 - Offers academic advice to student-athletes, ensuring a supportive environment for both athletic and academic pursuits.
- Gymnasium facilities:
 - Ensures that gymnasium facilities are equipped to the highest standards, providing an environment conducive to athlete development.
 - Prioritises excellent customer service to enhance membership retention.

The Athlete Support Unit is composed of the following units:

- Sport Science
- Sport Psychology and Academic Advice
- Sport Medicine and Rehabilitation
- Gymnasiums



Sport Science

Sport scientists work closely with coaches to prepare teams and develop sport-specific training programmes. This relationship considers space and equipment available for the athletes to train at UJ facilities and, in some instances, at home. The sport scientists give weekly updates to coaches in terms of player readiness for matches, which plays a vital role in recovery after matches.

Sport Psychology and Academic Advice

The Sport Psychology and Academic Advice Unit provides the following services:

- Motivational letters
- Academic support
- Recruitment guidance to recruits and sport managers
- Varsity Sport audit forms
- Academic monitoring with a specific focus on academic check-in sessions
- Eligibility of players

This year, the emphasis was on providing student-athletes, specifically first-year students, with skills to assist them as high-performance athletes. Mental performance sessions were held with some of the high-performance teams, and the mental performance coach accompanied the Varsity Cup team for their competitions.

Sport Medicine and Rehabilitation

The sport medicine healthcare provider has a significant role to play within the sporting environment by providing services to the teams and coaches and contributing to the athletes' healthcare needs. UJ contracted Sport Medicine Africa to provide all the necessary sport medicine support, including match day doctors, for all Varsity Sport and Varsity Cup matches. One of the critical elements dealt with is player assessment before athletes sign up for UJ teams. The player injury management services include physiotherapy and biokinetics.

Gymnasiums

The Gymnasiums operate as a financially self-sustainable entity and provide a consistent product and service offering on all four UJ campuses. The goal of the gymnasiums is to enable as many people as possible, from our student population to all staff and alumni, to live a healthier lifestyle through exercise and thus actively contribute to the University's goal of a healthy campus.

Fourth UJ Sport Conference

The fourth UJ Sport Conference, with its theme 'Integrating Science and Practice: A Multi-disciplinary Approach to Sports Medicine, Rehabilitation, and Performance Enhancement,' stands as a testament to the Unit's commitment to advancing knowledge and collaboration in the field. By emphasising the integration of science and practice, the conference serves as a platform for robust discussions on the practical application of scientific advancements in sports medicine, rehabilitation, management, and performance enhancement. This initiative not only fosters interdisciplinary dialogue but also underscores the Unit's dedication to optimising athlete care, recovery, and performance outcomes.

By emphasising the integration of science and practice, the conference sought to establish a robust platform for knowledge exchange and collaboration. It aimed to facilitate discussions on the practical implementation of scientific advancements in various facets of sports, fostering a holistic approach to athlete care and performance optimisation. The conference focused on multidisciplinary medical approaches and reflected a commitment to identifying and addressing gaps in the field, ultimately contributing to enhanced athlete well-being, recovery, and performance outcomes.

Some of our staff continued to leave a mark on the wider elite SA sports community through their service to sports teams and individuals.

Support Services Unit

The Support Services Unit provides the clubs with the necessary support, namely facilities, communications and media, marketing, maintenance, event management and the FISU Healthy Campus. The Events Management Unit works closely with the Sport Clubs, as the events hosted are essentially on behalf of UJ



Sport or a specific sporting code. The Unit also relies on both internal and external partners, which include UJ Security, Occupational Safety, the PHC Clinics, the City of Johannesburg, and the community in general.

UJ sport events

In the dynamic landscape of UJ sport events, the year 2023 emerged as a testament to resilience, adaptability, and an unwavering commitment to elevating the UJ brand through engaging sports events and strategic marketing initiatives.

UJ successfully hosted several sports events during August and September 2023, including the Varsity Cup Rugby, Varsity Football Tournament and Varsity Netball Bumper Weekend. These events aimed to engage students, elevate women's sports, and foster a sense of community within the University.

UJ also hosted the FASU 3x3 Basketball Championships where teams who qualified from across Africa gathered at our iconic Soweto Campus over three days to crown the African champions and determine who qualified to participate at the FISU Basketball 3x3 Championships.

The Varsity Football Tournament, held on the Soweto Campus, featured seven games, including the semi and final matches. The tournament saw ticket sell-outs, and the UJ team delivered to the loyal fans, narrowly losing the final by a single goal. By 1 again! We know what France, England and New Zealand felt like in October.

The Varsity Netball Bumper Weekend took place at the UJ Soweto Campus's Imbizo Hall from 26-28 August 2023. The Varsity Netball Bumper Weekend aimed to boost the visibility of women's sports. The event was a huge success and, as previously indicated, our netball team played in the final for the first time in the history of UJ. Leveraging student enthusiasm for work experience, the team successfully engaged volunteers in event execution.

The Sport Gala celebrated the achievements of athletes, clubs, and teams throughout the year. The Gala was enjoyed by all in attendance with the picturesque venue in Johannesburg North facilitating the spectacular evening. The weather gods smiled on us as the rains, which had been prevalent throughout the week before and after the Gala, kept their distance for the evening, with only light showers celebrating the achievements of the UJ athletes.

The year 2023 stands as a testament to the UJ Sport Events and Marketing Unit's dedication to delivering memorable and impactful events. As the UJ brand grows, the focus remains on enhancing the student experience, engaging the community, and fostering a culture of excellence in sports.

Facilities

Various sports facilities have been upgraded to ensure that UJ continues to offer its athletes world-class facilities to ensure they always realise their potential. In 2023, the following facilities had major renovations:

- Athletics track resurfacing: The project commenced in November 2022 and was concluded in March 2023. The facility has received IAAF certification, which allows us to host international events and contributes to our third-stream income.
- Indoor Basketball court flooring: The floor in the court had been damaged by water below it. A project to reinstall the floor was initiated, commencing in December 2023, and expected to be completed by the end of January 2024. The project is monitored by structural engineers to ensure that it can withstand basketball requirements.

Offering such world-class facilities does come at a considerable cost to us at UJ Sport, and hence substantial rental fees are charged. These rates essentially see us recoup our outlay in terms of cost of maintenance and staff costs. We continue to plan our investment meticulously and carefully into facilities development and maintenance to ensure we remain the leaders in this area.

FISU Healthy Campus Programme – Certification levels

There are 133 universities registered for the FISU Healthy Campus Programme. Out of the 133 universities, only 64 are certified in the different certification levels/statuses. The certification process involves 100 criteria that require answers and evidence documents on initiatives, campaigns, and activities that universities must fulfil to reach a particular level.



The several certification statuses are awarded according to scores from the highest certification to entry level, i.e. from Platinum to Certified. UJ is currently certified at Gold with 82% of the criteria answered with evidence documents and seven Best Practices. We are the only SA institution certified for the Healthy Campus Programme, and our gold level achievement makes us one of only three African institutions to attain this level. The standard attained is testament to the commitment of UJ Sport, University management and leadership to the promotion of a well-rounded individual at the University.

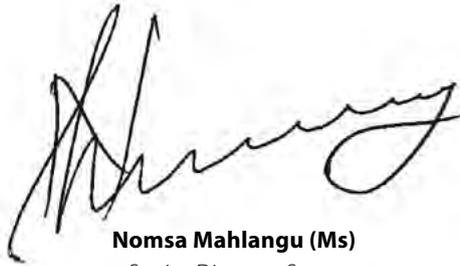
HUMAN RESOURCES

UJ Sport has 24 permanent staff members and seven fixed-term contracts, with 107 staff members who are temporary appointees. Of the permanent staff members, 87% are from the designated groups. The daily operations of UJ Sport are heavily reliant on temporary staff.

CONCLUSION

Another successful year for UJ Sport in 2023 saw athletes and teams win local and international tournaments. This accomplishment is due to dedication by staff, players, and university leadership.

UJ Sport will continue empowering athletes through full support for academic excellence and sporting success. The continuous investment in world-class training facilities and competition infrastructure differentiates us from our peers.

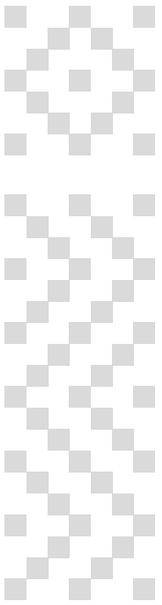


Nomsa Mahlangu (Ms)
Senior Director: Sport



Section FOURTEEN





Management and Administration: Human Capital Management

OVERVIEW

As one of the key functions of UJ, Human Capital Management (HCM) has played a critical role in assisting the University towards its mission of academic excellence, fostering a supportive work environment, and cultivating a culture of continuous growth for its employees.

In the ever-evolving landscape of higher education, HCM's commitment to attracting, developing, and retaining top talent remains resolute. Reflecting on the accomplishments and the path ahead, it becomes clear that the University's success is intrinsically tied to the dedication and passion of its employees. The Human Capital Management Division, in collaboration with other stakeholders of the UJ community, has also strived to create an environment where innovation, diversity, and inclusivity thrive.

HCM is dedicated to upholding the highest ethical standards and promoting transparent governance in every facet of its practices. Navigating the complexities of human resources within the academic environment, the University with the assistance of HCM also remains steady in its commitment to fostering an environment where ethical conduct and effective governance are the cornerstones of success.

In the following we reflect on the strides made and challenges encountered in the realm of HCM operations in 2023.

OPERATING CONTEXT

The operating context of the Human Capital Management Division is characterised by a unique intersection of academic excellence, regulatory compliance, and a commitment to fostering a positive and inclusive work environment.

To give effect to its mandate of efficient and effective people management, the Division is divided into subunits structured to serve the needs of the institution. The Office of the Executive Director: HCM is responsible and accountable for all HR-related matters.

For optimal functionality, the HCM Division encompasses Business Partnering, Organisational Development, Operations and Human Capital Management Information Systems, Business and Data Analysis, Employee Relations and Wellness, Remuneration and Benefits, as well as Transformation.

STRATEGIC INITIATIVES DURING 2023

This section, in summary, reflects progress, key achievements, challenges, trends, and some key risks within the HCM Division.

Human Capital Management Business Partnering (HCMBP) Unit

In 2023, the primary focus of the HCM Business Partnering Unit was on enhancing operational efficiency and ensuring the effectiveness of HCM processes, along with providing key HCM solutions to contribute to the institution's success. A customer satisfaction survey was conducted as part of HCM's commitment to fostering a culture of continuous improvement. This survey aimed to ensure that HCM business partners are delivering optimal services and to gather feedback on interactions with the respective environments.



Through active participation in the survey, clients contributed to the identification of areas for improvement in the services offered by the HCM Division. The survey also sought to confirm that the team was meeting the requirements of the environment in an effective and efficient manner. To further enhance service delivery, one-on-one meetings are conducted with the Executive Leadership Group (ELG), where positive overall feedback is received together with the identification of certain developmental gaps.

In its pursuit of efficiency and seamless delivery, the Unit revisited and refined a total of nine standard operating procedures (SOPs) for HCM and financial business partners. These refinements were aimed at driving process efficiency and ensuring a smooth delivery of services.

Throughout the year, the Business Partnering team has worked diligently to align HCM initiatives with overarching business objectives, ensuring that the human capital strategies are not only responsive to the immediate needs of the institution but also anticipatory of future challenges. From talent acquisition and employee engagement to workforce planning and strategic leadership development, the Business Partnering Unit has been at the forefront, contributing to the overall success of UJ.

The HCM Business Partnering team is aligned to supporting the facilitation of the following institutional activities:

- Recruitment – A total of 466 vacancies were advertised, of which 318 were filled and 148 are still under resourcing activity.
- A total of 128 academic appointments were made, of which 95 (74,22%) were from the designated group and 33 (25,78%) from the non-designated group. Most appointments (73, or 57,03%) were of black staff, showing improvement in the University's profile of designated employees.
- Strategic workforce planning – The faculties and divisions updated actual movements in 2023, in line with the forecast figures and projected staffing requirements for the year.
- Annual position budget – Monthly budget management and saving of funds as well as the annual budget process/presentation were concluded timeously with all budget requirements submitted and reported.
- Online performance management system – This was successfully run by the Unit, ensuring compliance and consistency throughout the performance management cycle.
- Post-retirement appointments – The focus as per the revised policy on retirements was on the implementation of longer-term contracts for NRF A- and B-rated academics; a total of 19 post-retirees including SARChI Chairs were appointed in 2023.
- Customer satisfaction surveys and engagement sessions – These were done with environments to assess the service delivery by business partners.
- Day-to-day guidance to management and employees – This included the conclusion of first- and second-phase employment relations matters, employee wellness caring and interventions, as well as ensuring enhanced data integrity.
- Coordination and implementation of the MEC Resourcing Committee position-related requests, including approval of non-designated appointments – Policy and guidelines supporting these processes were also developed.
- Roadshows – The Unit conducted these to promote HCM service offerings for new HODs and faculty deans.

Organisational Development Unit

As HCM continues to evolve in response to the dynamic needs of UJ, in 2023, the Organisational Development Unit assumed responsibility for the talent acquisition (resourcing) and position budgeting functions, taking over these critical aspects from the Business Partnering Unit, as well as recruitment for most levels within the institution. By consolidating these functions under Organisational Development, HCM aims to streamline processes, enhance efficiency, and provide a more cohesive and specialised approach to talent acquisition and resource allocation. Organisational Development is poised to bring its expertise to bear on these critical functions, fostering a seamless experience for both internal stakeholders and prospective candidates.

Organisational design and change management

The Reward and Recognition Programme, launched in June 2023, was designed to acknowledge, and appreciate the hard work and dedication of support staff members across faculties and support divisions. The



programme aimed to reinforce the UJ values, boost employee morale, and create a workplace where excellence is not only encouraged but also celebrated. A total of 152 support staff members were acknowledged during this period and were awarded gift vouchers, redeemable at selected stores. The Reward and Recognition Programme has undoubtedly contributed to a more vibrant and motivated workplace for UJ, and HCM commends all the managers who participated in this initiative.

As Organisational Development celebrates the successful launch of the Reward and Recognition Programme, HCM is committed to building upon this foundation. The future includes continuous refinement of the programme based on feedback, expanding recognition categories, and exploring innovative ways to celebrate accomplishments.

Organisational Development also implemented an online portal for capturing, updating, and retrieving job profiles. This solution will not only simplify the process of creating and updating job profiles but will also enhance accuracy, accessibility, and efficiency significantly in HCM operations. Access to the system will be provided to all managers after all job profiles have been uploaded to update and align with the current UJ operational needs.

Organisational Development continued to provide change management support to the Finance Portfolio through its organisational redesign journey. This initiative is a continuation of the organisational redesign of support divisions, which aims to optimise resource utilisation, improve decision-making processes, and foster a more agile and collaborative environment within the Finance Portfolio. Major milestones have been achieved involving the placement of staff members in different units and roles as well as the updating of job profiles to align with the enhanced service delivery model. This transformative effort will enable the Finance Portfolio to contribute meaningfully to the overall success and sustainability of UJ. It is anticipated that the project will conclude in 2024.

Emphasis was also placed on the development of the UJ 4IR Knowledge Hub app, which will be launched in 2024. The app serves as a repository for curated content, research findings and educational materials related to the Fourth Industrial Revolution (4IR). Staff members can access the latest insights, trends, and best practices in areas such as artificial intelligence, robotics, Internet of Things (IoT), blockchain, and other 4IR technologies. The app also has an interactive functionality that will allow staff members to test their knowledge of technologies related to UJ catalytic projects. The app aims to raise awareness among staff members about the impact that UJ has made in society using 4IR technologies.

Considering the recent development of the new University strategy of 4IR for Societal Impact, Organisational Development has planned change management interventions that will help increase awareness and foster a sense of collective ownership in support of the change management strategy of the University, to ensure a successful transition to the new strategy while preserving a positive organisational culture. These interventions will be implemented in 2024 in alignment with the rollout of the UJ Strategic Plan 2035.

Learning and development

UJ recognises the importance of building its human capital to ensure sustainability and continuously strives to improve the skills of its employees across all occupational categories. The Learning and Development Unit focuses on skills development, including categories such as institutional training, personal development, leadership and managerial skills, technical and 4IR-related training categories, as well as qualifications or part qualifications, targeting those in need of completing a full qualification. A total number of 3 385 staff members attended the various training opportunities offered throughout 2023. The Learning and Development Unit's offerings for 2023 included learnerships and full qualifications, with seven opportunities to obtain a qualification presented to 233 learners. This was emphasised not only to enhance the skills level of the University but also to assist the University in increasing its broad-based black economic empowerment (BBBEE) score in which learnerships played a crucial role. The Learning and Development Unit played a key role in enhancing the skills development pillar of the University, which propelled UJ into becoming a Level 4 contributor.

Compliance also forms a focal point for the Learning and Development Unit, with the main areas being the submission of the Workplace Skills Plan (WSP), input into the EE Plan, and submission of data to support the skills development pillar of the B-BBEE Scorecard. The main benefits of compliance for UJ are discretionary



grants that were received from the ETDP SETA for R2.9 million, which was allocated to specific learnerships, and an increased B-BBEE level for UJ, with the goal of UJ becoming a Level 3 contributor.

Workforce analysis and employment equity (EE) statistics

UJ overall workforce as of 31 December 2023

UJ workforce statistics showed an increase in the number of staff, when comparing 2019 with 2023. To be noted is the increase in academic and research staff since 2019, which after a decrease led to the same results as in 2022 and increased to 1 308 in 2023. In the support environments, more positions were filled in 2023 to support the evolving needs of the institution.

Table 64: UJ workforce over the past five years

APPOINTMENT CATEGORY	2019	2020	2021	2022	2023
Academic and research staff	1 283	1 270	1 264	1 283	1 308
Support staff	3 080	3 048	3 029	3 106	3 136
UJ Executive Leadership Group	23	23	23	24	21
TOTAL	4 386	4 342	4 316	4 413	4 465

The academic and research *headcount* increased by 1,91% from 1 283 in 2019 to 1 308 in 2023. The vacant *position count* for academic and research positions is 150 with some of the vacant positions being filled by temporary staff.

The support staff headcount increased from 3 080 in 2019 to 3 136 in 2023. The vacant *position count* for support staff for 2023 reflects 269 vacant positions, some of which are filled by temporary staff.

Table 65: UJ academic and research staff complement breakdown (gender and race)

ACADEMIC AND RESEARCH STAFF EQUITY PROFILE 2023											
OCCUPATIONAL LEVEL	FEMALE					MALE					TOTAL
	B	C	I	W	Int.	B	C	I	W	Int.	
Senior Management	9	1	9	38	14	13	6	9	37	54	190
Professionally qualified and experienced specialist and mid-management	75	14	43	99	35	93	10	25	87	90	571
Skilled, academic, junior management, supervisors, foremen and superintendents	161	22	37	82	20	130	9	23	38	25	547
GRAND TOTAL	245	37	89	219	69	236	25	57	162	169	1 308

For the reporting period, the academic and research female representation is 45,1% and international female 5,28% of the total headcount. Black females represent 28,36% and white females represent 16,74%.

Male representation is 36,69% and international males make up 12,92% of the total headcount. Black males represent 24,31% and white males represent 12,38%.

The overall female representation is 50,28% against the overall male representation of 49,62%.

When comparing 2022 figures with 2023, the black female headcount increased by 28, coloured females increased by 2, Indian females decreased by 1, and white females decreased by 2. The black male count increased by 12, coloured males decreased by 1, and Indian males increased by 2. International females remained unchanged at 69 and international males increased by 1 to 169.



Table 66: UJ support staff complement breakdown (gender and race)

SUPPORT AND EXECUTIVE STAFF EQUITY PROFILE 2023											
OCCUPATIONAL LEVEL	FEMALE					MALE					TOTAL
	B	C	I	W	Int.	B	C	I	W	Int.	
Top Management	2	1	0	1	0	2	0	0	0	0	6
Senior Management	22	3	10	13	2	19	5	1	17	1	93
Professionally qualified and experienced specialist and mid-management	88	15	26	63	2	90	10	5	29	11	339
Skilled, academic, junior management, supervisors, foremen and superintendents	270	62	41	80	8	277	15	12	30	8	803
Semiskilled and discretionary decision making	264	38	10	53	3	397	8	2	22	0	797
Unskilled and defined decision making	569	7	0	0	2	538	2	0	1	0	1 119
GRAND TOTAL	1 215	126	87	210	17	1 323	40	20	99	20	3 157

For the reporting period, the support staff female representation is 51,88% and international females are 0,54% of the total headcount. Black females represent 45,23% and white females represent 6,65%.

Male representation is 46,94% and international males represent 0,63% of the total headcount. Black males represent 43,8% and white males represent 3,14%.

The overall female representation is 52,42% against the overall male representation of 47,58%.

When comparing 2022 figures with 2023, the black female headcount increased by 38 of whom most were appointed in the semi-skilled category. Coloured females decreased by 5, Indian females decreased by 2, and white females decreased by 15. The black male count increased by 16, coloured males increased by 1, Indian males decreased by 1, and white males decreased by 5. International females increased by 1 to 17 and international males decreased by 1 to 20.

The UJ Annual Performance Plan

The UJ Annual Performance Plan (APP) is revised on an annual basis to align with the UJ Strategic Plan; UJ managed to achieve six of the 14 measured targets that were supported by HCM.

Targets achieved in 2023

Table 67: UJ APP targets achieved in 2023 (based on HEMIS Rules)

KPI INDICATOR	TARGET	ACHIEVED
Number of leadership programmes for the development of staff and students (#)	3	6
Proportion of permanent and fixed-term academic staff (HEMIS Category 1: Instruction/research professionals) with a PhD	59%	59,2%
Academic staff profile: Number of permanent and fixed-term academic staff: Race (black)	51%	53,5%
Academic staff profile: Number of permanent and fixed-term academic staff: Disability	1,2%	1,3%
Number of associate professors and professors: Race (black)	28,5%	29,4%
Number of permanent and fixed-term academic staff recruited who are working in 4IR (cumulative)	45	54



The number of academic and research staff with a doctoral degree increased by 48, year-on-year, and in 2023 the target of 59% was slightly surpassed with an increase to 59,2%. Over the past five years, the number has increased from 49,2% to the current 59,2%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,1% to 34,9%, due to the increase in the same staff cohort obtaining doctoral degrees. The University encourages staff members who are at the level of a lecturer to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor. Hence, the reduction to 34,9% staff with a master's as the highest qualification is a signal of achievement against the target of 36,5%. It is important to note that having academic staff accomplishing doctoral qualifications is essential for maintaining and advancing the University's academic standards, research output, and overall standing in the global higher education landscape.

It is also noted that the number of academic and research staff with a disability has slightly increased from 1,1% at the end of 2022 to 1,3% at the end of 2023. Appointing staff members with a disability fosters a more inclusive and diverse work environment. This can be particularly beneficial in attracting highly skilled and qualified individuals who might otherwise be overlooked.

Targets not achieved in 2023

Table 68: UJ APP targets not achieved in 2023 (based on HEMIS Rules)

KPI INDICATOR	TARGET	ACHIEVED
Proportion of permanent and fixed-term academic staff (HEMIS Category 1: instruction/research professionals) with a master's (or equivalent as UJ defined) as highest qualification	36,5%	34,9%
Academic staff profile: Number of permanent and fixed-term academic staff: gender (female)	51%	50,1%
Academic staff profile: Number of permanent and fixed-term academic staff: national origin (international)	18%	17,7%
Number of associate professors and professors: gender (female)	43%	40,1%
Number of permanent and fixed-term academic staff by rank: associate professors and professors	32%	29,5%
Number of permanent and fixed-term academic staff by rank: associate professors	17%	15,8%
Number of permanent and fixed-term academic staff by rank: professors	14,5%	13,7%
Percentage turnover of academic staff (HEMIS Category 1: instruction/research professionals) Excluding assistant lecturers and post-retirement excluding retirements	<5%	6,9%

Although the targets are revised annually, some of the KPIs were in reach in 2023. The ongoing focus will remain on recruiting more female staff.

Academic and research staff promoted in 2023

In terms of academic and research staff promotions, Senex approved 77 promotions in 2023 compared to 70 promotions in 2021 and 2020, respectively, and 50 in 2019. Of the number of staff promoted, 37 were female, and 40 were male. A total of 39 were promotions from the designated group and 38 from the non-designated group, of whom 16 were white and 22 international.

The ELG employment equity profile in 2023

The ELG black gender profile has shifted notably over the past five years. Black female representation was 43,48% in 2019, 47,8% in 2020, 43,48% in 2021, and 50% at the end of 2022 and 2023. Of the 21 ELG members, there were 11 black females, five black males, two white females, two white males, and one international female.



Table 69: ELG equity profile

ELG EQUITY PROFILE							PERCENTAGE (%)				
Gender	Black	Co-loured	Indian	White	Intl.	TOTAL	Black	Co-loured	Indian	White	Intl.
Female	7	3	1	2	1	14	50	21,43	7,14	14,29	7,14
Male	5	0	0	2	0	7	71,43	0	0	28,57	0
TOTAL	12	3	1	4	1	21	57,14	14,29	4,76	19,05	4,76

Executive recruitment and global excellence and stature (GES)

Filling the executive leadership group positions promptly is essential for maintaining institutional effectiveness, stability, and adaptability. The HCM facilitated the recruitment and review process of high-level executive positions, which culminated in the following appointments and reappointments in 2023:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Dean: College of Business and Economics
- Extension of a contract of the Senior Executive Director
- Executive Dean: Faculty of Art, Design and Architecture
- Executive Director: Facilities Management
- Executive Dean: Faculty of Science
- Reappointment of Executive Director: Financial Governance and Control
- Reappointment of Chief Information Officer
- Reappointment of Executive Dean: Faculty of Engineering and the Built Environment

In support of the GES Strategy, positions were created to directly develop UJ's 4IR agenda. These positions contribute to a dynamic and forward-thinking academic environment that benefits the broader UJ community, as innovation plays a pivotal role in advancing education, research, and the overall mission of the University.

Key appointments were made. Since 2014 to date, the cumulative figures are as follows:

- Distinguished Visiting Professors (DVP) – 83 (of the 83 appointed DVPs, 25 are contributing to the 4IR agenda)
- Distinguished Professors – 5
- Directors of Institutes – 3

The following special appointments are directly linked to the 4IR strategy:

- Professors of Practice – 10
- Associate Professor of Practice – 2
- Visiting Professors – 14
- Visiting Associate Professors – 6
- Senior Research Associates – 7

Operations and Human Capital Management Information Systems (HCMIS) Unit

The Operations and HCMIS Unit centralises employee data, making this easier to manage and maintain. The Unit comprises two subunits focused on service delivery and aimed at achieving seamless process integration in supporting centres of excellence in HCM in terms of system enhancements, automation, and administrative interventions through the implementation of processes, training, and instilling accountability.

Several focal points received attention and the following progress was made:

- Administered the new Declaration of Interest online application and incorporated the CAA declaration process into academic settings.
- Oversaw the online Exit Clearance application and identified necessary enhancements for implementation in 2024.



- Effectively managed the HCM Schedule of Submissions to ensure timeous and up-to-standard reporting.
- The Human Resources Administration Unit plays a pivotal role in managing various aspects of the employee life cycle, contributing to organisational success, and compliance. Through this Unit, internal and external audit findings were addressed and well managed.

Business and Data Analysis Unit

The Business and Data Analysis Unit in HCM provides support to the HCM team and the broader UJ community by introducing technology, business, and data improvements. Several systems have been developed by the Unit, and these systems have created greater efficiency and agility for HCM. These improvements have resulted in a higher level of confidence in data, and reports are referencing a single version that talks to the single source of truth.

Performance Management (PM) online system

The PM system has reached a high level of compliance with a completion rate of 99% and above in all critical phases, these being the:

- Contracting phase: 99,8%
- Mid-term review phase: 99% (up from 96% in 2022)
- Final assessment phase: 99,3%

Systems Development and Enhancements

The year 2022-2023 has seen several proofs of concept (PoCs) being developed to determine the appetite for new technology implementation. Many of these systems were developed in a phased approach and in some cases introduced as a pilot.

Service request manager

The service request manager (SRM) is an in-house developed customer relationship tool that allows HCM requests to be managed and tracked through the value chain. Requests are logged by clients and are managed end-to-end through the tool. Bottlenecks are identified through the tool, and customer satisfaction is gauged through a survey that is disseminated to the client once the request is closed.

Automation of short-term appointment letters

Short-term appointment letters were previously produced through a manual process where HCM administrators would compile the letter and then disseminate it to the temporary employee. This was highly cumbersome and time-consuming, with a high risk of errors. The business analyst developed an automated interface to formulate and disseminate the letters securely. During 2023, a total of 20 500 letters were formulated and disseminated to the requestors through the automated process.

Employee Relations and Wellness Unit

Employee Relations

The Employee Relations (ER) Unit continued to oversee a range of employment relations issues dealing with issues of mutual interest, including all disciplinary, incapacity and collective bargaining issues. The Unit is also the custodian of the University's HCM policies and procedures, including conditions of service.

The following are highlights of Employee Relations activities in 2023:

- The Disciplinary Code and Procedure and the Incapacity Policy were approved by Council and MEC, respectively.
- The Employee Relations Unit, in collaboration with internal stakeholders, i.e. Occupational Health Practice and the HCMBP Unit, was able to successfully monitor and resolve ill-health incapacity cases through the Incapacity Forum.
- MEC was able to appoint a panel of disciplinary hearing chairpersons after the conclusion of the tender process.
- In terms of the relationships with unions, there has been a major shift. The University terminated the



recognition agreement with NUMSA due to the union dropping below the 15% threshold, a prerequisite for the recognition of a union at UJ. However, NUMSA declared a mutual interest dispute at the CCMA and has been issued with a certificate to strike. To date, they have not given the University notice to strike. NEHAWU and UJ entered into an agreement that allowed for the change of the collective bargaining cycle from 1 January of each year ending 31 December to 1 April of each year ending 31 March of each year.

- The 2023 Substantive Agreement was successfully implemented through the monthly consultative and bargaining forum meetings between NEHAWU and Management.
- One Employee Relations seminar was held to raise awareness of Employee Relations services and developments within the labour law space. This saw an increase in terms of reported cases by over 80% from the previous year. There has been a vast improvement in the turnaround times for the completion of cases. There has been an overall improvement in stakeholder relations, which is based on service delivery.

Employee Wellness

In 2023, HCM implemented a comprehensive range of employee wellness interventions to foster a healthy and supportive work environment. These initiatives were designed to address various facets of well-being as outlined below:

- Wellness information sessions
- Line manager training
- Psychosocial interventions
- Financial management and awareness

The implementation of these wellness interventions reflects the institution's commitment to creating a workplace that prioritises the holistic well-being of its employees.

Remuneration and Benefits Unit

The Remuneration and Benefits Unit plays a pivotal role within UJ's Human Capital Management Division. It is responsible for providing strategic guidance regarding the remuneration and benefits function at the University by developing and enhancing policies and frameworks to ensure that the University's approach to remuneration aligns with its overall strategic objectives.

The Unit recorded notable successes in 2023 as listed below:

- Timeous implementation of the 2023 annual general salary increases.
- Planning and hosting of the Long Service Award function, which was a huge success with the recipients being highly applauded by the MEC members in attendance.
- Huge turnouts at the Employee Benefits Roadshow conducted in August 2023 on all campuses within a week as planned. More employees now understand the importance of completing the funeral beneficiary form.
- The well-functioning Disability Forum continues to assist with the identification and communication of potential disability cases for early detection.
- Frequent interactive retirement consultations continued to be held with all 2023 retirees.

Transformation Unit

The Transformation Unit leads and coordinates institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision, strategic objectives and the enhancement of global excellence and stature. Key focus areas include institutional culture, gender equity, diversity and inclusion, leadership development, ethics, and governance, as well as awareness and advocacy. A detailed report on the Transformation Unit is made available separately.

RISK MANAGEMENT

The risk environment relating to HCM operations remained high throughout 2023. By systematically identifying potential risks, HCM is able to take a proactive approach to addressing issues before they escalate. This allows the Division to implement preventive measures and develop strategies to mitigate the impact of



risks. Below is the list of risks identified in the HCM Risk Register, where mitigating measures are also identified:

- Talent attraction and retention.
- Decentralised temporary appointment system and inconsistent application to policy adherence.
- Ineffective management of absenteeism in the institution.
- Inadequate controls within staff concession processes.
- Leadership transition and succession planning.
- Challenges in achieving the B-BBEE score and strategy implementation.
- Constraints with meeting Employment Equity targets in key categories.

HCM is committed to conducting regular risk assessments to identify potential HR-related risks within the University and implementing proactive measures to mitigate and manage those risks effectively.

SIGNIFICANT ACCOMPLISHMENTS IN 2023

In 2023, the Human Capital Management Division has demonstrated remarkable achievements in advancing the University's human capital strategies and fostering a positive workplace environment. Key accomplishments include but are not limited to:

- Implemented the Talent Management pilot in the Chief Operating Officer domain.
- Enhanced the resourcing time-to-hire (TTH) processes.
- Successfully implemented one category of the Reward and Recognition Programme for support staff members.
- Further enhanced operational efficiency through the successful rollout of streamlined HCM processes and the integration of advanced HCM technologies.
- Achieved high participation rates in professional development initiatives.
- Improved the accuracy and fairness of performance evaluations through the online performance management system.
- Achieved a reduction in the number of unresolved employee relations issues and/or disputes through continuous training on policies and procedures.
- Successfully managed compensation reviews and adjustments.
- Successfully utilised analytics for decision making in HCM.

These achievements underscore HCM's commitment to driving organisational success through strategic human capital management initiatives.

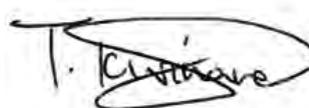
CONCLUSION AND WAY FORWARD

The Human Capital Management executive summary encapsulates the essence of the institution's journey over the past year, highlighting key achievements, challenges, and strategic initiatives undertaken in the realm of HCM. As the Division reflects on the milestones achieved, HCM leadership acknowledges the dedicated efforts of the employees and the pivotal role played by the HCM team members in steering the University towards collective success.

Looking ahead, the HCM Horizon strategic objectives chart a course for the University, with a clear focus on the following:

- Optimising talent attraction and retention strategies and aligning with industry best practices.
- Seamlessly transitioning leadership and critical roles to support long-term sustainability and growth, enhancing the UJ maturity levels towards succession planning.
- Providing exceptional support and value to the University.
- Ensuring a transformed and inclusive institution.
- Streamlining HCM processes through automation.

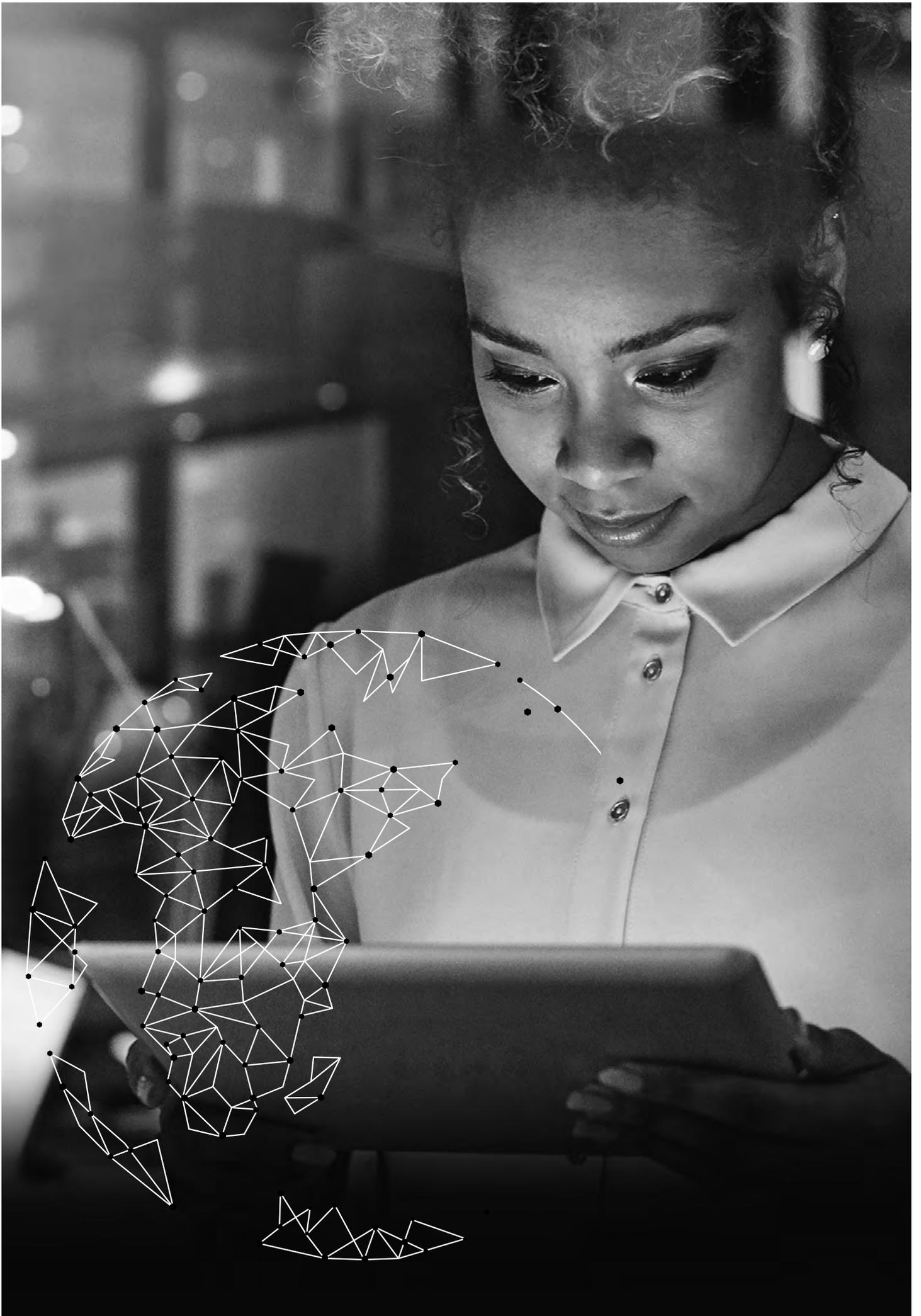
As HCM forges ahead, the HCM leadership extends its gratitude to the entire HCM team and the institution for their unwavering commitment to the University of Johannesburg's shared vision.



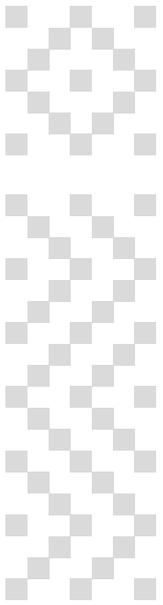
Tokoza Kwinane (Ms)

Executive Director: Human Resources









Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four, enriching student-friendly learning and living experience, and Objective Six, fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Facilities Management (including Protection Services)

Furthermore, in 2023, the encompassing Registrar's Portfolio included:

- Central Academic Administration
(including the Alumni Office)
- Corporate Governance
- University Secretariat
- Occupational Health Practice
- Centre for Student Health and Wellness

The operating context and governance as well as the performance review of all these support services divisions are reflected in this report.

Reports of the various support services serve at the relevant Management, Senate and Council committees.

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal



Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.



Bettine van Vuuren (Prof)

Registrar



Central Academic Administration

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: 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 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. It 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 Coordinator, 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.

The organisational design of CAA follows the academic administration life-cycle process with the following departments: Timetables, Assessments, HEMIS Office, Student Enrolment Centre, Faculty Coordination and Alumni, and Systems and Training.

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.



ACHIEVEMENTS FOR 2023

Applications and late enquiries

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, CAA has managed to accommodate the increases extremely well 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 they meet the minimum entrance requirements or warns applicants to improve their results to a certain standard (if Grade 11 results are submitted) to meet the requirements for a 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 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 was fully implemented to automatically recalculate applicants' endorsements in cases where an applicant has multiple matric sittings. This new system functionality recalculates the new endorsement based on the DBE (Department of Basic Education) policy framework on behalf of the applicant. This means applicants no longer risk being unable to register in January due to the delay in issuing the new certificate by DBE.

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. Owing to the later-than-usual release of Grade 12 results in 2023 (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.

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.

Registrations

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.

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 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, which correlates 100% with our enrolment planning, has proven to be highly beneficial in managing registrations.

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 University again relied on the chatbot to assist with general enquiries during the registration process. 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.

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 enquiries 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 further ways to bridge the gap between applicants, students, and the University. Embracing this ethos, CAA has now launched a WhatsApp integrated chatbot, tailored exclusively for our applicants and students. This is another testament to CAA's commitment to be at the forefront of innovation in the higher education sector.

WhatsApp, the globally acclaimed messaging app, has emerged as a powerful tool for personal communication. Extending its capabilities by linking it to the UJ chatbot (called 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.

Digital badges

UJ has 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 implement an innovative system with the introduction of digital badges for graduates of curricular programmes. Each graduate could import or link their digital badges to their personal LinkedIn accounts for 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 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.

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 campaign, which the Alumni Office executed. Through this process, any previous alumni (from UJ or any of the legacy institutions) could apply to have their digital badge issued by UJ be placed on their LinkedIn profile.

Graduations and alumni

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 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 degree:

- Prof C Brink for the Faculty of Humanities on 14 April.
- Ms N Mabasa for the Faculty of Art, Design and Architecture on 19 April.
- Prof IA Gambari for the Faculty of Humanities on 25 April.
- Prof Sir HM Beckles for the Faculty of Humanities on 9 May.
- Prof B Hazeltine for the Faculty of Engineering and the Built Environment on 19 May.
- Prof M Mazzucato for the College of Business and Economics on 12 June.

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



In 2023, the Certification Office ran three major projects: firstly, the upgrading of the Digital Certificate (DC) system to the latest version available; secondly, the development of an API (Application Programming Interface) between the student information system and DC; thirdly, the development and introduction of digital badges.

The API development also introduced an innovative way of transferring data directly from the student information system to DC and the return of data back from DC. 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 are identified and sent through the API, which are then printed on the certificates.

The development also brought on a change in the Certification Office business process, whereby the certificate number is autogenerated from DC, which is then printed on the hard copy certificate, embedded on the digital certificate, and then returned to the student information system and recorded on the student's record. This, in turn, eliminated the need for human intervention to physically capture each certificate number after it had been printed on the certificate. It also eliminated 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.

The current alumni database has 278 080 alumni, encompassing both subsidised and non-subsidised whole programme alumni, 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 and includes 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.

In 2023, CAA also 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.

Teaching and learning

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 successfully as per the predetermined due dates.

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, to identify transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.

CAA also developed an add-on for the assessment paper upload system where academics could upload tests throughout the year. The system was developed and tested during the first semester of 2023 through a pilot project with JBS and 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, by setting 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.

CONCLUSION AND FUTURE PROJECTS

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 will investigate the possibility of establishing a UJ support structure (Student Enrolment Centre) in the Metaverse through the WhatsApp chatbot.



Tinus van Zyl (Dr)

Senior Director:
Central Academic Administration



Corporate Governance

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 on all four campuses 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.

STRATEGIC FOCUS

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

Governance Unit

This Unit oversees the governance related to the Registrar's Portfolio in the areas listed below.

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 assigned 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 active consultation and interaction with the relevant portfolios within UJ, the working group was provided 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 revised University Academic Regulations were published on the intranet, UJ website and uLink.

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 relative domains and acted as a constant reminder to policy owners and responsible divisions.

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. The website was also reviewed to ensure that relevant governance documentation was published. The governance documentation template for cover pages was branded with a UJ ribbon and a disclaimer alerting stakeholders of the usage of policy information and the copyright implications thereof. This disclaimer was also placed on the relevant Intranet and website 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.

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 during 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. The Governance Unit collaborated with the Human Capital Management Division and other relevant departments and divisions to manage the relevant nomination and election processes.

The Governance Unit conducted various nominations and elections for the year, which 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 UJ Awards for Honorary Doctorates, Alumni Dignitas and the Ellen Kuzwayo Award. The Unit additionally conducted the annual election for the Student Representative Council.

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 used 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 Senate Charter. 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. The University's four campuses were home to 70 Commissioners of Oaths for 2023. Three employees who left the employment of UJ and had been designated as Commissioners of Oaths returned their stamps for destruction.

Qualification Verification Unit

The Qualification Verification Unit (QVU) is responsible for managing the issuance 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. Additionally, the QVU provides third-party verification services. The Unit utilises multiple systems and technologies to perform these functions.

During 2023, 3 708 academic documentation requests were processed. Third-party verifications amounted to 18 353. In comparison to the previous year, there was an upward trend in academic documentation requests from 3 023 to 3 708. Third-party verification requests also surged by 471.

The Qualification Verification Unit finalised the Transcript Supplement Project from the Corporate Governance office as tasked by the Registrar to streamline the issuance of academic transcript supplements. 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.

The QVU also held workshops and engagement sessions with faculties to strengthen internal stakeholder relations and re-emphasise the importance of ensuring that published turnaround times are adhered to.

Records Management Unit

The Records Management Unit (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.

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) to store and manage electronic records. 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.

The RMU works in conjunction with ICS to ensure that the EDRMS is utilised in line with UJ policies and procedures applicable to the management of records. Data extracted from the EDRMS show 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.

Service providers assisted with the collection of 212 boxes containing paper records for off-site storage. Planned disposals amounted to 5 460 kg, and ad hoc disposals totalled 7 163 kg.

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.

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 provided in paper format. Most contracts were received from non-academic environments. In total, UJ has 7 163 contracts in various life-cycle stages that are kept as vital records in the EDRMS, 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.

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

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 during 2023.
- In certain instances, historical student data queries impact the processing of such requests within the stipulated turnaround times to clients within the QVU. To mitigate this challenge, assistance is provided to faculties in locating historical documentation stored on the EDRMS.
- Non-compliance by faculties to specified turnaround times impacts services rendered to external stakeholders within the QVU. To mitigate this challenge, workshops are arranged biannually with faculties to ensure compliance to 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 the EDRMS.

Mitigating strategies have been implemented to address the challenges presented.

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 remain relevant, 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.



Bettine van Vuuren (Prof)
Registrar



University Secretariat

ACHIEVEMENTS

While it is the committee members' responsibility, the University Secretariat staff quality checked documents before these were submitted to the committees, if time permitted.

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 regarding 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, they were used for induction purposes, with additional strategic items 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

- 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).



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Occupational Health Practice

BACKGROUND

The UJ Occupational Health Practice (OHP) is a well-established department operating from the campus health clinics on the four main UJ campuses (APB, APK, DFC, SWC). The OHP operates with a contracted occupational medical practitioner (OMP), who visits each campus once a month. In addition, the OMP assesses incapacity cases. Four permanent occupational health nurse practitioners (OHNP) and one locum OHNP also service the clinics. A manager oversees the OHP, and she is supported by one permanent administrative officer and two student assistants.

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.

Approach

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, Centre for Academic Technologies (CAT), and Event Risk Management. It also works closely with external partners in healthcare, food safety, travel medicine and agencies, such as the World Health Organization (WHO), the National Institute of Occupational Health (NIOH) and the National Institute for Communicable Diseases (NICD).

Clientele

UJ employees are the primary clientele. However, contractors, students and visitors are included when they are exposed to occupational health hazards. A consistently high client satisfaction rate exceeding 95% and positive narrative feedback were received.

OHP PERFORMANCE SUMMARY

Health Risk Assessments (HRA)

The purpose of HRA is to identify risks in the work environment and mitigate these to ensure the optimal health of the UJ community. Hygiene surveys were done by private companies contracted by the OHP. The purpose was to measure quantifiable risks such as noise, ventilation and microbes present on surfaces and in the air.



The assessment target for 2023 was 267 on the four campuses, including outsourced surveys, food safety surveys and UJ outliers (UJ sites that are not inside the campuses).

Hygiene surveys conducted in 2023

- Water Quality Survey at JBS – The results indicated levels of colour and turbidity above normal limits. Follow-up testing was done in October 2023, after Facilities Management carried out the recommendations, and the results were found to be acceptable within normal ranges.
- An Indoor Air Quality Survey was conducted at UJ on Empire and at the Student Enrolment Centre on APK. The survey revealed poor airflow in most areas, which indicates poor ventilation. Microbial activity was detected on some ceiling and ventilation surfaces. Repairing the existing or reinstalling the ventilation system and intensifying cleaning and housekeeping practices to ensure a microbial-free environment were recommended.
- An Indoor Air Quality Survey at PEETS (Process Energy and Environmental Technology Station) and QK Laboratories on DFC also indicated poor airflow in most areas, and poor ventilation with lower dry bulb temperature in certain areas. Recommendations included repairing the existing (or reinstallation of the) ventilation system, and maintenance of recommended temperatures in the offices to protect employees from the heat and cold.
- An Occupational Hygiene Survey at the Faculty of Science Chemistry and Applied Chemistry Laboratories on APK and DFC. The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993), which relate to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports will be distributed to the faculties, Facilities Management Department and the Occupational Safety Department to implement recommendations.

Food Safety Audits

- Cleaning, maintenance, and microbiological food safety audits are done once per quarter by a contracted food audit company. The Food Safety Audits are now based on the latest Regulation 638; in previous years, the audits were conducted according to Regulation 962, which had produced rather more favourable outcomes. The surveys focus on the UJ Student Centre and other food outlets. 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 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 was 61%, with an annual improvement of 8%.
 - The cleaning and maintenance score was 75%, with a slight improvement of 3%.
 - The microbial analysis overall score was 73%, with an annual improvement of 24%.
- Given the changed regulatory environment, all the above scores are now outside the acceptable UJ and internationally acceptable ranges. Corrective measures were communicated to STH (School of Tourism and Hospitality) and Facilities Management, and a plan of action is under way to improve the scores in 2024.

Health risk 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 allocated ratings of high, moderate, or low risk. 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 occupational-related ill health. The campuses with the highest number of high risks were the outliers with six areas; APK, APB and DFC each had four areas, and 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. The campuses with the highest number



of moderate risks were DFC and APK with 10 each; APB had seven; SWC had five; and the outliers had 3 areas of moderate risk.

Medical surveillance

The OHP monitors employees exposed to risk due to their occupation, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA). The target for these assessments is based on the number of employees within the University and the Matrix developed by the OMP. Compliance with the OHSA required a total of 900 medical examinations in 2023. In terms of staff capacity, the achievable number of examinations across the four campuses is 720; hence, the appointment of a locum OHNP allows us to achieve the target of 900 examinations. For 2023, 982 medical assessments were conducted across the four campuses.

Resilience programme

The programme offers ongoing assessment and support to the Executive Leadership Group (ELG), the Pas of the ELG and 50 heads of departments. An invitation is sent out to identified members; should they accept the invitation, appointments are scheduled with the OHNP on their respective campuses and feedback is given through the OMP or a visit to a personal medical doctor.

For 2023, 23 members participated, an ongoing increase as compared to 2022, where 14 participated in the programme, and in 2021, where only five members participated.

Radiation

The radiation exposure of staff and students in laboratories is measured using a dosimeter, which the Radiation Protection Service monitors. Evaluations of dosimeters is done monthly. For 2023, all exposure levels have been within the normal acceptable ranges.

Incapacity Cases Management Programme

Employees are referred to the OHP by Human Capital Management (HCM) and other affected departments. The reason for referrals includes ill health, poor job performance and absenteeism. The OMP is allocated six hours per month for incapacity assessments. By the end of 2023, the OHP had 18 ongoing, active incapacity cases. Since the inception of the Incapacity Clinic, 34 cases have been closed.

Chronic Disease Management Programme (CDMP)

The programme was established after the OHP noted that employees, mainly in the Protection Services and Auxiliary Department, were regularly absent from work to go to the local clinics to collect their chronic medication even though they had medical insurance. Most of our incapacity cases (above) are related to uncontrolled chronic conditions; it is hoped that the CDMP will reduce the incapacity claims and cases.

Our OMP visits each campus clinic for three hours once a month to see employees on chronic treatment; employees are charged from their medical aid. The CDMP has consulted and registered 58 employees across all four campuses.

Travel medicine

In total, 161 travel health risk assessments were conducted for employees undertaking official international and national trips. Compared to 2022, this was an increase of 53 pre- and post-travel assessments done at the OHP, and travel bags and vaccinations were given according to the destination area. Assessment was further done of destination countries for travellers.

Contact sessions

In total, 6 349 client contact sessions were devoted to occupational health interventions and other consultations. These included 982 baseline and periodic medical assessments; 980 vision screenings; 388 lung function tests; 761 audiometric tests; 481 blood tests; and 161 travel medicine visits.

Event medical risk assessment and resourcing

OHP managed 240 events across all four campuses, including graduation ceremonies. This was an increase in events as compared to the 199 events managed in 2022 and the 16 events managed in 2021. OHP's



management of events includes coordination with ER24 to ensure the required onsite presence of ER24 staff, as well as ER24 notification. There were no incidents reported to OHP in 2023.

OHP campaigns

All campaigns conducted through OHP are aimed at preventative measures, creating health awareness, early detection of diseases or illnesses, and keeping employees at work. Our campaigns are in line with the Health Observances Calendar. The following campaigns took place: Influenza, Hearing tests for office workers, COVID-19 vaccination, PSA screening tests, Cervical Cancer Awareness (Pap smear), Wellness Day and Healthy Campus Campaigns. A total of 1 235 employees participated in the campaigns. All abnormal test results were referred for further management.

Medical response to disaster and ER24 rollout

The ER24 Emergency Medical Care is contracted to UJ to respond to emergencies or disasters. The UJ community has been orientated and awareness interventions have been completed, resulting 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.

STRATEGIC FOCUS AND TARGETS FOR 2024

An enriching student-friendly learning and living experience

- Adopting an OHN student per campus to mentor her/him throughout the years of studying at UJ, e.g. by assisting with practical hours (work-integrated learning); and giving information about Occupational Health in a teaching institution; or continuing to accommodate students who need practical hours.
- Continuous health risk assessments throughout the campuses to identify risks that can have a negative health effect on the UJ community, and making recommendations to mitigate the risks, e.g. laboratory risk assessments, food safety, and water quality surveys.
- Medical surveillance, to ensure UJ staff are healthy so that they can deliver good learning experiences and service to students.

National and global reputation management

- Ongoing travel health risk surveillance screening for emerging travel health risks.
- Professional networking with the Department of Labour's Directorate for Occupational Health and Hygiene, the South African Society for Occupational Health Nursing Practitioners (SASOHN) and the South African Society for Occupational Medicine (SASOM).
- Participating in Healthy Campus Campaigns, and supporting the Seven Pillars of a Healthy Campus, to ensure UJ remains certified by the International University Sports Federation as a healthy campus.

Fitness for global excellence and stature

- Creating awareness among high-risk environments by conducting health risk assessments and qualitative surveys.
- Ensuring a legally and ethically compliant Occupational Health Practice, with ethical compliance evidenced by zero confidentiality breaches.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

CONCLUSION AND WAY FORWARD

Having all four OHP clinics operating from 08:00 to 16:30 has yielded good results. The number of contact sessions has increased from 4 227 in 2022 to 6 349 in 2023. The increase in the number of incapacity assessments was also noted and a plan to execute the requests has been implemented. All 2023 plans have been completed and exceeded.



Objectives and targets for the period 2024-2025

- Conduct 366 health risk assessments, including outsourced surveys and UJ outliers.
- Conduct 900 medical surveillances on all four campuses, including executive medical assessments.
- Continue with health campaigns according to the Health Observances Calendar.
- Participate in Healthy Campus Campaigns and support the Seven Pillars of a Healthy Campus, which will ensure UJ remains certified by the International University Sports Federation as a healthy campus.
- Conduct surveillance and prepare for global/local emerging communicable diseases such as Coronavirus-related disease, Influenza, Malaria, Ebola Viral disease, and Typhoid.
- Ensure trendsetting in OHP governance at a higher education institution. For instance, Wits requested to benchmark, as they are planning to establish an Occupational Health Clinic.
- Follow up on the Clinic Management system.
- Follow up with the South African Nursing Council regarding a Memorandum of Understanding (MOU) to accommodate UJ Occupational Health nurses in training.
- Ensure evidence-based practice, research, and epidemiological studies.
- Implement OHP compliance per audits using South African Society of Occupational Health Nursing Practitioners (SASOHN) audit standards.



Bettine van Vuuren (Prof)
Registrar



Centre for Student Health and Wellness

OVERVIEW

The Centre for Student Health and Wellness (C-SHAW) has taken the recent merger of the former Primary Healthcare Centre (PHC) and the Institutional Office for HIV and Aids (IOHA) with zeal as this has meant looking at the well-being of students in a holistic approach. The change in structure resulted in the clinical services and health promotion services 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 on all campuses, with the physical spaces shared with the Occupational Health Practice (OHP); both services are in the Registrar's Portfolio. The licence to practise 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.

STRATEGIC FOCUS AND TARGETS

Strategic objective: An enriching student-friendly learning and living experience

The focus areas, which are provided by a team consisting of medical doctors, professional nurses, a project manager, a wellness specialist, lay counsellors, administrative officers, and administrative assistants, are:

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

PERFORMANCE AND ACHIEVEMENTS

Primary Healthcare

Patient consultations

Primary Healthcare 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 21 698 patients, 98% students and 2% staff,



the latter mostly utilising the 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. The provision of contraceptives accounts for 28% of all consultations. The total 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.

Sexual and Reproductive Health (SRH) Services

Family planning (FP)

Contraceptives are provided to female students and staff to support them in delaying fertility to a time of their choosing. Injectables, oral tablets/pills, subdermal implants, and intrauterine devices were made available for clients to consider. Barrier methods in the form of female and male condoms were also made available. In 2023, contraceptives were provided to 7 650 clients, which is significantly fewer than the year before. This was due to a shortage in the supply of contraceptives by the district health department. We had to refer students to local health clinics to ensure continuity of supplies. The challenge was resolved after the clinic was assessed and found to be compliant with health standards ? 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.

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. A total of 2 964 tests were done with 207 being positive. This is the highest number of pregnancy tests done in the past five years. These pregnancies were mostly unplanned, and as a result, 89 clients were referred for termination of pregnancy services provided at government clinics. Those who chose to keep the pregnancy were referred to antenatal clinics to commence with mother and child healthcare. Emergency contraceptives, also known as the morning-after pill, were provided to 152 clients. This commonly happened 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.

Sexually transmitted infections (STIs)

There has been a continual decrease in the number of students treated for STIs, with 1 006 being treated in 2023. This continues the downward trend from last year, where 1 152 cases were treated for various 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 among women, which presented with 410 cases, and 220 cases in men. These indicate an inconsistent use of barrier methods among this group of young people. Treatment is made available immediately with follow-ups to review unresolved cases. These are then referred to the hospital for further investigation and higher-level treatment options.

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 using the cheapest available cash rate for students. In some instances when funds allow, the Department of Health supports this initiative. In total, 86 tests were done with 10 results referred for further investigation.

Vaccinations

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 available 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.



Travel Health

Travel health is provided to students traveling on UJ assignments. Communication with the academic department confirms the authorised travel to ensure that resources are used appropriately. A total of 219 students consulted, with most of them seen at Bunting Road Clinic. The service has returned to normal operation after the negative implications of the COVID-19 restrictions.

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.

Emergency Medical Care

ER24 provided 436 emergency medical services to 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 allocated funds. 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 accommodated by the individual departments hosting them.

Medical emergencies taking place on campus proved to be a challenge, especially considering the depleted funds in the ER24 account. Protection Services, Occupational Health, and CSHAW 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 Protection Services staff members who will be included in the first responders. We also worked on a standard operating procedure for medical emergency response, which is currently under approval processes.

WELLNESS SERVICES

HIV testing services (HTS)

HIV testing increased by 26% from 2022; a total of 10 092 clients came to the clinic or to mass testing sites to know their HIV status. Mass testing is supported by non-governmental organisations (NGOs) that have contracts with the Department of Health. A total of 31 students tested positive, all of whom started antiretroviral medication to ensure they suppress the 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 general society.

Pre-exposure Prophylaxis (PrEP)

NGOs provide PrEP to those testing negative and willing to take antiretroviral (ARV) medication to maintain their HIV-negative status. In total, 2 206 students commenced treatment (ARVs), but with only half of them remaining on treatment for longer than three months.

Promotion of barrier methods

Condom distribution remains one of our core objectives to provide a sustainable measure to prevent 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 were distributed with just over 21 000 female ones distributed. In the first quarter of the year, a shortage of condoms was a challenge, as the DOH did not have supplies. We improvised by providing individual condoms instead of a whole packet containing 10 condoms in each.

Health Promotion

With the return of in-person interactions taking place, 21 events focusing on health promotion took place. This is slightly lower than the events in 2022, but there was 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, which 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.
- **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:** This 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.

Peer Education

This programme is in place to enable health promotion initiatives to reach more young people. The 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, 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 returning peer educators provide leadership and guidance to the recruits. The highlights of their initiatives included:

- The 'meet and greet' that took place on APB, where 105 peer educators were introduced to each other, the purpose of the programme outlined, and the planned projects for the year discussed.
- The Daredevil Run that took place in Sandton to promote prostate and testicular cancer awareness, where 11 male students participated in the 5-kilometer fun run wearing only 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. A total of 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 in society. In total, 33 students were trained with certificates issued to show competence. This training was initiated in 2022; a challenge identified is the availability of students 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 organisation.
- 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 together with staff members.

CONTRACTS

The services provided within the Centre require contracts with organisations that specialise in various fields of healthcare.

ER24 (Pty) Ltd

This is a three-year contract, with effect from 1 July 2021 to 30 June 2024. The contract encompasses the services for emergency medical care to the UJ community, medical support to 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 challenges referred to above.

Sports Medicine Africa and Quadcare

The two organisations providing medical services to the Centre are required for a healthcare service provider. Each contract has a three-year period from 1 August 2021 ending 31 July 2024. The services have been good and valuable to the Centre. Students, and in some cases staff, have received excellent healthcare from this engagement. These must be evaluated, and new contracts will be explored in the second semester.

Unique nursing services

The service is utilised by 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.

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 7 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 antiretroviral medication. This helps to trace defaulting patients and helps in the monitoring and evaluation process, with the aim of eradicating HIV/Aids by 2030 as part of SDG 3.

CONCLUSION AND WAY FORWARD

The Centre for Student Health and Wellness has stabilised 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 minimise exposure to infections and other risks related to risky sexual behaviour among students. We also aim to increase HIV testing by 20% and to have 100% of positive clients on ARVs provided at each clinic. We have been awarded funding 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.

The challenge of fewer males accessing health facilities has been identified and will receive specific attention. A men's health programme is under way with a focus on health and wellness. The male colleagues in the Centre 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 a widened footprint.



Bettine van Vuuren (Prof)
Registrar



Office of the General Counsel

The Office of the General Counsel (OGC), established on 1 January 2016, consists of a small core team of high-performing legal professionals. All the professional members are admitted attorneys under the Legal Practice Act 28 of 2014. Mr Dries Pretorius, who took over the reins on 1 July 2021, is the current General Counsel.

GENERAL ACTIVITIES

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the OGC views as its clients in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values.

The OGC assists its clients in conducting the University's business, insofar as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements but are problem solvers committed to assist by resolving issues in a practical, timely and efficient manner and advising on proactive measures to mitigate risks.

The main subject matters that the OGC attended to are:

- Contract development
- Dispute resolution
- General legal advice
- Risk mitigation
- Legal compliance
- Strategic projects
- Reputation management
- Policy development.

The OGC assists all the faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises on legal dimensions in dealings with third parties and obtains and provides legal opinions regarding complex legal issues.

RENEWED FOCUS

The year 2022 had already seen the beginning of a new era for the OGC. In 2023, with renewed focus and a sound vision to make impactful change to the institution, the OGC had embarked on the rollout of several strategic projects to enhance the service of the legal services offering. These strategic projects would lead to faster turnaround, better quality of services offered and ultimately a more efficient and effective office.

The OGC emphasises the need for innovation and creativity by assisting the University in developing new and useful approaches to the challenges and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities.



Some of the high-impact projects that the OGC has focused on in 2023 are the following:

- Litigation learnings
- POPIA
- Conflict of interest and private work policies
- Strategic engagements
- The OGC legal corridor
- POSAs
- Contract template development
- Section 34(5) Policy
- Procurement engagements
- Transformation of operating procedures
- Risk reduction
- Adequate resourcing
- Regulatory matters impacting the University

Litigation

South Africans are increasingly becoming an ever more litigious society. This was apparent in the higher education landscape as well, and the Litigation Department handled all dispute and general legal matters of varying natures and complexities. These included 24 major litigation matters, 22 minor litigation matters, and 224 general matters (of which at least 40% were adversarial in nature). All legal matters were dealt with in a proactive manner, and many of the general matters continued to be settled through skilful and active negotiation as well as the implementation of practical commercial solutions. The Litigation Department placed a large focus on active risk mitigation by mediating and settling minor/general adversarial disputes to manage and prevent further exposure to risk for the University.

In addition to the proactive methodology adopted, the OGC also finalised a formal dispute and litigation learnings process policy. The aim of the process in terms of this new Policy on Dispute and Litigation Learnings is to investigate the root cause of litigation/disputes. Based on insights obtained from this process, practical recommendations can be made in respect of any possible preventative steps that might be taken to prevent similar litigation/disputes in future.

Contract vetting and development

The Contract Department receives instructions from across the whole spectrum of stakeholders within the institution with the main objective to mitigate risks for UJ. There continues to be a significant increase in the number of contracts reviewed by the OGC. In comparison with 2022, when 991 instructions were received of which 883 were finalised, during 2023, 1 100 instructions were received of which 792 have been finalised. It is estimated that 1 300 instructions will be received in 2024.

The Contract Department continues with its template project with the aim to:

- Ensure a uniform approach to contracts within UJ.
- Draft terms and conditions to mitigate risks for UJ.
- Empower UJ stakeholders to use the templates knowing that the terms and conditions have been drafted in accordance with best practices and standards.
- Promote the use of templates by stakeholders to create efficiency.
- Update terms and conditions in contracts in accordance with best practices and legislative updates.

To date, the OGC has drafted and obtained approval for the following templates:

- Standard Terms and Conditions for the Supply of Goods and Services
- Supply Agreement
- Acceptance Agreement
- Tender and RFP documents
- Confidentiality and Non-disclosure Agreements
- Data Processing Agreements
- Standard Addendum
- UJ-owned Property Lease Agreement



The following templates will be finalised by mid-2024:

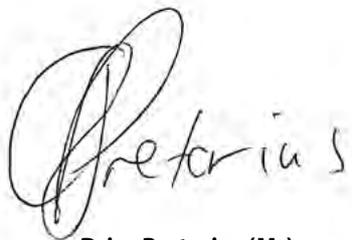
- FIDIC Suite of Agreements (construction)
- PROCSA Agreement (consultant)
- Subcontract Agreement (construction)
- Academic Collaboration Agreements (binding) (local and international)
- Academic Collaboration Agreements (non-binding) (local and international)
- Letter of Intent (non-binding)
- Suite of agreements for the Faculty of Arts, Design and Architecture (FADA) (i.e. artist agreement; loan of art agreement; filming agreement; short-term lease agreement)

The templates are implemented by creating awareness of the new templates, creating training videos, providing immediate training to internal stakeholders as well as ongoing training.

The OGC is also finalising its review of the Contract Development Policy and SOP. The aim is to ensure a user-friendly document and streamline the internal processes by creating a more effective and efficient manner of working.

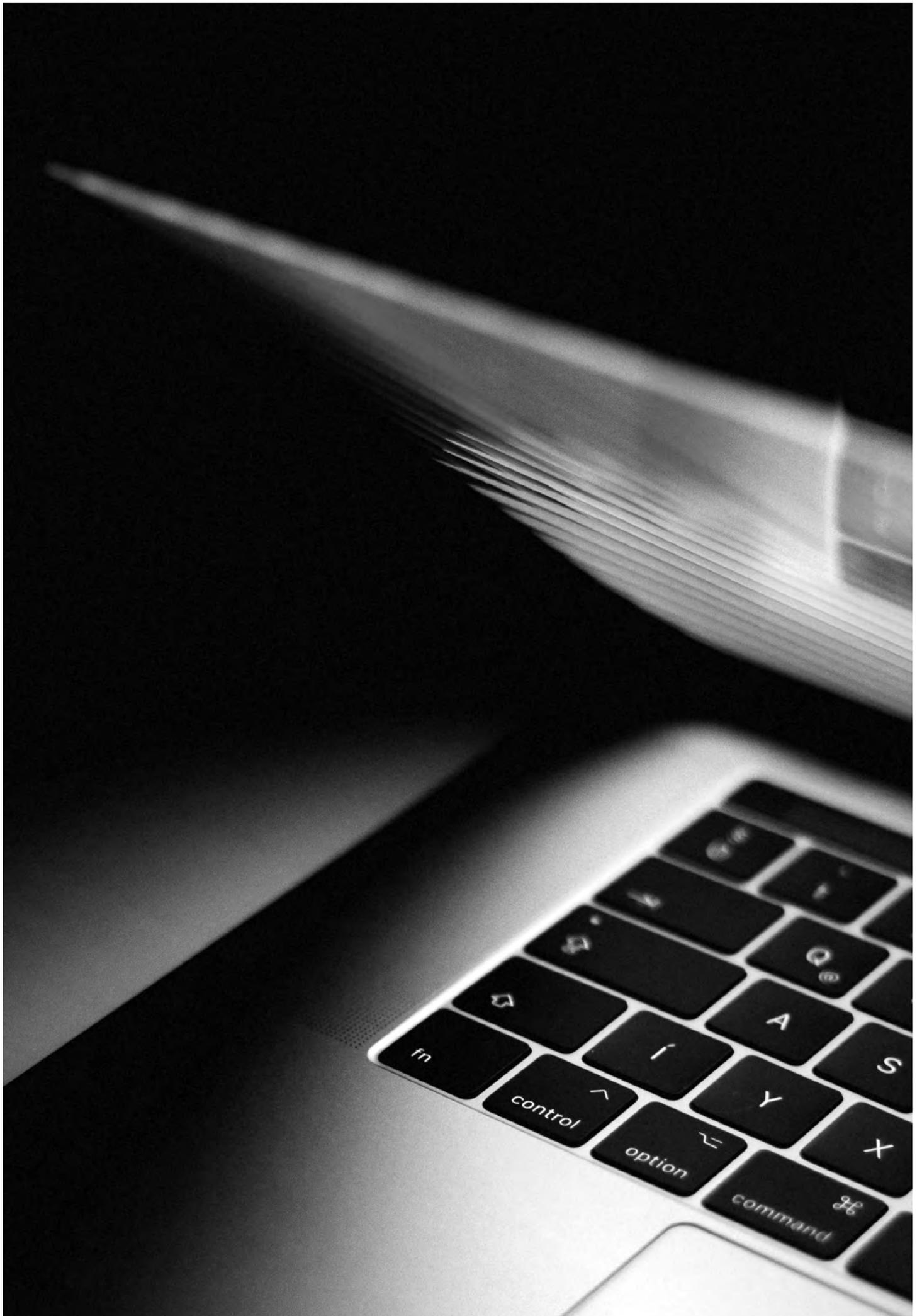
The OGC is introducing the pre-approval certificate (PAC), which will enable a contract owner who uses a UJ template without any amendments, to do so without the OGC vetting the contract first. The UJ template will be approved, together with guidelines for the contract owner and a comprehensive risk summary (if required). The contract owner, however, must still comply with the University's policies and procedures in respect of procurement processes, pre-approvals, and the University's delegation of authority.

Further, the OGC currently issues a vetting certificate and, where applicable, highlights the risks for the contract owner and authorised signatory. In the event of a high-risk contract, the aim is to provide a comprehensive risk summary to the contract owner for the benefit of the authorised signatory, which will contain legal risks (to be completed by the OGC) and other risks (to be completed by the relevant departments), which include financial, operational, and insurance risks. The aim is to create a double assurance process to mitigate risks.



Dries Pretorius (Mr)
General Counsel





Information Communication Systems

OVERVIEW

The Information and Communication Systems (ICS) Division is the internal information and communication technology (ICT) service provider to the University of Johannesburg (UJ) and the institution's central ICT Division. ICS provides enterprise ICT systems and services for all UJ staff, students, and partners through efficient and effective planning, implementation, and support for ICT innovations. At the heart of its mandate lies a commitment to meticulous planning, robust implementation strategies, and support mechanisms tailored to nurture ICT advancements within the university ecosystem. ICS endeavours to ensure the accessibility, reliability, and optimisation of ICT resources across various facets of the academic and administrative spectrum.

ICS has 153 employees, and the team embodies diverse talents and expertise, ranging from seasoned management professionals to specialised technical personnel and emerging talents at the entry level. This multifaceted composition highlights ICS's dedication to fostering a dynamic environment conducive to innovation, knowledge exchange, and professional growth management for experienced and entry-level employees.

The ICS Division comprises the following departments:

- Infrastructure and Operations Support
- Networks and Telephony Services
- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- ICT Service Delivery
- ICT Governance and Strategy
- Information Security Management

SUMMARY OF KEY ACHIEVEMENTS

ICS achieved the following critical deliverables in 2023.

IT risk management

Risk management is a cornerstone of the operational philosophy when managing and maintaining systems and infrastructure for the University. Recognising the importance of pre-emptive actions in safeguarding the integrity and resilience of our IT infrastructure, ICS adheres to a proactive approach aimed at upholding a secure and dependable technological landscape.



ICS's monthly management engagement sessions are central to this philosophy and are designed to foster ongoing scrutiny and refine the risk management protocols. ICS systematically reviews and enhances risk management processes through these collaborative forums, ensuring their alignment with emerging threats and industry best practices. By proactively addressing potential vulnerabilities and fortifying defence mechanisms, ICS strengthens the robustness and agility of risk management processes, thereby augmenting the resilience of the IT environment in the face of evolving challenges.

Cyberattacks are a significant concern for ICS despite the efforts to reduce risks. With cyber threats becoming more advanced, it is crucial to remain vigilant and detect potential attacks early. Apart from cybersecurity risks, ICS faces challenges related to load shedding, theft of IT equipment, and inadequate capacity of alternative power supply. These challenges can lead to IT and business service interruptions severely affecting clients and business operations.

To address these risks, ICS is taking proactive measures to enhance cybersecurity defences and improve business continuity plans. ICS invests in advanced cybersecurity technologies and conducts regular training sessions to keep employees informed and vigilant. Additionally, ICS is exploring alternative power supply options to ensure reliable backup power in the event of load shedding or other power interruptions.

ICS understands that risks are continually evolving, and it will continue to assess and adapt risk management strategies to meet these challenges head on. ICS has initiated various measures to minimise risks, as listed below:

- Multi-factor authentication has been implemented on Virtual Private Networks, Linux systems, Microsoft servers, the UJ website, and O365 for staff. The implementation of multi-factor authentication for students is currently in progress.
- Regular cybersecurity awareness messages and training interventions are also rolled out to the UJ community.
- Continuous monitoring of the UJ network is conducted to ensure service availability and to detect any malicious activity.
- User access reviews are being implemented for all critical IT systems.

In 2023, the ICS Division initiated a comprehensive series of three penetration tests conducted by an external expert firm to validate the adequacy of security measures in supporting the sensitive nature of business services. These rigorous tests were undertaken to uncover potential vulnerabilities and fortify the resilience of university systems and infrastructure against potential threats and attacks, thus ensuring the integrity and continuity of operations. Outlined below are the summarised findings from each test.

External network assessment

The assessment scrutinised the external network architecture, revealing vulnerabilities that demanded attention within ICS, Protection Services, and other affiliated university domains. Despite the dynamic and evolving threat landscape, the results highlighted the effectiveness of ICS's external network cybersecurity measures, affirming our commitment to robust defence mechanisms.

Internal network assessment

This assessment delved into the internal network infrastructure, uncovering risks that posed potential disruptions to our business operations and overall effectiveness. The identified risks are being diligently monitored, with ICS remaining vigilant in implementing mitigation strategies to address and neutralise them proactively.

Phishing, physical, and wireless assessment

Multiple assessments were conducted to simulate phishing attacks and evaluate access controls within critical institutional areas. Notably, no credentials were compromised during these simulated attacks. However, the results highlighted the potential for further exploitations, such as drive-by-downloads, warranting heightened vigilance. Additionally, weaknesses were identified in access security controls within the physical domain. In collaboration with Protection Services, ICS has initiated measures to strengthen, mitigate, and control these weak points to counteract these vulnerabilities. Furthermore, concerted efforts are under way to enhance cyber awareness among institutional stakeholders, emphasising the importance of vigilance and reinforcing physical access controls through targeted educational campaigns.



Through these rigorous penetration tests and ongoing risk management initiatives, ICS remains steadfast in its commitment to fortifying our defences, mitigating potential threats, and fostering a culture of cybersecurity resilience across the institution.

ICT compliance management

ICS emphasises compliance management, recognising its essential role in upholding ethical standards and regulatory obligations. Recently, ICS took a significant stride forward by actively participating in the inaugural phase of the UJ Compliance Management Programme. This groundbreaking initiative entailed the development of the UJ inaugural IT compliance universe, providing a comprehensive overview of its compliance obligations across various domains.

In alignment with its dedication to compliance, ICS has proactively embarked on a compliance readiness assessment tailored explicitly to the provisions of the Cybercrimes Act 19 of 2020. This comprehensive evaluation aimed to identify potential risk areas and assess ICS's adherence to the Act's stipulations, ensuring robust compliance measures are in place.

Building upon the insights gathered from the assessment, ICS formulated a strategic roadmap encompassing targeted actions to achieve full compliance with the Act by 2023. These initiatives entailed implementing requisite policies, procedures, and technological enhancements to harmonise with the Act's mandates. By strengthening its regulatory posture, ICS aimed to enhance its capacity to pre-empt, identify, and mitigate cybercrimes, thereby fortifying the company's and its clientele's resilience against potential threats.

The following procedures were developed, approved, and published in 2023 for access and implementation as part of the compliance initiative:

- Electronic Communication Policy
- IT Asset Management Policy
- The IT User Access Management Policy
- Enterprise Architecture Policy
- IT Acceptable Use Policy

The culmination of these efforts is anticipated to materialise by 2024, signifying a significant milestone in ICS's ongoing commitment to regulatory adherence and cybersecurity excellence. Through proactive compliance initiatives, ICS is reaffirming its dedication to fostering a culture of accountability, integrity, and resilience within its operational ecosystem.

IT security operations and threat management

Rapid transformations pose significant threats to businesses worldwide in today's dynamic cybersecurity landscape. There is a growing imperative among top executives for heightened cybersecurity measures. Notably, the anticipated trends for 2023 showed critical areas, such as user training and protection, supply chain security, and the integration of machine learning technologies.

In response to these evolving challenges, ICS remains persistent in its commitment to proactive measures to pre-empt emerging threats and fortify the organisation's resilience. By prioritising initiatives aligned with these trends, ICS endeavours to safeguard its user base and the broader business ecosystem from potential risks.

ICS consistently conducts comprehensive user awareness campaigns and training initiatives to navigate these trends effectively. These initiatives are critical in continuously educating employees and students about emerging threats, empowering them to exercise vigilance in identifying and mitigating potential risks, particularly those associated with phishing attacks. Additionally, ICS has instituted robust incident response mechanisms, enabling users to report incidents promptly within the work environment. These reported incidents are thoroughly escalated to the security team, ensuring swift and effective resolution.

ICS has successfully deployed BitLocker, an advanced endpoint security tool, as part of its ongoing commitment to cybersecurity enhancement. This solution encrypts user laptops, significantly bolstering their defence against cyberattacks and data breaches. The completion of this project in 2023 marks a pivotal milestone in ICS's cybersecurity roadmap, with plans for continued implementation across newly acquired IT equipment, further fortifying the organisation's cybersecurity posture.



Through strategic initiatives, such as user training, incident response enhancement, and technological fortification, ICS remains poised to navigate the evolving cybersecurity landscape with resilience and vigilance, ensuring its users' continued protection and the sustained integrity of its operations.

Student Wi-Fi upgrade

Throughout the 2023 reporting year, the Network and Telephony domain diligently pursued implementing and enhancing Wi-Fi infrastructure across students' residences. This strategic initiative resulted in significant progress, with 18 out of 31 residences undergoing comprehensive upgrades. The upgrades encompassed the installation of cutting-edge Wi-Fi devices featuring advanced capabilities tailored to optimise coverage and connectivity within individual rooms. Notably, enhancements included deploying dedicated Wi-Fi coverage and meticulous channel allocation mechanisms, ensuring seamless connectivity experiences for residents.

Moreover, a substantial upgrade was undertaken to strengthen bandwidth capabilities and accommodate expanding data demands, elevating fibre cable capacity from 1gbps to 10gbps. This considerable enhancement augmented network performance and laid the foundation for future scalability and expansion. Furthermore, strategic measures were implemented to mitigate dependency on external infrastructure and bolster operational resilience. Fibre cables were strategically laid to establish direct connections between residences and data centres, where robust backup power solutions, including UPS and generator systems, are in place. This proactive approach ensures uninterrupted service delivery, even during adverse conditions like load shedding.

Collaboration with the Central Technical Services (CTS) Department proved instrumental in optimising operational efficiency and service reliability. Through coordinated efforts, the power supply for Wi-Fi devices was seamlessly integrated into generator circuits, thereby minimising service disruptions and ensuring continuous connectivity for residents. The Network and Telephony domain successfully transformed Wi-Fi infrastructure across student residences by aligning with best practices and leveraging strategic partnerships. These initiatives not only enhance the quality of student life but also underscore the organisation's unwavering commitment to delivering cutting-edge technological solutions tailored to meet the evolving needs of its stakeholders.

Firewall implementation

The firewall implementation project unfolded in two distinct phases, each designed to fortify network security within the APB, DFC, and SWC data centres through the strategic deployment of firewalls and the establishment of high availability (HA) measures.

Phase 1 represented a critical milestone in the overarching initiative, laying the groundwork for enhanced network security across the designated data centres. Standalone firewalls were strategically deployed during this phase as foundational elements for subsequent HA configurations. This foundational deployment fortified the network's defences and laid the groundwork for a resilient cybersecurity framework capable of adapting to dynamic threat landscapes.

Phase 2 focused on acquiring and deploying additional firewalls, meticulously configuring firewalls to operate in high availability mode across the APB, DFC, and SWC Campuses. This strategic expansion mitigated potential risks and significantly augmented the data centres' overall security posture. Successfully implementing these HA configurations ensures operational continuity and resilience, even in the face of potential disruptions or cyber threats.

As a result of the collective efforts undertaken during both phases, the data centre firewalls at APB, DFC, and SWC locations now operate within a robust HA configuration. This transformative initiative represents a proactive stride towards safeguarding critical infrastructure and data assets, reinforcing the organisation's commitment to maintaining network security and resilience standards.

Soweto fourth residence Wi-Fi implementation

The Soweto fourth residence Wi-Fi implementation project encompassed a comprehensive initiative to procure and deploy network and Wi-Fi equipment, alongside requisite cabling infrastructure, for the newly constructed Soweto fourth residence on campus. The primary objective was to establish a robust Wi-Fi network infrastructure capable of providing seamless connectivity to residents across every room within the



facility. The project scope included the installation of cabling and access point (AP) devices throughout each residence room, ensuring ubiquitous coverage and optimal connectivity for all occupants.

By implementing this project, a pioneering flagship design was created, poised to serve as the benchmark for all subsequent residence Wi-Fi installations across all UJ campuses. A distinctive feature of this design was the implementation of dedicated Wi-Fi hotspots within individual student rooms, a strategic measure aimed at augmenting Wi-Fi coverage by minimising reliance on neighbouring devices. This innovative approach has yielded remarkable success, ensuring comprehensive coverage and uninterrupted connectivity throughout the residence.

Implementing the Soweto fourth residence Wi-Fi project exemplifies UJ's commitment to advancing technological infrastructure and underscores its dedication to enhancing the student living experience. The University aims to foster an environment conducive to academic excellence and holistic development by providing reliable and high-speed Wi-Fi connectivity within residential spaces.

Furthermore, the success of this project serves as a testament to UJ's capability to innovate and implement cutting-edge solutions to meet the evolving needs of its student community. The lessons learned from this flagship design will inform future Wi-Fi deployment strategies, ensuring the seamless integration of technology into the fabric of campus life and supporting the University's overarching mission of academic excellence and student success.

UJ Wayfinder

The Information and Communication Systems (ICS) Division has launched the UJ Wayfinder application, available on both the Apple App Store and Google Play Store, to offer a comprehensive navigation solution for the APB, APK, DFC, and SWC Campuses of the University of Johannesburg. This innovative application empowers the UJ community and visitors alike to effortlessly navigate across the four campuses, facilitating seamless exploration and efficient travel between various points of interest and venues. Key features of the UJ Wayfinder application include:

- ***Comprehensive navigation:*** Users can access detailed maps and directions to specific points of interest and venues across all four campuses, including popular locations, such as the Madibeng and Library venues, SEC, and Student Finance offices. This ensures that individuals can quickly locate their desired destinations without getting lost.
- ***User-friendly interface:*** The application boasts an intuitive interface designed for ease of use, allowing users to navigate the campuses with minimal effort and hassle. Clear and concise instructions guide users to their intended destinations, enhancing overall user experience and satisfaction.
- ***Bluetooth beacon integration:*** In 2023, the application incorporated Bluetooth beacons to enhance indoor navigation capabilities further. These beacons enable precise navigation within buildings, giving users direct turn-by-turn directions and proximity alerts from the application. This feature significantly improves navigation accuracy and convenience, particularly in complex indoor environments.
- ***Enhanced accessibility:*** The UJ Wayfinder application prioritises accessibility, catering to the diverse needs of users by offering navigation support for lecture halls, libraries, and other critical facilities. By providing tailored directions to specific points of interest, the application ensures that users can efficiently navigate the university environment and maximise productivity.

The UJ Wayfinder application revolutionises campus navigation by leveraging cutting-edge technology and user-centric design principles, offering a seamless and intuitive solution for the UJ community and visitors. As technology evolves, ICS remains committed to enhancing the application's functionality and usability, ensuring that users can navigate the university campuses with confidence and ease.

Emergency power supply to networking equipment

As a result of increased load shedding, network connectivity has become a significant challenge, impacting both academic programmes and administrative activities at UJ. To address this issue, ICS collaborated with Facilities Management to initiate a project to provide emergency power to networking equipment during load shedding. Over time, the project has effectively increased the availability of network services in various areas of the University, including residences, lecture venues, and administrative spaces. By ensuring that



critical networking equipment remains operational during load shedding, UJ can minimise the negative impact of power outages on academic and administrative activities, ensuring that the University can continue to deliver a high-quality educational experience.

The success of this project underscores UJ's commitment to innovation and ability to identify and address challenges proactively. By working collaboratively and leveraging its resources effectively, the University has been able to mitigate the negative impact of load shedding on its operations, enhancing its reputation as a resilient and reliable institution. UJ will continue to invest in infrastructure improvements and other measures to ensure uninterrupted network connectivity, even during challenging circumstances. By doing so, the University can deliver on its mission of providing a world-class education to its students while maintaining its status as a leading institution in the higher education landscape.

Efforts in 2023 focused on expanding coverage to more areas and providing backup power to critically identified areas. The major work for APB and DFC was concluded at the end of 2023. The percentage of network equipment on backup power is set out below:

- APB: 81%
- APK: 83%
- DFC: 82%
- SWC: 100%

Multi-factor authentication (MFA)

In an era characterised by the ever-evolving landscape of cyber threats, implementing advanced security measures is not just advisable – it is imperative. Multi-factor authentication (MFA) stands out as a proactive and highly effective solution in bolstering the protection of our invaluable digital assets. This approach requires users to present multiple forms of identification before being granted access to sensitive systems or data, thereby adding an extra layer of security against unauthorised access.

Recognising the importance of robust authentication protocols, ICS extended the utilisation of Microsoft MFA for O365 accounts within the University. This expansion now encompasses the Microsoft Authenticator app and the SMS method, offering users multiple options to confirm their authentication. By leveraging these diverse authentication channels, we enhanced the resilience of our security framework, mitigating the risks associated with single-point vulnerabilities.

Moreover, our dedicated support team is ready to assist with any MFA-related queries or concerns to ensure seamless adoption and user support. The ICS Division has equipped the ICS Helpdesk staff and Student Lab technicians with the necessary tools and knowledge to promptly assist UJ stakeholders who are encountering challenges during MFA registration or device transitions. This proactive approach reinforces our commitment to ensuring stakeholders can access their accounts securely without facing unnecessary barriers.

As ICS prioritises the security of our digital infrastructure, the ongoing implementation of multi-factor authentication is a tangible manifestation of our unwavering dedication to excellence in cybersecurity. By continually refining and enhancing our security protocols, we remain steadfast in our mission to safeguard our digital assets and uphold the trust and confidence of our stakeholders in our commitment to cybersecurity excellence.

BitLocker disk encryption

Implementing BitLocker encryption represents a proactive measure to enhance the security posture of data stored on Windows operating systems. Developed by Microsoft, BitLocker is a robust full-disk encryption feature designed to fortify the confidentiality and integrity of sensitive information across computers and removable drives.

BitLocker's primary objective is to safeguard data against unauthorised access in the event of theft or loss of devices. By encrypting the entire disk, BitLocker ensures that even if adversaries gain physical access to the storage media, they cannot decipher the data without the requisite encryption key. This proactive encryption mechanism is a critical line of defence, mitigating the risk of data breaches and unauthorised disclosures.

Implementing BitLocker encryption is particularly indispensable for employees handling sensitive and confidential information. By providing an additional layer of defence, BitLocker empowers organisations to



bolster their data security measures and safeguard against potential threats posed by unauthorised access or data breaches. Furthermore, BitLocker's adoption aligns with the broader industry trend of prioritising data security in response to the evolving landscape of cyber threats. As organisations continue to confront increasingly sophisticated adversaries, the importance of robust encryption technologies such as BitLocker cannot be overstated. By embracing BitLocker encryption, organisations demonstrate their commitment to upholding the highest standards of data security and safeguarding the confidentiality of sensitive information.

ITS student management system

Substantial improvements have been successfully executed within the ITS environment to enhance compliance with HEMIS standards, focusing on optimising data entry screens for both students and staff. These enhancements have significantly minimised the need for post-entry data corrections, saving valuable time and ensuring precision immediately. The improvement initiatives encompassed key modules within application processes and identifying permanent resident students.

Moreover, interfaces and application programming interfaces (APIs) with external systems underwent refinement to facilitate the automation of critical business operations, resulting in notable time and cost efficiencies alongside bolstered data accuracy. Notable examples include adapting the ITS-DC interface to adhere to DHET-specific requirements for printing graduation certificates, particularly regarding endorsements on specialisation groups for education certificates. Furthermore, a streamlined, automated process was established to seamlessly transfer admission information from the Academic Records System (ARS) into the ITS system.

Another noteworthy achievement is establishing a new automated process that fosters collaboration among judicial services, faculty administration, and residences, ensuring the prompt cancellation of students and consistently upholding data accuracy.

These comprehensive enhancements underscore the collaborative efforts of ICS in partnership with Central Academic Administration (CAA) to advance the capabilities of the ITS Student Management System. Through these initiatives, we continue to reinforce our commitment to excellence and efficiency in student management processes, ultimately enhancing the overall operational effectiveness of our institution.

Audio-visual services infrastructure upgrade

The project's primary aim was to enhance the audiovisual (AV) infrastructure in 36 teaching and learning venues across all campuses, aligning with the evolving needs and expectations of end-users and, particularly, hybrid learning. This comprehensive initiative encompassed provisioning, installing, and upgrading AV equipment, explicitly focusing on deploying new unified communication (UC) equipment in 12 of the 36 venues. Integrating UC technology was crucial to ensuring students and lecturers an elevated and seamless learning experience.

As a result of this project, all 36 venues are now equipped with state-of-the-art AV technology tailored to their respective purposes, providing an environment conducive to effective teaching and learning. Notably, all teaching venues that have been upgraded since 2022, including the 36 venues, have remote management capabilities. This proactive approach allows for the remote monitoring and control of AV equipment, minimising downtime, and optimising uptime across all venues.

The upgraded AV infrastructure not only meets the current demands of teaching and learning but also positions the institution for future advancements in educational technology. By embracing modern AV solutions and remote management capabilities, the project has significantly enhanced the reliability, functionality, and accessibility of AV resources, thereby contributing to an enriched educational experience for all stakeholders.

Student computing desktop replacement

ICS has undertaken a significant initiative to enhance the computing infrastructure available to students across three UJ campuses. In this initiative, 310 computers were replaced in the Student Computing Labs, reflecting ICS's commitment to providing students with an improved computing experience conducive to their academic pursuits. The primary objective of this project was to ensure that the computing labs are equipped with modern and reliable computers that align with the expectations of students in today's digital



age. Recognising the pivotal role of technology in education, these upgraded computers are designed to meet the evolving needs of students and support their academic endeavours effectively.

In addition to the general upgrade, a specific focus was placed on enhancing computing resources within the Faculty of Engineering and the Built Environment (FEBE) labs in JOB5505 on the DFC Campus. Sixty-three workstations were replaced in this area, incorporating state-of-the-art technology to provide students with enhanced computing power and processing speed. These advanced workstations are tailored to support the specialised requirements of Engineering and the Built Environment students, enabling them to complete their coursework and projects with greater efficiency and efficacy.

ICS skills development plan

In response to the rapidly evolving technological landscape, ICS launched the 'Earn Your Wings' programme in 2023, a comprehensive initiative to empower personnel within UJ ICS with a diverse range of IT proficiencies and a deep understanding of sought-after skills. This multifaceted programme encompasses various pivotal components designed to cultivate a versatile skill set among participants, equipping them with the tools and knowledge needed to thrive in today's dynamic IT environment.

At its core, the programme begins with foundational training sessions covering essential IT disciplines, providing participants with a solid understanding of fundamental concepts and principles. Following this, individuals undergo in-depth skills training tailored to develop proficiency in core areas, focusing on obtaining industry-recognised certifications. The overarching goal is cultivating professionals with a broad range of competencies across multiple domains while fostering specialised expertise in a chosen specialisation.

Central to the successful execution of the programme, nine carefully selected employees have been strategically assigned to distinct IT specialisations, where they engage in immersive on-the-job training and continuous evaluation. Each participant is integrated within a specific department at ICS, ensuring seamless alignment with organisational objectives and priorities. Mentors are assigned to provide internal sponsorship to support participant growth and development further, offering guidance and support throughout their journey within the programme. These mentors are crucial in facilitating seamless integration into the workplace and providing valuable insights and advice to participants as they progress through the programme.

Moreover, 'Earn Your Wings' represents a collaborative effort between ICS, the College of Business and Economics (Applied Information Systems), and Human Capital Management. This collaborative approach underscores UJ's commitment to nurturing internal capacity and ensuring its workforce can navigate the dynamic technological landscape effectively. By investing in the continual upskilling of its employees, UJ demonstrates a proactive approach towards fostering a culture of innovation and excellence within its ranks, thereby positioning itself as a leader in technological advancement. The 'Earn Your Wings' programme is a testament to UJ's commitment to empowering its workforce and staying at the forefront of IT innovation.

KEY RISKS AND CHALLENGES

Risks

- **Funding constraints** – Costs of setting up and maintaining infrastructure are significant.
- **Scarce skills set** – Regular staff upskilling on various hardware platforms is necessary due to frequent technological developments.
- **Human capital constraints** – Infrastructure and staff costs are required to achieve the University's strategic goals and to reduce ICS's dependence on external consultants and service providers. ICS experienced a high retention rate in 2023 but lost vital resources.

Challenges

- **Multi-vendor environment** – More time is required to implement solutions compatible with all technology partners. The following areas are the most affected:
 - Owing to changes in technology compatibility, delivery of network infrastructure projects (including Wi-Fi) has become challenging.
 - It is rare to find technical resources within ICS who are experts in all technologies, with the result that consultation services can be expensive.



- **Global chip shortage** – The global shortage of computer chips is causing delays in project timelines, often exceeding six months, and impacting the delivery of audio-visual equipment.
- **Internal skills development** – It is essential to develop the skills of internal team members, which can be achieved by transferring knowledge from service providers.
- **Staff retention** – A high attrition rate is caused by the inability to retain critical staff.
- **Enterprise architecture** – To ensure the smooth functioning of the institution, it is essential to incorporate enterprise architecture principles and governance processes within ICS to enable a clear understanding of the organisation's structure and efficient decision making.
- **Cloud technologies adoption** – Before attempting any service migration, it is essential to conduct planning and analysis as cloud technologies can be costly in specific environments.

CONCLUSION

Information and Communications Services (ICS) landscape is undergoing unprecedented changes driven by the increasing demand for flexibility, affordability, and accessibility in information and communication technology (ICT) services and systems. At the forefront of this evolution is the transformative power of artificial intelligence (AI), influencing every aspect of our approach. The relentless evolution of technology, the growing threats of cyberattacks, and the strategic integration of AI necessitate a forward-thinking approach for ICS to remain at the forefront of the industry. The demand for ICT services continues to surge, and ICS recognises the imperative to adapt and evolve to meet these escalating needs. Flexibility, affordability, and accessibility have become paramount, shaping how we deliver our services to the UJ community. In 2024, we face growing challenges; however, ICS remains steadfast in its dedication to navigating the dynamic ICT landscape.



Khathu Sibanda (Ms)
Chief Information Officer



Facilities Management

The Facilities Management Division is a non-academic support division that offers services to faculties, academic support departments, students, staff, and other stakeholders. It is tasked with maintaining all academic and support facilities as functional, accessible, prepared, and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens, and the extension and upgrading of infrastructure in accordance with clients' needs. The objective of support through Facilities Management is to enable improved teaching, learning, research, student life and the development of UJ according to its vision, through the fulfilment of the six strategic objectives of the University.

The Facilities Management Division is divided into the following support departments:

- Campus Facilities Management (CFM)
- Central Technical Services (CTS)
- Property Management
- Occupational Health and Safety (OHS)
- Logistics
- Sustainability, Environment and Utilities (SEU) (newly established)

The following report is structured in terms of portfolios: infrastructure; property management; student residences; sustainability, environment, and utilities; logistics support; and central technical services comprising portfolio management, maintenance management and space management.

Occupational Health and Occupational Safety Portfolio

A full report from this portfolio is to be found in Section Seven of this UJ Annual Report.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2023

The Facilities Management Division actively monitored and updated the Operations Risk Register and Risk Management Plan on a regular basis to ensure that risks that may impact the institution are appropriately and actively ascertained, addressed, or managed.

- Electricity outages increased as caused by continued high stages of load shedding. On Soweto Campus, unrelenting cable theft led to protracted periods of electricity outages. This resulted in the development of a baseload supply of electricity via increased solar panels and a diesel generating unit. A similar approach will also see construction of a gas generating unit on DFC.
- Water supply cuts continued in 2023, necessitating the procurement of more water in 2023 than in previous years to mitigate the risk of discontinuing university operations on the worst affected campus,



APK. By the end of the year, procurement had started using two in-house trucks to reduce buying externally at excessive cost. Further mitigation will come in the form of a grey water recycling pilot project at Ndlovukazi residence on APB, as well as a 48-hour water reservoir on APK. These high-priority projects, as well as other water initiatives, will be implemented in 2024.

- The priority Student Residences Backlog Maintenance Project started in December 2023, when the targeted residences were empty. Most of the planned renovations were completed before the start of the 2024 academic year.
- Renewal of maintenance contracts for 2023 – Owing to risks identified in previous years resulting from expiring contracts, the issue has been actively managed to ensure that procurement of maintenance contracts took place in advance of contracts expiring. Delays due to procurement challenges, however, meant that some contracts had to be extended on a temporary basis while awaiting finalisation of procurement processes.
- The risk of vacant positions was addressed to an extent during 2023, with new vacancies filled during 2023.

STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2023

Focus on energy and water security intensified in 2023. The largely successful but costly mitigation processes provided water and decentralised power backup for all critical operations of the University. However, going forward in an environment unlikely to provide the necessary resources, the University will need to develop historically unconventional solutions, which are termed Strategic Utility Projects. This means scaling up water recycling efforts, increasing PV solar energy solutions, and developing baseload (diesel and gas) power generating plants. For the first time, the University will be an independent power producer (IPP). All new initiatives were at completed development stage or had been advanced to Supply Chain Management (SCM) to appoint contractors.

Infrastructure Portfolio

In response to University growth and the need for additional academic spaces on campuses, as well as space constraints, especially on APK, the University prioritised learning and teaching and research programmes on campuses and sourced additional space for support staff off-campus. The recently acquired JBS Park building was successfully occupied by the Johannesburg Business School and the Graduate School of Architecture together with several SARChI Chairs. During 2023, the University acquired the Atrium Building on Stanley Avenue, for occupation by HCM, ICS and Finance divisions as anchor tenants. The property was transferred to the University in December 2023. Modifications to the building started immediately. The repurposing of on-campus spaces left by these divisions will start in 2024.

Property Management Portfolio

The Property Management Department manages, controls, and conserves all properties owned, leased, and disposed of by UJ; it also investigates development possibilities in accordance with the approved UJ Master Development Plan. The Department collected rentals according to the lease agreements in 2023, with the addition of new tenants on APK and APB. Backup power has also been provided for all four student centres (APK, APB, DFC and SWC), as well as Mayine, based on APB, which accommodates the majority of PDRFs.

A maintenance strategy is currently implemented on all properties outside UJ as these are not in good state. The properties experience roof leaks and as a result damage to structure and equipment.

The following town planning and land-use rights applications have been submitted to the City of Johannesburg (CoJ) for consideration and approval:

- Rezoning and consolidation of APB Campus – registration is being finalised.
- Orlando eKhaya Project in combination with a City of Johannesburg land exchange proposal – land was subdivided, consolidated and included in an application for the establishment of a township as per the land exchange agreement between UJ and the Johannesburg Property Company. Alternative proposals were submitted by the CoJ regarding the management of the SWC Wetland.
- Erf 1/809 Auckland Park: UJ has won the legal action case against the Apostolic Faith Mission Church AFM, which had resulted in an appeal lodged by the AFM in June 2018. The property has been registered under UJ.



- The lease agreement between YMCA and SWC had expired in 2019; the lease has not been renewed as new residences have been built on the campus.
- Title deed register – completed and ongoing. The Atrium Building is the latest addition.
- The Property Database is updated annually.
- Student centres: Most of the leases across all student centres were concluded in 2023 and will now expire in 2026. Lease negotiations with the banks were ongoing, with conclusion targeted for early 2024.

Student Residences Portfolio

Facilities Management, in support of Student Affairs, commenced the multi-year project of student residence refurbishments that had been approved by UJ Council for implementation during 2023/2024. The objective is to address backlog maintenance and ensure compliance with DHET minimum norms and standards. Nine residences were prioritised, and work commenced in December 2023.

Sustainability, Environment and Utilities (SEU) Portfolio

In 2023, the SEU was established to initiate, support and drive sustainability environmental initiatives and utility management across all campuses; a director was appointed in September 2023.

The successful implementation of two electric vehicle (EV) buses on the intercampus bus routes led to a plan for a phased rollout intended to upgrade the full fleet of 15 EV buses over the next five years; approval for this plan is being sought. Lower operating costs, reduction in UJ's reliance on fossil fuels, the elimination of CO₂ from UJ transport operations as well as the benefits accruing in terms of environmental reporting are key motivations for this plan.

Solar PV initiatives have been planned for JBS Park, UJ on Empire as well as APK. Commissioning is planned for 2024, including for the new baseload generating units on APB and SWC. Similar initiatives for DFC and APK will follow the proof of concept on SWC and APB.

Towards the end of the year, procurement started for a grey water harvesting pilot project at the 250bed Ndlovukazi women's residence on the APB Campus. The 48-hour reservoir project, currently in procurement stage, will be implemented in 2024.

Logistics Support Portfolio

The Department strives to render effective, efficient, and reliable logistical support to the University, including the following:

Logistical services

- Intercampus bus shuttle service.
- Intercampus logistical service.
- Ad hoc bus bookings – (external rental through the appointed service provider).
- Ad hoc vehicle bookings – (external rental).

Central transportation services

- Client bookings for minibuses and midi buses (UJ fleet).
- Client bookings from PsyCaD (special wheelchair access vehicles for People with Disabilities ? PWD) and from any other university groupings requiring official transportation, including research trips, team building trips, sport events, field trips, airport transport, conferences, and seminars.

Central Technical Services Portfolio

The CTS provides strategic planning and implementation of capital projects and maintenance of UJ's physical infrastructure within the framework of the University's Infrastructure Master Plan and other key initiatives.

The CTS consists of the following sections:

- Portfolio Management Office (delivery of capital, infrastructure maintenance projects).
- Maintenance Management (centralised maintenance function for the University).
- Space and architecture.



A portfolio methodology was used in 2023, with a differentiation between major capital, priority, and normal project types. The Project Portfolio Office (PPO) project management software system continued to form the backbone of project monitoring, management and reporting in 2023.

Portfolio Management Office

The Portfolio Management Office managed various projects through the course of 2023 and completed 27 projects within 2023 compared to the 52 completed in 2022, and the 44 completed in 2021.

2023 completed projects

The following major capital project was completed in 2023:

- DFC Rescue Simulation Centre – Achieved practical completion November 2023. Additional post Phase I and Phase II project items will be attended to in 2024.

The following 11 priority projects were completed in 2023:

- Developed the 150-seater Chemical Sciences Laboratory on the Doornfontein Campus.
- Established future-fit lecture venues (total of 12 on all four campuses).
- Completed John Orr chemical storage cabinets.
- Upgraded DFC Campus Joe Slovo and Sherwell Street gate.
- Replaced Magnolia and Moshate Heights lifts.
- Completed alterations and additions to lecture venues to accommodate audiovisual requirements.
- Completed DFC Civil Engineering lab upgrades ? Phase 3.
- Completed SWC storm water drainage.
- Completed JBS Park building fit outs – Auckland Park.
- Completed SWC Adelaide Tambo rapid incubator alterations.
- Completed DFC John Orr Laser Research Centre 2116, 2304T and 2304U alterations.

The following 15 normal projects were completed in 2023:

- APK C Ring walkway structural repairs.
- DFC-PEETS building waterproofing repairs.
- APB Biokinetics stainless steel pool rails.
- DFC assessment of as-built services and utilities reticulation.
- DFC renovation of a clinical pathology laboratory.
- DFC Laser Research Centre Lab 2311 refurbishments.
- APK ICS Offices ? A Ring 3 HVAC and ceiling replacement project.
- Office alterations for Audiovisual Department on DFC Campus.
- DFC lecture venue upgrade at Lwazi 105A.
- DFC quality and operations ? 2022 Projects Offices.
- Supply and installation of a 350KVA and 600KVA diesel standby generators for APB and DFC Data Centre.
- DFC QK Building 2nd Floor 75-seater lecture venue.
- DFC John Orr 1110 alterations and renovations Phase 2.
- APK B Ring 04 Micro Lessons room alteration.
- Replacement of DFC 11kV HT main substation old oil circuit breaker switches with circuit breakers.

The following land use compliance projects continued in 2023:

- DFC New Science and Engineering Building Site Development Plan was approved and received from CoJ.
- Original title deeds for various properties were replaced.
- The Atrium Building ownership was transferred to UJ in December 2023.

Maintenance Management

Reactive on-demand maintenance

The CTS Maintenance Service Desk uses the ArchiBus system to manage reactive (unplanned) on-demand maintenance and scheduled preventative maintenance. In total, 36 304 requests for on-demand maintenance were logged in 2023. CTS monitors the response times by the Campus maintenance teams through the service-level performance score (SLPS), which is a composite score that measures maintenance



service response against multiple priority levels. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed, and closed were used to calculate the (SLPS) figures with the aim of achieving a target of 3.5 (3 for acceptable and 5 for excellent). Monthly scores ranged between 2.86 and 3.55.

Preventative maintenance (PM)

Scheduled maintenance is identified as planned or preventative maintenance. PM compliance refers to the percentage of issued vs completed preventative maintenance work orders for each month.

During 2023, preventative maintenance compliance for all campuses averaged 92,84%. This is a considerable improvement against 2022, where preventative maintenance for all campuses averaged a compliance level of 75,73%.

Lift maintenance

The number of lift stops increased from 484 for 2022 to 594 for 2023. The cause of this is the increased load shedding, which has an impact on lifts and can cause stoppages – which must then be cleared. Remedial action will be taken for the lifts with high stoppages caused by the 12v circuit fault, backup generator issues, backup battery failure, etc.

New lifts

No new lifts were installed during 2023. The warranty of the lifts installed in 2022 ended and maintenance oversight was transferred to the UJ SLA suppliers.

Future lift upgrades

- Major modifications are planned for the SWC Campus Library lift and for the SWC Campus Sports Complex lift.
- Robin Crest lift upgrade – Procurement started in 2022, for implementation in 2023. This project encountered legal issues and is planned to be re-tendered in 2024.

Space management

The Building Space Management Policy has been in place in draft format for many years; it was approved in principle by MEC during 2016. The Policy has continued to be used as a general guideline for the management of building space. The DHET guidelines in terms of space use were also referred to regarding space allocations during 2023.

Space data overview

UJ had a gross built area of 799 833 m² at the end of 2023. The following new or refurbished buildings were in the process of being updated into the space database as applicable:

- Off-campus – JBS Park
- DFC – New Science and Engineering Building
- UJ residences (various)
- DFC – John Orr updates
- DFC – Qoboza Klaaste Building updates
- The Atrium Building

Space data audits and other major initiatives

- HEMIS data regarding teaching and learning venues were updated to align with ITS data for timetabling activities as an ongoing effort.
- Archibus and ITS started collaborating on an integration project to ensure that certain HEMIS space data attributes are pushed to the ITS system to help ensure data accuracy and alignment.
- Several outstanding AutoCad plans were received from professional contractors, and several buildings were measured and drawn up by temporary interns for processing and capturing in 2023/2024.
- Space planning was in progress with assistance from the COO Project Office.

HEMIS reporting

- The HEMIS (Higher Education Management Information Systems) annual submission of space data for 2022 was submitted to DHET on time at the end of May 2023.



DHET reporting

DHET reporting proceeded in good order during 2023. However, DHET has dropped the online portal format and again introduced individual manual reporting. Additionally, DHET also requested a monthly report back over and above the quarterly reports. DHET also confirmed that there would be only limited funding available for the envisaged 2022-2024 macro-infrastructure funding cycle. Engagement with DHET on the matter was ongoing during 2023.

- DHET Annual Narrative Report on Infrastructure and Efficiency Grant Funding (IEG) was compiled and submitted to DHET on time at the end of February 2023. The DHET reporting cycle has changed to align with the calendar year – thus going forward the report will now be submitted earlier.
- DHET reporting for monthly, quarterly, and annual reporting was in accordance with the requirements stipulated under the DHET macro infrastructure framework guidelines and principles.
- A Treasury Projects Reporting Portal was also established, and FHET/UJ-funded projects and progress information are now also reported on the Treasury IRM.

Universal access and PWD projects

- The Space and Architecture section continued to assist UJ PsyCaD with planning and project implementation regarding universal access and people with disabilities (PWD). A highlight was the completion of internal and external ramps at the APK Auditorium to allow PWD to join their student colleagues accessing the stage during the graduation ceremonies.
- Completion of a pedestrian walkway on Soweto Campus.
- Consultants were appointed for the design of a pedestrian walkway for UJ APK.
- Planning is in progress for the upgrading of certain residences to accommodate additional space to meet universal access requirements.

STAKEHOLDER ENGAGEMENT

Facilities Management had the following engagements with external stakeholders during 2023:

- With the City of Johannesburg and its utilities entities, such as City Power and Johannesburg Water, in an effort to resolve billing discrepancies and to ensure compliance during construction projects. Following up on power and water disruptions and anticipated restoration times were also considered.
- Intensified engagements with City Power, given the development of power generating units in the University.
- With the CoJ Building Control Office, to resolve difficulties in respect of occupational certificates, plan submissions and site development plans.
- Continuous consultation with the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA) and Johannesburg Property Company (JPC), about current and future development projects by both the CoJ and UJ.
- Continuous liaison with ward councillors regarding the following: community and city council projects, UJ projects and their impact on community and surrounding environment, facilitation of collective projects and forums, e.g. improvement task teams, rejuvenation and refurbishment of wards, servitudes, street children, traffic intersections, DFC/APB surrounding projects, Egoli Gas development and corridors of freedom projects.
- Remote/virtual meetings with DHET addressing DHET and Treasury announcements; performance of the Infrastructure Efficiency Grant (IEG) funded projects was managed via quarterly and annual reporting as well as oversight visits.

MOVING FORWARD, THE STRATEGIC FOCUS AREAS IN FACILITIES MANAGEMENT IN 2024

Raising the global stature of the University with provision of world-class facilities while mitigating the water and electricity (energy) challenges. Striving for zero disruption of critical operations initially and then of all operations of the University in an increasingly incapable utility supply environment. This will also include mitigating general infrastructure failure affecting the University, e.g. sewer and storm water infrastructure, and traffic lights.



- Sustainability projects aimed at managing waste better while reducing, monitoring, and controlling utility consumption, including pursuit of the reduction of the University's carbon footprint, which includes the green star rating of University buildings.
- Maintenance management strategy and maintenance maturity, reducing reactive maintenance for more planned and proactive engineered asset management.
- Scaling up progress towards being a smart university.



Kenneth Nkwana (Mr)

Executive Director:
Facilities Management



Protection Services

The purpose of this report is to provide an executive summary of the Protection Services Annual Report to DHET, relating significant accomplishments and high-priority suggestions for improvements.

SIGNIFICANT ACCOMPLISHMENTS

Attempted disruption of the academic programme averted, and successful protection of all UJ premises

Managing student protest action remained at the forefront of the Protection Services agenda during the 2023 academic year. As in preceding years, the key demands of protesting students during and/or just after academic registration across the country remain similar. However, the primary demand has been for more financial support from the National Student Financial Aid Scheme (NSFAS).

After the registration period, the key drivers of instability at several higher education institutions across South Africa related to the centralisation of NSFAS payments through appointed private service providers. The delays in the disbursement of payments by the service providers resulted in academic disruptions in several universities.

Similarly, UJ experienced two minor protests, one in the first quarter and another in the third quarter, which were both relatively peaceful. The first incident occurred on 2 March 2023. In collaboration with Student Affairs, Protection Services succeeded in containing a protest, where a group of students obstructed traffic from the intersection of Annet Road and Bunting Road but were prevented from entering the campus. The second incident on 3 August 2023 involved a group of students attempting to lock down the Chris Hani Entrance on the Soweto Campus; again, Protection Services, in collaboration with Student Affairs, succeeded in containing the attempted protest.

The primary risk mitigation strategy employed during the third quarter focused on proactively resolving student queries/enquires on-campus and involved several departments, namely Protection Services, Student Affairs, and Student Finance.

Student Finance arranged with Norracco (the NSFAS service provider) to station staff on all four UJ campuses during July and August 2023 to address queries of students via on-site onboarding (including updating personal details for the know-your-customer/client process).

Student Affairs coordinated regular meetings with the Student Representative Council (SRC), and Protection Services provided logistical support through venue bookings and additional security. This intervention significantly reduced the risk of student unrest, in contrast to some other institutions, where the perception of lack of responsiveness may have left students aggrieved. Approximately 3 974 students were supported during this intervention.

Management of major bus accident

On 25 July 2023, around 07:00, two buses collided outside Auckland Park Kingsway (APK) Campus at the intersection of Kingsway Avenue and the entrance to Kingsway Parking; the one from the City of Johannesburg



(a CoJ Metrobus) and the other from a privately owned student accommodation (POSA) service provider.

The collision resulted in the injury of 77 people, including several students, as well as damage to the Kingsway Parking perimeter fence. Protection Services responded immediately by securing the scene and providing first aid, supported by the Centre for Student Health and Wellness, and Occupational Health and Occupational Safety. Further support was provided by UJ service providers RAID, FireOps SA, and ER24, as well as response by JMPD, CoJ Emergency Management Services, Netcare911, and Emer-G-Med. Patients were transported to several health facilities, including Helen Joseph Hospital, while UJ health professionals on campus addressed the less serious cases.

Once the buses had been removed, Occupational Safety's service provider cleared the roadway of diesel and oil spillage, and Kingsway was reopened to traffic at 12:00. This was an impressive turnaround considering the scale of the incident and an example of UJ's institutional capability to respond to and manage incidents.

The incident attracted a high degree of interest from the media and several University stakeholders. The CoJ Mayor, Kabelo Gwamanda, arrived on the scene and received an update from JMPD, CoJ EMS, and Protection Services. The joint UJ response to the incident led by Protection Services resulted in recognition by Minister Nzimande in a social media statement.

Successful activation of the biometrics 2FA project

Protection Services completed the activation of the 2FA functionality on all the biometrics at campus entry points. The activation of this functionality ensures that students and staff cannot share their access cards to give third-party persons access to campus. The reactivation of the current fingerprint biometric readers is an interim solution to mitigate the risks associated with the misuse of cards. The major challenges encountered were faulty equipment during the project assessment phase and minor technical issues during the implementation phase.

Lessons learned during this phase for future implementation in the second phase include better change management with students and staff on the proposed changes, and more internal staff training on the 2FA processes and enhanced measures.

Capacity building and training

Protection Services collaborated with Human Capital Management ? Training Learning and Development and Occupational Safety ? to develop the capabilities of individual staff members. These training interventions aimed to enhance the operating discipline, legislative/regulatory compliance, and efficiency of staff members.

The number of attendees/trainees totalled 311 (accounting for some staff members participating in more than one course). These courses included, but were not limited to, first aid, fire-arm training, event safety, computer literacy, customer care, and generic management.

The flagship training intervention for line management comprised 16 members starting Supervisory Management Training to be conducted over several months. The programme is expected to be completed in the second quarter of 2024.

Following an engagement with the Senior Director of the Centre for Academic Technologies (CAT), and HCM Training and Development, a project for the upskilling of Protection Services staff was identified for 2024. CAT will present short, self-paced courses online on various subjects, including artificial intelligence and financial wellness.

EFFECTIVE STAKEHOLDER MANAGEMENT

Awareness campaigns

Protection Services conducted several awareness campaigns during the 2023 period across multiple platforms, including issuing pamphlets in person, UJFM, UJTV and social media. The topics focused on a range of issues, including robberies, GBV, human trafficking and how to report incidents to both Protection Services and the South African Police Service (SAPS).



External partnerships

Protection Services participated in a workshop hosted by the Gauteng Provincial Government on the proposed establishment of a Fietas City Improvement District (CID) adjoining the APB Campus. The process is in its infancy stage, and Protection Services will continue to participate and represent UJ's interests concerning off-campus safety and security.

Protection Services undertook a benchmarking visit to the North-West University (NWU), with the area of interest being the management of operational discipline. Additionally, the use by NWU's Potchefstroom Campus of a university-owned subway below a railway line provided a reference for the proposed bridge between DFC and UJ's off-campus residences. The feasibility of this is being jointly investigated with CTS.

Protection Services facilitated the presentation of the proposed Melville Road Closure by the Melville Security Initiative to UJ stakeholders. As a significant property owner in the area, UJ is a key interested party, and Protection Services will continue to monitor the developments.

During the third quarter, further engagements were held with Nandos and the Ellis Park Stadium Management regarding collaboration in the greater precinct around the Doornfontein Campus (DFC). At present, UJ funds the City Improvement District (CID) around DFC entirely, and Protection Services aims to continue discussions to identify mutually beneficial synergies and further support safety and security in the area.

Protection Services supported the Johannesburg Business School in the resolution of a City of Johannesburg environmental health complaint related to the operation of its generator, which has been under increased use due to higher stages of load shedding.

A monthly forum has been established with the Centre for Student Health and Wellness (C-SHAW) and Occupational Health, to conduct reviews of monthly medical emergency incidents, with the dual aim of cost containment and the prevention of reoccurrence through identifying contributing factors that may be mitigated.

Successful investigation into reported incidents

In total, 694 incidents were reported during the period under review both on- and off-campus. The investigation into these reports yielded the following results:

In total, six employees were dismissed for misconduct:

- Theft: Five (5).
- Misuse of property: One (1).

In total, 73 students were expelled for misconduct:

- Rape: Two (2).
- Misinterpretation and extortion of money: One (1).
- Transgressing residence rules and regulations: One (1).
- Sexual assault and intimidation: Three (3).
- E-payment fraud: Sixty-five (65).
- Theft: One (1).

Hosting of internal and external events

Protection Services successfully managed the risk of 1 430 events during the 2023 academic year. Of these, 36 were high-profile events, some of which were attended by external dignitaries, including the VC's Inauguration, VC's Coronation, VC staff engagements and Varsity Sports.

KEY SECURITY PROJECTS IMPLEMENTED

Remote invigilation project

Protection Services completed the installation of CCTV cameras at two invigilation venues on the APK Campus (A Les G01 and D Les 208). The cameras will allow invigilators from CAA to monitor exams and tests in those venues remotely, using AI embedded in the Avigilon VMS software.

ICS Labs CCTV upgrade projects

Protection Services completed the upgrading and installation of new CCTV cameras in ICS labs on DFC and



SWC Campuses to enhance security and protect the ICS equipment in the venues. Similarly, the security systems in ICS storerooms on APB, DFC, and SWC Campuses were upgraded.

FADA Art Gallery

The security systems were upgraded at the FADA Art Gallery on the APB Campus, as requested by the Faculty.

JBS Park internal booms upgrade

New booms linked to the new UJ standard access control system were installed at the basement parking entrances.

Migration of the access control network controllers onto a new VLAN

The migration ensures that the network controllers are not susceptible to cross traffic and errors on the CCTV network, which shares the same VLAN as the access control network controllers. Earlier in the year, Protection Services had experienced delays in uploading data onto these network controllers during the registration process. The delays caused queues at the gates as some student cards were not working.

Other achievements

Protection Services received approval for a service level agreement (SLA) with Johannesburg Roads Agency (JRA) to provide backup power to traffic lights at three intersections at APK and SWC. The technical feasibility assessments for these connects were also completed.

Protection Services sourced a donation of candy from Mars Inc. for all residence students for the November final examination period.

Protection Services facilitated the start of the stadium grading process for UJ by engaging with the City of Johannesburg's Emergency Management Services (EMS) to conduct preliminary compliance assessments. Supporting Central Technical Services and UJ Sport in this process will in the long term enable UJ to host commercial events at selected venues on APB, APK, and SWC.

CHALLENGES ENCOUNTERED

Gender-based violence (GBV)

Gender-based violence (GBV), particularly violence against women, remained a challenge. Regrettably, UJ is not immune to occurrences of this type of incident. During the 2023 academic year, Protection Services received notice of 12 GBV incidents, three of which took place on campus. This is a decrease from 2022, when Protection Services investigated 25 GBV incidents. All cases were investigated by Protection Services once the case was ongoing with SAPS.

The complainants of the abovementioned incidents were referred to PsyCaD for counselling, and Protection Services collaborated with the Transformation Unit and Student Affairs to provide the necessary support to the survivors.

Protection Services will continue with GBV awareness campaigns on different platforms. For the enhancement of UJ's GBV response, Protection Services engaged Student Affairs and the Transformation Unit to outline departmental roles. This process will be finalised during the first quarter of 2024.

Power outages

Ongoing power outages are a significant risk to Protection Services operations. The ICS switches that run the CCTV cameras and access control devices are not connected to emergency backup power.

To mitigate this risk, Protection Services started a project in the third quarter of 2023 to install backup power at essential access control entry points, as well as ICS switches that service CCTV cameras across the campuses. In addition, Protection Services continued to engage with the campus directors and managers to reroute the prioritised internal access points and ICS switches onto backup power, ensuring these systems in critical areas remain operational during power outages.

In addition, Protection Services has started the installation of uninterruptable power supply (UPS) systems at high-priority security gatehouses on all four campuses to ensure continuity of access control and security systems at gatehouses in the event of a power cut or load shedding.



Appointment of private fire service

As a result of the well-reported shortage of fire engines in the City of Johannesburg's Emergency Management Services (EMS), Protection Services undertook a process to appoint a private fire service as an interim measure for an initial 12 months. This requires the service provider to provide an equipped firefighting team within 20 minutes of activation to any UJ campus.

Fire incidents

The implementation of regular firefighting training has improved Protection Services's readiness to respond to incidents. A total of 22 fire incidents were reported on- and off-campus for 2023, with no loss of life. Off-campus fire incidents reported primarily related to poor vegetation management adjacent to campuses (including sports fields), while on-campus incidents included negligent behaviour when cooking. Protection Services will continue to coordinate with Occupational Safety to minimise risks related to fire incidents.

Crime both on- and off-campus

Comparative statistics

Crime remains a challenge for Protection Services. In total, 694 incidents were reported during the 2023 academic period. Of these, 482 were reported on-campus, and the remainder off-campus. This equates to an 18% reduction in the number of incidents when compared to 2022. Of the 694 incidents reported during the period under review, 640 incidents were investigated and closed, while investigations into 54 other incidents are ongoing.

Theft remained a primary concern for Protection Services during 2023. In total, 311 incidents of theft on campus occurred when property owners left their belongings, particularly electronic devices such as laptops and cellphones, unattended.

Crime off-campus, particularly common robbery, and armed robbery, continued to be a great concern. In total, 54 incidents of common robbery off-campus were reported to Protection Services in the period under review, and 39 incidents of armed robbery off-campus. These incidents were predominantly committed around APK, with 25 reported cases.

Enhancement of the City Improvement Districts (CIDs) Project

In November 2020, Protection Services implemented the first phase of a CID at DFC in conjunction with the NGO Urban Space Management (USM). Phase 1 included the deployment of private security officers to patrol the DFC-CID area, the optimisation of safe route patrol vehicles, and the deployment of a cleaning team to ensure that the area was cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, lack of waste collection. During 2022, Protection Services optimised using Fidelity personnel around Auckland Park campuses, including JBS Park, JBS Tower, and the APB/APK City Improvement District. Since the deployment of Fidelity security officers in the APB/APK CID, there has not been a single incident reported in the period under review along any of the routes covered in Auckland Park during deployment periods within the CID area.

In DFC, an additional four SSG security officers from SSG were deployed in the expanded zone of the DFC CID to cover the area between campus and the UJ student residences, and since then no incidents have been reported. Additional cameras have now been installed on the exterior of Robin Crest and Akanani residences to improve the high pedestrian route of Charlton Terrace/Saratoga Avenue.

LOOKING AHEAD

Protection Services will focus on the following initiatives for 2024:

- Preventing organised crime and vandalism of University property.
- Upgrading and refreshing ageing security infrastructure and systems.
- Preventing and limiting the spread of gender-based violence.
- Ensuring continued training and development of Protection Services staff.
- Enhancing the Protection Services Investigations Service.

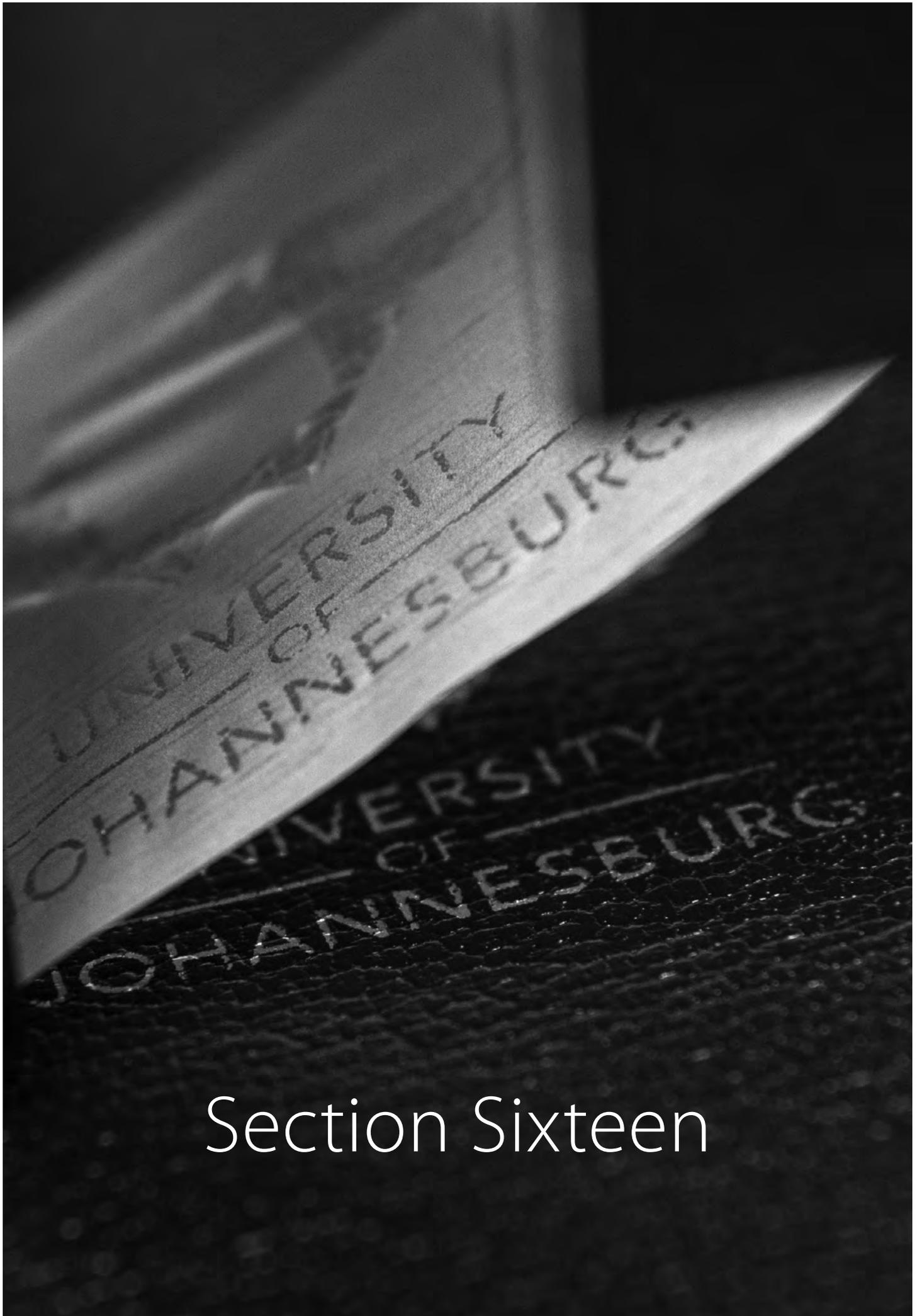


André Arendse (Mr)

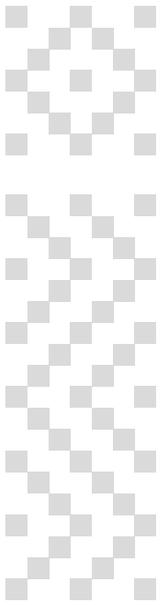
Senior Director: Protection Services







Section Sixteen



Financial Sustainability

OVERVIEW

The Chief Financial Officer is responsible for the strategic management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- External funding
- Financial highlights

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management.
- UJ Financial Strategy and Five-year Plan, approved by Council.
- Financial policies and procedures.
- Fundraising Policy.
- Policy on Student Fee Structure.
- Financial and contract delegation of authority.
- National Student Financial Aid Scheme Rules and Regulations.
- Risk Management Policy.
- Procurement policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)
- Investment Committee of Council (ICC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Four in this Annual Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.



The MEC Commercialisation Committee assists MEC and Council in executing governance in the innovation and commercial structures in accordance with the vision, mission, and core values of the University, the approved strategic objectives, and the principles of corporate governance, within the legal and management framework of the University.

The following divisions reported to the Chief Financial Officer during the year under review:

- Financial Governance and Control
- Financial Support Services
- Revenue Administration, which comprises Student Finance and Institutional Development and Fundraising

FINANCIAL RISKS AND RISK MANAGEMENT

General financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. Our financial risk management philosophy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University. Our considerations include close focus on implementing robust strategies to mitigate against prevailing credit, liquidity, currency, interest rate, and market and operational risks.

The Finance Portfolio, under policies approved by Council that provide written principles for overall risk management, carries out financial risk management. The ARCC oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to ARCC.

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register in 2023, as monitored by MEC and Council:

- Macroeconomic factors and inadequate stewardship that affect financial sustainability of the University, influenced by:
 - Poor economic growth, exacerbated by the geopolitical polarisation and macroeconomic volatility, and supply-side constraints against the local logistics crisis, resulting in higher inflation, increased interest rates as well as currency and market volatility. The ultimate impact of this on the University is the decline in funding available from the State for subsidies and other grants, increased levels of irrecoverable student debt and suboptimal return on investments.
 - Escalating electricity and water outages on our campuses, which continue to put additional strain on our limited financial resources.
 - Decline in externally generated funding for scholarships and contract research.
 - Continued uncertainty around university fee increases in the future, with increases for the year under review pegged at below inflation, and with a cap on accommodation fees for NSFAS-funded students below cost for some of our residences.
 - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the organised labour demands for above inflation salary adjustment.
 - Ageing infrastructure.
 - The centralisation of disbursement of student allowances and accreditation of accommodation, despite the continuing inefficiencies in NSFAS administration processes.
- The University continues to explore opportunities for alternative revenue streams and downward adjustment in our cost base, without negatively impacting the achievement of its mandate and objectives.
- Over the years, we have also increased our investment in development and fundraising activities.
- We continue to focus on the long-term financial sustainability of the University through optimal management, which includes contingency plans and stress-tested scenario planning.



Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term. These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

- A five-year financial strategy approved by Council. This is reviewed quarterly and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.
- Various cost optimisation strategies to manage operational costs along with monitoring of liquidity and financial sustainability of the University.

Financial sustainability risks associated with student funding

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate subsidy income, which will allow the University to provide quality teaching and learning, research, and community service.

We have previously highlighted the risk to the level of future subsidy funding allocations posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth. The risk extends to DHET block and earmarked grants, NSFAS bursaries as well as NRF grants and bursaries. As anticipated, the impact of this risk was realised in the year under review through a further decline in the allocation of our teaching input and output grants allocation, which decreased by only 0,1%.

The above shortfall will affect our ability to fund our activities in the medium to long term. Several strategies have been put in place to mitigate this risk and reduce the level of reliance on state funds, which include increased external fundraising, increased focus on continued education programme offerings, and more stringent cost containment measures.

Our fees increased by 5,6% and 7% for tuition and residences, respectively, with residence fees limited to the set amount in line with the recommendations of the Minister of Higher Education, Science and Technology. A significant risk that has emerged over the past year is the high inflation rates, which have seen the Minister recommend a lower than inflation increase in our fees for 2023. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

The Minister instituted a task team in 2019 to advise on the framework for future tuition and residence fee increases for universities. The project is still ongoing and as such we still await its conclusion and the Minister's announcement in this regard.

Student debt

The University is acutely aware of the economic status of our students and their parents. The state of the local and global economies continued to negatively impact our ability to collect outstanding student debt.

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash paying students has increased to 15% of fee income in 2023 (2022: 11,4%), with a significant increase in debt due from students no longer registered with the University. Collecting student debt on time remains a challenge with students who tend to postpone the settlement of outstanding debt until registration for the next year.



It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students.

The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid-out guidelines, both for our staff and for our collection agencies. We will continue to manage this risk actively.

Inadequate student funding

UJ received an allocation of R2.5 billion from NSFAS in 2023 covering tuition fees, accommodation, meals, books, and other living allowances for 25 251 students.

This funding goes a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication and the certainty of funding decisions continue to be challenges administratively and pose a risk to our enrolments and student debt recovery. NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage with and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which assisted us to unblock 3 945 and paid for registration fees for 1 240 students who would otherwise not have been able to study in 2023. This amount was further complemented with funds raised through the Development and Fundraising Unit.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 14,7% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability. The decline in subsidy allocation and student fee collection, together with the above inflation cost increases driven by high energy costs and supply chain constraints, pose a risk to our ability to meet demands of organised labour for annual salary increments.

Ageing infrastructure

It is essential for the University to maintain its assets and infrastructure at a level required to maintain its position as a leader in education and research. The decline in funding allocation and the reprioritisation of funding by DHET have meant that no Infrastructure Efficiency Grant funding has been allocated to UJ since 2020. This has severely decreased resources available to maintain our infrastructure. Our focus on maintaining an adequate level of reserves on which investment income is earned, is required to fund the expenditure on infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels in the long term.

EXTERNAL FUNDRAISING

The University has once again outperformed its fundraising target of R900 million as outlined in the UJ Annual Performance Plan. As of December 2023, the University has raised R929 million for research, scholarships, and other research-related projects. This success is the culmination of a highly collaborative approach undertaken



through the implementation of the institutional fundraising strategy. These outcomes also demonstrate a shift from the previous high dependency on funds raised from government (2023: 42,5%; 2022: 56%). The central coordination of fundraising initiatives by the Development and Fundraising Office has yielded positive outcomes. This is demonstrated by the increase in new donors (2023: 334; 2022: 306) and the high retention rate of 86% for the past year.

The graph below shows the growth trend in our external income generation over the past five years at 94%.

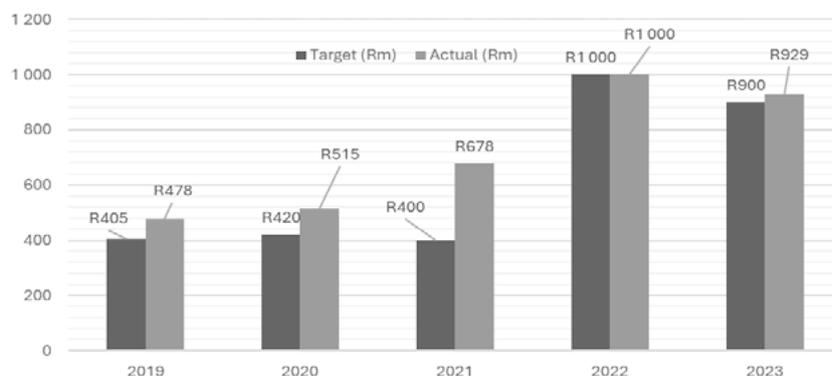


Figure 12: External income 2019-2023

The funds mobilised during the 2023 academic year have directly fuelled UJ's mission, enabling the University's sustained success in delivering unique opportunities for learning, innovation, and continued societal impact. This impact underpins the transformative power of our collective efforts and the positive change we impart on society. Our donor engagement strategies have proven highly effective, leading to a notable increase in individual (334) and corporate (107) donations.

The University prides itself on providing funded access to the financial needs of academically performing students. To this end, we are excited to report that the Double Our Future Impact Campaign has raised over R6.3 million and assisted over 100 students. These initiatives assist with registration and residence fees for students excluded from NSFAS funding. The University will continue mobilising the funding to assist students enrolling in the 2024 academic year.

FINANCIAL HIGHLIGHTS

The University's audited financial statements are included in this report. The following analysis extracted from those financial statements summarises the University's sources of income, surplus for the year, and the factors affecting its net assets and Council-controlled reserves.

Despite operating in an environment mired with funding constraints, we managed our budgets effectively, well on track to outperform our approved operating budget for the year. We continued being deliberate about achieving maximum cost savings and external income generation in the year to cushion the impact of the uncertainty on future income generation. This has resulted in a strong balance sheet, with a stable liquidity and cash flow profile.

Operating income

Consolidated income has increased by R425 million (up 8%) compared to the previous year, primarily due to continued strong performance in research productivity, where grant and contract research income has grown by 15%, while tuition fee income has grown by 12% due to the introduction of new programmes. See table 70.

Expenditure

Consolidated expenditure has grown by 9% at R6 123 million (2022: R5 635 million) with an increase of 7% in remuneration costs. Bursaries and scholarships awarded increased by 6%, while impairment for student and other debt decreased by 1%. Other expenses grew by 14%, largely because of the costs associated



Table 70: Income

	STATE SUBSIDIES AND GRANTS	TUITION AND RESIDENCE FEE INCOME	RESEARCH INCOME AND GRANTS	OTHER	TOTAL
2023	2 720	2 572	362	360	6 014
2022	2 633	2 290	315	350	5 589
% GROWTH	3%	12%	15%	3%	8%

with the experienced energy and water outages, continued currency depression, and increased travel and conferencing after the COVID-19 restrictions.

Surplus for the year

The University generated a consolidated surplus of R686 million for the year. Net income and fair value gains from our investments contributed a sum of R796 million towards the surplus, showing a growth of 114% from the prior year.

Net assets

Our net assets totalled to R10 133 million, showing a growth of 7% from R9 446 million in the previous year. Outstanding student debt amounted to R989 million (2022: R912 million), a growth of 8% from the previous year, largely due to funding withdrawal by NSFAS for previously funded students. Net of impairment, the student debt amounted to R406 million, a growth of 33% from the prior year-end amount of R306 million. While this is indicative of the nationwide economic hardships, this is clearly a significant threat to the financial sustainability of the University.

Our financial assets at fair value through profit or loss at R5 918 million (2022: R5 437 million) have grown by 9%. Income from this asset portfolio is a critical component of the University's funding mix. The asset portfolio aims to deliver a real return of 5% p.a. over a rolling seven-year period, by outperforming the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

Our post-employment benefit assets at R826 million (2022: R753 million) grew by 10%, reflecting a R73 million growth in the defined benefit surplus. The post-employment obligations at R267 million (2022: R259 million) grew by 3%, relating to a growth of R8 million in post-retirement medical benefits and long service awards.

While funding sources remained constrained, the University has continued to deliver its infrastructure investment programme, with our property, plant and equipment growing by 9% to R3 391 million (2022: R3 107 million), with additions totalling R396 million in the year under review. Significant additions were the acquisition of the UJ Atrium building, electric bus fleet and computing equipment.

The infrastructure investment is reflected in the 16% reduction in our cash and cash equivalents from R2 560 million in the previous year to R2 151 million.

Equity and reserves

UJ places a high premium on sound corporate and financial management and does everything in its power to ensure that finances are managed in a transparent and judicious manner. This includes ensuring that a responsible level of reserves is maintained with a view to long-term institutional sustainability, which includes that academic quality and requisite infrastructure be maintained throughout. These reserves take the form of funds intended for various environments to be used only according to specific guidelines and conditions.

Council-controlled reserves at year end amounted to R3.079 million (2022: R3.162 million), which represents 106% of annual permanent remuneration. The Council-controlled reserves are earmarked for infrastructure maintenance and expansion, and critical new posts, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.



Our liquidity position also remains satisfactory with the ratio of our current assets to current liabilities at 1.18 down from 1.24 in 2022.

Despite the prevailing risks and uncertainties, the University remains confident in its long-term financial sustainability.



Nolwazi Mamorare (Ms)
Chief Financial Officer



Financial Governance and Revenue



OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The 2023 financial year presented a rather eventful backdrop in the University's quest for financial sustainability. As in 2022, we faced an economy characterised by high inflation, increased interest rates, unfavourable exchange rates, general financial strain leading to unfavourable tax collection and increasing student debt, unfavourable fiscal positioning nationally, continuing power outages and the advent of intermittent water outages. From an internal perspective, ethics hotline reporting continued to escalate, and increased assurance engagements were undertaken, leading to increased modelling and planning in ascertaining impact on financial position, and thus directing activities towards mitigation of adverse impact on financial sustainability.

The Financial Governance and Control (FinGov) team undertook several key activities against the above backdrop, in fulfilling the divisional mission of ensuring financial sustainability, viability and stability for the University. This included working with stakeholders in effecting further enhancements within our business continuity management initiatives, resource allocation modelling, monitoring, reprioritisation and reporting, cost optimisation, internal control enhancement, financial system enhancements and prudent treasury management.

With the activities of the Division being informed by Strategic Objective Six of the University's Strategic Plan 2025, we place focus on financial stability, viability and stability, promotion of good governance, transformation, and empowerment, and on entrenching strategic partnerships internally and externally, as we seek to be a world-class, empowered, strategic partner. Thus, efficiency and effectiveness initiatives undertaken in our quest for attaining this vision include implementation of the governance risk and compliance (GRC) system; the finance redesign project structure and people placement process; business process reviews and enhancements; directing resources to critical activities in facilitating continuity of operations while achieving the requisite sustainability levels, i.e. alternative power and water supply, decision-making model implementation; and collaborative stakeholder management (e.g. funders, service providers).

The year commenced with the start of the 2022 audit, with the University achieving an unqualified audit opinion and improved audit outcomes. Alongside this key assurance engagement were the continuing internal audit reviews as informed by the plan for the year approved by the Audit and Risk Committee of Council (ARCC). All reviews were concluded with the Q4: 2023 reports presented in the Q1: 2024 reporting cycle. Further to this were the funder-related, agreed-upon procedures that take place throughout the year.



These engagements collectively affirm the growing maturity in our control environment within the University across the various operational functions.

The 2023 Council-approved budget informed resourcing associated with the strategic objectives of the University. The University was fortunate to experience a favourable performance for the year, realising a surplus of R283 million versus a budget surplus of R92 000. This is testament to the collective efforts by the finance team and internal stakeholders in optimising resources while facilitating continuity of operations and attainment of key initiatives. The development and the implementation of the Distribution Model have assisted in assessing optimal resource allocation, serving as a contributing tool to the budget reprioritisation and 2024 budget compilation activities. However, there remains opportunity to further optimise our systems and data management processes to enhance the agility with which information is disseminated to facilitate decision making.

Several significant activities were undertaken within the risk management function in the year. These include a GRC tool implementation, which remains ongoing, further entrenchment of the compliance programme as per the ARCC-approved implementation plan, and most notably, the maiden hosting for the University of the 2023 Chapter of the Risk Conference – Strategic Risk Leadership Conversation in Higher Education (SRLC-HE) – which proved to be a success and very insightful for the HE risk and assurance community and the university community at large.

With one of the University's key risks being financial sustainability on a macro and internal level, as well as uncertainties with the subsidy allocation fee model and NSFAS funding model, prudent cash and investment management was foremost to ensure that financial obligations were met as they fell due. The high interest cycle favoured the returns on our short-term investment portfolio; however, the unfavourable markets impacted the University's investment portfolio, with the losses experienced during the year being clawed back within Q1: 2023 as a result of more favourable market conditions.

The deliverables reflected on above were undertaken by the departments within FinGov, namely Budget and Project Management, Management Accounting, Risk Management and Assurance, and Treasury and Reporting. Key processes undertaken by these departments include setting departmental strategies and budgets; initiating and approving transactions; developing, standardising, and enforcing policies, procedures, standards, and guidelines; strengthening the internal control environment; internal and external reporting; improving accountability; and people management. With the last quarter of the year entailing transitioning into the new structures across the portfolio, several activities were undertaken with the departments in effecting this. As such, further reflection on these activities follows in the upcoming sections of the report. As a culmination of the above activities, the following key KPIs monitored by FinGov were attained:

Table 71: KPIs attained

KPI NO.	KPI	APP TARGET	2023 (AS AT 20/03/2024)	FINGOV DELIVERABLES
16	Surplus generated from commercial activities (R#)	R15 million	R0.98 million	Commercial Entities – Financial Management and Governance support.
66	Year-end surplus in relation to annual budget for the reporting year and five-year plan (R#)	R0.092 million	R247.5 million	Annual and five-year budget compilation, in-year monitoring and financial management support and reporting; resource allocation initiatives.
67	Level of external funding and investment returns (as a percentage of the operating income) (%)	20%	22,8%	Implementation of investment strategy and in-year monitoring and reporting support on externally generated funding.



KPI NO.	KPI	APP TARGET	2023 (AS AT 20/03/2024)	FINGOV DELIVERABLES
68	Externally generated funding (R#) (incl. external research funding) [amended definition]	R900 million	R934.2 million	In-year monitoring and reporting support on externally generated funding.
69	Minimum Council-controlled reserves at year end (R#) (at least 50% of the budgeted permanent remuneration)	R2.781 billion	R3.079 billion	In-year monitoring and financial management support and reporting, including business case viability and equity analysis.
71	Financial assistance to low-income and missing middle students (as a percentage of the budgeted operating income) (%)	10%	14,59%	In-year monitoring and financial management support and reporting.
73	Percentage of the operating budget invested in the academic and academic support services	60%	63,18%	In-year monitoring and financial management support and reporting.
74	Total employment costs (as a percentage of the operating income) (%)	64%	62,16%	In-year monitoring and financial management support and reporting.
85	Number of adverse findings in respect of legal compliance with critical legislation	<2	0	Risk and compliance management activities per ARCC-approved implementation plans.
87	Number of risks over 16 (residual risks) (#)	10	7	Risk and compliance management activities per ARCC-approved implementation plans.
88	Number of recurring internal audit findings over a three-year period (#)	5	13	Institutionally – Collaboration with outsourced internal audit function. Operationally – enhanced controls environment, review and compliance with governance documents (policies and procedures). Data management initiatives.

In 2024, we look forward to conducting activities that entrench the operating model now in place, thus having adopted as key objective for this year '*Doing the basics excellently*'. Given our role within the Finance Portfolio as a centre of excellence, attainment hereof will enable our front office within Business Support to effect service delivery to our stakeholders effectively and efficiently. We also look forward to finalising and



adopting the institutional strategic plan 2035, aligned with the University positioning for 'Global Excellence and Stature 4.0 for Social Impact'.

The FinGov departments are presented below: Budget and Project Management; Management Accounting; Risk Management and Assurance; and Treasury and Reporting.

BUDGET AND PROJECT MANAGEMENT (BPM – MS M NTULI)

The BPM team is the key client-facing component within not only FinGov but also the Finance Division as a whole, with the financial business partners as the primary contact between the Division and various stakeholders in the University. The client base of the Budget and Project Management Department spans all the domains of the academic, support and commercial entities, requiring focused services in meeting diverse requests. Service delivery is thus achieved through dedicated financial business partners, accountants, and financial officers.

Key functions within this area relate to the provision of financial management information by way of internal financial reports, to assist managers of the various environments in their decision-making processes towards achieving short-, medium- and long-term institutional goals. The information provided includes budget compilation in accordance with budget guidelines, research income and expenditure reporting, variance analysis, project accounting and reporting, and outcomes of agreed-upon procedures.

Successes in 2023

- Rolling out two of four of our BI reports, which enabled us to reconcile and report timeously on the remuneration reconciliation of permanent salaries.
- Successfully completing 21 agreed-upon procedures (AUPs) – only a few with minor 'needs improvement' audit outcomes.
- Achieving substantive progress in 2023 on our activities on the CEP projects that started in 2021. We made a presentation at the workshop held with the deans and all stakeholders; this informed some of the budgets proposed for 2024, and the project continues to increase third-stream income across all domains.
- Contributing substantive input, time and focus to developing the Distribution Model and the relevant governance documents to an advanced stage of the project. The Distribution Model is a finance tool for analysing financial information/data at faculty and support division level to facilitate decision making. The model will assist with financial planning, monitoring, and reporting.
- Finalising and implementing the guidelines used across the University to standardise and formalise the external reporting principles, to enable accurate performance reporting.
- The Director attending and successfully completing the UJ Women Leadership Development Programme; in addition, several staff within the Department progressed academically.

We believe we delivered on our mandate of ensuring we support the University's financial needs and manage financial resources sustainably. In 2024, aligned with the Finance Redesign Project, we will continue in our pursuit of implementing impactful efficiencies in our processes and reporting and of always striving for improved service delivery to all our stakeholders and adding value to the University. Service delivery, innovation around our process for impactful efficiencies and collaboration are at the centre of what we aim to achieve, and to this end we support each other within the Finance community as we implement the Finance Redesign Project. Implementing an effective and efficient query resolution system and elevating our reporting to our stakeholders will enhance the value proposition we bring to the University.

MANAGEMENT ACCOUNTING (MA – MR S KHUMALO)

The Management Accounting Department forms part of the UJ's Financial Governance and Control Division within the greater Finance Portfolio. Our core mandate is to provide financial management support with specific emphasis on the institutional decision-making imperatives while supporting the client-facing business partnering team. During 2023, activities were primarily undertaken alongside the BPM team and had thus been reported on accordingly above.



RISK MANAGEMENT AND ASSURANCE (RMA – MS F MADUNGANDABA)

A well-embedded risk management and internal control system is fundamental in ensuring good financial and operational governance within the institution. To this end, an effective risk management process requires an ongoing and timeous identification, treatment, and management of risk to achieve the University's key strategic objectives and adherence to our core values.

Oversight of the risk management and internal control functions resides with the Audit and Risk Committee of Council (ARCC) with management of risks being delegated to the MEC Risk Management Committee (RMC). SNG Grant Thornton (SNGGT) fulfils the role of the University's statutory auditors, while PwC fulfils that of external auditors for our commercial entities and agreed-upon procedures assurance engagements, as directed by our funders.

Through the Risk Management and Assurance Department, risk management activities are characterised by ensuring implementation of mitigating actions, fraud risk management, insurance management, assurance (internal and external audit), business continuity management (BCM), and compliance management. Risk management provides a mechanism for management to assess risks within their processes and thus prevent or minimise loss in the event of any uncertainty occurring.

As part of the unwavering commitment of the University to uphold a culture of ethical conduct, and in line with the Fraud Prevention Policy of the University, the RMA, through the assistance of an independent service provider, facilitates and provides oversight over the Whistleblowing Hotline of the University to ensure that each report received is reviewed, investigated, and brought to a suitable conclusion.

The RMA is further responsible for ensuring that the University has a comprehensive insurance policy, and thus a renewal process for insurance takes place annually to ensure we have an approved policy at the start of each financial year.

To navigate an evolving risk landscape, risks are monitored on a regular basis and adapted to include emerging factors that could influence the risk profile of the University.

Successes for 2023

- The RMA Department, supported by other key stakeholders within the University, hosted a very successful conference on Strategic Risk Leadership Conversations on Higher Education, in November 2023. The main theme of the conference was 'Embracing technology and managing risks in the evolving world amid current African challenges'. Delegates from across South Africa attended, both in person and remotely, and the conference hosted some insightful and innovative topics and speakers.
- The Institutional Risk Register was supported by MEC through regular engagements and updates and as such, on a quarterly basis, a revised submission was presented, which noted the current risks as well as emerging risks. This extended to the Reputational Dashboard maintained for MEC monitoring as well as the institutional fraud risk register. Fraud risk registers were implemented for all faculties and support divisions during 2023. These registers will facilitate the awareness of potential areas of fraud and ensure that processes are implemented in mitigation thereof.
- The UJ Ethics Hotline experienced a significant increase in the number of reports received during 2023, which indicates the heightened awareness and transparency of staff and students and commitment of all stakeholders to eradicate incidents of misconduct. The reports are used to identify trends, control weaknesses, and make improvements to processes. Through various forensic investigations, recommendations were implemented, and various matters are still ongoing.
- The RMA Department facilitated the completion of an insurance cyber self-assessment to illustrate the University's commitment in implementing a comprehensive process in mitigation of cyber risks. Timelines and progress indicated in the report will be monitored throughout 2024.
- To further enhance risk culture within the institution, the RMA Department has implemented a governance, risk and compliance (GRC) tool. The tool will be utilised to manage risk registers and reporting, compliance registers as well as incident management within the University.
- In an effort to improve the control environment, the RMA Department continued with monitoring the



resolution of internal audit findings for all reviews. This provides assurance that process gaps are being improved throughout the University.

- Business Continuity Management (BCM) plans were assessed and updated plans implemented across the University, in conjunction with an updated Emergency Response Plan and Crisis Communication Plan. Testing of certain plans will continue in 2024 to ensure resilience and effective continuation of core functions in the event of an emergency.

RMA: Compliance Management

As the regulators intensify their monitoring and enforcement of the laws, the risk of non-compliance and reputational damage is one that management should closely mitigate and manage. Breaches may come through overbearing regulatory requirements, for which the regulators may apply punitive enforcements when violated. This is a significant risk to service institutions. Ensuring compliance with all existing and new laws is a process that needs institution-wide collaboration in leveraging on limited resources, time and budget to achieve this. Thus, monitoring of regulatory changes that have a direct impact on the institution will commence in 2024. The Compliance Office will continue to assist management in the faculties and support divisions to actively monitor the regulatory changes.

During this reporting period, the Information Regulator (IR) conducted the following compliance assessments:

Table 72: Compliance assessments

COMPLIANCE NOTICE DATE	COMPLIANCE ASSESSMENT	IR'S ACKNOWLEDGEMENT/ COMMENT
12 January 2023	Compliance monitoring of the University of Johannesburg (UJ) in terms of section 40(1)(b)(i) and (vi) read with section 89(1) of the Protection of Personal Information Act 4 of 2013 (POPIA).	IR confirmed receipt of UJ's response with that it will revert if encounters any difficulties.
5 June 2023	Notice of Information Regulator's decision to conduct own initiative compliance assessment in terms of section 77h(1) of the Promotion of Access to Information Act, 2021, read with regulations 14(2) of the regulations relating to the Promotion of Access to Information Act, 2021.	UJ is awaiting formal inspection report from the IR.
6 October 2023	Compliance Notice in terms of section 83(3)(d) of the Promotion of Access to Information Act 2 of 2000.	IR acknowledged that all is in order.

Key achievements from the implementation of the 2022/2024 Compliance Strategy and Plan include:

- Institutional communication and training on the approved Compliance Framework and Policy.
- Review of the approved institutional regulatory universe.
- Development of compliance profiles for all department.
- Meaningful oversight reporting.
- Nomination of compliance champions for the department by the respective executive leadership.
- Identification of core high-risk exposure legislation.
- Rollout of the Privacy Compliance Training and Education Programme.

TREASURY AND REPORTING (T&R – DIRECTOR: MR T RAMAGE)

The Treasury and Reporting Department encompasses the following activities: financial reporting, investment management and accounting, cash management, sundry debtor management (all debtors other than students), credit card administration, creating and maintaining the chart of account structures on all financial systems, tax administration and compliance, compilation and management of income budget, and budget system administration. In addition, the Department serves as Enterprise Resource Planning (ERP) subsystem owners for the General Ledger, Accounts Payable and Tax Administrator modules, thus being responsible for all period end procedures, system error logging, testing of upgrades, enhancements, and patches.



We strive to deliver service excellence by ensuring that effective and efficient business processes and systems are implemented and adhered to, so as to deliver a value-added service to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain the achievement of our pre-determined objectives. The units in Treasury and Reporting are General Ledger and Reporting, and Treasury and Sundry Debtors.

Successes – 2023

- Our staff responded well to the ‘work from home’ pilot project, balancing work and home responsibilities and all the stress associated with electricity crises and water outages throughout 2023.
- Unfilled vacant positions in the Department, due to higher-than-normal staff turnover, both externally and internally, required immediate support and intervention, with staff reacting well under circumstances to ensure the Department could still reach most of our goals and objectives for the year.
- We successfully and timeously drafted and published all 2022 Annual Financial Statements on DraftWorx. Statements included UJ Consolidated and Separate, UJ Trust, and UJMA Trust Subsidiaries. This was especially challenging after new processes on the Annual Report review came to the fore very late in the process.
- External and internal audits, specifically the annual internal financial controls internal audit, were concluded with minor findings identified.
- The Tax Administration Office played a critical part in establishing a sector-wide process (templates) for identifying and treating the Foreign Donor Funding Project, which was coordinated through USAF’s tax task team, in which UJ was represented as chair of the task team.
- A distribution model was developed to provide UJ Finance with a tool for analysing financial information/ data at faculty and support department level to facilitate decision making. The model will assist with financial planning, monitoring, and reporting, aiming to provide a basis for efficient resource allocation.
- Finance redesign implementation and associated handovers required review and update of standard operating procedures and business process mapping, which were submitted as part of handover packs.

We pride ourselves on good governance and high ethical standards. We fully support the organisation redesign and review process (finance redesign), which was implemented from October 2023. This process has the intended outcome of creating a more agile, lean, insightful, and efficient Finance function.

We believe that we have achieved on objectives as planned for 2023. We have consolidated our business processes and activities and implemented new exciting modules and initiatives, which will enable us to improve our service delivery to all stakeholders.

With Finance Redesign implementation commencing from October 2023 and the final handover of accountability being planned for February 2024, the Division, as it stands currently, will be organised into more appropriate centres of excellence (COEs).



Lerato Riba (Ms)

Executive Director:

Financial Governance and Control



Financial Support Service

OVERVIEW

The activities of the Financial Support Services (FSS) Division relate to the acquisition and payment of goods and services. Furthermore, it serves UJ in fulfilment of four of the six strategic objectives of the University, namely:

- Excellence in research and innovation.
- International profile for global excellence and stature.
- National and global reputation management.
- Fitness for global excellence and stature.

This is achieved through the following FSS departments:

- Accounts Payable
- Fixed Assets
- Payroll
- Supply Chain Management: Procurement, Tenders, Warehousing and Distribution, Supplier Management, Contracts, and Commodities Management

The FSS-specific, mission-related goals and aims are to ensure financial viability, stability, and sustainability to support the GES 4.0 drive; enhance the reengineering of the financial information system business process in line with the Fourth Industrial Revolution (4IR), promote good governance, transformation, and empowerment; and formalise strategic partnerships across the University. Aligned to the institutional Finance Strategy, FSS's goal is to be a strategic partner to the University while striving for excellence and stature.

Towards the end of 2023, the revised structure was implemented. The two departments, Accounts Payables and Payroll, which were previously under FSS, have been moved to the Financial Governance and Control Division. With great anticipation of improved service excellence across the Finance Portfolio, the following departments are now part of the Financial Support Services:

- SCM (including Procurement, Tenders, Warehousing and Distribution, Supplier Management, Contracts, and Commodities Management) – led by Director Angelo Griffiths.
- Business Support and Partnering – led by Director Babalwa Mtini.
- Helpdesk and Systems – led by Director Tommie Ramage.

STRATEGIC FOCUS AND TARGETS

FSS aims to provide value-adding services and continuous improvement in support of UJ's overall objectives and to perform with great agility within the boundaries of governance. The commitment made stems from following best practices and cost-effective approaches to meet internal and external customers' expectations.



In line with the Finance Redesign Project that is currently under way, plans for 2023 included:

- Restructuring supply chain management efforts into two centres of excellence for tactical sourcing and strategic sourcing, instead of the current commodity champions' focus.
- Effectively managing commodity to reap the rewards from tactical sourcing, which will ease structuring of strategic contracts and will minimise routine sourcing.
- Expanding the support for emerging business and maximising critical points needed for the B-BBEE Scorecard.
- Leveraging economies of scale for UJ benefit.

Transformation of business processes

To meet the ever-changing needs of the FSS customers, review of business processes became critical. This enabled value creation and responsiveness towards UJ community requirements.

Value creation

Key to customer service excellence and stature is the overhaul of traditional ways of doing business and finding optimal ways to serve the business. Turnaround initiatives included:

- Analysing spending to help in the rollout of strategic contracts and strategic sourcing initiatives across the University.
- Augmenting or amplifying technology initiatives to enhance customer experience.
- Conducting value proposition assessments for improved stakeholder partnerships.
- Implementing University organisational redesign recommendations for an improved value chain.

Supplier analysis and spending segmentation enabled the implementation of needed reforms in support of business units. This was evident in the support offered to meet the University ECSA Accreditation and various University-wide projects.

Initiatives that were delayed during the year under review include:

- Optimising digital processing and providing real-time reporting for improved decision making, which will create visibility of SCM operations and allow for tracking of transactions.
- Changing to the operating and service delivery model to increase efficiency.
- Reviewing the Travel Policy.

Partnering with business

Knowing customers' unmet needs helped to identify where to focus. Collaboration between FSS, FinGov, and business units enabled the achievement of the following objectives:

- Coordinating sourcing of goods and services at organisational level.
- Leveraging economies of scale.
- Implementing the revised Procurement Policy, which helped in improving procurement processes and simplifying approaches for business units.
- Implementing the Schedule of Authorities Upfront governance approvals, which was supported by the implementation of the Schedule of Authorities, which simplified required approvals and delegations needed in the acquisition process.

Supplier relations management

Activation of the supplier portal and self-service functionality helped in maintaining a credible supplier database. In 2023, standard terms and conditions were implemented for all suppliers with the assistance of the OGC. Despite the challenges faced by suppliers this year in dealing with severe power outages (load shedding and water shedding) while still having to produce results, suppliers managed to meet the required obligations for 2023.

The agility of the team

Maintaining a balance between operational continuity and employee wellness remains critical as operations normalise.



HIGHLIGHTS FOR THE DIVISION

Value analysis and value engineering remain the key objectives in minimising costs in the acquisition process.

Supply chain performance

Supplier data analytics provided the intelligence needed to understand commodities on offer and services being rendered for the University. These analytics enabled:

- A full understanding of the spend category.
- Supplier market assessment to investigate alternatives on offer.
- Ascertainment of capabilities and capacity of suppliers and classifying them accordingly.

The review improved the supplier database and facilitated the necessary cleansing, which enabled targeted sourcing to meet the enterprise and supplier development (ESD) imperatives in the acquisition process. This eased the transition of the Procurement Department to a focus on commodities for improved results.

Remuneration costs

For the year under review, remuneration costs amounted to R3.7 billion. This figure incorporates temporary salaries, which amounted to R453 million, and overtime to the value of R24 million.

Demand management

Financial reforms introduced helped ensure demand management, which is aligned with the University's goal of financial sustainability. The 2023 Procurement Demand Plan presented an estimate of R812 794 393 as the total amount assessed to influence the procurement process according to the approved 2023 Operational Budget Cycle.

- R3.8 million was approved for strategic initiatives – where these acquisitions were assessed as impacting the procurement process.
- R122 million was approved for capital and maintenance projects, with an additional R117.1 million approved for UJ capital projects counter funding.

Source to pay

Procure-to-pay activities include comprehensive key activities within FSS. The cycle is initiated within Supply Chain Management and concludes with Accounts Payable. Supply Chain Management plays an integral part in assisting the University to achieve its objectives.

Sourcing activities

Spending within the University is through three key processes: the procurement process, the tendering process, and ad hoc payment requests through Accounts Payable.

Table 73: 2023 values and quantity of orders processed per different procurement processes

	PROCUREMENT	TENDERS	AD HOC	TOTAL
Quantity of orders processed	14 327	710	4 613	19 650
Value of orders processed	R346 300 910	R722 283 857	R152 991 642	R1 221 576 409

For 2023, the University had a total spend of R1 221 576 409 (excl. VAT) on the procurement of goods, works and services. Overall performance is shown in detail in the table below.

Effective tendering administration ensured the successful delivery of key projects. Expediting purchase orders reduced the overall percentage of overdue orders.

Cooperation from business units is critical for the successful implementation of strategic contracts. This is part of reducing processing costs, gaining value for money in transacting, and creating efficiency in operations.

Preferential procurement goals

For the year under review, UJ B-BBEE was a Level 4 contributor. This is an improvement from the previous Level 5 Scorecard of 2022. In total, 52.48/54 points have been achieved for the Enterprise and Supplier Development pillar.



Contracts participation

UJ participated in 63 PURCO SA (SA) supplier contracts to the value of R61 869 001,96 million (excl. VAT). The total rebate earned from these economies of scale in 2023 is R1 744 239,00 million.

Accounts payable

Timely and accurate payment of UJ suppliers is critical. For the year under review, supplier activities amounted to R1.7 billion in payments (2022: R1.4 billion). This is an indication of active movement in economic activities during 2023. Accruals for 2023 were approximately R47 million.

Asset management

The Fixed Assets Department is responsible for ensuring that all assets of the University are accounted for in the University Assets Register. Compliance with the International Financial Reporting Standards (IFRS) is critical for the Department.

The total asset book stands at R4 745 with a net book value of R3 391. A total of 2 598 additions were made to the Fixed Assets Book during 2023.

- Assessment of the useful life of University assets, impairment of assets, and residual values are ongoing administrative tasks of the Department.
- Barcoding and survey of assets are part of the administrative activities within the Department. Assets verification increased from 40% in 2022 to 75% in 2023.
- FSS leveraged technology for verification of assets within business units, and this was achieved through IDU alerts where cost centre owners are prompted to validate and survey assets under their custody.
- Disposal of assets within the University takes place in consultation with the Department. A total value of R4.5 million in assets was retired in 2023.

Partnering with the right supplier

Partnering with the right supplier remains critical to ensure that UJ spending is made with contributing suppliers. The Supplier Enrichment Programme is the main contributor to the development, mentoring and graduation of emerging suppliers.

To ensure the achievement of the set target goals, further consideration was given to minimise spending with non-qualifying suppliers. The University strives to ensure that all suppliers are at a minimum B-BBEE Level 4.

- The University conducts business with suppliers who hold B-BBEE Level 1-4 with a confirmed percentage of BO and/or BWO. Priority is given to suppliers with at least 51% black ownership and/or greater than 30% black female ownership and/or at least 51% black designated groups' ownership.
- Automatic Level 4 suppliers are considered for commodities where there is limited competition in the market.
- An exemption is granted when sourcing for specialised services with proven limited supply and in support of agreements with organs of the state.

This is aimed at improving the University B-BBEE scorecard.

Supplier enrichment programme

The Supplier and Enterprise Development Programme has gained traction: a total of 162 entrepreneurs were enrolled and registered for training in 2023. Approximately 120 candidates successfully graduated the programme. Monitoring of all graduates is under way to verify sustainability of business since graduation.

One of the highlights this year was the observation of Global Entrepreneurship Week. FSS Entrepreneurs' Day was held on 16 November 2023, and a total of 40 SMMEs showcased their businesses. This was an enormous success and yielded positive feedback from other institutions. This exercise would not have been feasible without the partnership with the Centre for Entrepreneurship (CfE).

GOVERNANCE AND RISK MANAGEMENT

The Division mitigates its risks by ensuring continuous assessment of risk in critical activities and incorporating mitigation measures into the business processes. The main exposure for Finance Expenditure is reputational, regulatory, and financial risk.



Control environment assessment and enhancement

To ensure the credibility of operations, staff rotation is a necessity. This mitigates against staff becoming familiar with service providers and ensures improvement in the accuracy of results.

Legislative/standards changes and impact on operations

For the Division, which is rule-based, compliance with various norms and standards including legislation is critical:

- Compliance with tax laws and related annual amendments.
- Compliance with Section 34 of the Higher Education Act, as amended from time to time, to minimise conflicts of interest.
- Compliance with the B-BBEE Act.
- Compliance with the Accounting Standards.

Risks

Risk mitigation is a continuous process and with the rollout of the Compliance Programme, FSS operations acquired a balance between legislative requirements and agility of services on offer.

Deviation from applicable policies

Acquisition of goods or services without following a proper process denies the University an opportunity to test the market and ascertain whether the prices being presented are the most economical.

Pre-payments

The economic climate has put pressure on the acquisition process and resulted in a steep increase in requests for pre-payments. During 2023, R37 million was paid in pre-payment for goods and services. Implementation of the supplier standard terms and conditions helps to manage the risk. The completeness or full delivery of these acquisitions remains a priority.

Ad hoc payments

There has been a visible decrease in those ad hoc payments that could also have gone through the procurement process. User awareness and support from the Finance Business Partners was instrumental in getting to this point.

Fraud and corruption

Fraud and corruption remain major concerns in our operations. Efforts to combat fraudulent and corrupt activities are ongoing.

Assets management

Monitoring of assets below the capitalisation threshold (i.e. < R10k) creates a big exposure in ensuring full compliance with International Financial Reporting Standards. Verification per location remains vital, and with the rollout of IDU alerts and stakeholder support, continuous stakeholder engagement helps mitigate the current exposure.

Achievements

- Supply chain plays an integral part in assisting the University to achieve its objectives. The interventions that were implemented included the efficient acceleration of purchase orders, leading to a reduction in the overall percentage of overdue orders to 14,5% for 2023.
- Tenders were published on the Oracle Cloud system for 2023.
- An automated Goods Received Voucher (GRV) notification to end users was implemented.
- A new process for delivery of computer equipment was implemented. All devices are delivered at ICS.

Other

Other challenges faced by the Division are:

- Staff burnout due to capacity constraints – FSS experienced high turnovers during the year under review.
- The impact of load shedding on critical operations and on continuity of operations remains high alert.
- The increase in non-tender orders was caused by the number of water outages that occurred in the past



year. However, a tender process was conducted to appoint suppliers for this request; their contract begins in January 2024.

- IDU verification by end users – non-compliance.

STAKEHOLDER ENGAGEMENT

Customer centricity is critical for FSS as an effective and efficient strategic partner of UJ stakeholders. As a result, engagements with faculties and divisions have become an annual event to allow us to understand the needs of the business units, create awareness of FSS processes and build healthy working relationships. FSS had fruitful information sessions with faculties and divisions. FSS also held sessions with faculties and divisions on travel policy, which we are reviewing.

Supplier engagement

A similar initiative is conducted with suppliers, to achieve greater efficiencies and effectiveness. This has improved the participation of suppliers in the UJ procurement process. In 2023, the annual Supplier Day received an overwhelming comeback, with a total number of 194 suppliers in attendance; 61 suppliers had exhibition stalls on the day.

The FSS has maintained its collaboration with the Department of Applied Information Systems in CBE and the Centre for Entrepreneurship (CfE) on the Technopreneurship programme.

It is in giving that you will receive

FSS took its 67 minutes commitment to distribute soup and rolls at Charlotte Maxeke Hospital. During this period, an arrangement was made for Community Engagement partnered organisations to receive support.

RESOURCE MANAGEMENT

Organisational redesign has helped to identify key positions and enable succession planning.

Long service awards

Most of our staff received long service awards in 2023, with service ranging from ten to twenty years. We appreciated the service they provided. May they continue their incredible effort.

Team building

All FSS departments participated in team-building activities to foster collaboration, improve communication, increase productivity, and boost team morale.

Movement on critical positions

Additional capacity was introduced in SCM departments to minimise excessive workload for staff. This helped to stabilise operations.

Continuous professional development

Continued professional development of the FSS staff is a key focus within the Division. Other developmental initiatives included conferences and attendance of update sessions. Professional affiliation is critical to keep abreast of developments in the industry. The Division is a member of:

- The Chartered Institute of Purchasing and Supply (CIPS)
- The South African Payroll Administrators (SAPA)
- The South African Institute of Chartered Accountants (SAICA)
- The Association of Certified Fraud Examiners (ACFE)
- The Southern African Online User Group (SAOUG)
- The South African Production and Inventory Control Society (SAPICS)
- The Office Professionals of South Africa (OPSA)

In keeping with our pursuit of global quality and stature, we invest in our employees to increase their capabilities, skills, and knowledge. SCM team members received training from Commerce Edge on Strategic Sourcing and Category Management, Finance for Procurement Officials, and Developing and Managing Contracts.



These are accredited courses and participation certificates are issued. Most of our staff are pursuing formal studies, with FSS paying 50% of their tuition. The CIPS is a global organisation that represents procurement and supply chains, and FSS pays for 100% of the expenses of the procurement staff studying with them. Our congratulations go to the FSS staff who graduated in 2023. Most of the FSS staff also participate in contact conferences (PURCO, PWC, OPSA, etc.).

CONCLUSION AND WAY FORWARD

The improvement of customer service requires a coordinated effort. The review and enhancement of business processes from time to time, in line with global best practices, is a necessity; this will be ongoing. Improvement initiatives planned for 2024 include:

- Optimisation of current ERP and automation of our process. This will minimise the traditional approach for SCM activities to centres of excellence with integrated business support consideration.
- Expanding the support for emerging businesses and maximising critical points for the BBBEE Scorecard.
- Training is essential in our environment, as we must constantly keep track of statutory requirements. Most staff will participate in training, which will help them understand their responsibilities, improve their work, and, as a result, benefit the FSS.

FSS commits to remaining an effective and efficient value-for-money service for the UJ community.



Mzwakhe Matukane (Mr)

Senior Director:
Revenue Administration



Revenue Administration

OPERATING FRAMEWORK

The Revenue Administration Division, headed by Senior Director, Michael Matukane, was established in May 2019 as part of the Finance Portfolio. The Division consists of two departments: Student Finance, and the Development and Fundraising Office. The Division manages external finances from sources such as bursaries and NSFAS, handles student debt collection for cash-paying students, and strategically coordinates and carries out fundraising efforts.

STUDENT FINANCE DEPARTMENT

The Student Finance Department at UJ stands as a cornerstone for student support, ensuring equitable access to education through financial assistance and innovative solutions. In keeping with the University's commitment of providing enriching student-friendly learning experiences, the Department has embarked on a transformative journey of automation and digitalisation. This report summarises the Department's key developments, challenges, and achievements during the 2023 academic year.

The Department is situated on all four campuses, Auckland Park Kingsway (APK), Auckland Park Bunting Road (APB), Doornfontein (DFC), and Soweto (SWC), and is headed by the Director: Student Finance.

In the 2023 academic year, we witnessed significant leadership changes within the National Student Financial Aid Scheme (NSFAS), alongside challenges stemming from communication gaps and disarray in processes. These challenges were discussed within the appropriate NSFAS structures, highlighting the importance of continuous collaboration. At UJ, 25 251 students received NSFAS funding grants, amounting to a significant allocation of over R2.5 billion.

In parallel, outstanding student debt has been escalating due to economic factors, posing challenges to financial sustainability. Despite these issues, the Student Finance Department remained steadfast in its commitment to supporting students' financial needs to enhance the overall student experience with a solid education foundation.

In response to these challenges, Student Finance put its shoulder to the wheel and embarked on critical initiatives to enhance operational efficiency. Key achievements included streamlining the refund process, implementing centralised application workflows for internal funding, and migrating to secure electronic payment platforms. These efforts have improved efficiency and fostered trust and satisfaction among students and stakeholders.

Looking ahead, it is important to address ongoing challenges and capitalise on opportunities for improvement, i.e. streamlining communication channels with NSFAS, enhancing system functionalities for debt collection, and implementing proactive debt management strategies, all of which are crucial to successfully managing business processes. Furthermore, fostering collaboration within Student Finance and securing the necessary resources to support automation efforts are equally essential for sustaining momentum and achieving greater service excellence.



Student Finance remains committed to its mission to provide exceptional service and support to students. By leveraging technology, fostering collaboration with stakeholders, and addressing challenges head-on, we will continue to enhance the student experience and contribute to the overarching goals of the University.

STUDENT DEBTORS UNIT

The Student Debtors Unit encompasses a range of tasks, including debt collection, distribution of statements to students and external sponsors, reconciliations, including sponsor reconciliations, handover of debt to appointed debt collectors, processing of postdoctoral student monthly payments and refunds, as well as daily student enquiries regarding student financial matters.

Student debt overview

The Student Debtors Unit is responsible for managing and collecting tuition and residence fees owed to the University, including accounts already handed over to external debt collectors for collection. The amount owed to the University is determined by the fees charged per module registration linked to a payment agreement. The payment agreement determines when the debt should be settled and the aging of the outstanding debt due to the University by the student.

Student debt has been a continuing problem for South Africa's economy and higher education sector. The overall rise in student debt is mainly due to the current economic climate and high unemployment rate (31,9%, as confirmed by Stats SA for the third quarter of 2023). Outstanding debt for self-funded students increased by R121 million compared to the previous year, while outstanding debt for non-registered students increased by R94.6 million in the same period.

Other contributing factors are the interest charged to overdue accounts and students unfunded by NSFAS, which added a further R63.6 million to the outstanding student debt. The high levels of youth unemployment can contribute specifically to the rising debt for non-registered students.

As part of the debt strategy reviewed in 2023, the University will not only follow the soft debt collection approach but will also be embarking on a hard collection approach in future, which will include taking judgment. This adjustment formed part of the criteria for appointing three debt collection agencies.

Challenges

- High inflation rates and the ongoing unfavourable economic climate remain a challenge that negatively impacts our success in collecting student debt.
- Communication with students remains a challenge, especially once the students have exited from the University. Communication channels are mainly electronic (SMSs and emails) and telephone calls.
- The soft collection approach, whereby contact is initiated through reminders and courtesy calls only, is ineffective, especially when students are no longer registered.

Successes

- Student Finance implemented enhanced system functionality, which enables more efficient debt collection. Outstanding debt for non-registered students can now be handed over to external debt collectors earlier. External debt collectors have established systems and means to contact and communicate with students, leaving the Student Debtors Unit to concentrate on collecting current debt.
- Furthermore, the University has resolved to implement a hard debt collection approach for students who can be identified as economically active.
- The enhanced system also assists in reporting on outstanding debt. Where all outstanding debt was previously consolidated into one entity for the University, debt for CEPs is now separated and reported against the entity of the faculty.
- All outstanding debt is also reported per annum and differentiates between current debt, historic debt (not handed over), and debt that has been handed over to debt collectors.
- Though settlement discounts have been offered to students previously, they were only offered ad hoc. In the future, settlement discounts will be offered to students who fully pay off their debt for the current year by predetermined dates.



- Students are encouraged to pay not only their outstanding debt from previous years but also their current debt through a monthly debit order.

Improvements

Student Finance will continue reviewing, refining, and benchmarking best practices to improve debt collection strategies and processes. Furthermore, the Student Debtors Unit aims to improve service delivery by reviewing and enhancing the acknowledgement of debt (AOD) process. The aim is to alleviate the pressures experienced during registration, supporting the registration processes.

NSFAS FUNDING

UJ administered bursaries and loans on behalf of NSFAS for 25 251 students in the 2023 academic year. The total funding allocated to UJ was R2.5 billion. All NSFAS-funded students receive funds to cover tuition fees, accommodation, meal allowance, and a once-off book allowance. Over R1 billion of the total NSFAS funding allocations is earmarked for tuition fees and University residence fees.

Progress and challenges

The challenges below were documented and discussed with all relevant NSFAS structures. Some items were adequately addressed; however, challenges are ongoing and require regular engagement with NSFAS.

- Increased cash disbursement to students' bank accounts is a significant concern. The funds allocated in cash might not be used for the intended purposes.
- Consent forms, invoices, and lease agreement forms for accommodation were not submitted promptly, increasing the number of queries to the NSFAS Office, and causing a delay in loading accommodation allowances to the funded students.
- NSFAS not sharing the list of rejected students with reasons for rejection owing to adherence to the POPIA Act created long queues and confusion for students who wanted clarity from the Office.
- The implementation of the n+1 rule criteria (n+1 = the number of years approved to complete a qualification, plus 1 additional year of funding) caused a reduction in the number of funded students as not all students who appealed were approved.
- In July 2023, NSFAS terminated funding for students, and at the end of the academic year, 721 students remained defunded. Because many of these students come from low-income households, our student debt was consequently increased.
- The direct allowance payment process by NSFAS from July to December 2023 created a challenge for students, as the onboarding know-your-customer (KYC) process delayed students receiving their monthly stipend, and more than 1 000 UJ students were not paid by December 2023.
- Inefficient communication, attention to outstanding matters, and lack of decision making affected the annual close-out process, resulting in close-out reports not being finalised from 2017 to 2022. Further, the NSFAS Bursary Agreement (NBA) Report that informs the close-out reports is no longer provided to the institutions, thus creating a further challenge to securing student payments.

2023 Successes

- Improved cash flow because of fast-tracked payments from NSFAS was a welcome effort.
- A good relationship with the NSFAS executive team has allowed meaningful engagement on student funding matters.
- The development of new functionality, which will allow students eligible for NSFAS and bursary allowances to upload the support documents for such allowances online, is a significant success. Previously, students had to email or submit these documents at the Bursaries Unit or NSFAS Office.

BURSARY PERFORMANCE

The Bursaries Unit is pivotal in administering internal and external bursaries, ensuring sound governance and internal control over funds disbursed to students. In 2023, the total allocation for internal and external bursaries amounted to R779 million, a significant increase from the previous year. This increase can in part be attributed to a substantial rise in internal bursary allocation, which amounted to R283 million, compared to R234 million in 2022.



The continuous growth in external bursary allocation underscores the Unit's success in securing funding from external sources. This highlights the Unit's ability to support a growing number of students through external bursaries and reflects the continued financial support of UJ to the students.

Increased successes

In 2022, the UJ Student Representative Council (SRC) Trust Fund assisted more than 669 students with registration fees; in 2023, this increased to 885 students. The SRC Trust Fund further paid 50% of the debt owed by the students, amounting to more than R13 million. This was to ensure students who passed 100% of their previously registered academic modules were enabled to register again for the coming academic year.

As an intervention to assist with the intake of master's and doctoral students, Student Finance through the Bursaries Unit assisted 168 students to a value above R3 million. It is worth noting that the external bursaries are continuing to grow in terms of the amount administered and the number of students funded.

Improvements

The Bursaries Unit aims to improve efficiency and service delivery through further automation. Specific improvements include automating the application process and administering staff concessions to ensure a seamless experience for our staff and their dependants.

AUTOMATION AND DIGITALISATION

In alignment with the University's commitment to providing an enriching student-friendly learning experience, the Student Finance Department has embarked on a journey of automation and digitalisation to enhance operational efficiency, reduce manual interventions, and deliver exceptional service to our stakeholders.

Our commitment to service excellence is evident through the successful completion of several key projects, each designed to enhance operational efficiency and deliver exceptional service to our stakeholders.

Empowering efficiency

Among our notable achievements is the development of the HIVE Internal Bursary Applications system, in collaboration with the Information Communication Systems (ICS) Division, which has revolutionised the application process for internal funding. Implementing a centralised student-sourcing application workflow has streamlined the journey for students seeking financial assistance, making it more accessible and user-friendly.

Furthermore, the enhancement of our refund process through the Refund Enhancement Project is noteworthy. By introducing streamlined processes and incorporating rejection notes, we have significantly improved efficiency, ensuring swift and accurate refunds for our students. This enhancement not only reduces administrative burdens but also fosters satisfaction.

Additionally, our commitment to security and convenience led us to migrate to the PayGate electronic payment platform, incorporating the latest 3D Secure 2 security protocol. This transition enhances card security and offers a seamless payment experience for our students and stakeholders.

Ongoing and future projects

As we look towards the future, our focus remains steadfast on driving innovation and efficiency within the Student Finance Department. Ongoing projects, such as the Flywire International Payment Platform and HIVE External Bursaries, are poised to enhance our international student payment processes further and streamline external funding applications.

Moreover, we have identified critical projects for 2024 aimed at advancing operational efficiencies and addressing emerging challenges. From banking details verification to the enhancement of the monthly payment process, each initiative is carefully crafted to meet the evolving needs of our student community and ensure a seamless student experience.

Navigating challenges

We acknowledge the challenges that lie ahead. Delays in system developments, uncertainties in staffing, and a notable lack of collaboration pose significant hurdles to our progress. Moreover, issues surrounding



NSFAS present complexities, underscoring the need for steadfast support and resources to navigate these challenges effectively.

The Department has demonstrated resilience, innovation, and unwavering commitment to navigating the financial environment of higher education. Throughout the 2023 academic year, amid challenges and disruptions, the Department has continued its mission to support students in their academic journey.

Through initiatives, such as automation, proactive debt management strategies, and collaborative efforts with internal and external stakeholders, Student Finance has made significant strides in enhancing operational efficiency.

With a focus on prioritising student-centric solutions, collaboration, and leveraging technology, Student Finance is well-positioned to maintain its current successful path. The Department will continue to support students, enabling them to take advantage of opportunities, overcome student finance obstacles, and fulfil the University's mission of providing enriching, student-friendly learning experiences.

Student Finance's successes are underscored by the clean internal audit report from Deloitte and Touche and the resolved repeat findings. Further to this, there were no new findings during the external audit.

DEVELOPMENT AND FUNDRAISING OFFICE

The University's Development and Fundraising Office is pivotal in advancing the institution's mission, supporting academic programmes and research initiatives, and fostering a culture of philanthropy within the University community and beyond. The Development and Fundraising Office focuses on UJ's Global Excellence and Stature (GES) Objective Six, fitness for global excellence and stature. In the face of unprecedented challenges and uncertainties, the Development and Fundraising Office continues to implement proactive resource mobilisation efforts and activities to ensure the long-term viability of the University's strategic priority projects.

In 2023, the Development and Fundraising Office made significant advances towards establishing strategic collaborations that support the UN Sustainable Development Goals (SDGs) 2030 Agenda and the aligned African Union (AU) Agenda 2063 Aspirations and Goals, as being implemented within faculties, departments, and schools. The Development and Fundraising Office continues to prioritise enhancing young people's talents and garnering funding from corporate sectors that share values and objectives similar to those of the University of Johannesburg.

Challenges

The Development and Fundraising Office has faced significant challenges over the past few years but remains steadfast in its commitment to securing funding and building partnerships. Despite the shrinkage of the international donor pool, the decrease in investments by South Africa's industry partners, and the potential risk associated with government funding, the Office strives towards long-term viability and sustainability.

To achieve this goal, concerted efforts will be coordinated across the University, including the Research and Internationalisation Divisions, Student Finance, Alumni Office, different faculties, and the College of Business and Economics. By fostering collaborations and leveraging diverse expertise, the University aims to mitigate the effects of funding fluctuations and uphold its mission of ensuring all efforts toward societal impact.

Successes

In a remarkable achievement, the Development and Fundraising Office is pleased to announce that the University's external income-generation efforts in 2023 surpassed the initial target of R900 million by some margin, reaching an impressive total of close to R929 million. This exceptional outcome is a testament to the unwavering commitment and dedication of our supporters, partners, and staff, who have contributed tirelessly to our cause. Exceeding our target substantially underscores the trust and confidence placed in our organisation and its mission to effect positive change. We extend our heartfelt gratitude to all those who have played a part in this remarkable success, and we remain steadfast in our commitment to make a meaningful difference in the lives of those we serve.

The launch of the Double Our Future Impact Campaign, introduced in the latter part of 2022, set ambitious goals to double the number of students receiving assistance with their annual registration fees by the



conclusion of the 2023 registration period. The Double Our Future Impact Campaign of 2023 raised over R6.3 million thanks to the kind donations made by numerous donors and the UJ community. This campaign had a significant and profound effect on the beneficiaries, and the following insights provide a better understanding of its impact.

The campaign's beneficiaries comprised 55% female and 45% male students, representing a diverse cross-section of our student body. These individuals belong to the age range of 18 to 25 years and are from disadvantaged backgrounds.

A significant proportion of the beneficiaries, 50%, are pursuing qualifications within the sciences, including Health Sciences, Science, and Engineering. This exemplifies our University's commitment to fostering excellence in STEM disciplines. A further 20% of the beneficiaries have enrolled in finance, accounting, and information technology qualifications, reflecting the growing need for expertise in these areas within the contemporary workforce.

Students pursuing qualifications in law, arts, humanities, and education constitute 30% of our beneficiaries, highlighting the importance of a holistic education approach in nurturing well-rounded individuals equipped to address the complexities of the modern world. These statistics underscore the breadth and depth of the campaign's impact on our student body, reaffirming our commitment to providing opportunities for academic and professional growth across diverse disciplines.

Improvements

In the 2023 fiscal year, the Development and Fundraising Office recorded a total of 459 donations. Among these contributors, 72,7% were individual donors, displaying a commendable commitment to philanthropy. Individual donations ranged from R10.00 to R10 000, showcasing a diverse range of support. Additionally, mid-level donors constituted 16,9% of the total, while major donors, including government agencies and corporations, comprised 10,2%. Major donors generously contributed amounts exceeding R300 million underlining their significant investment in our cause. Notably, the year witnessed a substantial increase in individual donors.

The organisation's donor retention rate for 2023 was 86%. These statistics reflect ongoing solid support and commitment from its contributors. Individual donors, who account for 72,7% of total donors, showed a retention rate of 19%. This data underscores the importance of nurturing relationships with donors, especially individual contributors, to enhance long-term engagement and sustain fundraising efforts effectively. Additionally, increasing new donors underscores the University's ability to expand its donor base and reach new contributors. To maintain a healthy balance between donor acquisition and retention, the organisation must invest in strategies that attract new donors and cultivate relationships with existing ones. This proactive approach will help foster long-term engagement, maximise donor retention rates, and ensure sustained support for the organisation's initiatives and goals.

Growing contributions in 2023 revealed significant support towards scholarships, bursaries, and academic and research projects, indicating a sustained commitment to educational advancement in addressing real-world socioeconomic challenges. The engagement of a diverse donor base underscores the importance of broad-based support in achieving fundraising goals, demonstrating our donor hierarchy in terms of our trend of donors.

In 2023, the income distribution exhibited a diverse, yet somewhat analogous pattern compared to 2022. Notably, the government emerged as the principal contributor, constituting 46,06% of the total income in 2023, followed closely by the corporate sector, accounting for 25,14%. A notable increase is seen in NGOs, accounting for 5,13%, and in SOEs with 3,37% of total income, compared to 1,74% and 2,19% in 2022, respectively.

Opportunities and strategic interventions

Our commitment to maximising the University's resource mobilisation efforts remains steadfast, and it is through strong collaboration with both internal and external stakeholders that the Development and Fundraising Office has achieved significant milestones in advancing sustainable human capital development initiatives with profound societal impact.



The successes attained by the Office are a testament to our focused approach to targeted projects that align with the University's vision and its mission to contribute towards attaining the UN SDGs and AU goals. Initiatives, such as the missing middle student bursaries, digital fundraising endeavours, personalised 4IR programmes, research, and a more integrated fundraising strategy, have yielded remarkable outputs.

In the Office's pursuit of excellence, collaborations, agreements, and partnerships have been bolstered with a clear focus on engagement with various levels of government and agencies, including local, provincial, and national departments. In this regard, our institution has made significant progress towards achieving global excellence and stature. The Office for Government and Stakeholder Relations (OGSR), a structure within Development and Fundraising, has played a fundamental role in fostering sustainable relationships with diverse stakeholders and within the various levels of government and other essential partners.

The OGSR has facilitated constructive engagement and dialogue with governmental bodies through strategic collaboration and partnership initiatives, significantly contributing to realising our University's objectives. These efforts have strengthened our ties with governmental entities and paved the way for impactful collaborations that transcend traditional boundaries. As we move ahead, the OGSR remains committed to advancing the University's global standing by nurturing these vital relationships and identifying new opportunities for collaboration. Our continuous and dedicated effort towards fostering meaningful partnerships with government agencies and stakeholders reflects our unwavering commitment to achieving excellence and innovation in higher education.

Through proactive engagement with government entities, the OGSR has facilitated increased representation of UJ academics on various government boards. This enhanced representation ensures that the expertise and perspectives of faculty members contribute to policy-making and decision-making processes at the governmental level. Serving on government boards has proven to be a great way to foster collaboration between the University and governmental bodies. These partnerships can lead to joint research projects, policy initiatives, and programmes to address societal challenges and advance shared objectives in areas such as education, healthcare, and economic development.

Furthermore, the fundraising strategy prioritises business needs aligned with the UJ's 4IR Future Talent Pipeline Programme, 4IR short learning programmes, and collaborations within UJ institutes, academia, and research centres. These include the UJ Process, Energy, and Environmental Technology Station (UJ-PEETS); Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education (VARSTEME) programmes of UJ's Department of Science and Technology Education; and UJ's Institute for Intelligent Systems (IIS), which focuses on artificial intelligence (AI) and 4IR technologies that address technology gaps for students.

Looking to the future, we recognise the potential to build upon the successes of our recent initiatives through enhanced collaboration with internal and external stakeholders. Our partnership with key stakeholders plays a pivotal role in supplementing and broadening our fundraising endeavours for 2024, leveraging their invaluable support to further the University's mission. As we embark on the journey ahead, we remain confident that, through our collective dedication and unstoppable commitment, we will continue to make significant strides in advancing our fundraising objectives and realise our vision for a brighter future for our University and the communities in which we serve with dignity.



Mzwakhe Matukane (Mr)

Senior Director:
Revenue Administration



UJ Trust

OVERVIEW AND CONTEXT

The object of UJ Trust is to administer the UJ Trust Fund solely for the interest of the University of Johannesburg in accordance with the discretion of the Board of Trustees.

Each year, a portion of the Trust Fund is paid out as an annual distribution to support the University's annual operations. In any given year, the University aims to maximise what we can responsibly draw, while balancing both current and future needs. Guided by the principle of intergenerational equity, the UJ Trust Fund is carefully managed in order to ensure that future generations will enjoy its benefits just as much as the current one.

The UJ Trust Fund disbursement practice has to balance two competing goals: the need to fund the needs of the University with a stable and predictable distribution, and the obligation to maintain the long-term value of the Trust Fund.

Since the establishment of UJ, the Trust has distributed a total of R528 million to the University, towards underprivileged student support, research development centres, postgraduate bursaries, support for COVID-19 related teaching, learning and research infrastructure, and undergraduate bursaries.

2023 FUNDS ALLOCATION

In the year under review, no allocation was made, as requested by the University. The University indicated that its financial performance for the previous years had been such that it should allow the University to self-fund the initiatives normally funded by the UJ Trust allocation.

FINANCIAL PERFORMANCE

UJ Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds, and deposits), carefully selected under agreed-upon mandates. These investments are made up of three balanced fund portfolios at Coronation Fund Managers, Ninety One, and Camissa Asset Management with a total market value of R1 119 758 303 at the end of 2023 (2022: R1 021 229 281). The portfolio aims to outperform the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

The 2023 financial year was a year of great uncertainty and extreme market volatility characterised by low economic growth and stringent monetary policy tightening to contain high inflation. During this critical time, the Trust has managed to marginally grow its portfolios but underperformed compared to the composite benchmark, driven by the tough market conditions, which are still recovering from the pandemic-related financial pressures as well as the war in Ukraine and other contributors that challenge all sectors, including higher education. This marginal growth and the fact that no allocation has been made during 2023 will enable UJ Trust to continue supporting the University to assist the students financially and enable them to realise their academic dreams and successes.



The Fund achieved a net return of 10,13% in the year under review against a benchmark return of 11,3%, while its peer group showed an average return of 13,29% with average annual fees of around 0,64%. The Fund's performance for the year aligns with investment beliefs as set out in the UJ Trust Investment Strategy, holding a long-term view to performance. The comparative numbers on the objective of the funds (CPI+5% rolling 7 years) do indicate that the funds perform well over time (annualised since inception) but have also struggled over the short term.

DIVERSIFICATION OF INVESTMENTS

Following the approval of a revised investment strategy for the UJ Trust by the Board of Trustees in 2020, new fund managers were appointed within the balanced and offshore portfolios on recommendation from the University's Investment Committee.

The new fund manager for the balanced portfolio, Camissa Asset Management, was onboarded during the year under review, with reported performance relating to the last six months of the year. We look forward to this partner bringing in both improved risk management and growth to the portfolio.

TRUSTEES

The Trust Deed of the UJ Trust, amended, restated, and approved by Council on 24 November 2022, indicates that the UJ Trust's Board of Trustees should consist of a minimum of eight trustees, and that no more than one-third of the trustees may be members of the Council or of Senate or employees of the University.

The following Trustees received a letter of authority from the Master and represented the UJ Trust in 2023:

Ms R Bopape

Prof A Dempsey – Resigned 31 December 2023

Prof W Domingo

Dr M Gama

Adv S Khumalo

Adv M Rasivhetsele

Mr S Rossouw – Resigned May 2023

Ms M Zikalala – Resigned 13 September 2023

Advocate E Mokutu*

Invitees awaiting a letter of authority from the Master to be appointed as trustees:

Ms X Kakana*



Nolwazi Mamorare (Ms)

Chief Financial Officer

* These Trustees had not been formally updated as trustees at the Master's Office by year end. They were therefore not authorised to make decisions as Trustees and only attended Board of Trustee meetings as invitees. Prof Dempsey, Mr Rossouw and Ms Zikalala resigned during the year under review. The Board of Trustees thanked him for their contributions to the UJ Trust and wished them well. Prof Mpedi and the late Mr Desai were removed as Trustees.



Resolution Circle

INTRODUCTION

Resolution Circle is 100% owned by UJInvnt (which in turn is 100% owned by UJ) and offers skills training mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). Resolution Circle's mission is to provide practical and hands-on skills training to Engineering students, supported through industry partnerships. Our vision is to be the recognised market leader in South Africa for technical training.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. Often, theory can be very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 90 professional employees recruited from industry. The 480-seat workshop with industry grade equipment provides training under the supervision of experienced artisans. Students are divided into groups of 15 to 20, and each group is allocated to a specific key trade area. Each trade is supervised by a dedicated artisan/instructor supported by training assistants, who themselves are in the process of registering as Engineering technicians and technologists.

Our main focus for the past ten years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from universities of technology, including CPUT, CUT, DUT, MUT, NMU, TUT, VUT and UJ, Unisa, and WSU. More than 2 200 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities. In 2023, 151 Engineering diploma students from two different HEIs completed their WIL P2 programme.

Resolution Circle has started diversifying, moving away from a purely MerSETA-driven training model based solely on university of technology Engineering diploma students. In the following we map out the progress made over the past five years. Since 2019, Resolution Circle has been successful in securing funding from six other SETAs to accommodate not only university of technology Engineering diploma students, but also apprenticeships, candidacies (post qualification), skills programmes, short learning programmes (SLPs), and the TVET National Accredited Technical Education Diploma (NATED) work-integrated learning programme.



We also achieved accreditation at the QCTO in various trades. We were accredited for Mechanical Fitting in 2019, Electrical and Plumbing in 2020, and for Boilermaking, Instrument Mechanician, Turning and Welding in 2021.

We were officially recognised by the Engineering Council of South Africa to conduct candidacy programmes. We launched our candidacy programme in 2020, sponsored by the Transport Training Education Authority (TETA). We expanded this programme further in 2023, sponsored by the Chemical Industries Education and Training Authority (CHIETA) and for the first time by the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MerSETA); our total number of candidates increased to 135 who will register as engineers, technicians, or technologists at the Engineering Council of South Africa.

We have signed MOUs with twelve TVET colleges: six based in Gauteng: Central Johannesburg College (CJC), Ekurhuleni East (EEC), Ekurhuleni West (EWC), Sedibeng, Southwest Gauteng (SWG), Western; two in the Free State: Flavius Mareka and Goldfields; two in Mpumalanga: Gert Sibande and Nkangala; one in North West: Orbit; and one in the Western Cape: the College of Cape Town. We secured a significant grant from ETD P SETA with the Westcol TVET College as beneficiary, which was initiated in 2022 and carried over to 2023 in conjunction with UJ PEETS. We have once again trained over 85 national diploma students from TVET colleges in Gauteng.

OTHER ACTIVITIES

For the past nine years, we have been involved in re-training technical high school teachers for the Gauteng, North West and Limpopo Departments of Education, with specific focus on Boilermaking, Electrical, Electronics, and Fitting and Turning.

We offer short learning programmes (SLP) in Fibre Optics, Programmable Logic Controllers, and Solar Photo Voltaic (PV) design and installation. These courses are credit bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. New courses ? Additive Manufacturing, Computer Numerically Controlled (CNC) Machining, Internet of Things (IoT), and Robotics ? tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

We support and manage UJ's maintenance programme on three of UJ's campuses and were requested to submit a proposal for the fourth campus as well. The maintenance tracks (which are managed, staffed, and supported by Resolution Circle) are Electrical, Carpentry and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and the training within this programme are invaluable in skills development. We closed 5 043 job tickets in 2023 versus 4 968 job tickets in 2022.

FINANCIAL PERFORMANCE

We were not able to repeat the performance of 2022. With a profit of R5.5 million for the year under review against a budget of a R15.5 million, revenue generated in 2023 was R64 million, lower than the R74.5 million generated in 2022. As a result of the retained earnings from 2023, we managed to further improve our balance sheet from R48.8 million to R56.7 million.

FUTURE

In South Africa, one of the key sectors that we serve is manufacturing and more specifically the subsectors metals and machinery. The Absa Purchasing Manager's Index (PMI), started in January 2023 on a high of 51.7 (vs a high of 58.2 in 2022), reached a low of 45.4 in October (vs a low of 49.1 in September 2022) and ended December 2023 on 50.9 (vs the end of 2022 on 52.8). The average for 2023 was 48.6 vs an average of 53.1 for 2022. This is painting a bleak picture in terms of industrialisation. In fact, the opposite is true at macroeconomic scale, where it looks like the country is de-industrialising. This has a direct impact on what we do in our focus on the manufacturing and engineering sectors. It puts strain on getting apprentices placed for their on-the-job training. We will have to push to more project-based and simulated work experience training.

The shift from the legacy qualifications of the SETAs to the QCTO does raise the concern about how this transition will impact Resolution Circle. From what we know, there are risks but also opportunities.



Despite that, we have also encountered opportunities such as taking over the management of other artisanal training centres, which allows us to get a bigger piece of the pie. Adcorp decided to close their training centre in Welkom. We repeated the exercise of what we did in Ekurhuleni with DRD Gold by restarting the training centre after it closed.

We have embarked on a journey with a third party to follow a business acceleration programme. That has resulted in its challenges, and has certainly pointed out some of our weaknesses, among them our organisational culture and climate.

Provided that the large tranche payments that we are expecting come through, our cash flow position looks positive for the balance of the year.

Our focus for 2024 is on finalising our plans for growth for this year and beyond, which means that we will need to change from a brick-and-mortar set-up to a more digital online e-learning platform in as far as possible.

A handwritten signature in black ink that reads "Gravett". The signature is stylized and cursive.

Sarah Gravett (Prof)

Deputy Vice-Chancellor:
Research and Internationalisation
(Acting)



B-BBEE Report

PREFERENTIAL PROCUREMENT REPORT AS AT 31 DECEMBER 2023

The University of Johannesburg achieved a B-BBEE score of 90.52 points for the year ended 31 December 2023, which translated to a Level Three (3).

The University achieved a 110% BEE Procurement Recognition Level and is considered an empowering supplier; this was a significant achievement as compared to the previous years.

The cumulative scorecard is as follows:

ELEMENT	Weighted Points	UJ Points 2019	UJ Points 2020	UJ Points 2021	UJ Points 2022	UJ Points 2023
Management Control	20	13.46	13.92	14.54	14.18	13.94
Skills Development	30	12.29	8.8	11.03	17.58	18.06
Enterprise and Supplier Development	54	45.49	48.01	48.33	52.48	53.61
Socio-Economic Development	5	5	5	5	4.21	4.91
TOTAL POINTS	109	76.24	75.73	78.90	88.45	90.52
B-BBEE Level		5	6	5	4	3

Assessment of the elements

Management Control

For the period under review, the University achieved 13.94 points for Management Control. Programmes are underway to ensure improvement towards achieving the set targets.

Skills Development

The University achieved 18.06 points for Skills Development; an improvement on the scores obtained in previous years. Interventions are underway to ensure that the limitations experienced with this element are achieved.

Enterprise Supplier Development

The University had to achieve a minimum of 40% in each of the targets set out in three of the sub-elements of the Enterprise and Supplier Development; these are:

- Preferential Procurement;
- Supplier Development; and
- Enterprise Development



For the period under review, **53.61** points were achieved for this section, which represents a consistent increase in points obtained for this section. The Small Business Enrichment Programme is the main attributor to the development, mentoring and graduation of emerging suppliers.

Socio-Economic Development

The University achieved 4.91 points for Socio-Economic Development.



Nolwazi Mamorare (Ms)

Chief Financial Officer



B-BBEE Rating Certificate



Honeycomb BEE Ratings

0861 HONEYCOMB

BROAD-BASED BEE VERIFICATION CERTIFICATE

We Certify that
University of Johannesburg

Company Address: Cnr Kingsway and University Road Auckland Park, Johannesburg
VAT Number: 4900127681

Has been verified for compliance with the B-BBEE Act No. 53 of 2013 and the Codes of Good Practice Gazette No. 38766 of May 2015 and has achieved the following:

BEE RATING
Level Three (3) Contributor
(Generic – Specialised Scorecard)

BEE PROCUREMENT RECOGNITION LEVEL
110%

Analysis	Score	Element	Results
Black Ownership	N/A	Ownership	N/A
Black Woman Ownership	N/A	Management Control	13.94
Black Designated Group	N/A	Skills Development	18.06
Black Youth	N/A	Enterprise & Supplier Development	53.61
Black Disabled	N/A	Socio-Economic Development	4.91
Black Unemployed	N/A	Total	90.52
Black People Living in Rural Areas	N/A	Y.E.S. Initiative Implemented	No
Black Military Veterans	N/A	Y.E.S. Target Achieved	N/A
Black New Entrants	N/A	Number of Levels Promoted	N/A
Exclusion Principle Applied	No	Certificate Number	HR_GEN_3403_24
Modified Flow Through Principle	No	Version Number	1.0
Empowering Supplier	Yes	Issue Date	31 May 2024
Discounting Applied	No	Expiry Date	30 May 2025
Financial Period Reviewed	01 January 2023 – 31 December 2023	Revision Date	N/A



Verification Manager
Chamonic Penny
Honeycomb BEE Ratings





sanas
B-BBEE Rating Agency
BIA 046

Honeycomb BEE Ratings (Pty) Ltd Reg No. 2005/0177/37/07 • 27, 14th Avenue, Northmead, Benoni 1501
086 Honeycomb or (011) 880 1630 • info@honeycomb-bee.co.za • www.honeycomb-bee.co.za



B-BBEE Rating Annexure A


ANNEXURE A

University of Johannesburg Certificate Number: HR_GEN_3403_24 Incorporates the following Entities:

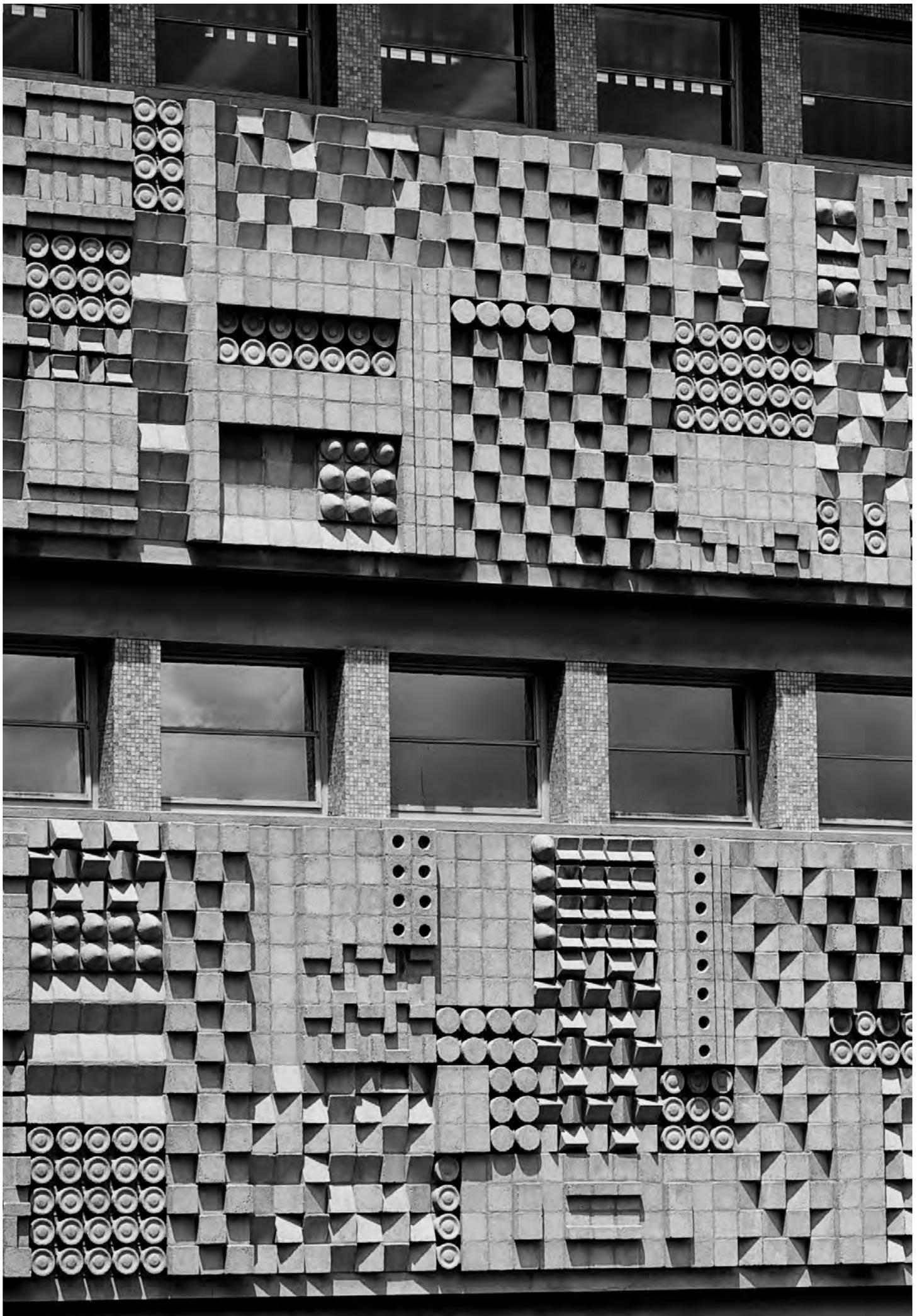
Company Name	Registration Number	VAT Number
A Million Up Investments 76 (Pty) Ltd	2003/005957/07	4640206605
UJ Properties (Pty) Ltd	2012/097565/07	4580262014
UJINVNT (Pty) Ltd	2019/346313/07	N/A

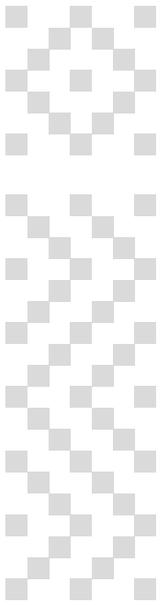

Verification Manager
Chamonic Penny
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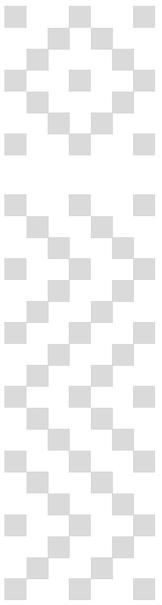
Consolidated and Separate Annual Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2023

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Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2023

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate annual financial statements.

The consolidated and separate financial statements presented on pages 472 to 565 of this Annual Report for 2023 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated and separate annual financial statements.

The consolidated and separate annual financial statements have been audited by SNG Grant Thornton, who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 472 to 565 of this Annual Report were approved by the Council on 20 June 2024 and signed on its behalf by:

Xoliswa Kakana (Ms)
Chairperson of Council
University of Johannesburg

Konehali Gugushe (Ms)
Chair: Financial Sustainability
Committee of Council
University of Johannesburg

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal
University of Johannesburg

Nolwazi Mamorare (Ms)
Chief Financial Officer:
University of Johannesburg







**SNG Grant
Thornton**

Building 4,
Summit Place Office Park
221 Garstfontein Road,
Menlyn,
0081,

To the Minister of Higher Education, Science and Innovation and the Council of the University of Johannesburg

Report on the audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 472 to 561, which comprise the consolidated and separate statement of financial position as at 31 December 2023, the consolidated and separate statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, as well as notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the group as at 31 December 2023 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the group in accordance with Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code

Victor Sekese [Chief Executive]

A comprehensive list of all
Directors is available at the
company offices or registered
office

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and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (Including International Independence Standards).

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw attention to the matter below. Our opinion is not modified in respect of this matter.

Restatement of corresponding figures

As disclosed in note 38 to the consolidated and separate financial statement, the corresponding figures for 2022 were restated as result of an error in the consolidated and separate financial statements of the group at, and for the year ended 2023.

Other matter

We draw attention to the matter below. Our opinion is not modified in respect of this matter.

Supplementary information

The Department of Higher Education and Training Consolidated Statement of Profit or Loss and Other Comprehensive Income as set out on pages 562 to 565 does not form part of the consolidated and separate financial statements and is presented as additional information. I have not audited this schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the Council for Consolidated and the Separate Financial Statements

The Council, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997), and for such internal control as the accounting authority determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the accounting authority is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting authority either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of but assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. The council is responsible for the preparation of the annual performance report.

We selected the following objectives presented in the annual performance report for the year ended 31 December 2023. We selected objectives that measures the University's performance on its primary mandated functions and that are of significant national, community or public interest.

Objectives	Pages in the annual performance report	Purpose
Strategic Objective – Excellence in Research and Innovation	207 – 227	UJ aims to increase its stature and reputation through the quality, integrity and impact of its research endeavour, particularly as it engages with issues pertinent to the Fourth Industrial Revolution in the pan-African context.
Strategic Objective – Excellence in Teaching and Learning	177 – 204	UJ aims to establish pre-eminence and stature in teaching and learning and to promote outstanding achievements by the full range of its highly diverse student body in intellectually rigorous curricula which respond innovatively to the challenges of the 21st century in general, and the Fourth Industrial Revolution in particular.

We evaluated the reported performance information for the objectives against the criteria developed from the performance management and reporting framework, as defined in the general notice. When annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the University's planning and delivery on its mandate and objectives. We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the University's mandate and the achievement of its planned objectives
- the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that we can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
- there are adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion.

We did not identify any material findings on the reported performance information of

- Excellence in Research and Innovation, and
- Excellence in Teaching and Learning.

Other matter

We draw attention to the matter below:

Achievement of planned targets

The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and underachievements.

Report on the audit of compliance with legislation

In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The Council is responsible for the University's compliance with legislation.

We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the University, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report

We did not identify material non-compliance with the selected legislative requirements.

Other information

The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated and separate financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.

Our opinion on the financial statements and my findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We have nothing to report in this regard.

Internal Control deficiencies

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

We did not identify any significant deficiencies in internal control.

Other reports

We draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the University's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Agreed-upon procedure engagements

Engagement name	Period End	Firm performing the engagement	Status	Expected date of issuing report
Financial data-DHET	31-Dec-23	SNG - GT	In progress	26 June 2024
University of Johannesburg Annual Performance Plan	31-Dec-23	SNG - GT	Completed	The report has been issued.
British Council Grant (USDP)	31-Dec-23	PwC	Completed	The report has been issued.
UCDP -Research & Collaboration Development Grant	31-Dec-23	PwC	Completed	The report has been issued.
UCDP -Future professors Programme	31-Dec-23	PwC	Completed	The report has been issued.
UCDP - NESP programme	31-Mar-24	PwC	Completed	The report has been issued.
University Capacity Development Grant (UCDP)	31-Dec-23	PwC	Completed	The report has been issued.
DHET IEG Infrastructure Grant	31-Dec-23	PwC	Completed	The report has been issued.
NRF Grant Deposit	31-Dec-23	PwC	Completed	The report has been issued.
NRF - SKA	31-Dec-23	PwC	Completed	The report has been issued.
NRF - CIMERA	31-Dec-23	PwC	Completed	The report has been issued.
NRF (Main Project)	31-Dec-23	PwC	Completed	The report has been issued.
Raymond Ackerman Academy Capital Fund and Trust	31-Dec-23	PwC	Completed	The report has been issued.
Research Publications	31-Dec-23	PwC	Completed	The report has been issued.
USDP - SIA	31-Mar-24	PwC	Completed	The report has been issued.
New Generation of Academics Programme Grant (NGAP)	31-Mar-24	PwC	Completed	The report has been issued.
Foundation Grant	31-Mar-24	PwC	Completed	The report has been issued.

University Integrated Quality Assurance Framework (UIQAF)	31-Mar-24	PwC	Completed	The report has been issued.
Teaching Development Collaboration Grant	31-Mar-24	PwC	In progress	21 June 2024
Health Science Clinical Grant	31-Mar-24	PwC	Completed	The report has been issued.
Technology Innovation Agency (TIA)	31-Mar-24	PwC	In progress	21 June 2024
HEMIS	31-Dec-23	PwC	In progress	25 July 2024
Health Science Clinical Enrolment	31-Dec-23	PwC	In progress	25 July 2024
Confucius Institute	31-Dec-23	PwC	In progress	24 July 2024
University Staff Doctoral Programme (USDP) Grant	31-Mar-24	PwC	Completed	The report has been issued.

Audit tenure

In terms of the IRBA rule published in Government gazette number 39475 dated 4 December 2015, we report that SNG Grant Thornton has been the auditor of the University of Johannesburg for four years.



Thabo E Mogano

Director

Registered Auditor

24 June 2024

Building 4, Summit Place Office Park, 221 Garstfontein Road, Menlyn, 0081

Annexure to the auditors report

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibility for the audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on the reported performance information for selected objectives and on the University of Johannesburg's compliance with respect to the selected subject matters.

Financial statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University of Johannesburg's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council, which constitutes the accounting authority
- conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the University of Johannesburg and its subsidiaries to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause the University of Johannesburg and its Subsidiaries to cease operating as a going concern
- evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
1. Public Audit Act 25 of 2004 (PAA)	Annual Financial statements <ul style="list-style-type: none"> •PAA 14(2)(b) •RRPHEI 7(4)(b)(xii) •HE Act 41(1)(b)(ii)
2. Regulations for Reporting by Public Higher Education Institutions	
3. Higher Education Act 101 of 1997	
4. Higher Education Act 101 of 1997	Asset Management <ul style="list-style-type: none"> •HE Act 20(5) •HE Act 40(3)(a)(i) •HE Act 40(3)(a)(ii) •HE Act 40(3)(a)(iii)
5. Prevention and Combating of Corrupt Activities Act 12 of 2004	Consequence Management <ul style="list-style-type: none"> •PRECCA 34(1)
6. Regulations for Reporting by Public Higher Education Institutions	Strategic Planning <ul style="list-style-type: none"> •RRPHEI 4(1) •RRPHEI 4(2) •RRPHEI 5(1) •RRPHEI 5(2)(a) •RRPHEI 5(2)(d) •RRPHEI 5(2)(g) •RRPHEI 5(2)(m) •RRPHEI 6(2) •RRPHEI 6(2)(d) •RRPHEI 6(2) •RRPHEI 6(3)



University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Financial Position

Figures in R `000	Notes	Consolidated 2023	Consolidated 2022	University 2023	University 2022
Assets					
Non-current assets					
Property, plant and equipment	6	3,391,356	3,107,172	3,239,720	2,923,458
Intangible assets	7	14,562	15,104	14,562	15,104
Investment in subsidiaries and other investments	8	-	-	215,166	209,971
Financial assets at fair value through profit or loss	11	5,917,672	5,436,593	4,728,473	4,351,025
Post-employee benefits asset	18	825,949	752,828	825,949	752,828
Total non-current assets		10,149,539	9,311,697	9,023,870	8,252,386
Current assets					
Inventories	9	17,311	15,562	17,220	15,360
Trade and other receivables	10	586,036	454,416	547,038	406,541
- Student fees		406,203	306,023	404,835	303,331
- Other receivables		179,833	148,393	142,203	103,210
Loans to subsidiaries and associates	8	-	-	7,226	7,598
Cash and cash equivalents	12	2,151,800	2,560,464	2,110,189	2,531,232
Total current assets		2,755,147	3,030,442	2,681,673	2,960,731
Total assets		12,904,686	12,342,139	11,705,543	11,213,117
Equity and liabilities					
Equity					
Non-distributable reserves		3,405,916	3,122,276	3,254,284	2,938,562
Funds invested in property, plant and equipment		3,405,916	3,122,276	3,254,284	2,938,562
Reserve funds		6,727,111	6,324,566	5,662,861	5,387,262
<i>Restricted use funds</i>		<i>2,125,313</i>	<i>1,804,485</i>	<i>1,098,697</i>	<i>874,308</i>
Student residences funds		240,667	60,478	240,667	60,478
Trust/donor/bursary funds		1,884,646	1,744,007	858,030	813,830
<i>Unrestricted use funds</i>		<i>4,601,798</i>	<i>4,520,081</i>	<i>4,564,163</i>	<i>4,512,954</i>
Designated/committed funds		1,685,404	1,721,561	1,685,403	1,721,561
Undesignated funds		2,916,394	2,798,520	2,878,760	2,791,393
Total equity		10,133,027	9,446,842	8,917,145	8,325,824

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Financial Position

Figures in R `000	Notes	Consolidated 2023	Consolidated 2022	University 2023	University 2022
Liabilities					
Non-current liabilities					
Provisions	13	27,975	26,123	27,975	26,123
Lease liabilities	15	2,134	941	24,020	941
Deferred income	17	147,452	157,692	147,452	157,692
Post-employee benefits obligation	18	266,788	259,204	266,788	259,204
Total non-current liabilities		444,349	443,960	466,235	443,960
Current liabilities					
Provisions	13	56,829	61,937	56,829	61,937
Trade and other payables	14	1,986,599	2,116,518	1,978,420	2,112,902
Student deposits and accounts in credit	16	274,571	239,511	269,591	235,123
Lease liabilities	15	1,674	1,785	9,686	1,785
Deferred income	17	7,637	31,586	7,637	31,586
Total current liabilities		2,327,310	2,451,337	2,322,163	2,443,333
Total liabilities		2,771,659	2,895,297	2,788,398	2,887,293
Total equity and liabilities		12,904,686	12,342,139	11,705,543	11,213,117

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Consolidated 2023	Consolidated 2022	University 2023	University 2022
Revenue		5,654,274	5,238,845	5,631,813	5,219,452
State appropriations - subsidies and grants	19	2,720,089	2,633,372	2,720,089	2,633,372
Tuition and other fee income	20	2,572,194	2,290,227	2,549,733	2,270,124
Research income	21	361,991	315,246	361,991	315,956
Other operating income	22	360,029	349,727	304,971	281,514
Operating income		6,014,303	5,588,572	5,936,784	5,500,966
Personnel costs	23	(3,713,905)	(3,466,437)	(3,663,822)	(3,415,550)
Depreciation	6	(110,205)	(101,889)	(115,319)	(110,249)
Amortisation	7	(1,335)	(1,990)	(1,335)	(1,986)
Bursaries awarded	24	(431,831)	(407,331)	(431,831)	(407,331)
Impairment of student and other debt	10	(149,240)	(150,293)	(139,825)	(149,268)
Other expenses	25	(1,716,842)	(1,507,311)	(1,676,583)	(1,470,927)
Operating loss before interest and fair value movements		(109,055)	(46,679)	(91,931)	(54,345)
Finance income	26	139,676	90,066	136,712	88,539
Finance costs	27	(697)	(811)	(933)	(2,485)
Income from investments	28	426,903	433,084	377,472	384,540
Investments fair value/(losses) gains	29	229,758	(150,675)	170,401	(116,577)
Profit for the year		686,585	324,985	591,721	299,672
Other comprehensive income					
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial (losses) gains on defined benefit plans	18	(400)	(120,234)	(400)	(120,234)
Total comprehensive income		686,185	204,751	591,321	179,438
Profit for the year attributable to:					
- University		686,585	324,985	591,721	299,672
		686,585	324,985	591,721	299,672
Total comprehensive income attributable to:					
- University		686,185	204,751	591,321	179,438
		686,185	204,751	591,321	179,438

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Changes in Equity - Consolidated

Figures in R `000	Funds invested in					TOTAL
	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds	Trust / Donor / Bursaries Funds	Student Residence Funds	
Consolidated						
Balance as at 01 January 2023	2,798,520	1,721,561	4,520,081	1,744,007	60,478	3,122,276
Profit for the year	266,620	200,534	467,154	155,032	64,399	-
Actuarial (losses) on defined benefit plans	(400)	-	(400)	-	-	-
Total comprehensive income	266,220	200,534	466,754	155,032	64,399	219,431
Movement in funds	(148,346)	(236,692)	(385,038)	(14,393)	115,790	283,640
Balance as at 31 December 2023	2,916,394	1,685,404	4,601,797	1,884,646	240,667	3,405,916
						10,133,027
Balance as at 01 January 2022	2,737,478	1,772,093	4,509,571	1,670,904	73,557	2,988,059
Profit for the year	372,079	(156,430)	215,649	66,545	42,791	-
Actuarial gains on defined benefit plans	(120,234)	-	(120,234)	-	-	-
Total comprehensive income	251,845	(156,430)	95,415	66,545	42,791	109,336
Movement in funds	(190,803)	105,898	(84,905)	6,558	(55,870)	134,217
Balance as at 31 December 2022	2,798,520	1,721,561	4,520,081	1,744,007	60,478	3,122,276
						9,446,842

University of Johannesburg

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Statements of Changes in Equity - University

Figures in R '000

	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds *	Trust / Donor / Bursaries Funds	Student Residence Funds	Total Restricted use funds **	Funds invested in Property, Plant and Equipment ***	TOTAL
University								
Balance as at 01 January 2023	2,791,393	1,721,561	4,512,954	813,830	60,478	874,308	2,938,562	8,325,824
Profit for the year	269,331	200,534	469,865	57,457	64,399	121,856	-	591,721
Actuarial (losses) on defined benefit plans	(400)	-	(400)	-	-	-	-	(400)
Total comprehensive income	268,931	200,534	469,465	57,457	64,399	121,856	-	591,321
Movement in funds	(181,564)	(236,692)	(418,256)	(13,257)	115,790	102,533	315,722	-
Balance as at 31 December 2023	2,878,760	1,685,403	4,564,163	858,030	240,667	1,098,697	3,254,284	8,917,145
University								
Balance as at 01 January 2022	2,708,415	1,750,813	4,459,228	778,593	94,839	873,432	2,813,726	8,146,386
Profit for the year	371,786	(156,432)	215,354	41,527	42,791	84,318	-	299,672
Actuarial gains on defined benefit plans	(120,234)	-	(120,234)	-	-	-	-	(120,234)
Total comprehensive income	251,552	(156,432)	95,120	41,527	42,791	84,318	-	179,438
Movement in funds ****	(168,574)	127,180	(41,394)	(6,290)	(77,152)	(83,442)	124,836	-
Balance as at 31 December 2022	2,791,393	1,721,561	4,512,954	813,830	60,478	874,308	2,938,562	8,325,824

Notes:

* "Unrestricted Use" funds available as referred to in note 3.

** "Restricted Use" funds available as referred to in note 3.

*** "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

****. "Movement in funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Cash Flows

Figures in R `000	Notes	Consolidated 2023	Consolidated 2022 Restated *	University 2023	University 2022 Restated *
Cash flows from operating activities					
Cash (utilised)/ generated from operating activities	32	(252,506)	(203,440)	(249,202)	(195,367)
Interest paid	27	(143)	(84)	(2)	(84)
Interest received	26	85,949	32,581	82,985	31,054
Net cash flows used in operating activities		(166,700)	(170,943)	(166,219)	(164,397)
Cash flows used in investing activities					
Addition of investments in related parties	8	-	-	(8,800)	(4,550)
Proceeds from payout from investment				3,605	
Loans advances (to) / paid by subsidiaries	8	-	-	(372)	5,363
Interest received relating to financial assets	28	150,498	166,322	150,498	166,322
Dividends received relating to financial assets	28	1,518	1,293	1,518	1,293
Proceeds from sales of property, plant and equipment		1,364	693	1,168	693
Purchase of property, plant and equipment	6	(392,561)	(234,213)	(391,086)	(233,359)
Purchases of intangible assets	7	(793)	(4,019)	(793)	(4,018)
Cash flows used in investing activities		(239,974)	(69,924)	(244,262)	(68,256)
Cash flows used in financing activities					
Repayment of lease liability	15	(1,345)	(2,474)	(9,631)	(11,825)
Repayment of finance cost on lease liability	15	(645)	(727)	(931)	(2,401)
Cash flows used in financing activities		(1,990)	(3,201)	(10,562)	(14,226)
Net decrease in cash and cash equivalents		(408,664)	(244,068)	(421,043)	(246,879)
Cash and cash equivalents at beginning of the year		2,560,464	2,804,532	2,531,232	2,778,111
Cash and cash equivalents at end of the year	12	2,151,800	2,560,464	2,110,189	2,531,232

* Refer to note 38

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

1. General information

The consolidated and separate financial statements were authorised for issue by the Council on 20 June 2024.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa. The address of its registered office is Cnr University and Kingsway Road, Auckland Park.

2. Basis of preparation and summary of material accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rands (thousands, except where specifically disclosed).

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The separate financial statements of the University of Johannesburg have been prepared per the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended.

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The preparation of financial statements in conformity with International Financial Reporting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 4.

Going concern

The consolidated and separate financial statements of the University of Johannesburg have been prepared on a going concern basis. Additional information is disclosed in note 35.

2.1 Consolidation

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Inter-entity transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the group's accounting policies.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Disposal of subsidiaries

When the group ceases to have control any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit/loss.

Associates

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The group's share of post-acquisition profit or loss is recognised in the statements of profit or loss and other comprehensive income, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit/(loss) of associates in the statements of profit or loss and other comprehensive income.

Profits and losses resulting from upstream and downstream transactions between the group and its associate are recognised in the group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the group.

Dilution gains and losses arising in investments in associates are recognised in the statements of profit or loss and other comprehensive income.

2.2 Foreign currency translation

Functional and presentation currencies

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

2.3 Property, plant and equipment

Recognition

Property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- The grant is deducted from the carrying amount of the asset when the University has complied with all the conditions attached to the purchase or construction of the asset.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Depreciation

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale, or the date that the asset is derecognised.

The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 years
Building Lifts	60 years
Air-conditioner plants	20 years
Electric generators	25 years
Air-conditioners	22 years
Uninterrupted power supply	20 years
Furniture and equipment (including gas boilers)	20 to 22 years
Computer equipment	12 years
Vehicles	17 years
Network and mainframe computer equipment	15 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R10 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit/(loss).

Impairments

The university tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in profit or loss, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

Where the estimated impairment loss exceeds the carrying amount of the asset to which it relates, the resulting liability is only recognised if it is required by another standard.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up are included in profit or loss when the compensation becomes receivable.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised when the asset is disposed of or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. Gains are classified as other gains on the face of the statements of profit or loss and other comprehensive income.

2.4 Intangible assets

Recognition

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

An assessment of the probability of expected future economic benefits that will flow to the entity as a result of the use of an asset is made by management before the asset is recognised. This includes using reasonable and supportive assumptions that represent a best estimate of the set of economic conditions that will exist over the useful life of the asset.

Initial measurement

Intangible assets are initially measured at cost.

Separately acquired assets are initially measured at their purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, and any directly attributable cost of preparing the asset for its intended use.

Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use.

Acquisitions as part of a business combination are initially measured at fair value at acquisition date.

Acquisitions by way of a government grants are initially measured at fair value.

Internally generated goodwill is not recognised as an asset.

The cost of assets acquired through an exchange of assets is measured at fair value at acquisition date unless the exchange lacks commercial substance, or the fair value of neither the asset received nor the asset given up is reliably measurable. The acquired asset is immediately measured in this way even if the asset given up cannot immediately be derecognised. If the acquired asset is not measured at fair value, its cost is measured using the carrying amount of the asset given up.

Internally generated brands, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Subsequent measurement - Cost model

After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Amortisation

An intangible asset is regarded by the entity as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Intangible assets with an indefinite useful life are not amortised, but is tested for impairment as per an impairment policy below. The intangible asset's determination as having an indefinite useful life is also reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment. Reassessing the useful life of an intangible asset as finite rather than indefinite is an indicator that the asset may be impaired.

Artwork has been identified as having an indefinite useful life as there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows.

For other intangible assets amortisation is allocated on a systematic basis over its useful life. Where an intangible asset has a residual value, the amortisation amount is determined after deducting its residual value.

The residual values of intangible assets are assumed zero unless:

- there is a commitment by a third party to purchase the asset at the end of its useful life; or
- there is an active market for the asset and:
 - residual value can be determined by reference to that market; and
 - it is probable that such a market will exist at the end of the asset's useful life.

Residual values as well as the useful lives of all assets are reviewed annually. Changes in residual values are treated as a change in estimate and treated in accordance with the relevant accounting policies.

The classification of useful lives and amortisation methods for the various classes of assets are as follows:

Category	Years
Software	10 years
Artwork	Indefinite useful life

Impairments

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Retirements and disposals

An asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal is recognised in profit or loss.

2.5 Financial Assets

Classification

The University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the purpose for which the financial assets were acquired and their contractual cash flows. Management determines the classification of its financial assets at initial recognition.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

a) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not solely payments of principal and interest. These are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios, one Absolute Return Fund and a Passive Tracker on Offshore Indices. The main objective of these portfolios is long term growth.

b) Financial assets carried at amortized cost

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

These are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

Recognition and measurement

a) Fair value financial assets through profit and loss

Fair value financial assets measured through profit and loss are recognised on the trade date, which is the date that the University commits to purchase the asset. Fair value financial assets measured through profit and loss are initially recognised at fair value. Fair value movements are subsequently recognised in profit or loss. Changes in the fair value of financial assets measured at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable.

The fair value of investments is based on quoted closing prices and other appropriate valuation methodologies as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of income from investments when the University's right to receive payments is established.

Interest on investments are recognised in the statement of profit or loss and comprehensive income as part of income from investments when the University's right to receive payments is established.

b) Financial assets carried at amortized cost

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Financial assets measured at amortized cost are financial assets held within a business model aimed at holding the asset in order to collect contractual cash flows. Timing of these cash flows is determined in the contract and comprise solely payments of principle and interest. Assets measured at amortized cost are initially recognized at fair value plus any directly attributable transaction costs. For trade receivables, the transaction price is deemed to be equal to the fair value. Subsequently, these assets are carried at amortized cost using the effective interest method.

Impairment of financial assets

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

Derecognition

The University derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the University neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the University recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognise the financial asset and also recognises a collateral borrowing for the proceeds received. Gains and losses on financial assets measured at amortised cost are recorded in profit and loss.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.6 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash and cash equivalents are initially measured at fair value and are subsequently measured at amortised cost. Impairment on cash and cash equivalents is measured on a 12 month expected loss basis and reflects the short maturities of the exposures. The University considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counter parties with whom balances are held.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.7 Trade and other payables

Trade payables are current obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payable are classified as current liabilities if payment is due within 12 months. If not, they are presented as non-current liabilities.

Recognition

Trade payables are measured initially at fair value, and subsequently measured at amortised cost using the effective interest method.

Derecognition

The group derecognises trade payables when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2.8 Inventories

Recognition

Inventories are recognised as an asset when

- it is probable that future economic benefits associated with the item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Measurement

Inventories are initially measured at cost. Cost include:

- costs of purchase (including taxes, transport, and handling) net of trade discounts received and
- other costs incurred in bringing the inventories to their present location and condition

Inventories are subsequently measured at the lower of cost and net realisable value using the first-in-first-out method.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2.9 Taxation

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from income tax and are liable for normal South African Income Tax.

Current tax assets and liabilities

Current tax for the current and prior periods is, to the extent unpaid, is recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset. Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.10 Leases

The University leases various buildings and vehicles. Rental contracts are typically made for fixed periods of 6 months to 4 years. Contracts may contain both lease and non-lease components. The University allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Liabilities arising from a lease are initially measured on a net present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- the exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the University exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the University, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Right-of-use assets impairment loss occurs when the cash flows expected to be generated from an asset over its useful life can no longer support the carrying value of that asset. When this occurs, the carrying value of the asset is reduced to its recoverable amount.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less, with no expectation of renewal. Low-value assets comprise IT equipment and small items of office furniture, which has an individual asset cost below R10 000.

2.11 Provisions and contingencies

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the annual financial statements.

2.12 Revenue

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

To determine whether to recognise revenue, the University follows a 5-step process:

- 1) Identifying the contract with a customer
- 2) Identifying the performance obligations
- 3) Determining the transaction price
- 4) Allocating the transaction price to the performance obligations
- 5) Recognising revenue when/as performance obligation(s) are satisfied.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

Fees are based on the fee book, standard tuition and residence fee, which is approved by "council". There are no significant judgements applied in the determination of revenue.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Tuition and other fee income

Revenue from tuition, other related fees and residence fees, is recognised over time in the accounting period in which the service relates. When the University is not able to reasonably measure the outcome of the obligation under the contract but expects to recover the costs incurred in satisfying the obligations to date, revenue shall be recognised only to the extent that expenses incurred are eligible to be recovered. Deposits and over payments provided by prospective students are treated as current liabilities until the amount is billed as due.

State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset. Subsidies and grants are in the scope of IAS 20.

Research income

a) Research income in the scope of IAS 20

Research income received from Government is recognised in terms of IAS 20. Revenue is recognised as income in the financial period in which the University has reasonable assurance it will comply with any conditions attached to the grant.

b) Research income in the scope of IFRS 15

Research income not received from Government, is recognised within the scope of IFRS 15, over time. The amount of research income in the scope of IFRS 15 is not material.

2.13 Donations

Bursary and research donations are recognised on receipt of funds from relevant contracts. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

2.14 Other operating income

Other operating income includes public sales and services, project income, consultation income, hire of facilities, sundry income and other income. Other operating income are recognised in the period in which they accrue.

2.15 Income from investments

Dividends are recognised when the right to receive payment is established.

Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.16 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

Any unspent portion of such grant, at the end of the financial year, is transferred on the statement of change in equity to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted use Funds is made to unrestricted funds / council controlled funds. Refer note 3 Fund allocation for further details.

Income received for undesignated purposes represent grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. This revenue or other operating income is recognised in the financial period in which the University receives these funds.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research - whether in general of within certain areas) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

2.17 Loans to subsidiaries and associates

Loans to subsidiaries and associates are recognised initially at fair value. Loans to subsidiaries and associates are subsequently stated at amortised cost.

Loans to subsidiaries and associates do not have any contractual repayment terms and do not incur interest and are deemed to be payable on demand.

The University applies the IFRS 9 simplified approach to measuring expected credit losses, because they are very short-term in nature and are usually due within 12 months. therefore the 12-month ECL and lifetime ECL would be the same.

2.18 Finance Income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.19 Employee obligations

Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which has a defined contribution plan portion;
- The University of Johannesburg Pension Fund, which has a defined benefit plan portion; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff do not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of profit or loss and comprehensive income, within "personnel" costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method, taking into account a discount rate, inflation rate, salary increase rate and pension increase allowance rate. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

Ownership of surplus in the University's pension fund is addressed by way of the Pension Funds Second Amendment Act. In terms of Paragraph 65 of IAS19, the asset recognised in the University's statement of financial position is the maximum of the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. In terms of the rules of the fund, all surplus is credited to the Employer Surplus Account.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in profit or loss, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-Rand Afrikaans University (RAU).

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement profit or loss and of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-VISTA are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.20 Government grants - Deferred income

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of profit or loss and comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the purchase or construction of the asset. The grant is then deducted from the carrying amount of the asset. The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

3. Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Fund allocation continued...

Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

Available funds

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- Available funds, restricted use
 - o National Research Foundation and similar funds – restricted use
 - o Endowment funds – restricted use
 - o Bursaries and scholarship funds – restricted use
 - o Residences funds - restricted use
 - o Funds attributable to fair value adjustments - restricted use
- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated-use funds” a further category is used, namely “Committed funds”, this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated -use funds

These comprise funds arising from profit and losses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2023 are disclosed in note 18.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 18.2.

Impairment of related party loan

Management assesses impairment of financial assets by considering a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future payments taking into account the term of the loans.

Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment. The useful life of all zero value assets is reviewed on an ongoing basis.

Fair value and provision for credit losses

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses (ECL). Instruments within the scope of the requirements included loans and other debt-type financial assets measured at amortised cost, trade receivables and loan commitments.

The University considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collection ability of the future cash flows of the instrument.

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Accounting Policies

Critical accounting estimates and judgements continued...

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').
- financial instruments that are outstanding for greater than 90 days and are credit-impaired ('Stage 3').

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

University of Johannesburg

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Accounting Policies

5. Changes in accounting policies and disclosures

Standards and Interpretations effective and adopted in the current year

IFRS 17 Insurance contracts - IFRS 17 creates one accounting model for all insurance contracts in all jurisdictions that apply IFRS.

- IFRS 17 requires an entity to measure insurance contracts using updated estimates and assumptions that reflect the timing of cash flows and take into account any uncertainty relating to insurance contracts.

- The financial statements of an entity will reflect the time value of money in estimated payments required to settle incurred claims.

- Insurance contracts are required to be measured based only on the obligations created by the contracts.

- An entity will be required to recognise profits as an insurance service is delivered, rather than on receipt of premiums.

- This standard replaces IFRS 4 – Insurance contracts.

01 January 2023

Management has performed a high level impact assessment, however this standard will not be applicable to UJ as UJ has not issued any or does not issue insurance contracts.

Amendments to IFRS 17 - Initial application of IFRS 17 and IFRS 9 of Comparative Information.

The amendment adds a transition option relating to comparative information about financial assets

01 January 2023

Management has performed a high level impact assessment, however this standard will not be applicable to UJ as UJ is not an insurance entity.

Amendments to IAS 1 and IFRS Practice Statement 2 – Disclosure of Accounting Policies.

The amendments provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The requirement for entities to disclose their 'significant' accounting policies has been replaced with a requirement to disclose their 'material' accounting policies. The IASB decided to replace the term 'significant' as it is not defined in IFRS, whereas the term "material' is defined and widely understood by the users of financial statements.

01 January 2023

The accounting policies included in the UJ AFS will be assessed annually to ensure that only policies that are considered to be material and useful to the users of the financial statements are included. All material accounting policies have been included in the UJ AFS for the year ending 31 December 2023 and there are no material changes thereto.

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Accounting Policies

Changes in accounting policies and disclosures continued...

IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates: The amendments clarify how companies should distinguish changes in accounting policies from changes in accounting estimates, by replacing the definition of a change in accounting estimates with a new definition of accounting estimates. Under the new definition, accounting estimates are “monetary amounts in financial statements that are subject to measurement uncertainty”.

01 January 2023

The amendments are noted and will be applied for future assessments of changes in estimates, accounting policies and errors. The amendments are not expected to have a significant impact on the UJ AFS.

It clarifies that the effects on an accounting estimate of a change in an input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.

The requirements for recognising the effect of change in accounting prospectively remain unchanged.

IAS 12 Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction: The amendment clarifies how a company accounts for income tax, including deferred tax, which represents tax payable or recoverable in the future. In specified circumstances, companies are exempt from recognising deferred tax when they recognise assets or liabilities for the first time. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations, by clarifying when the exemption from recognising deferred tax would apply to the initial recognition of such items.

01 January 2023

No material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Accounting Policies

Changes in accounting policies and disclosures continued...

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

	Effective date: Years beginning on or after	Expected impact
IFRS 10 Consolidated Financial Statements - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow scope amendment address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.	The effective date of this amendment has been deferred indefinitely until further notice	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 16 Leases - Lease Liability in a Sale and Leaseback: The narrow-scope amendment requires a seller-lessee in a sale and leaseback transaction to determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of a gain or loss relating to the right of use retained by the seller-lessee. The new requirement does not prevent the seller-lessee from recognising in profit or loss any gain or loss relating to the partial or full termination of a lease.	01 January 2024	Management has performed a high level impact assessment and are not expecting any material changes
IAS 28 Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow scope amendment to address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.	The effective date of this amendment has been deferred indefinitely until further notice	Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

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Accounting Policies

IAS 1 Presentation of Financial Statements - The amendments in Non-current Liabilities with Covenants (Amendments to IAS 1): Modify the requirements introduced by Classification of Liabilities as Current or Non-current on how an entity classifies debt and other financial liabilities as current or non-current in particular circumstances: Only covenants with which an entity is required to comply on or before the reporting date affect the classification of a liability as current or non-current. In addition, an entity has to disclose information in the notes that enables users of financial statements to understand the risk that non-current liabilities with covenants could become repayable within twelve months. Defer the effective date of the 2020 amendments to 1 January 2024.

01 January 2024

Management has performed a high level impact assessment and are not expecting any material changes

Three proposals the IASB included in its November 2021 exposure draft were not finalised: the requirement that an entity has to present non-current liabilities with covenants separately in the statement of financial position; the requirement that an entity has to disclose whether and, if so, how it expected to comply with covenants after the reporting date; and the clarifications of some situations in which an entity would not have a right to defer settlement of a liability.

IFRS S1 General Requirements for Disclosure of Sustainability related Financial Information is to require an entity to disclose information about its sustainability-related risks and opportunities that is useful to

primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

01 January 2024

Management has performed a high level impact assessment and will continue to assess to establish impact

This Standard requires an entity to disclose information about all sustainability-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term. For the purposes of this Standard, these risks and opportunities are collectively referred to as 'sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects'.

University of Johannesburg

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Accounting Policies

IFRS S2 Climate-related Disclosures is to require an entity to disclose information about its climate-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

This Standard requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term. For the purposes of this Standard, these risks and opportunities are collectively referred to as 'climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects'.

01 January 2024

Management has performed a high level impact assessment and will continue to assess to establish impact

University of Johannesburg
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Notes to the Consolidated and Separate Financial Statements

Figures in R '000

6. Property, plant and equipment	Balances at year end and movements for the year												
	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2023 - Consolidated													
Balance at 1 January 2023													
At cost	2,549,035	60,805	4,605	71,977	54,547	8,904	1,061,902	219,679	31,510	15,238	56,911	218,878	4,353,991
Accumulated depreciation	(440,134)	(16,263)	(4,482)	(51,749)	(31,854)	(5,784)	(469,992)	(62,667)	(14,673)	(6,878)	(27,537)	(114,806)	(1,246,819)
Net book value	2,108,901	44,542	123	20,228	22,693	3,120	591,910	157,012	16,837	8,360	29,374	104,072	3,107,172
Movements for the year ended 31 December 2023													
Additions	194,222	841	2,791	1,914	18,706	280	112,901	25,694	7,176	-	2,104	29,004	395,632
Depreciation	(28,480)	(946)	(356)	(1,698)	(2,198)	(2,022)	(43,640)	(17,661)	(1,024)	(724)	(1,644)	(9,812)	(110,205)
Disposals at cost	-	-	-	-	(993)	-	(337)	(415)	-	-	-	(2,447)	(4,192)
Accumulated depreciation on disposals	-	-	-	-	400	-	273	319	-	-	-	1,956	2,948
Closing balance at 31 December 2023													
At cost	2,743,256	61,645	7,395	73,882	72,253	9,185	1,173,665	245,086	38,708	15,238	59,018	245,452	4,744,783
Accumulated depreciation	(468,613)	(17,207)	(4,837)	(53,438)	(33,645)	(7,807)	(512,558)	(80,137)	(15,719)	(7,603)	(29,184)	(122,679)	(1,353,427)
Net book value	2,274,643	44,438	2,558	20,444	38,608	1,378	661,107	164,949	22,989	7,635	29,834	122,773	3,391,356

Assets with zero net carrying value as at 31 December 2023 included in the balances above (cost price).

As of 31 December 2023, included in the carrying amount for Land & Buildings, is property to the value of R197 508 (2022: R156 981) that is still under construction.

During 2023, assets with a cost amount of R 22 552 (2022: R55 787) were reduced as a result of government grants received (note 2.20 note 17).

As of 31 December 2023, assets with an accumulated cost amount of R927 861 (2022: R905 309) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2022: R112 168).

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

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Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2022 - Consolidated													
Balance at 1 January 2022													
At cost	2,485,031	59,022	4,605	69,084	50,557	9,073	966,631	194,126	29,202	15,238	53,385	187,800	4,123,754
Accumulated depreciation	(412,002)	(15,336)	(3,356)	(50,211)	(30,401)	(4,085)	(431,865)	(47,382)	(13,810)	(6,154)	(25,594)	(108,308)	(1,148,504)
Net book value	2,073,029	43,686	1,249	18,873	20,156	4,988	534,766	146,744	15,392	9,084	27,791	79,492	2,975,250
Movements for the year ended 31 December 2022													
Additions	64,004	1,782	-	2,891	4,310	(169)	95,292	26,432	2,308	-	3,524	33,840	234,214
Depreciation	(28,132)	(927)	(1,125)	(1,536)	(1,773)	(1,699)	(38,148)	(16,126)	(863)	(725)	(1,941)	(8,895)	(101,890)
Disposals at cost	-	-	-	-	-	-	-	(679)	-	-	-	(2,770)	(3,449)
Accumulated depreciation on disposals	-	-	-	-	-	-	-	641	-	-	-	2,405	3,046
Closing balance at 31 December 2022													
At cost	2,549,035	60,805	4,605	71,977	54,547	8,904	1,061,902	219,679	31,510	15,238	56,911	218,878	4,353,991
Accumulated depreciation	(440,134)	(16,263)	(4,482)	(51,749)	(31,854)	(5,784)	(469,992)	(62,667)	(14,673)	(6,878)	(27,537)	(114,806)	(1,246,819)
Net book value	2,108,901	44,542	123	20,228	22,693	3,120	591,910	157,012	16,837	8,360	29,374	104,072	3,107,172
Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).	7,952	1,200	-	25,040	8,819	-	30,675	11,524	1,800	-	2,762	45,756	135,528

As of 31 December 2022, included in the carrying amount for Land & Buildings, is property to the value of R156 981 (2021: R173 647) that is still under construction.

During 2022, assets with a cost amount of R55 787 (2021: R93 785) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, assets with an accumulated cost amount of R905 309 (2021: R849 522) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2021: R97 968).

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Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2023 - University													
Balance at 1 January 2023													
At cost	2,351,040	55,884	50,254	71,977	54,373	8,904	1,055,226	218,843	31,510	15,238	56,841	218,878	4,188,968
Accumulated depreciation	(417,321)	(15,433)	(50,131)	(51,749)	(31,680)	(5,784)	(467,579)	(61,965)	(14,673)	(6,878)	(27,511)	(114,806)	(1,265,510)
Net book value	1,933,719	40,451	123	20,228	22,693	3,120	587,647	156,878	16,837	8,360	29,330	104,072	2,923,458
Movements for the year ended 31 December 2023													
Additions	194,222	840	41,262	1,914	18,509	280	111,988	25,329	7,176	-	2,104	29,004	432,628
Depreciation	(26,253)	(822)	(8,376)	(1,698)	(2,198)	(2,022)	(43,176)	(17,571)	(1,024)	(725)	(1,642)	(9,812)	(115,319)
Disposals at cost	-	-	-	-	(993)	-	(337)	(415)	-	-	-	(2,447)	(4,192)
Accumulated depreciation on disposals	-	-	-	-	597	-	273	319	-	-	-	1,956	3,145
Closing balance at 31 December 2023													
At cost	2,545,261	56,724	45,866	73,882	72,079	9,185	1,166,746	243,886	38,708	15,238	58,948	245,452	4,571,975
Accumulated depreciation	(443,573)	(16,255)	(12,857)	(53,438)	(33,471)	(7,807)	(510,351)	(79,346)	(15,719)	(7,603)	(29,156)	(122,679)	(1,332,255)
Net book value	2,101,688	40,469	33,009	20,444	38,608	1,378	656,395	164,540	22,989	7,635	29,792	122,773	3,239,720
Assets with zero net carrying value as at 31 December 2023 included in the balances above (cost price)	7,952	-	-	25,040	8,819	-	30,335	10,998	1,800	-	2,762	46,440	134,146

As of 31 December 2023, included in the carrying amount for Land & Buildings, is property to the value of R197 508 (2022: R156 981) that is still under construction.

During 2023, assets with a cost amount of R22 552 (2022: R50 587) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, assets with an accumulated cost amount of R922 661 (2022: R900 109) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2022: R97 968).

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Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2022 - University													
Balance at 1 January 2022													
At cost	2,287,036	54,101	50,254	69,084	50,383	9,073	960,934	193,243	29,202	15,238	53,315	187,800	3,959,663
Accumulated depreciation	(391,427)	(14,627)	(37,717)	(50,211)	(30,227)	(4,085)	(429,929)	(46,678)	(13,810)	(6,154)	(25,571)	(108,308)	(1,158,744)
Net book value	1,895,609	39,474	12,537	18,873	20,156	4,988	531,005	146,565	15,392	9,084	27,744	79,492	2,800,919
Movements for the year ended 31 December 2022													
Additions	64,005	1,782	-	2,891	4,310	-	94,314	26,385	2,308	-	3,523	33,840	233,359
Depreciation	(25,895)	(806)	(12,414)	(1,536)	(1,773)	(1,699)	(37,672)	(16,034)	(863)	(725)	(1,937)	(8,895)	(110,249)
Remeasurement of lease liability	-	-	-	-	-	(169)	-	-	-	-	-	-	(169)
Disposals at cost	-	-	-	-	-	-	-	(679)	-	-	-	(2,770)	(3,449)
Accumulated depreciation on disposals	-	-	-	-	-	-	-	641	-	-	-	2,405	3,046
Closing balance at 31 December 2022													
At cost	2,351,040	55,884	50,254	71,977	54,373	8,904	1,055,226	218,843	31,510	15,238	56,841	218,878	4,188,968
Accumulated depreciation	(417,321)	(15,433)	(50,131)	(51,749)	(31,680)	(5,784)	(467,579)	(61,965)	(14,673)	(6,878)	(27,511)	(114,806)	(1,265,510)
Net book value	1,933,719	40,451	123	20,228	22,693	3,120	587,647	156,878	16,837	8,360	29,330	104,072	2,923,458
Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).	7,952	1,200	-	25,040	8,819	-	30,675	11,254	1,800	-	2,762	45,756	135,258

Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is property to the value of R156 981 (2021: R145 481) that is still under construction.

During 2022, assets with a cost amount of R50 587 (2021: R93 785) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, assets with an accumulated cost amount of R900 109 (2021: R849 522) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2021: R97 968).

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

7. Intangible assets

Reconciliation of changes in intangible assets

	Computer software	Artwork	Total
Reconciliation for the year ended 31 December 2023			
- Consolidated			
Balance at 1 January 2023			
At cost	58,732	1,732	60,464
Accumulated amortisation	(45,360)	-	(45,360)
Net book value	13,372	1,732	15,104
Movements for the year ended 31 December 2023			
Additions	749	44	793
Amortisation	(1,335)	-	(1,335)
Closing balance at 31 December 2023			
At cost	59,401	1,776	61,177
Accumulated amortisation	(46,615)	-	(46,615)
Net book value	12,786	1,776	14,562
Reconciliation for the year ended 31 December 2022			
- Consolidated			
Balance at 1 January 2022			
At cost	54,844	1,602	56,446
Accumulated amortisation	(43,371)	-	(43,371)
Net book value	11,473	1,602	13,075
Movements for the year ended 31 December 2022			
Additions	3,889	130	4,019
Amortisation	(1,990)	-	(1,990)
Closing balance at 31 December 2022			
At cost	58,732	1,732	60,464
Accumulated amortisation	(45,360)	-	(45,360)
Net book value	13,372	1,732	15,104

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

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Intangible assets continued...

Reconciliation for the year ended 31 December 2023	Computer software	Artwork	Total
- University			
Balance at 1 January 2023			
At cost	58,607	1,732	60,339
Accumulated amortisation	(45,235)	-	(45,235)
Net book value	13,372	1,732	15,104
Movements for the year ended 31 December 2023			
Additions	749	44	793
Amortisation	(1,335)	-	(1,335)
Disposals at cost	(70)	-	(70)
Accumulated amortisation on disposals	70	-	70
Closing balance at 31 December 2023			
At cost	59,286	1,776	61,062
Accumulated amortisation	(46,500)	-	(46,500)
Net book value	12,786	1,776	14,562
Reconciliation for the year ended 31 December 2022			
- University	Computer software	Artwork	Total
Balance at 1 January 2022			
At cost	54,719	1,602	56,321
Accumulated amortisation	(43,249)	-	(43,249)
Net book value	11,470	1,602	13,072
Movements for the year ended 31 December 2022			
Additions	3,888	130	4,018
Amortisation	(1,986)	-	(1,986)
Closing balance at 31 December 2022			
At cost	58,607	1,732	60,339
Accumulated amortisation	(45,235)	-	(45,235)
Net book value	13,372	1,732	15,104

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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8. Subsidiaries, associates and investments

8.1 Investments in subsidiaries

Cost of investment in commercial entities	-	-	211,871	207,321
Increase in investment			8,800	4,550
(Decrease) in investment			(3,605)	
Accumulated impairment of investments in subsidiaries	-	-	(1,900)	(1,900)
	<u>-</u>	<u>-</u>	<u>215,166</u>	<u>209,971</u>

The cost of investment increased during the current year by R8 800 of an investment to UJInvnt (Pty) Ltd and decreased by the payout of Gradnet investment of R3605.

8.2 Loans to subsidiaries and other entities

Total loans to commercial entities	-	-	7,598	12,961
Re-payment of loans	-	-	(372)	(5,363)
	<u>-</u>	<u>-</u>	<u>7,226</u>	<u>7,598</u>

Total loans to commercial entities decreased due to a repayment of the Million Up loan of R372. (2022: R 5 363.)

Total loans in subsidiaries	<u>-</u>	<u>-</u>	<u>7,226</u>	<u>7,598</u>
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9. Inventories

Inventories comprise:

Consumables at cost	17,311	15,562	17,220	15,360
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The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R23 223/ University R23 223 (2022: Consolidated R17 006 / University R17 006).

The University does not hold any inventories as security.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
10. Trade and other receivables				
Trade receivables	1,375,757	1,105,889	1,362,256	1,098,497
NSFAS and other student receipts	(386,506)	(193,147)	(386,506)	(193,147)
Provision for impairment	(583,048)	(606,719)	(570,915)	(602,019)
Student receivables - net carrying amount	406,203	306,023	404,835	303,331
Other receivables	179,833	148,393	142,203	103,210
Advances and pre-payments	48,543	55,385	41,050	47,106
Deposits	11,704	8,294	6,531	3,121
Staff loans, receivables and advances	44	18	44	18
Value added tax	2,824	3,137	2,427	1,865
Non-student receivables - net carrying amount	116,718	81,559	92,151	51,100
Non-student receivables	126,127	101,735	101,367	71,123
Less: Provision for impairment	(9,409)	(20,176)	(9,216)	(20,023)
	586,036	454,416	547,038	406,541

The carrying value of student and other receivables approximate their fair values as shown above, due to their short term nature.

The University does not hold any receivables as security.

Refer to note 31 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Trade and other receivables continued...

Trade receivables

As of 31 December 2023, student receivables of Consolidated R406 203/ University R404 835 (2022: Consolidated R306 023 / University R303 331) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

The ageing of these receivables is as follows:

Students enrolled in current year	406,203	306,023	404,835	303,331
	406,203	306,023	404,835	303,331

As of 31 December 2023, student receivables of Consolidated R583 048 / University R570 915 (2022: Consolidated R606 719 / University R602 019) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

Students enrolled in current year	209,865	175,050	201,617	170,350
Students enrolled in prior year	69,427	221,134	67,484	221,134
Students enrolled more than two years ago	303,756	210,535	301,814	210,535
	583,048	606,719	570,915	602,019

Movements in the provision for impairment of trade receivables are as follows:

At 1 January	606,719	534,567	602,019	530,862
Provision for receivables impaired	156,539	142,568	147,849	141,573
Receivables written off during the year as uncollectable	(180,210)	(70,416)	(178,953)	(70,416)
At 31 December	583,048	606,719	570,915	602,019

The movement in the provision for impairment on student and other debt is recognised in the profit or loss. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Trade and other receivables continued...

Other receivables

As of 31 December 2023, other receivables of Consolidated R126 127 / University R101 367 (2022: Consolidated R101 735 / University R71 123) were fully performing.

The ageing of these receivables are as follows:

Not past due	106,499	82,696	81,739	52,084
Past due	19,628	19,039	19,628	19,039
	<u>126,127</u>	<u>101,735</u>	<u>101,367</u>	<u>71,123</u>

As of 31 December 2023, other trade receivables of Consolidated R9 409 / University R9 216 (2022: Consolidated R20 176/ University R20 023) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

Other receivables mainly comprises outstanding bursaries of R86 216 917.68, Public sales and services of R6 554 654.12 and short courses of R3 530 276.66.

The ageing of the provision is as follows:

Up to 3 months	3,664	10,816	3,471	10,663
> 3 months	5,745	9,360	5,745	9,360
	<u>9,409</u>	<u>20,176</u>	<u>9,216</u>	<u>20,023</u>

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	20,176	12,492	20,023	12,263
Provision for impairment	(7,893)	11,353	(7,138)	11,322
Receivables written-off during the year	(2,874)	(3,669)	(3,669)	(3,562)
At 31 December	<u>9,409</u>	<u>20,176</u>	<u>9,216</u>	<u>20,023</u>

The movement in the provision for impairment on student and other debt is recognised in the profit or loss. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

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Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
11. Financial assets at fair value through profit or loss				
Opening balance 1 January	5,436,593	4,956,992	4,351,025	3,867,076
Net additions and disposals during the year	318,679	832,351	238,570	766,045
Investments fair value gains/(losses) (note 31)	162,400	(352,750)	138,878	(282,096)
	5,917,672	5,436,593	4,728,473	4,351,025
Fair value financial assets include the following:				
Government bonds and stocks	683,631	767,147	625,712	688,661
Listed - stocks and debentures	481,242	407,495	327,583	301,890
Listed - shares	4,272,257	3,848,568	3,345,836	2,989,382
Fixed deposits	60,242	54,422	60,242	54,422
Other deposits	384,218	325,440	333,018	283,149
Endowment policies	31,307	28,745	31,307	28,745
Other investments	4,775	4,776	4,775	4,776
	5,917,672	5,436,593	4,728,473	4,351,025

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2023 (note 31.7). The valuations are performed by independent fund managers who manage the University's investments under agreed mandates. Other deposits relate to the money market portion of the various portfolios.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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12. Cash and cash equivalents

Cash at bank and on hand	934,802	195,348	893,191	166,116
Short term cash deposits	1,216,998	2,365,116	1,216,998	2,365,116
Net cash and cash equivalents	2,151,800	2,560,464	2,110,189	2,531,232

The carrying value of cash and cash equivalents approximates its fair value, due to its short term nature.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents. Management of credit risk is disclosed in note 31.

Short term cash deposits are deposits with a maturity term of less than 3 months from acquisition.

The following facilities have been approved by ABSA Bank:

Credit cards	2,000	2,000	2,000	2,000
Fleet cards	2,000	2,000	2,000	2,000
Letters of credit	2,000	2,000	2,000	2,000
ABSA housing scheme	500	500	500	500
Automated clearing bureau credits	15,900	15,900	15,900	15,900
Automated clearing bureau debits	4,500	4,500	4,500	4,500
Guarantees	1,119	1,119	1,119	1,119
ABSA vehicle management solutions proprietary limited	10,000	10,000	10,000	10,000

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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13. Provisions

Non-current provisions

Provision for City of Johannesburg

Opening Balance	26,123	36,539	26,123	36,539
Additions	4,265	64,146	4,265	64,146
Utilised during the year	(2,413)	(74,562)	(2,413)	(74,562)
Closing balance	27,975	26,123	27,975	26,123

A provision has been recognised for un-billed and under-billed utility charges by The City of Johannesburg to the University of Johannesburg.

Current provisions

Leave pay provision

Opening Balance	61,937	66,249	61,937	66,249
Additions	64,235	100,398	64,235	100,398
Utilised during the year	(69,343)	(104,710)	(69,343)	(104,710)
Closing balance	56,829	61,937	56,829	61,937

The leave pay provision is based on the Universities obligation to compensate employees for future absences attributable to employees' service already rendered.

Distribution provision

Opening Balance	-	10,816	-	-
Additions	-	-	-	-
Utilised during the year	-	(10,816)	-	-
Closing balance	-	-	-	-

A distribution provision was recognised based on an obligation by the UJ Metropolitan Academy Trust to make distribution to the UJ Metropolitan Academy.

Total current provisions	56,829	61,937	56,829	61,937
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University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
14. Trade and other payables				
Financial Instruments				
Current				
Trade Payables	73,297	52,491	72,464	51,856
Accruals	109,172	161,620	103,669	159,181
Other payables	1,717,931	1,817,119	1,716,088	1,816,577
	1,900,400	2,031,230	1,892,221	2,027,614
Non-Financial Instruments				
Current				
SARS Payable	86,199	85,288	86,199	85,288
Total trade and other payables	1,986,599	2,116,518	1,978,420	2,112,902

The carrying value for trade and other payables above approximate their fair value amount due to its short term nature.

Included in the other payables is Bursaries of Consolidated R1 639 676/ University R1 639 676 (2022: Consolidated R1 713 753/ University R1 713 753) and Unallocated deposits of Consolidated R8 285 / University R8 285 (2022: Consolidated R9 209 / University R9 209).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
15. Leases				
Lease liability				
Current	1,674	1,785	9,686	1,785
Non-current	2,134	941	24,020	941
	3,808	2,726	33,706	2,726

The University has leases for buildings and vehicles. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected in the consolidated statement of financial position as a right-of-use asset and a lease liability. The University classifies its right-of-use assets in a consistent manner to its property, plant and equipment (note 6).

The table below describes the nature of the University's leasing activities by type of right-of-use asset recognised in the consolidated statement of financial position:

Right-of-use asset	No. of right-of-use assets leased	Range of remaining term	Average remaining lease term	No. of leases with extension option	No. of leases with option to purchase	No. of leases with termination option
Consolidated						
Buildings	1	1-4 years	4 years	-	-	-
Vehicles	15	0-1 years	1 years	-	-	-
University						
Buildings	1	1-4 years	4 years	-	-	-
Vehicles	15	0-1 years	1 years	-	-	-

The Group has elected not to recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed. (note 25)

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 December 2023 were as follows:

	Within 1 year	1-2 years	2-3 years	> 3 years	Total
Consolidated					
31 December 2023					
Lease payments	2,416	821	883	839	4,959
Finance charges	(742)	(220)	(142)	(47)	(1,150)
Net present values	1,674	601	741	792	3,808
31 December 2022					
Lease payments	2,328	1,303	-	-	3,631
Finance charges	(543)	(362)	-	-	(905)
Net present values	1,785	941	-	-	2,726

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Leases continued...

University

	Within 1 year	1-2 years	2-3 years	> 3 years	Total
31 December 2023					
Lease payments	11,234	10,062	10,565	11,093	42,954
Finance charges	(1,548)	(1,817)	(2,561)	(3,323)	(9,248)
Net present values	9,686	8,245	8,004	7,770	33,706
31 December 2022					
Lease payments	2,328	1,303	-	-	3,631
Finance charges	(543)	(362)	-	-	(905)
Net present values	1,785	941	-	-	2,726

Reconciliation of liabilities arising from financing activities

	2022	Cash flows	Non - cash changes New leases	2023
Consolidation				
Lease liabilities	2,726	(1,989)	3,072	3,808
University				
Lease liabilities	2,726	(10,562)	41,542	33,706
	2021	Cash flows	Non - cash changes New leases	2022
Consolidation				
Lease liabilities	5,927	(3,201)	-	2,726
University				
Lease liabilities	16,952	(14,226)	-	2,726

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
16. Student deposits and accounts in credit				
Student accounts in credit	264,736	230,224	264,736	230,224
Income received in advance	9,576	9,101	4,596	4,713
Deposits	259	186	259	186
	274,571	239,511	269,591	235,123
17. Deferred income				
The Department of Higher Education and Training has been through a process commencing with the development of the Macro Infrastructure Framework (MIF) and culminating with detailed one-on-one discussions with each University regarding their funding applications which were uploaded onto the MIF web-based platform. Funds are allocated to each University in line with infrastructure plans based on the principles agreed upon through the MIF.				
Opening balance as at 1 January	189,278	264,671	189,278	264,671
Grants received during the year	-	15,300	-	15,300
Grants re-allocated	-	(15,907)	-	(15,907)
Grants utilised to reduce asset cost	(22,552)	(55,787)	(22,552)	(55,787)
Grants utilised to reduce operating cost	(11,637)	(18,999)	(11,637)	(18,999)
	155,089	189,278	155,089	189,278
Non-current portion of deferred income	(147,452)	(157,692)	(147,452)	(157,692)
Current portion of deferred income	(7,637)	(31,586)	(7,637)	(31,586)
	(155,089)	(189,278)	(155,089)	(189,278)
18. Post-employee benefits				
Post-employee benefits asset				
UJ pension fund (note 18.2)	825,949	752,828	825,949	752,828
Post-employee benefits obligation				
Post-retirement medical benefits (note 18.1)	211,040	206,517	211,040	206,517
UJ Long service awards (note 18.4)	55,748	52,687	55,748	52,687
	266,788	259,204	266,788	259,204
Reconciliation of the actuarial gains / (losses) on post-employee benefits:				
Post-retirement medical benefits	283	15,116	283	15,116
UJ Pension fund	(5,020)	(143,010)	(5,020)	(143,010)
UJ Disability fund	9,437	(41,372)	9,437	(41,372)
UJ Long service awards	4,337	7,660	4,337	7,660
	9,037	(161,606)	9,037	(161,606)
Reconciliation of the change in asset limit:				
UJ Disability fund	(9,437)	41,372	(9,437)	41,372
	(9,437)	41,372	(9,437)	41,372
Net Actuarial gain(losses) on defined benefit plans	(400)	(120,234)	(400)	(120,234)

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Post-employee benefits continued...

18.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2023.

Present value of the obligation	(211,040)	(206,517)	(211,040)	(206,517)
	(211,040)	(206,517)	(211,040)	(206,517)

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	(206,517)	(220,770)	(206,517)	(220,770)
Current service cost	(2,066)	(2,458)	(2,066)	(2,458)
Interest cost	(17,223)	(12,680)	(17,223)	(12,680)
Benefits paid	14,483	14,275	14,483	14,275
	(211,323)	(221,633)	(211,323)	(221,633)

Less remeasurements:

- (Gain)/loss from change in financial assumptions	28,467	(13,303)	28,467	(13,303)
- (Gain)/loss from change in demographic assumptions	(28,750)	(1,813)	(28,750)	(1,813)
	(283)	(15,116)	(283)	(15,116)

Present value of obligation: end of the period	(211,040)	(206,517)	(211,040)	(206,517)
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The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled, resulting in higher defined benefit obligation.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Interest: The risk that future interest rates are higher than expected , resulting in higher defined benefit obligation.

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<i>Post-employee benefits continued...</i>				
In estimating the unfunded liability for post-employment medical care, the following assumptions are made:				
Effective date of assumptions	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
Post retirement plan				
Discount rate	14.40%	13.10%	14.40%	13.10%
Health care cost inflation	9.00%	10.20%	9.00%	10.20%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	4.20%	5.60%	4.20%	5.60%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(9,757)	(9,757)	(9,757)	(9,757)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

Healthcare cost inflation				
1% increase	20,013	21,396	20,013	21,396
Change %	9.50%	10.40%	9.50%	10.40%
1% decrease	(17,381)	(18,313)	(17,381)	(18,313)
Change %	-8.20%	-8.90%	-8.20%	-8.90%
Discount rate				
1% increase	(17,652)	(18,592)	(17,652)	(18,592)
Change %	-8.40%	-9.00%	-8.40%	-9.00%
1% decrease	20,631	22,054	20,631	22,054
Change %	9.80%	10.70%	9.80%	10.70%
Expected retirement age				
1 year increase	(6,284)	(6,530)	(6,284)	(6,530)
Change %	-3.00%	-3.20%	-3.00%	-3.20%
1 year decrease	6,664	6,371	6,664	6,371
Change %	3.20%	3.10%	3.20%	3.10%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

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Post-employee benefits continued...

18.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2023. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred.

Balance at end of the year				
Present value of the obligation	(787,049)	(743,848)	(787,049)	(743,848)
Fair value of plan assets	1,612,998	1,496,676	1,612,998	1,496,676
Defined benefit surplus at 31 December	<u>825,949</u>	<u>752,828</u>	<u>825,949</u>	<u>752,828</u>

Reconciliation of the present value of the obligation

Defined benefit obligation at beginning of the year	743,848	784,378	743,848	784,378
Member contributions	701	926	701	926
Service cost	3,662	3,796	3,662	3,796
Interest cost	76,266	73,263	76,266	73,263
	<u>824,477</u>	<u>862,363</u>	<u>824,477</u>	<u>862,363</u>
Remeasurements:				
- Actuarial (gain)/loss	31,227	(54,291)	31,227	(54,291)
Benefit payments	(68,655)	(64,224)	(68,655)	(64,224)
Defined benefit obligation at 31 December	<u>787,049</u>	<u>743,848</u>	<u>787,049</u>	<u>743,848</u>

Reconciliation of the fair value of plan assets

Fair Value of assets as at 1 January	1,496,676	1,601,032	1,496,676	1,601,032
University contributions	1,481	1,955	1,481	1,955
Member contributions	701	926	701	926
	<u>1,498,858</u>	<u>1,603,913</u>	<u>1,498,858</u>	<u>1,603,913</u>
Remeasurements:				
-Net interest income	156,588	152,416	156,588	152,416
-Actuarial gain/(loss)	26,207	(197,301)	26,207	(197,301)
	<u>182,795</u>	<u>(44,885)</u>	<u>182,795</u>	<u>(44,885)</u>
Benefits paid	(68,655)	(62,352)	(68,655)	(62,352)
Fair Value of assets as at 31 December	<u>1,612,998</u>	<u>1,496,676</u>	<u>1,612,998</u>	<u>1,496,676</u>
The actual return on plan assets is as follows:	182,795	(44,885)	182,795	(44,885)

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Post-employee benefits continued...

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their pension benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

Cash	5.53%	2.83%	5.53%	2.83%
Equity	37.73%	40.90%	37.73%	40.90%
Bonds	19.27%	23.10%	19.27%	23.10%
Property	2.76%	3.09%	2.76%	3.09%
International	33.79%	28.74%	33.79%	28.74%
Other	0.92%	1.34%	0.92%	1.34%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2023.

Discount rate	10.70%	10.70%	10.70%	10.70%
Inflation rate	5.60%	5.60%	5.60%	5.60%
Salary increase rate	6.60%	6.60%	6.60%	6.60%
Pension increase allowance (Ex-NTRF)	3.64%	3.64%	3.64%	3.64%
Pension increase allowance (Other pensioners)	3.08%	3.08%	3.08%	3.08%
UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:	2,356	2,129	2,356	2,129

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Post-employee benefits continued...

Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

Discount rate				
1% increase	(52,253)	(45,279)	(52,253)	(45,279)
Change %	-6.60%	-6.10%	-6.60%	-6.10%
1% decrease	64,139	59,309	64,139	59,309
Change %	8.10%	8.00%	8.10%	8.00%
Inflation rate				
1% increase	39,432	37,101	39,432	37,101
Change %	5.00%	5.00%	5.00%	5.00%
1% decrease	(34,690)	(32,392)	(34,690)	(32,392)
Change %	-4.40%	-4.40%	-4.40%	-4.40%

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Post-employee benefits continued...

18.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2023.

Balance at end of the year

Present value of the obligation	(50,592)	(55,829)	(50,592)	(55,829)
Fair value of plan assets	209,511	194,724	209,511	194,724
Unrecognised surplus due to IAS 19(a) limit	(158,919)	(138,895)	(158,919)	(138,895)
Defined benefit surplus at 31 December	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

The IAS 19(a), paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds or reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	55,829	42,427	55,829	42,427
Current service cost	1,831	1,746	1,831	1,746
Interest cost	4,481	2,717	4,481	2,717
	<u>62,141</u>	<u>46,890</u>	<u>62,141</u>	<u>46,890</u>
- Actuarial (gain)/loss	2,367	23,095	2,367	23,095
Benefits paid (net of reinsurance proceeds)	(13,916)	(14,156)	(13,916)	(14,156)
Present value of obligation: end of year	<u>50,592</u>	<u>55,829</u>	<u>50,592</u>	<u>55,829</u>

Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	194,724	211,803	194,724	211,803
Contributions (net of reinsurance premiums)	(1,831)	(1,746)	(1,831)	(1,746)
Value of assets as at 31 December	<u>192,893</u>	<u>210,057</u>	<u>192,893</u>	<u>210,057</u>
Remeasurements:				
-Net interest income/expense	16,899	15,354	16,899	15,354
-Actuarial (loss)/gain	11,804	(18,277)	11,804	(18,277)
	<u>28,703</u>	<u>(2,923)</u>	<u>28,703</u>	<u>(2,923)</u>
Benefits (net of reinsurance premiums)	(12,085)	(12,410)	(12,085)	(12,410)
Value of assets as at 31 December	<u>209,511</u>	<u>194,724</u>	<u>209,511</u>	<u>194,724</u>

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Post-employee benefits continued...				
The actual return on plan assets is as follows:	28,703	(2,923)	28,703	(2,923)
The assets of the University of Johannesburg Disability Fund were invested as follows:				
Cash	0.84%	-0.88%	0.84%	-0.88%
Equity	38.46%	38.56%	38.46%	38.56%
Bonds	11.11%	14.79%	11.11%	14.79%
Property	3.68%	3.15%	3.68%	3.15%
International	45.91%	43.28%	45.91%	43.28%
Other	0.00%	1.10%	0.00%	1.10%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2023.

Claimants

Number of members	21	23	21	23
Annual benefit	10,862	10,084	10,862	10,084
Annual reinsured benefit	1,074	1,074	1,074	1,074
Benefit weighted average service	58.0 yrs	56.5 yrs	58.0 yrs	56.5 yrs
Effective date of assumptions	31 Dec 2023	31 Dec 2022	31 Dec 2023	31 Dec 2022

The principal assumptions used for accounting purposes were as follows:

General inflation rate	4.40%	4.80%	4.40%	4.80%
Discount rate	9.20%	9.00%	9.20%	9.00%
Expected increases in benefits	5.40%	5.80%	5.40%	5.80%

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

Inflation rate				
1% increase	52,911	58,707	52,911	58,707
Change %	4.60%	5.20%	4.30%	5.20%
1% decrease	(48,424)	(53,152)	(48,424)	(53,152)
Change %	-4.80%	-4.80%	-4.80%	-4.80%
Discount rate				
1% increase	(48,675)	(53,438)	(48,675)	(53,438)
Change %	-3.80%	-4.30%	-3.80%	-4.30%
1% decrease	52,678	58,447	52,678	58,447
Change %	4.10%	4.70%	4.10%	4.70%

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Post-employee benefits continued...

The fund is not registered with the Financial services board (FSB).

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2016 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- a) The death of the member; or
- b) The member attaining normal retirement age; or
- c) The member ceasing to be a member of the Fund; or
- d) Discontinuance of the payment of premiums in respect of a member; or
- e) Absence of the member as defined; or
- f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

The University of Johannesburg (Policy holder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policy holder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policy holder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policy holder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

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Post-employee benefits continued...

18.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability was valued at 31 December 2023. This obligation is funded from University's reserves.

Reconciliation of the movement in the long service award obligation:

Present value of obligation: beginning of the year	52,687	53,783	52,687	53,783
Current service cost	6,130	6,251	6,130	6,251
Interest cost	5,710	5,192	5,710	5,192
	64,527	65,226	64,527	65,226
- Actuarial (gain)/loss	(4,337)	(7,660)	(4,337)	(7,660)
Benefits paid	(4,442)	(4,879)	(4,442)	(4,879)
Present value of obligation: end of period	55,748	52,687	55,748	52,687
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	(4,442)	4,864	(4,442)	4,864
The significant actuarial assumptions were as follows:				
Discount rate	11.20%	11.30%	11.20%	11.30%
Salary inflation	6.90%	6.80%	6.90%	6.80%
CPI inflation	5.90%	5.80%	5.90%	5.80%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs

The sensitivity analysis of the liability to changes in the principal assumptions is:

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<i>Post-employee benefits continued...</i>				
Discount rate				
1% increase	(52,274)	(49,334)	(52,274)	(49,334)
Change %	-6.20%	-6.40%	-6.20%	-6.40%
1% decrease	59,664	56,501	59,664	56,501
Change %	7.00%	7.20%	7.00%	7.20%
	0.00%	0.00%	0.00%	0.00%
Salary inflation	-	-	-	-
1% increase	13,312	12,801	13,312	12,801
Change %	8.50%	8.10%	8.50%	8.10%
1% decrease	(11,333)	(10,983)	(11,333)	(10,983)
Change %	-7.60%	-7.20%	-7.60%	-7.20%
	0.00%	0.00%	0.00%	0.00%
Expected retirement age	-	-	-	-
1 year increase	57,557	54,565	57,557	54,565
Change %	3.60%	3.50%	3.60%	3.50%
1year decrease	(53,393)	(50,596)	(53,393)	(50,596)
Change %	-4.20%	-4.00%	-4.20%	-4.00%

19. State appropriations - subsidies and grants

Block grant	2,597,745	2,525,717	2,597,745	2,525,717
University capacity development	38,482	27,877	38,482	27,877
Foundation phase development	73,055	61,564	73,055	61,564
Interest and redemption of government approved loans	-	14	-	14
Clinical training of health professionals	10,807	18,200	10,807	18,200
	2,720,089	2,633,372	2,720,089	2,633,372

20. Tuition and other fee income

Tuition Fees	2,201,352	1,979,380	2,201,352	1,979,380
Registration Fees	36,110	35,018	36,110	35,018
Levy Income	42,739	31,765	42,739	31,765
Other Fees	973	1,140	973	1,140
Tuition and other related fees	2,281,174	2,047,303	2,281,174	2,047,303
Residence Fees	291,020	242,924	268,559	222,821
	2,572,194	2,290,227	2,549,733	2,270,124

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21. Research income				
Research income NRF	188,149	182,491	188,149	182,491
Contract Research International	44,141	24,256	44,141	24,256
Contract Research National	99,959	91,969	99,959	92,371
Non-obligated Research income	17,559	15,081	17,559	15,389
Non-obligated Research income International	8,467	-	8,467	-
Research donations	3,716	1,449	3,716	1,449
	361,991	315,246	361,991	315,956
22. Other operating income				
Sundry income	39,984	16,407	29,400	3,553
Hire out of facilities	7,219	4,820	7,219	4,820
Consultation/Evaluation income	6,969	7,338	6,969	7,338
Project income	38,986	26,725	38,986	26,723
Public sales and services	108,703	135,030	64,229	79,674
Other income	11,242	8,202	11,242	8,201
Insurance claim	3,414	3,334	3,414	3,334
PPE gains	121	291	121	291
Donations	143,391	147,580	143,391	147,580
Total other income	360,029	349,727	304,971	281,514
23. Personnel costs				
Academic professionals	1,589,299	1,433,623	1,568,571	1,433,623
Support personnel	1,841,912	1,773,265	1,812,557	1,722,378
Other post-retirement costs	24,917	17,146	24,917	17,146
Pension cost - defined contribution plans	252,584	236,388	252,584	236,388
Pension cost - defined benefit plans	5,193	6,015	5,193	6,015
	3,713,905	3,466,437	3,663,822	3,415,550
Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:				
Full Time	4,484	4,438	4,440	4,357
Part Time	3,827	4,128	3,777	3,756
24. Bursaries Awarded				
Student bursaries awarded	431,831	407,331	431,831	407,331

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25. Other expenses				
Auditors remuneration	23,142	20,591	23,028	20,259
- external audit	9,473	9,317	9,359	8,985
- internal audit	9,156	6,903	9,156	6,903
- other audit services	4,513	4,371	4,513	4,371
Advertising	28,470	37,610	28,218	37,046
Bank charges	7,881	8,785	7,790	8,694
Books and periodicals	144,452	139,355	144,452	139,355
Cartridges	942	1,022	940	1,022
Cleaning	23,158	22,865	22,163	21,759
Conference registration fees	17,681	19,071	17,633	19,053
Consulting fees	84,891	80,725	80,272	76,701
Copyright fees	7,252	6,894	7,252	6,894
Corporate functions	18,094	14,948	18,094	14,948
Cost of sales	30,152	17,960	30,152	17,960
Data lines	7,234	9,346	7,056	9,168
Foreign exchange (gains)/losses	2,204	(332)	2,204	(332)
Fuel, Oil and Gas	35,631	26,794	34,563	26,392
Functions and entertainment	49,461	38,029	49,308	37,822
Grants and donations	(160)	3,213	(160)	(187)
Insurance	21,263	17,925	21,167	17,874
Leases of low value assets	1,576	6,393	2,353	6,393
Legal expense	24,655	19,613	24,284	19,580
Medical Aid Pensioners	14,235	13,408	14,235	13,408
Membership fees	12,155	9,249	12,107	9,216
Municipal rates, taxes and electricity	214,722	231,227	206,942	223,262
Other expenses	164,271	130,273	148,633	114,017
Printing	32,521	29,147	32,519	29,147
Protective clothing	13,286	8,436	12,472	8,175
Repairs and maintenance	149,117	136,825	151,335	143,057
Security contracts	43,188	38,410	42,935	38,990
Services Rendered - outsourced	97,630	106,585	93,294	105,253
Short-term leases	126,581	38,756	125,384	36,949
Software licenses	87,278	93,367	85,688	92,157
Staff development	29,156	22,133	28,616	21,486
Stationery	3,822	3,703	3,820	3,685
Student expenses	10,657	10,419	10,657	10,419
Tax expense in subsidiaries	-	639	-	-
Teaching and laboratory consumables	43,349	41,034	40,857	39,034
Telephone and fax	179	1,264	222	938
Travel and accommodation	146,717	101,629	146,098	101,333
	1,716,843	1,507,311	1,676,583	1,470,927

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Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
26. Finance income				
Student fees	33,804	25,659	33,482	25,505
Current accounts	52,145	6,922	49,503	5,549
Defined benefit plan	53,727	57,485	53,727	57,485
	139,676	90,066	136,712	88,539
27. Finance costs				
Borrowings	143	84	2	84
Lease obligations	554	727	931	2,401
	697	811	933	2,485
28. Income from investments				
Dividends on fair value through profit or loss financial assets	123,689	132,516	101,230	104,415
Interest on fair value through profit or loss financial assets	303,214	300,568	276,242	280,125
	426,903	433,084	377,472	384,540
29. Investments fair value gains/(losses)				
Fair value movement transfer on disposal of investments	67,358	202,075	31,523	165,519
Profit on sale of investments	94,086	207,302	53,520	170,392
Loss on sale of investments	(26,728)	(5,227)	(21,997)	(4,873)
Unrealised fair value movement transfer on investments	162,400	(352,750)	138,878	(282,096)
Unrealised profit	178,984	8,743	150,025	6,464
Unrealised loss	(16,584)	(361,493)	(11,147)	(288,560)
Fair value movement on investments	229,758	(150,675)	170,401	(116,577)

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30. Related parties

30.1 Related parties

The University of Johannesburg controls or owns shares of the following entities:

Entity and principal business activities	Year End	Shareholding	Principal place of business
<p>• UJInvnt (Pty) Ltd</p> <p>The Company is a wholly-owned (100%) private holding company of the Shareholder, established for the following purpose:</p> <p>* the commercialisation on behalf of the University including, but not limited, to the following: Intellectual Property, providing technical and training services, consultancy services and courses; and</p> <p>* a Company that will hold shareholding on behalf of the Shareholder, and act as the Holding Company for commercial activities.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<p>• Resolution Circle (Pty) Ltd</p> <p>Resolution Circle is a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in-service project training, various short-learning and candidacy programs applicable to the ever-changing world of engineering and engineering technology.</p>	31 December	100% Through UJInvnt (Pty) Ltd	Qoboza Klaaste Building, 20 Heights St, Doornfontein
<p>• A Million Up Trading (Pty) Ltd</p> <p>The principal activities of this company is to provide accommodation to students.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<p>• UJ Properties (Pty) Ltd</p> <p>The principal activities of this company is engaged in property holding and operates principally in South Africa.</p>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<p>• University of Johannesburg / City Lodge Educational Trust</p> <p>The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees, 2 appointed by City Lodge and 2 appointed by the University of Johannesburg.</p>	30 June	N/A	Cnr University and Kingsway Rd, Auckland Park

University of Johannesburg

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Related parties continued...

<ul style="list-style-type: none">• UJ Trust <p>The UJ Trust is a related party to the University of Johannesburg by virtue of control vesting in the Trustees, as appointed by the University, as well as the University being its sole beneficiary. The Trust's main objective is to support the strategic objectives of the University financially in its capacity as a PBO.</p>	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none">• UJ Metropolitan Academy Trust <p>The UJ Metropolitan Academy Trust was setup with the objective to promote, foster and advance the interest of the UJ Metropolitan Academy and of all those who from time to time are students at the Academy by such means as the trustees may in their discretion deem to be expedient and in particular by providing further or better education, academic or recreational facilities at the Academy.</p>	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none">• Gradnet Portal (Pty) Ltd <p>The principal activities of this company is to supply online services to students and alumni of education institutions. Inactive, company in process of liquidation</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none">• UJ Entrepreneurship Trust <p>The overriding purposes and objectives of the Trust are to provide funding on a non-profit basis to small, medium and micro-sized enterprises.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none">• Johannesburg Business School (Pty) Ltd <p>The principal activities of this company is to ensure the trademark of Johannesburg Business School is protected.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park

University of Johannesburg

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Related parties continued...

The University of Johannesburg has an interest in the following companies:

All related parties with a Year End's other than December are consolidated up to December.

		Shareholding		Principal place
	Year End	University of Johannesburg	Non-controlling interest	of business
<ul style="list-style-type: none">• Praestet (Pty) Ltd <p>Production of paediatric hospital beds that effectively facilitates treatment of children in hospital. Shareholding still in process of being resolved.</p>	31 December	N/A	N/A	115 Roseways 17 Tyrwhitt Avenue Roseways
<ul style="list-style-type: none">• University Sports Company (Pty) Ltd <p>The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.</p>	31 December	4.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none">• Verisol (Pty) Ltd <p>The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.</p>	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch

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Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Related parties continued...

30.2 Key Management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executives.

Compensation paid to key management and members of Council

Salaries and other short-term employee benefits

- members of council	958	929	958	929
- management (note 37)	63,647	80,040	63,647	80,040
	64,605	80,969	64,605	80,969

Members of Council

Kakana X	107	45	107	45
Ndema Y	120	86	120	86
Baleni MF	133	114	133	114
Mvubu N	47	-	47	-
Dlamini S	-	31	-	31
Meyer TA	33	-	33	-
Gugushe K	98	90	98	90
Hildebrandt D	9	58	9	58
Khosa G	-	22	-	22
Khoza M	-	27	-	27
Khumalo M	28	63	28	63
Mateza L	68	20	68	20
Potgieter R	14	-	14	-
Khumalo LT	28	-	28	-
Tshilande MC	-	71	-	71
Mokoena AG	51	-	51	-
Rowland W	78	152	78	152
Teke MS	-	80	-	80
Van Staden C	-	-	-	-
Molope WCN	65	33	65	33
Mpunzi LM	70	18	70	18
Schreiner JA	9	18	9	18
	958	929	958	929

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*Related parties continued...***Payment to members of Council**

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – aggregate amount paid R'000	Reimbursement of expenses - aggregate paid
31 December 2023			
Chair of Council	1	107	-
Deputy Chair of Council	1	120	-
Chairs of Committees	4	363	-
Members of Council	11	368	-
		<u>958</u>	
31 December 2022			
Chair of Council	1	45	-
Deputy Chair of Council	1	86	-
Chairs of Committees	6	410	1
Members of Council	8	308	-
		<u>849</u>	

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Related parties continued...

30.3 Related party transactions and balances

University	A Million Up Investments 76 (Pty) Ltd		Total	
	2023	2022	2023	2022
Opening balance	7,598	12,961	7,598	12,961
Loans repayment received	(372)	(5,363)	(372)	(5,363)
Closing balance	7,226	7,598	7,226	7,598

The loans are unsecured, bear no interest and have no repayment terms.

Investments in related parties:

University	UJvnt (Pty) Ltd		UJ Properties (Pty) Ltd		A Million Up Investments 76 (Pty) Ltd		Gradnet Portal (Pty) Ltd		Total	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Opening balance	30,299	25,749	90,636	90,636	85,431	85,431	3,605	3,605	209,971	205,421
Investments during year	8,800	4,550	-	-	-	-	-	-	8,800	4,550
Disposal of investment	-	-	-	-	-	-	(3,605)	-	(3,605)	-
Closing balance	39,099	30,299	90,636	90,636	85,431	85,431	-	3,605	215,166	209,971

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Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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*Related parties continued...***30.4 Related party transactions and balances**

The following transactions were carried out with related parties

(a) Purchase of goods and services**Purchases of services:**

from Resolution Circle (Pty) Ltd	-	-	10,676	10,421
from UJ Properties (Pty) Ltd	-	-	10,054	10,275

(b) Sale of goods and services**Sale of services:**

to Resolution Circle (Pty) Ltd	-	-	18	542
to UJ Properties (Pty) Ltd	-	-	4,743	4,578
to University Sports Company (Pty) Ltd	291	379	291	379
to Million Up Trading (Pty) Ltd	-	-	5,332	4,609
to UJInvnt (Pty) Ltd	-	-	2,813	358

(c)**Year-end balances arising from purchases of goods/services****Payables to related parties:**

Resolution Circle (Pty) Ltd	-	-	-	210
UJ Properties (Pty) Ltd	-	-	2,427	3,340

University of Johannesburg

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31. Financial risk management

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

This note explains the group's exposure to financial risks and how these risks could affect the group's future financial performance. Current year profit and loss information has been included where relevant to add further context.

31.1 Risk	Exposure arising from	Measurement	Management
Market risk – currency	Future commercial transactions	Cash flow forecasting and sensitivity analysis	Forward exchange contracts
Market risk – interest rate	Interest bearing investments (long and short term)	Sensitivity analysis	Bank diversification (short term).
Market risk - security prices	Investments in equity securities	Sensitivity analysis	Portfolio diversification
Credit risk	Cash and cash equivalents, trade receivables, debt investments and contract assets	Aging analysis and credit ratings	Diversification of bank deposits, credit limits and letters of credit. Investment guidelines for debt investments
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Monitoring daily cash levels and requirements

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

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Financial risk management continued...

31.2 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 11.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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Financial risk management continued...

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with fund managers under mandate agreements and with the five major South African commercial banks at ruling interest rate. These agreements specify the asset allocation matching the risk that the University is prepared to take. The short-term investments that are invested with the five major South African commercial banks are invested at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 12.

A 1% change in the interest rate could have a Consolidated R2 864/ University R2 864 (2022: Consolidated R9 786 / University R9 786) interest income influence on an annual basis ie. a Consolidated R2 864 / University R2 864 (2022: Consolidated R9 786 / University R9 786) influence on profit and loss and equity.

This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R2 864/ University R2 864 (2022: Consolidated R9 786 / University R9 786

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 11.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as fair value through profit or loss financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

A 10% change in the price rate could have a Consolidated R400 000 / University R300 000 (2022: Consolidated R400 000 / University R300 000) influence on an annual basis on profit and loss and equity.

Listed equities	4,272,257	3,848,568	3,345,836	2,989,382
10% change impact	400,000	400,000	300,000	300,000

For the period ended 31 December 2023, if the FTSE/JSE CAPI index increased/ decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the fair value of the non current investment on the statement of financial position would be Consolidated R4 272 257 / University R3 345 836 (2022: Consolidated R3 848 568 / University R2 989 382) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

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Financial risk management continued...

31.3 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counter party to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 40% of the available funds abroad.

All funds are invested with BB rated financial institutions, or guaranteed by the government.

The University defines a financial instrument as in default, which is fully aligned with the definition of credit impaired, when it meets one or more of the following criteria:

Quantitative criteria:

The borrower is more than 30 days past due on its contractual payments.

Qualitative criteria:

The borrower meets unlikelihood to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is in long-term forbearance.
- The borrower is in breach of financial covenant(s) if applicable.
- It is becoming probable that the borrower will enter bankruptcy.
- Financial assets are purchased or originated at a deep discount that reflects incurred credit losses.
- An active market for that financial asset has disappeared.

The criteria above have been applied to all financial instruments held by the University and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the PD, EAD and LGD throughout the University's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of three months. This period of three months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different possible cure definitions.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Credit worthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

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Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Financial risk management continued...

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probability of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2023:

Student receivables	989,251	912,742	975,750	905,350
- past due but not impaired (4 months overdue)	406,203	306,023	404,835	303,331
- impaired (more than 4 months overdue)	583,048	606,719	570,915	602,019
Less: Provision for impairment	(583,048)	(606,719)	(570,915)	(602,019)
Student receivables – net carrying amount	406,203	306,023	404,835	303,331

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its other trade receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received

The provision for impairment is calculated based on the following:

- Outstanding invoices greater than 4 months and invoices handed over to attorneys are impaired
- Outstanding invoices greater than R1 million are assessed for impairment.

University of Johannesburg

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Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Financial risk management continued...

Details of the other receivables as at 31 December 2023 are as follows:

Other receivables	189,242	168,569	151,419	123,233
- fully performing	179,833	148,393	142,203	103,210
- impaired	9,409	20,176	9,216	20,023
Less: Provision for impairment	(9,409)	(20,176)	(9,216)	(20,023)
Other receivables – net carrying amount	179,833	148,393	142,203	103,210

Student receivables

At 1 January	606,719	534,567	602,019	530,862
Provision for receivables impaired	156,539	142,568	147,849	141,573
Receivables written off during the year as uncollectable	(180,210)	(70,416)	(178,953)	(70,416)
At 31 December	583,048	606,719	570,915	602,019

Ageing of provision for impairment

Handed over to collecting agencies – more than two years	303,756	210,535	301,814	210,535
Handed over to collecting agencies – prior year	69,427	221,134	67,484	221,134
4 Months overdue	209,865	175,050	201,617	170,350
	583,048	606,719	570,915	602,019

Other receivables

At 1 January	20,176	12,492	20,023	12,263
Provision for receivables impaired	(7,893)	11,353	(7,138)	11,322
Receivables written off during the year as uncollectable	(2,874)	(3,669)	(3,669)	(3,562)
At 31 December	9,409	20,176	9,216	20,023

Ageing of provision for impairment

Handed over to collecting agencies – 2021	1,835	2,388	1,230	2,388
Handed over to collecting agencies – 2022	903	6,183	3,373	6,183
Handed over to collecting agencies – 2023	6,671	684	4,613	684
Impaired as at reporting date	-	10,932	-	10,768
	9,409	20,187	9,216	20,023

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Financial risk management continued...

As at 31 December, the age analysis of receivables, all of which are due, is as follows:

Student receivables

	Current Year	Prior Year	More than two years ago	Total
Consolidated - 2023				
Gross receivable	616,068	69,427	303,756	989,251
Provision for expected losses	209,865	69,427	303,756	583,048
Expected loss rate	34 %	100 %	100 %	59 %
Consolidated - 2022				
Gross receivable	481,073	221,134	210,535	912,742
Provision for expected losses	175,050	221,134	210,535	606,719
Expected loss rate	36 %	100 %	100 %	66 %
University - 2023				
Gross receivable	606,452	67,484	301,814	975,750
Provision for expected losses	201,617	67,484	301,814	570,915
Expected loss rate	33 %	100 %	100 %	59 %
University - 2022				
Gross receivable	473,681	221,134	210,535	905,350
Provision for expected losses	170,350	221,134	210,535	602,019
Expected loss rate	36 %	100 %	100 %	66 %

Due to the nature of its operations, the University tracks outstanding fees on an academic year basis. The University considers all prior years' outstanding fees as past due. The University anticipates that the majority of the current year fees will be settled as part of the registration process for the 2024 academic year. It is the University policy that returning students are not allowed to register with outstanding fee debt.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

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Financial risk management continued...

Other receivables

	Current	0 - 30 days	30 - 60 days	60 days +	Total
Consolidated - 2023					
Gross receivable	74,090	24,533	10,798	16,706	126,127
Provision for expected losses	-	-	-	9,409	9,409
Expected loss rate	0 %	0 %	0 %	56 %	7 %
Consolidated - 2022					
Gross receivable	67,884	7,685	3,835	26,627	106,031
Provision for expected losses	-	-	-	20,176	20,176
Expected loss rate	0 %	0 %	0 %	76 %	19 %
University - 2023					
Gross receivable	49,330	24,533	10,798	16,706	101,367
Provision for expected losses	-	-	-	9,216	9,216
Expected loss rate	0 %	0 %	0 %	55 %	9 %
University - 2022					
Gross receivable	32,976	7,685	3,835	26,627	71,123
Provision for expected losses	-	-	-	20,023	20,023
Expected loss rate	0 %	0 %	0 %	75 %	28 %

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 10.

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security.

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counter party default rates.

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Financial risk management continued...				
Trade receivables				
Counter parties without external credit rating:				
- Current students which will register in 2024. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2024 registration period. This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BB (2023 BB) rated entities.	406,203	306,023	404,835	303,331
- Other receivables	116,718	81,559	92,151	51,100
Group 1 *	522,921	387,582	496,986	354,431
Cash and cash equivalents				
BB (2023: BB) Rating:				
- Prime South African Bank	2,151,800	2,560,464	2,110,189	2,778,111
	2,151,800	2,560,464	2,110,189	2,778,111
Fair value financial assets				
BB (2023: BB) Rating:				
- Government stocks and bonds	683,631	767,147	625,712	688,661
- Listed stocks and debentures	481,242	407,495	327,583	301,890
- Listed shares all top 40 companies	4,272,257	3,848,568	3,345,836	2,989,382
- Fixed and other deposits, prime South African Banks	444,460	379,862	393,260	337,571
- Endowment policies, top 40 South African insurance companies	31,307	28,745	31,307	28,745

*Group 1 – New customers (less than 2 months).

University of Johannesburg

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Financial risk management continued...

31.4 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of accounts payable. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 Years	Over 5 Years	Total
Consolidated					
31 December 2023					
Accounts payable	1,900,400	-	-	-	1,900,400
	<u>1,900,400</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,900,400</u>
31 December 2022					
Accounts payable	2,031,230	-	-	-	2,031,230
	<u>2,031,230</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,031,230</u>
University					
31 December 2023					
Accounts payable	1,892,221	-	-	-	1,892,221
	<u>1,892,221</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,892,221</u>
	Less than 1 year	Between 1 and 2 years	Between 2 and 5 Years	Over 5 Years	Total
31 December 2022					
Accounts payable	2,027,614	-	-	-	2,027,614
	<u>2,027,614</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,027,614</u>

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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Financial risk management continued...

31.5 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

The amounts managed as capital by the Group for the reporting periods under review are summarised as follows:

Total equity	10,133,027	9,446,842	8,917,145	8,325,824
Cash and cash equivalents	(2,151,800)	(2,560,464)	(2,110,189)	(2,531,232)
Capital	7,981,227	6,886,378	6,806,956	5,794,592

31.6 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Amortised cost	FVPL	Total
Consolidated			
31 December 2023			
Financial assets			
Fair value through profit or loss financial assets	-	5,917,672	5,917,672
Trade and other receivables (excluding prepayments)	586,036	-	586,036
Cash and cash equivalents	2,151,800	-	2,151,800
Financial liabilities			
Trade payables	1,986,599	-	1,986,599
31 December 2022			
Fair value through profit or loss financial assets	-	5,436,593	5,436,593
Trade and other receivables (excluding prepayments)	454,416	-	454,416
Cash and cash equivalents	2,560,464	-	2,560,464
Financial liabilities			
Borrowings	-	-	-
Trade payables	2,116,518	-	2,116,518

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

	Amortised cost	FVPL	Total
University			
31 December 2023			
Financial assets			
Fair value through profit or loss financial assets	-	4,728,473	4,728,473
Trade and other receivables (excluding prepayments)	547,038	-	547,038
Cash and cash equivalents	2,110,189	-	2,110,189
Financial liabilities			
Trade payables	1,978,420	-	1,978,420
31 December 2022			
Financial assets			
Fair value through profit or loss financial assets	-	4,351,025	4,351,025
Trade and other receivables (excluding prepayments)	406,541	-	406,541
Cash and cash equivalents	2,531,232	-	2,531,232
Financial liabilities			
Borrowings	-	-	-
Trade payables	2,112,902	-	2,112,902

31.7 Fair value estimation

The University classifies its fair value measurements using the following measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date (level 3).

University of Johannesburg

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Financial risk management continued...

The following table presents the Consolidated assets and liabilities that are measured at fair value:

	Level 1	Level 2	Total
Consolidated			
31 December 2023			
Fair value through profit or loss financial assets			
- listed shares (market price)	4,272,257	-	4,272,257
- listed stocks and debentures (market price)	481,242	-	481,242
- government stocks and bonds (market price)	683,631	-	683,631
- fixed deposits (income approach)	-	60,242	60,242
- other deposits and loans (income approach)	-	384,218	384,218
- endowment policies (income approach)	-	31,307	31,307
- other investments (income approach)	-	4,775	4,775
	5,437,130	480,542	5,917,672
31 December 2022			
Fair value through profit or loss financial assets			
- listed shares (market price)	3,848,568	-	3,848,568
- listed stocks and debentures (market price)	407,495	-	407,495
- government stocks and bonds (market price)	767,147	-	767,147
- fixed deposits (income approach)	-	54,422	54,422
- other deposits and loans (income approach)	-	325,440	325,440
- endowment policies (income approach)	-	28,745	28,745
- other investments (income approach)	-	4,776	4,776
	5,023,210	413,383	5,436,593
University			
31 December 2023			
Fair value through profit or loss financial assets			
- listed shares (market price)	3,345,836	-	3,345,836
- listed stocks and debentures (market price)	327,583	-	327,583
- government stocks and bonds (market price)	625,712	-	625,712
- fixed deposits (income approach)	-	60,242	60,242
- other deposits and loans (income approach)	-	333,018	333,018
- endowment policies (income approach)	-	31,307	31,307
- other investments (income approach)	-	4,775	4,775
	4,299,131	429,342	4,728,473

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

	Level 1	Level 2	Total
University			
31 December 2022			
Fair value through profit or loss financial assets			
- listed shares (market price)	2,989,382	-	2,989,382
- listed stocks and debentures (market price)	301,890	-	301,890
- government stocks and bonds (market price)	688,661	-	688,661
- fixed deposits (income approach)	-	54,422	54,422
- other deposits and loans (income approach)	-	283,149	283,149
- endowment policies (income approach)	-	28,745	28,745
- other investments (income approach)	-	4,776	4,776
	3,979,933	371,092	4,351,025

There were no transfers between Level 1 and Level 2 during the year ended 31 December 2023 and 2022.

The fair value of financial instruments traded in active markets are based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise listed shares, listed stocks and debentures and government stocks and debentures classified as trading securities at fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market are determined by using valuation techniques. These valuation techniques are selected based on characteristics of each instrument, with the overall objective to maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. Fixed deposits, other deposits and loans and endowment policies are valued using the Income approach in which future cashflows are discounted to a current present value using market related interest rates. Borrowings are valued at fair value by discounting future cashflows to a current present value using market related interest rates based on the entities credit risk.

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
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32. Cash flows**Cash flows from operating activities**

Profit for the year	686,585	324,985	591,721	299,672
Adjustments for:				
– (Decrease)/ increase in student credit losses provision (note 10)	(23,671)	72,152	(31,104)	71,157
– (decrease)/ increase in non-student credit losses provision (note 10)	(10,767)	7,684	(10,807)	7,760
– student bad debt written off (note 10)	180,210	70,416	178,953	70,416
– non-student bad debt written off (note 10)	2,874	3,669	3,669	3,562
– depreciation (note 6)	110,205	101,889	115,319	110,249
– amortisation (note 7)	1,335	1,990	1,335	1,986
– profit on disposal of property, plant and equipment	(121)	(291)	(121)	(291)
– remeasurement of lease liability	-	-	-	169
– finance income (note 26)	(139,676)	(90,066)	(136,712)	(88,539)
– interest income on investments (note 28)	(303,214)	(300,568)	(276,242)	(280,125)
– finance cost (note 27)	143	84	2	84
– dividends received (note 28)	(123,689)	(132,516)	(101,230)	(104,415)
– movement in Post-employee benefits asset and obligation (note 18)	(65,937)	(72,618)	(65,937)	(72,618)
– foreign exchange (gains)/losses (note 25)	2,204	(332)	2,204	(332)
– non-cash movement interest on defined benefit plan (note 26)	53,727	57,485	53,727	57,485

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
<i>Cash flows continued...</i>				
– non-cash movement on investments in fair value (note 11)	(206,192)	(214,117)	(151,992)	(267,024)
– non-cash movement on deferred income (note 17)	(34,189)	(74,786)	(34,189)	(74,786)
– non-cash movement on provisions	68,500	153,728	68,500	164,544
– non-cash movement on borrowings	-	(263)	-	(263)
Changes in working capital:				
– receivables and prepayments (note 10)	(282,470)	(306,575)	(283,412)	(302,772)
– trade and other payables (note 14)	(129,918)	410,317	(133,647)	411,194
– inventory (note 9)	(1,749)	1,475	(1,951)	1,607
– provisions (note 13)	(71,756)	(179,272)	(71,756)	(179,272)
– deferred income (note 17)	-	(607)	-	(607)
– student deposits and income received in advance (note 16)	35,060	(37,303)	34,468	(24,208)
	<u>(252,506)</u>	<u>(203,440)</u>	<u>(249,202)</u>	<u>(195,367)</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 6)	121	291	121	291
Net book amount (note 6)	1,244	403	1,047	403
Proceeds from disposal	<u>1,365</u>	<u>694</u>	<u>1,168</u>	<u>694</u>

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2023	Consolidated 2022	University 2023	University 2022
<i>Cash flows continued...</i>				
Net Debt Reconciliation				
Cash and cash equivalents	2,151,800	2,560,464	2,110,189	2,531,232
	2,151,800	2,560,464	2,110,189	2,531,232
	Other Assets	Liabilities from financing activities		
	Cash	Borrowings due within 1 year	Borrowings due after 1 year	Total
Consolidated				
Net debt as at 1 January 2022	2,804,532	-	-	2,804,532
Cash flows	(244,068)	-	-	(244,068)
Net debt as at 31 December 2022	2,560,464	-	-	2,560,464
Cash flows	(408,664)	-	-	(408,664)
Net debt as at 31 December 2023	2,151,800	-	-	2,151,800
University				
Net debt as at 1 January 2022	2,778,111	-	-	2,778,111
Cash flows	(246,879)	-	-	(246,879)
Net debt as at 31 December 2022	2,531,232	-	-	2,531,232
Cash flows	(421,043)	-	-	(421,043)
Net debt as at 31 December 2023	2,110,189	-	-	2,110,189

33. Commitments

Commitments – contracted	138,119	249,202	138,119	249,202
Commitments – approved, not contracted for	129,608	92,241	129,608	92,241

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank Guarantees:

SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated		University	
	2023	2022	2023	2022

34. Contingencies

The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business from billing disputes with the City of Johannesburg. This includes meter reading disputes, rate disputes, service charges and interest disputes. It is not anticipated that any material liabilities will arise from the contingent liabilities.

Incorrect allocation of charges	36,952	60,374	36,952	60,374
Incorrect charges to be claimed back	(27,575)	(52,847)	(27,575)	(52,847)
Net contingent liability	9,377	7,527	9,377	7,527

35. Going concern

The University continues to adopt the going concern basis in the preparation of the consolidated financial statements. The University's forecasts and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the medium term. This is evidenced by financial performance for the 2023 financial year, where revenue levels and cash position at year end increased, resulting in a more favourable, financially sustainable and liquid position at year end. This is further evidenced by the growth in the University's reserves position.

Despite continuing economic uncertainty resulting from macroeconomic factors, climate effects, inflationary pressures, subsidy cuts and other geopolitical unrest, the university continues to attain a net surplus position for the 2023 year, with this surplus trend being projected into the next five years as modelled per the UJ Financial Sustainability Model. The liquidity and solvency ratios are also positive, an increase from prior year is noted. This is however considered more favourable when compared to the 2023 budgeted expectations. All the liquidity and solvency indicators point to the University's ability of being able to meet its obligations into the foreseeable future.

36. Events after balance sheet

No adjusting or significant non-adjusting events have occurred between the 31 December 2023 reporting date and the date of authorisation.

Figures in R `000

37. Executive Remuneration 2023

Designation (1)	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	798,616	15,924	75,285	889,825	571,783	-	1,461,608
Vice-Chancellor & Principal	L G Mpedi	4,203,009	220,966	569,272	4,993,247	-	862,531	5,855,778 *
Registrar	I C Burger	696,715	7,785	103,220	807,720	275,638	193,072	1,276,430
Registrar	B Jansen van Vuuren	2,012,909	24,399	255,730	2,293,038	117,702	221,617	2,632,357 *****
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	1,526,815	32,218	180,997	1,740,030	99,488	210,305	2,049,823
Chief Financial Officer	N Mamorare	3,126,443	79,259	289,181	3,494,884	-	658,396	4,153,280
Executive Dean: Faculty of Law	P W Domingo	2,161,424	63,394	199,921	2,424,739	-	102,356	2,527,095
Senior Executive Director	NY Vukuza	2,841,005	82,790	361,519	3,285,314	-	608,096	3,893,410 **
Executive Dean: Faculty of Art, Design & Architecture	F Freschi	484,762	102,897	44,477	632,136	-	-	632,136 **
Chief Operating Officer	M A Ralephata	3,030,050	52,971	385,575	3,468,595	-	635,777	4,104,373
Executive Dean: Faculty of Engineering & the Built Environment	D Mashao	2,166,441	31,691	275,680	2,473,812	-	352,784	2,826,596
Deputy Vice-Chancellor Academic	S Khan	2,578,530	81,142	316,673	2,976,344	-	446,660	3,423,004
Executive Dean: Faculty of Art, Design & Architecture	S B Laurent	163,125	1,730	15,348	180,204	10,417	713,895	904,516
Executive Dean: Faculty of Humanities	K Naidoo	1,877,983	60,435	238,974	2,177,392	-	228,521	2,405,913
Executive Dean: Faculty of Science	D Meyer	571,766	5,191	73,110	650,068	-	243,328	893,396
Chief Information Officer	KF Sibanda	1,938,833	48,359	179,333	2,166,525	-	394,589	2,561,115
Executive Director: Expenditure	S M Makinta	1,936,787	74,765	253,328	2,264,881	-	321,686	2,586,566
Executive Director: Financial Governance & Revenue	L Riba	1,879,056	58,174	239,111	2,176,340	-	328,299	2,504,640
Executive Director: Human Capital Management	T L Kwinana	1,902,749	43,353	249,573	2,195,675	83,662	328,635	2,607,972
Executive Director: Library and Information Centre	KM Frahm-Arp	1,936,347	48,890	181,820	2,167,056	-	229,359	2,396,415
Executive Director: Facilities Management	K Nkwana	329,658	140,645	41,881	512,184	-	-	512,184 *****
Executive Dean: Faculty of Education	N F Peterson	1,847,498	67,078	269,458	2,184,035	-	228,814	2,412,849
Executive Director: Research & Innovation	N M Luruli	1,937,726	136,058	179,231	2,253,014	-	300,596	2,553,610
Executive Dean: College for Business & Economics	L Ntsalaze	2,288,315	22,070	291,189	2,601,575	-	54,426	2,656,001
General Counsel	A L Pretorius	2,306,646	77,889	213,354	2,597,889	-	248,483	2,846,372
Executive Dean: Faculty of Science	A N Moteete	770,177	8,974	111,888	891,039	-	78,072	969,111 ***
		47,313,384	1,589,048	5,595,131	54,497,563	1,158,689	7,990,298	63,646,550

Figures in R `000

Executive Remuneration 2023 continued...

*

Remuneration of the Vice Chancellor and Principal

Annual Remuneration	3,579,211
Accommodation Fringe Benefit	-
Non Pensionable Salary	623,798
Merit and other payments	1,652,769
Total Salary	5,855,778

**

F Freschi - Appointed 01 October 2023
 A N Moteete - Appointed 01 August 2023
 K Nkwana - Appointed 01 November 2023
 B Jansen van Vuuren - Appointed 01 April 2023

1 This note was edited on the 18th July 2024 to update titles of the executive management

Figures in R `000

Executive Remuneration 2023 continued...

Executive Remuneration 2022

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	4,348,815	232,384	494,421	5,075,620	186,910	3,989,216	9,251,745 *
Registrar	I C Burger	2,460,900	57,010	436,498	2,954,408	118,490	1,177,152	4,250,050
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,904,252	430,817	393,970	3,729,039	-	1,074,859	4,803,898
Chief Financial Officer	N Mamore	2,973,996	86,569	322,862	3,383,427	-	1,220,866	4,604,293
Executive Dean: Faculty of Law	P W Domingo	2,056,032	23,137	218,974	2,298,143	-	404,989	2,703,132
Senior Executive Director	NY Vukuza	2,701,258	74,797	389,383	3,165,439	-	1,097,971	4,263,410
Executive Dean: College of Business & Economics	D Van Lill	2,387,948	31,465	323,972	2,743,386	343,908	683,965	3,771,259
Chief Operating Officer	M A Ralephata	2,570,478	31,149	368,919	2,970,546	-	900,602	3,871,149
Executive Dean: Faculty of Engineering & the Built Environment	D Mashao	2,059,875	36,244	293,112	2,389,231	-	506,576	2,895,807
Executive Dean: Faculty of Health Sciences	S Khan	1,843,242	46,250	199,177	2,088,669	-	721,876	2,810,545
Executive Dean: Faculty of Art, Design & Architecture	S B Laurent	1,864,773	43,817	196,168	2,104,758	-	101,985	2,206,743
Executive Dean: Faculty of Humanities	K Naidoo	1,785,606	46,250	254,878	2,086,735	-	513,986	2,600,721
Vice-Chancellor & Principal ; Deputy Vice-Chancellor Academic	L G Mpedi	2,860,336	183,999	439,595	3,483,931	252,788	1,191,114	4,927,833
Executive Dean: Faculty of Science	D Meyer	2,175,755	20,765	311,386	2,507,906	-	706,989	3,214,895
Chief Information Officer	KF Sibanda	1,844,295	20,765	199,341	2,064,401	-	630,953	2,695,354
Executive Director: Expenditure	S M Makinta	1,838,861	75,259	269,546	2,183,667	-	502,058	2,685,725
Executive Director: Financial Governance & Revenue	L Riba	1,786,626	20,765	255,685	2,063,077	-	580,545	2,643,622
Executive Director: Human Capital Management	T L Kwinana	1,678,918	40,438	267,316	1,986,672	159,481	711,880	2,858,033

Figures in R `000

Executive Remuneration 2023 continued...

Executive Director: Library and Information Centre	KM Frahm-Arp	1,841,896	66,986	200,894	2,109,776	-	503,566	2,613,342
Executive Director: Facilities Management	AL Nel	1,757,577	21,259	289,367	2,068,203	558,442	505,252	3,131,898
Executive Dean: Faculty of Education	N F Peterson	1,736,082	64,368	279,214	2,079,664	-	390,649	2,470,313
Executive Director: Research & Innovation	N M Luruli	1,302,453	50,399	139,564	1,492,415	-	262,451	1,754,866
Executive Dean: College for Business & Economics	L Ntsalaze	590,224	132,008	83,417	805,649	-	37,373	843,022
General Counsel	A L Pretorius	1,645,204	9,000	175,655	1,829,859	-	338,884	2,168,743
		51,015,403	1,845,902	6,803,315	59,664,620	1,620,020	18,755,756	80,040,396

The merit and other payments includes payments made during the year for annual performance plans, as well as payments for staff retention incentives.

* Remuneration of the Vice Chancellor and Principal

Annual Remuneration	2,889,495
Accommodation Fringe Benefit	1,190,360
Non Pensionable Salary	1,459,319
Merit and other payments	3,712,571
Total Salary	9,251,745

** N F Peterson - Appointed 01 January 2022
 *** N M Luruli - Appointed 01 April 2022
 ***** L Ntsalaze - Appointed 01 September 2022
 ***** A L Pretorius - Appointed 01 April 2022

University of Johannesburg
 Consolidated and Separate Financial Statements for the year ended 31 December 2023

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Prior period restatement continued...

Statement of Cash Flows
Notes to the Consolidated and Separate Financial Statements

	2022 Reported	2022 Reported	Consolidated Adjustment 2022 Restated	2022 Reported	University Adjustment	2022 Restated
Cash flows from operating activities	(479,586)	(483,949)	265,469	(483,949)	216,925	(267,024)
– non-cash movement on investments in fair value (note 11)	(468,909)	(412,292)	265,469	(412,292)	216,925	(195,367)
Cash utilised from operating activities						

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2023	Total 2022
Consolidated							
Total income		5,899,377	639,566	6,538,943	271,698	6,810,641	5,961,047
Recurring items		5,899,256	639,566	6,538,822	271,698	6,810,520	5,960,756
State appropriations – subsidies and grants	19	2,720,089	-	2,720,089	-	2,720,089	2,633,372
Tuition and other fee income	20	2,281,175	22,460	2,303,635	268,559	2,572,194	2,290,227
Income from contracts	21	57,315	311,646	368,961	-	368,961	322,583
For research	21	52,051	309,940	361,991	-	361,991	315,246
For other activities	22	5,264	1,705	6,969	-	6,969	7,337
Sales of goods and services	22	100,113	109,455	209,568	(19)	209,549	194,518
Private gifts and grants	22	108,019	35,371	143,390	-	143,390	147,581
Sub-total		5,266,712	478,931	5,745,642	268,540	6,014,182	5,588,281
Income from investments	28	328,876	98,028	426,903	-	426,903	433,084
FV movements	29	170,400	59,358	229,758	-	229,758	(150,675)
Finance income	28	133,269	3,250	136,518	3,158	139,676	90,066
Non-recurring items							
Profit/(loss) on disposal of PPE	22	121	-	121	-	121	291

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2023	Total 2022
Total expenditure		5,432,222	484,534	5,916,757	207,299	6,124,056	5,636,062
Recurring items		5,393,776	481,847	5,875,623	205,856	6,081,479	5,589,613
Personnel	23	3,513,854	168,178	3,682,032	31,874	3,713,905	3,466,437
Academic professional		1,880,615	90,009	1,970,623	17,059	1,987,682	1,855,238
Other personnel		1,633,239	78,169	1,711,408	14,815	1,726,223	1,611,199
Other current operating expenses	25	1,491,514	158,236	1,649,750	173,755	1,823,506	1,611,155
Depreciation	6	96,067	13,916	109,983	222	110,205	101,889
Amortisation of software	7	1,323	7	1,330	5	1,335	1,990
Bursaries awarded	24	290,462	141,369	431,831	-	431,831	407,331
Sub-total		5,393,220	481,706	5,874,926	205,856	6,080,782	5,588,802
Finance costs	27	556	141	697	-	697	811
Non-recurring items							
Capital expenditure expensed	25	38,446	2,687	41,134	1,443	42,576	46,449
Profit/(Loss) for the year		467,155	155,032	622,187	64,399	686,585	324,985
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	18	(400)	-	(400)	-	(400)	-
Total comprehensive income for the year		466,755	155,032	621,787	64,399	686,185	324,985

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2023	Total 2022
University							
Total income		5,928,523	421,148	6,349,672	271,698	6,621,369	5,857,468
Recurring items		5,928,403	421,148	6,349,551	271,698	6,621,249	5,857,177
State appropriations – subsidies and grants	19	2,720,089	-	2,720,089	-	2,720,089	2,633,372
Tuition and other fee income	20	2,281,174	-	2,281,174	268,559	2,549,733	2,270,124
Income from contracts		57,315	311,646	368,961	-	368,961	323,293
For research	21	52,051	309,940	361,991	-	361,991	315,956
For other activities	22	5,264	1,705	6,969	-	6,969	7,337
Sales of goods and services	22	129,262	25,249	154,511	(19)	154,491	126,306
Private gifts and grants	22	108,019	35,371	143,390	-	143,390	147,580
Sub-total		5,295,859	372,265	5,668,124	268,540	5,936,664	5,500,675
Income from investments	28	328,875	48,597	377,472	-	377,472	384,540
FV movements	29	170,401	-	170,401	-	170,401	(116,577)
Finance income	28	133,268	286	133,553	3,158	136,712	88,539
Non-recurring items							
Profit/(loss) on disposal of PPE	22	121	-	121	-	121	291

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2023

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2023	Total 2022
Total expenditure		5,458,658	363,692	5,822,350	207,299	6,029,649	5,557,796
Recurring items		5,420,212	361,740	5,781,952	205,856	5,987,808	5,511,702
Personnel	23	3,513,854	118,094	3,631,948	31,874	3,663,822	3,415,550
Academic professional		1,880,615	63,204	1,943,819	17,059	1,960,877	1,828,004
Other personnel		1,633,239	54,890	1,688,129	14,815	1,702,944	1,587,546
Other current operating expenses	25	1,509,320	91,493	1,600,813	173,755	1,774,569	1,574,101
Depreciation	6	104,321	10,776	115,097	222	115,319	110,249
Amortisation of software	7	1,323	7	1,330	5	1,335	1,986
Bursaries awarded	24	290,462	141,369	431,831	-	431,831	407,331
Sub-total		5,419,279	361,740	5,781,019	205,856	5,986,875	5,509,217
Finance costs	27	933	-	933	-	933	2,485
Non-recurring items							
Capital expenditure expensed	25	38,446	1,952	40,398	1,443	41,841	46,094
Profit/(Loss) for the year		469,865	57,457	527,322	64,399	591,721	299,672
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	18	(400)	-	(400)	-	(400)	(120,234)
Total comprehensive income for the year		469,465	57,457	526,922	64,399	591,321	179,438



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